



# General Assembly

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## Seventy-seventh session

Agenda item 151

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

## Summary of the findings and recommendations of the independent review of the delivery model of the United Nations Mine Action Service

### Report of the Advisory Committee on Administrative and Budgetary Questions

#### I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the summary of the findings and recommendations of the independent review of the delivery model of the United Nations Mine Action Service ([A/77/747](#)). During its consideration of the report, the Committee received additional information and clarification, concluding with written responses dated 24 March 2023.

2. The Secretary-General explains that the report is submitted pursuant to the requests of the General Assembly<sup>1</sup> that he conduct an independent review of the use of services of the United Nations Office for Project Services (UNOPS) and the partners selected to implement mine action activities, including an assessment of the comparative advantage of each mission in the delivery of those activities, and to submit the results of the analysis to the Assembly at its seventy-seventh session ([A/77/747](#), summary and para. 8).

3. In his report, the Secretary-General provides the background of the establishment of Mine Action Service in 1997 to eliminate the threats posed by mines, explosive remnants of war and improvised explosive devices by coordinating United Nations mine action, leading operational responses at the country level and supporting the development of standards, policies and norms. The Mine Action Service, which

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<sup>1</sup> General Assembly resolutions [75/250 B](#), para. 12; [75/297](#), para. 9; [75/298](#), para. 12; [75/299](#), para. 9; [75/300](#), para. 12; [75/302](#), para. 11; [75/304](#), para. 11; [75/305](#), para. 9; and [75/306](#), para. 4.



delivers the mine action mandates of 14 United Nations field operations,<sup>2</sup> has a United Nations system-wide coordination mandate from the General Assembly, which recognizes the Mine Action Service as the coordinator for mine action within the United Nations system, the mine action area of responsibility and other relevant organizations (resolution 76/74, para. 16). According to the Secretary-General, the Mine Action Service, which is a component of the Office of Rule of Law and Security Institutions in the Department of Peace Operations, implements seven other programmes using extrabudgetary resources, five of which are in countries where no United Nations mission is deployed (Burkina Faso, Ethiopia, Nigeria, the Syrian Arab Republic and the State of Palestine) and two of which are Mine Action Service stand-alone programmes in countries where United Nations missions are deployed but independent of those missions (Colombia and Iraq) (A/77/747, paras. 1 and 2).

4. Upon enquiry, the Advisory Committee was provided with the Secretary-General's bulletin ST/SGB/2010/1, which sets out the organization and functions of the Mine Action Service. The Committee was informed that the Mine Action Service had been assigned as the service provider in mine action for Secretariat entities, including peacekeeping and special political missions. The missions and other Secretariat entities, such as Resident Coordinators, rely on the Mine Action Service for the assessment and planning of mine action programmes, the identification of implementing partners, budgeting, management, oversight, performance and budget reporting on programme delivery. Mine action is a centrally managed sector because it is a highly specialized, technical service that is an essential precursor to mission mobility and ensuring peacekeeper and humanitarian actor safety. **The Mine Action Service leads this holistic service. The Advisory Committee trusts that every effort will be made to ensure that demining activities are performed in the most efficient and effective ways possible, leveraging all existing capacities, including in the field, based on lessons learned.**

## II. Collaboration between the Mine Action Service and the United Nations Office for Project Services

5. The Secretary-General indicates in his report that, to date, the Mine Action Service has implemented its mine action programmes almost exclusively through collaboration with UNOPS, except for two programmes (the United Nations Mission to Support the Hudaydah Agreement (UNMHA) and the United Nations Peacekeeping Force in Cyprus (UNFICYP)), which are not implemented in partnership with UNOPS.<sup>3</sup> This partnership is governed by the 2014 umbrella memorandum of understanding between the United Nations Secretariat and UNOPS, which covers all Secretariat entities engaging the services of UNOPS. According to the memorandum of understanding, the Mine Action Service leads on strategy development, programme design, monitoring and oversight, stakeholder engagement and communication, while

<sup>2</sup> Eight peacekeeping missions (United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, United Nations Multidimensional Integrated Stabilization Mission in Mali, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, United Nations Mission for the Referendum in Western Sahara, United Nations Peacekeeping Force in Cyprus, United Nations Interim Force in Lebanon, United Nations Interim Security Force for Abyei and United Nations Mission in South Sudan), the support operation for the United Nations Support Office in Somalia and five special political missions (United Nations Assistance Mission in Afghanistan, United Nations Assistance Mission in Somalia, United Nations Integrated Transition Assistance Mission in the Sudan, United Nations Mission to Support the Hudaydah Agreement and United Nations Support Mission in Libya).

<sup>3</sup> The Mine Action Service has not engaged UNOPS in the delivery of mine action services in UNFICYP and UNMHA since 2021. The post of Programme Management Officer/Mine Action Adviser (P-4) in each mission is on the mission's staffing table (see para. 10 of the present report).

UNOPS is responsible for project implementation, including the recruitment and management of programme personnel, the procurement of specialized goods and services and the management of contracts and grants. The role and responsibilities of UNOPS at the project level are governed by financial agreements concluded between the Mine Action Service and UNOPS pursuant to the memorandum of understanding. Under the memorandum of understanding, UNOPS charges shared costs in the form of locally and centrally managed direct costs (3 per cent) and indirect support costs (5 per cent of the total project) as a management fee. The memorandum of understanding also specifies categories of services and goods that missions should provide to UNOPS projects at no cost and that should not be included in the financial agreements ([A/77/747](#), para. 4).

6. Upon enquiry, the Advisory Committee was informed that article III and annex II of the 2014 memorandum of understanding require the missions to provide the mine action programmes with assets and services of general use in mission environments, as follows: office and/or accommodation space for personnel; furniture and office equipment; stationery and supplies; security guard services; fuel according to the mission entitlement; transportation on United Nations flights; communications services, including Internet and very small aperture terminals (VSAT); casualty and medical evacuation; and explosives. The provisions aim to ensure the use of Secretariat goods and services and thereby avoid duplication of effort and the 8 per cent fees. UNOPS purchases specialized mine action equipment, such as detectors, explosive ordnance disposal equipment, explosive ordnance disposal training equipment, mine-protected vehicles and spare parts, and personal protective equipment. The Mine Action Service ensures that the financial agreements with UNOPS exclude all items in annex II of the memorandum of agreement unless the mission leadership explicitly requests that an item listed in annex II be procured through UNOPS. It is not uncommon for missions to defer to the Mine Action Service and UNOPS to purchase assets and/or services for the mine action personnel contracted by UNOPS who are not on the mission staffing table and to budget for those items on that basis. Where the Mine Action Service engages UNOPS in programme implementation, UNOPS is responsible for the procurement of assets in accordance with the financial agreement between the Mine Action Service and UNOPS. In line with the financial agreement, UNOPS provides the Mine Action Service with biannual asset reports.

7. The Advisory Committee was also informed that negotiations on a new memorandum of understanding with UNOPS are at an advanced stage, with a first draft concluded at the end of 2022. Agreement has been reached on a number of new and updated clauses in the new memorandum of understanding to improve clarity on the terms and conditions of the engagement with UNOPS. It is anticipated that the new memorandum of understanding will be finalized by the second quarter of 2023. Once it enters into effect, the memorandum of understanding will be used by all Secretariat entities, increasing the consistency and harmonization of UNOPS arrangements. The new memorandum of understanding would take into account recommendations arising from various reviews and findings of oversight bodies and resolutions of the General Assembly. It will also incorporate lessons learned from the implementation of the 2014 memorandum of understanding to strengthen and improve clarity in several areas, including, for instance, asset management, level of access to information, project implementation milestones linked to disbursements and financial implications for delays or non-performance. With regard to the adjusted fee structure, the Committee was informed that the UNOPS Executive Board had made a decision on the distribution of reserves based on the fees over three to four years and that the Acting Executive Director had offered a pricing structure that would not have a profit margin and instead would ensure full cost recovery.

8. **The Advisory Committee expects that updated information on the status and content of the new memorandum of understanding will be provided to the General Assembly at the time of its consideration of the present report and in the next programme budget submission. Mindful of the general nature of the memorandum of understanding as an umbrella agreement and in view of the review of the mine action activities, the Committee stresses that the financial agreements signed with UNOPS on mine action activities should include special safeguards to ensure that the programmes are consistent with the mandates of the operations and to ensure transparency, accountability, oversight and full adherence with the United Nations Financial Regulations and Rules, including existing procurement rules and policies (see also paras. 40 and 41 below).**

9. The Secretary-General states in his report that, in their audits from 2019 to 2021, the Board of Auditors and the Office of Internal Oversight Services (OIOS) questioned features of the collaboration between the Mine Action Service and UNOPS, including: (a) overreliance on UNOPS for field presence and expertise; (b) limited access to information about UNOPS contracts and assets; (c) insufficient use of existing United Nations resources; (d) lack of cost-efficiency; and (e) lack of independent programme reviews (A/77/747, para. 6; see also A/75/5 (Vol. II), chap. II, paras. 165, 167, 168 and 170–176; A/76/5 (Vol. II), chap. II, paras. 46 and 57; and OIOS report 2019/152, recommendation 7 (a) and para. 16). Upon enquiry, the Advisory Committee was informed that, UNOPS de facto plays a larger role in programme design and budget development than mandated in the memorandum of understanding, owing mainly to a lack of sufficient capacity in the Mine Action Service, as assessed by the Board of Auditors and OIOS.

10. According to the Secretary-General, progress has been made in addressing the findings and recommendations of the Board of Auditors and OIOS. The positions of Chief of the Mine Action Programme, which were shifted from UNOPS contracts to the Secretariat as at 1 July 2021, are now responsible for designing programme strategy, leading strategic and operational planning, overseeing UNOPS performance, leading the engagement with national authorities involved in mine action and resource mobilization. In addition, the Mine Action Service and UNOPS have developed a responsibilities matrix to define the roles and responsibilities of each entity. The Mine Action Service has also improved its monitoring and evaluation system by developing measurable strategies and workplans for programmes and has put in place measures to strengthen programme planning and performance monitoring by establishing a multidisciplinary programme review committee to review programme strategies, workplans, budgets and donor proposals (A/77/747, para. 7). Upon enquiry, the Advisory Committee was informed that the positions of Chief of the Mine Action Programme were classified after a review of the organizational setting and the post functions concluded in 2020 by UNOPS. The Department of Management Strategy, Policy and Compliance deemed this process comparable to the standards of the United Nations Secretariat and granted mutual recognition. The position level was determined based on a set of factors, including the programme's complexity and context. However, in any Mine Action Service programme, under present circumstances, when a position of Chief of the Mine Action Programme becomes vacant, the programme's field leadership temporarily reverts to a UNOPS-contracted staff member, given that there are no other Secretariat posts in the mine action programme.

11. Upon enquiry, the Advisory Committee was informed that the number of explosive items removed and/or the area of land released for safe civilian use compared with expenditure was not a metric that would determine the cost-effectiveness of humanitarian mine action. It is impossible to isolate the cost of removing a single device. Moreover, outputs and expenditures across mine action

programmes are not comparable, because the objectives and circumstances in each programme are not identical. The principal factors that affect the cost of clearance include: (a) the size of the programme, including the proportion of management costs and organizational overheads; (b) the number of deminers working at the site; (c) the logistical difficulties in accessing the contaminated area (i.e. the state of the roads, the requirement for air travel, ongoing conflict or insecurity); (d) the level of metal contamination; (e) the level of vegetation; (f) the clearance equipment available (in some circumstances the use of a machine will be the most efficient means); and (g) the type of explosive contamination.

12. The Secretary-General states in his report that, from 2015 to 2021, assessed contributions from the budgets of peacekeeping operations represented on average 67 per cent of the annual mine action funding resources, while extrabudgetary contributions represented 32 per cent, with the remaining 1 per cent coming from the regular budgets of special political missions (*ibid.*, para. 2). Annex I to the present report includes consolidated data on mine action activities and related resources, including summarized information on planning, budgeting, staffing structures and performance, under the budgets of peacekeeping operations (A/77/779, annex VIII). Upon enquiry, the Advisory Committee was provided with information on the level of resources managed by the Mine Action Service and UNOPS during the period from 2018 to 2022, reflecting all sources of funding (i.e. regular budget, peacekeeping budgets and extrabudgetary contributions), as reflected in table 1 below. The Committee was also provided, upon request, with a breakdown of each of the three funding sources of the Mine Action Service and UNOPS from 2018 to 2022, as reflected in table 2 below. The Committee was further provided with a breakdown of the extrabudgetary resources by peacekeeping and special political mission during the same period, which is reflected in table 3 below. Upon further request, the Committee was provided with a list of contributors of extrabudgetary resources for mine action programmes during the same period. It is worth noting that the information provided shows a significant and continuous decrease in extrabudgetary resources over the past five years.

Table 1  
**Resources managed by the Mine Action Service and the United Nations Office for Project Services during the period from 2018 to 2022**

(United States dollars)

Year <sup>a</sup>	Resources			Managed by the Mine Action Service		Managed by UNOPS		
	Peacekeeping <sup>b</sup>	Regular budget <sup>b</sup>	Extrabudgetary resources	Total	Amount	Percentage	Amount	Percentage
2018	167 365 868	3 248 000	134 911 154	305 525 022	4 287 270	1	301 237 752	99
2019	162 812 283	3 248 000	85 174 820	251 235 103	4 438 231	1	246 796 872	99
2020	156 119 533	3 410 000	68 589 934	228 119 467	4 853 231	2	222 931 174	98
2021	153 724 595	5 001 100	70 114 696	228 840 391	7 655 254	3	220 408 294	95
2022	139 768 517	4 200 500	49 284 061	193 253 078	10 849 613	6	181 765 718	93

<sup>a</sup> The peacekeeping budget cycle and the calendar year cycle (for regular budget and extrabudgetary resources) are combined solely for the purpose of comparing funding sources.

<sup>b</sup> Reflects the amount of the mine action allotment approved by the General Assembly.

Table 2  
**Breakdown of funding sources of the Mine Action Service and the United Nations Office for Project Services during the period from 2018 to 2022**

(United States dollars)

<i>Period</i>	<i>Managed by the Mine Action Service</i>			<i>Managed by UNOPS</i>	
	<i>Amount</i>	<i>Amount</i>	<i>Percentage</i>	<i>Amount</i>	<i>Percentage</i>
<b>I. Peacekeeping missions</b>					
2017/18	167 365 868	–	–	167 365 868	100.0
2018/19	162 812 283	–	–	162 812 283	100.0
2019/20	156 119 533	–	–	156 119 533	100.0
2020/21	153 724 595	310 321	0.2	153 414 274	99.8
2021/22	139 768 517	784 553	0.6	138 983 964	99.4
<b>II. Special political missions</b>					
2018	3 248 000	–	–	3 248 000	100.0
2019	3 248 000	–	–	3 248 000	100.0
2020	3 410 000	–	–	3 410 000	100.0
2021	5 001 100	245 047	4.9	4 381 923	87.6
2022	4 200 500	147 522	3.5	3 944 719	93.9
<b>III. Extrabudgetary contributions</b>					
2018	134 911 154	4 287 270	3.2	130 623 884	96.8
2019	85 174 820	4 438 231	5.2	80 736 589	94.8
2020	68 589 934	4 853 422	7.1	63 736 512	92.9
2021	70 114 696	7 655 254	10.9	62 459 442	89.1
2022	49 284 061	8 770 624	17.8	40 513 436	82.2

Table 3  
**Breakdown of extrabudgetary resources during the period from 2018 to 2022**

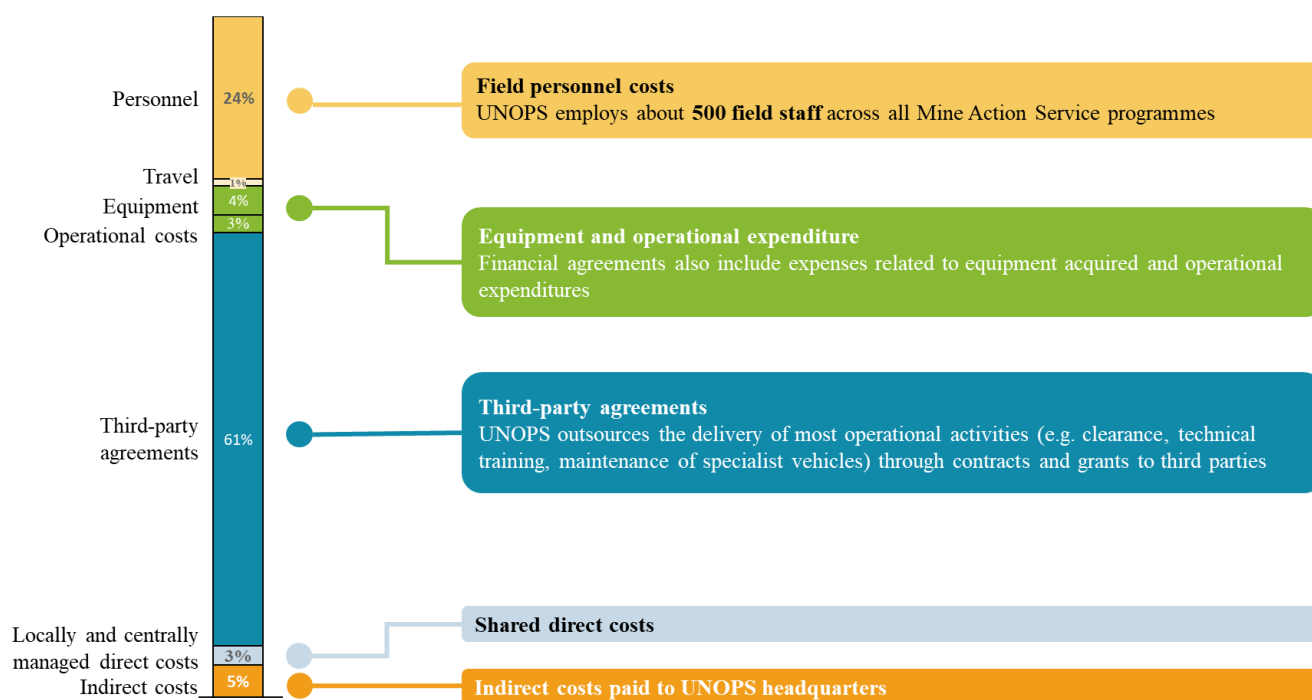
(United States dollars)

<i>Mission</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
UNSMIL	544 250	1 115 585	1 600 000	859 938	2 067 945
UNITAMS	4 572 752	4 762 786	4 809 484	3 933 741	3 914 066
UNSOM/UNSOS	–	1 000 000	6 592 388	4 488 272	508 154
MONUSCO	2 039 308	1 260 000	–	–	900 000
MINUSCA	2 679 724	–	1 332 531	–	–
MINURSO	1 314 028	64 985	29 475	28 285	42 560
UNMISS	1 000 000	1 468 374	209 090	137 100	–
<b>Total</b>	<b>12 150 062</b>	<b>9 671 730</b>	<b>14 572 968</b>	<b>9 447 336</b>	<b>7 432 725</b>

*Abbreviations:* MINURSO, United Nations Mission for the Referendum in Western Sahara; MINUSCA, United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNITAMS, United Nations Integrated Transition Assistance Mission in the Sudan; UNMISS, United Nations Mission in South Sudan; UNSMIL, United Nations Support Mission in Libya; UNSOM/UNSOS, United Nations Assistance Mission in Somalia/United Nations Support Office in Somalia.

13. Upon enquiry, the Advisory Committee was provided with information on UNOPS expenditure streams in 2021, including peacekeeping, regular budget and extrabudgetary resources, as reflected in the figure below. The figure shows that 61 per cent of the expenditure is related to third-party agreements, 24 per cent to field personnel, 7 per cent to equipment and operational costs, 5 per cent to indirect costs, 3 per cent to direct costs (locally and centrally managed direct costs) and 1 per cent to travel. The Committee was also provided, upon request, with an overview of third-party agreements for mine action programmes in the peacekeeping missions for the last three budget periods (2020/21, 2021/22 and 2022/23), which is contained in annex II to the present report, as well as a breakdown of the staffing requirements for mine action programmes during the same periods, as reflected in annex III, and a breakdown of equipment requirements for mine action programmes during the three periods, as contained in annex IV. **The Advisory Committee emphasizes that the proposed resources for mine action should be comprehensive and based on a full and transparent cost-benefit analysis and implementation plan (see also A/75/822, para. 64).**

### United Nations Office for Project Services expenditure streams in 2021



14. Upon enquiry, the Advisory Committee was provided with the organization charts of the Mine Action Service and UNOPS (annexes V and VI). The Committee was also informed that, as at 30 November 2022, there were 64 posts in the Mine Action Service, of which 9 are funded by the support account for peacekeeping operations, 53 are funded by extrabudgetary contributions and 2 are temporarily funded with peacekeeping missions' funds. Of the 64 posts, 56 posts are encumbered, while 8 are vacant. Of the 56 encumbered posts, 43 are in the Professional and higher categories (1 D-2, 1 D-1, 9 P-5, 13 P-4, 16 P-3, 2 P-2 and 1 National Professional Officer) and 13 are in the General Service and related categories (3 G-6, 7 G-5 and 3 G-4). The eight vacant posts include seven posts in the Professional and higher categories (4 P-4 and 3 P-3) and one post in the General Service and related categories (1 G-5). **The Advisory Committee notes the differences between the organizational structures of the Mine Action Service and UNOPS and looks**

**forward to further analysis in the context of the next report referred to in paragraph 40 below.**

15. The Committee was also provided, upon enquiry, with information on the geographical and gender representation of Mine Action Service staff in the Professional and higher categories, which is reflected in table 4 below. The table shows that approximately 62 per cent of the incumbents are from the Western European and other States group and about 52 per cent are female. It also shows that about 41 per cent are from countries within the geographical range, 33 per cent are from underrepresented countries and 26 per cent are from overrepresented countries. According to the Secretary-General, the posts are not financed from the programme budget and are therefore not subject to geographical representation.

**16. The Advisory Committee notes that 53 of the 64 posts in the Mine Action Service are funded by extrabudgetary contributions and that 8 posts are vacant within the Service (see para. 40 below). The Committee also notes the geographical and gender representation within the Mine Action Service and trusts that updated information on efforts to improve geographical distribution among Member States, in line with Article 101 of the Charter of the United Nations, will be provided in the next overview report on peacekeeping operations.**

Table 4  
**Geographical and gender representation of the Professional staff of the Mine Action Service (as at 30 November 2022)**

Level	Number	Geographical representation	Representation status			Gender	
			Within range	Underrepresented	Overrepresented	Female	Male
D-2	1	1 Western European and other States	–	1	–	1	–
D-1	1	1 Asia-Pacific States	1	–	–	1	–
P-5	9	7 Western European and other States	5	1	1	2	5
		1 Asia-Pacific States	–	1	–	–	1
		1 African States	1	–	–	1	–
P-4	13	9 Western European and other States	–	4	5	3	6
		2 Eastern European States	2	–	–	2	–
		1 Latin American and Caribbean States	1	–	–	1	–
		1 African States	1	–	–	–	1
P-3	16	9 Western European and other States	3	5	1	5	4
		3 Asia-Pacific States	2	1	–	2	1
		2 African States	–	–	2	1	1
		1 Eastern European States	1	–	–	1	–
		1 Latin American and Caribbean States	–	–	1	–	1
P-2	2	1 Latin American and Caribbean States	–	–	1	1	–
		1 Asia-Pacific States	–	1	–	1	–
<b>Total</b>	<b>42<sup>a</sup></b>		<b>17</b>	<b>14</b>	<b>11</b>	<b>22</b>	<b>20</b>

<sup>a</sup> The total number of Professional staff does not include the National Professional Officer.



### III. The review methodology

17. The Secretary-General explains that the review was conducted between April and November 2022 by an independent external consultant company selected through a competitive procurement process in accordance with the United Nations regulatory framework. The consultant was asked to: (a) assess the cost-effectiveness of the current Mine Action Service-UNOPS partnership; (b) compare alternative approaches to mandate delivery, including direct delivery by the Secretariat, implementing partnerships with United Nations entities, international non-governmental organizations, or commercial entities, and hybrid options; and (c) recommend the most efficient and cost-effective way to deliver mine action services in all settings. According to the Secretary-General, to support the review, a Secretariat reference group comprised of senior staff from Headquarters and mission leadership monitored the process and reviewed the preliminary findings and draft and final reports to ensure relevance, feasibility, accuracy and credibility. UNOPS personnel at Headquarters and in the field contributed data and information and were consulted on relevant portions of the draft report. The review assessed both the current and alternative delivery models against the criteria of effectiveness, cost-efficiency, governance and transparency.

18. As indicated by the Secretary-General, the review did not assess the comparative advantage of each mission to deliver mine action, but rather assessed the potential for delivery by the Secretariat as a whole, as there was no comparable data or benchmarks for the delivery of mine action services by a specific mission or the Secretariat. The consultant gathered data through document review, interviews with United Nations and external stakeholders, both online and in person, and field visits to three Mine Action Service programmes (United Nations Multidimensional Integrated Stabilization Mission in Mali, United Nations Integrated Transition Assistance Mission in the Sudan, United Nations Assistance Mission in Somalia and United Nations Support Office in Somalia). Stakeholders interviewed included the Chiefs of the Mine Action Programmes, the Mine Action Service and other relevant offices at United Nations Headquarters, representatives of peacekeeping and special political missions, representatives of United Nations agencies, funds and programmes, UNOPS, non-governmental mine action organizations, private mine action contractors and national mine action authorities (A/77/747, paras. 10–15). The Secretary-General also indicates that the quality of the outputs and impact of the work carried out through the Mine Action Service-UNOPS collaboration was outside the scope of the review. However, according to the Secretary-General, the consultant noted that many stakeholders interviewed indicated a high level of appreciation for the quality of work carried out through the partnership and emphasized the importance of that work for mandate delivery in peace operations and humanitarian response (*ibid.*, para. 16).

19. Upon enquiry, the Advisory Committee was informed that there was no precedent for a similar review and that it had been difficult to attract bidders. The Committee was also informed that the consultant, which was contracted through a standard United Nations procurement process to undertake the review at a total price of \$521,319, is a management consulting company offering advisory, investment, research, analytics and design services and high-level strategic, policy and investment advice to the leadership of large institutions, corporations and Governments. The consultant, according to the information provided, has a proven track record of conducting independent reviews/evaluations of complex programmes, including through work with the Secretariat, United Nations entities and other international and regional organizations with a field-based presence. The consultant had worked with UNOPS previously in areas unrelated to mine action and had never worked for the

Mine Action Service. To ensure its independence, the consulting company agreed not to work or bid on any work for UNOPS during the review period, regardless of the subject area. Furthermore, the Secretariat required that the consulting company team, which comprised five core members and three expert advisers, not include any member who had previously been employed by UNOPS or the Mine Action Service. In addition, the Secretariat engaged an external consultant, not related to the consulting company, the Mine Action Service or UNOPS, as a probity monitor to ensure the integrity and independence of the review and its findings. Upon enquiry, the Committee was also informed that the Secretary-General had originally intended to undertake the review: (a) after the new memorandum of understanding between the Secretariat and UNOPS had been finalized and was under implementation, to establish a new baseline for comparing the delivery model of the Mine Action Service and UNOPS partnership with other such models; (b) when the evaluators could undertake field visits and meet with stakeholders; and (c) after several initiatives currently under way to strengthen the delivery model of the Mine Action Service had had a chance to show their effectiveness.

**20. While noting that, in his report, the Secretary-General outlines the findings of the review, the shortcomings of the current delivery model and the challenges faced by the Mine Action Service in delivering its mandates, the Advisory Committee is of the view that the report could have benefited from more detail and analysis regarding the use of the services of UNOPS and the implementing partners selected to implement mine action activities, including an assessment of the comparative advantage of each mission in the choice of the delivery model of those activities, as requested by the General Assembly.**

## **IV. Assessment of the current and alternative delivery models**

### **Current delivery model**

21. In his report, the Secretary-General explains that the review found several advantages in the current delivery model, including benefits from the speed, agility and responsiveness of UNOPS in providing expertise, recruiting personnel and procuring services and equipment. The advantages included: the shorter UNOPS recruitment timelines, on average, compared with those of the Secretariat; the relatively low cost of UNOPS personnel, which represents an element of cost-efficiency, considering that Secretariat staff contracts were 30 to 70 per cent more expensive than the UNOPS international individual contractor agreement and local individual contractor agreement contract modalities; and the contribution of the establishment of the Secretariat positions of Chief of the Mine Action Programme embedded in each field mission's staffing structure to correcting the imbalance in expertise and accountability. The Secretary-General also indicates that the review noted some disadvantages of the current model, including: the 5 per cent UNOPS indirect costs set in the 2014 memorandum of understanding; the lack of incentives for UNOPS to reduce costs, being the exclusive partner; the impact of the current model in limiting technical expertise within the Mine Action Service, which affects its ability to provide effective global leadership on mine action and to ensure that country programmes are designed to maximize the impact of available resources; the incompatibility of the UNOPS information technology systems with those of the Secretariat, which could limit interaction with UNOPS personnel; and the ongoing challenges related to the division of responsibilities between the Mine Action Service and UNOPS, accountability, and access to information by the Mine Action Service ([A/77/747](#), paras. 17–24).

22. Upon enquiry, the Advisory Committee was informed that the review team compared recruitment data from UNOPS and the Secretariat and found that UNOPS recruitment timelines were shorter on average than those of the Secretariat (74 days shorter for assessing non-rostered candidates and 53 days shorter for selecting rostered candidates). However, while the data reviewed demonstrated shorter recruitment timelines for UNOPS, the sample from UNOPS focused on mine action specialist posts and as such was a far smaller sample than that of the Secretariat, which included all Secretariat peacekeeping and special political missions. In addition, the UNOPS individual contract agreement modality offers six contract types, allowing flexible durations and quicker recruitment. The individual contract agreement modality has predictable costs and does not involve long-term financial commitment (no employer-employee relationship). On the other hand, the Secretariat consultants/individual contractors modality is available only for limited periods, in accordance with administrative instruction [ST/AI/2013/4](#), which is not suitable for the implementation of field programmes, resulting in reliance on less flexible staff positions.

**23. The Advisory Committee recalls that military contingent personnel of the United Nations Interim Force in Lebanon (UNIFIL) undertake the clearance of mines and explosive remnants of war to support the safe movement of UNIFIL personnel, and that the oversight and quality assurance monitoring are provided by the civilian component of UNIFIL (see annex I).**

#### **Alternative delivery approaches**

24. According to the Secretary-General, using the current model as a baseline, the review assessed three feasible alternative delivery models against the criteria of effectiveness, cost-efficiency, governance and transparency. The review noted, however, that there were limitations associated with comparing cost-efficiency across hypothetical models and cautioned that the alternative models were only hypothetical and all cost-related figures were directional estimates. The review found that all three models required the Mine Action Service and the Secretariat to have the required leadership and expertise to fully assume programme design, monitoring and reporting functions, which is necessary to improve governance, control, oversight and transparency and to strengthen the capacity to identify possible cost reductions, where appropriate, including by better defining statements of requirement and budgets.

25. The three models identified by the review are: model A (status quo plus), under which the Mine Action Service continues to deliver in partnership with UNOPS but is capable of performing programme design, monitoring and reporting functions while benefiting from the terms of a new memorandum of understanding between the United Nations Secretariat and UNOPS; model B (direct delivery by the Secretariat), under which the Mine Action Service fully assumes all programme design, monitoring and reporting functions, with all programme implementation by the United Nations Secretariat at Headquarters and in missions; and model C (bespoke approach), under which the Mine Action Service fully assumes programme design, monitoring and reporting functions and, on a case-by-case basis, determines the most effective and cost-efficient implementing modality for a particular setting. The report of the Secretary-General includes tables with detailed assessments and directional estimates for each model ([A/77/747](#), paras. 25–31 and annex 1, tables 1.A, 1.B and 1.C).

26. According to the Secretary-General, the review compared budget estimates for a troop-contributing country explosive ordnance disposal platoon with the costs of civilian explosive ordnance disposal teams recruited through UNOPS. However, the review found that the costs were not comparable, and concluded that, in general, there was very limited scope for troop- and police-contributing countries to assume a stronger role, and that the model had four main limitations: (a) statements of unit

requirements limit the scope of demining and explosive ordnance activities to operational tasks related to force protection and mobility; (b) considerable variation in the capabilities and equipment of different troop- and police-contributing countries units; (c) troop ceilings that limit the desirability of dedicating force capacity/capability to demining; and (d) the troop rotations that reduce continuity in mine action capacities within recurrent training and mentoring requirements, either pre- or post-deployment. As stated in the report, the review conceptualized alternative models for delivery of mine action that were later excluded as unfeasible or impractical. These were: first, using a single international non-governmental organization or commercial company to replace UNOPS as implementing partner across all settings, which was deemed unfeasible because no such single entity can play this role across all contexts; and second, having UNOPS or the United Nations Development Programme (UNDP) undertake administrative functions and services only, with the Mine Action Service performing programme management and implementation, which was also deemed unfeasible, as UNDP and UNOPS did not see added value in performing those tasks without contributing to programme and project design and owing to matters related to separating the legal liability associated with issuing contracts and grants to third parties from the accountabilities of contract management and delivery of results (*ibid.*, paras. 32–35).

27. Finally, the Secretary-General states that the review made a series of recommendations to help address the limitations of the current delivery model and move to an alternative model. These were grouped under three main headings, as follows: (a) resourcing the Mine Action Service and the Secretariat adequately to carry out the programme design, monitoring and reporting functions; (b) enhancing the cost-efficiency, effectiveness and good governance/transparency of the Mine Action Service-UNOPS partnership by maximizing information-sharing between UNOPS and the Mine Action Service, maximizing the use of existing resources and ensuring staffing levels are fit for purpose; and (c) taking a phased, programme-by-programme approach to identify the appropriate delivery model in each setting by reviewing and tailoring programme delivery to maximize effectiveness, cost-efficiency and transparency, while retaining the responsive, life-saving mine action services that support mandate delivery (*ibid.*, paras. 36–45).

28. The Secretary-General indicates that the Secretariat concurs with the recommendations of the review and the strengthening of the Mine Action Service mine action leadership and expertise. The Secretariat further accepts that there is a need to introduce competition at the critical design and implementation stages and agrees that the recommended “bespoke” approach (model C) promotes greater cost-effectiveness through informed selection of the implementing modality and partners. According to the Secretary-General, when this approach is combined with an empowered Mine Action Service that can dictate the design and the resource requirements and review and choose the most suitable and cost-effective delivery approach in each setting, greater cost reductions can reasonably be expected. The Secretary-General also clarifies that the recommended approach needs to be rolled out in a phased manner and that existing capacities and resources will be utilized to start work on developing the implementation plan. He further explains that the Secretariat would benefit from the views of Member States and will take them into account when developing a Secretariat implementation plan for the recommendations of the review and that Member States will be updated in the context of relevant reports of peacekeeping and special political missions, as appropriate, specifically in relation to any resource implications that may arise in relation to implementing those recommendations (*ibid.*, paras. 46–51).

29. Upon enquiry, the Advisory Committee was informed that the Secretariat agreed with the recommendations of the review to implement model C, while concurrently

strengthening the Secretariat at Headquarters and in the field, for the following reasons:

(a) An empowered Mine Action Service can dictate the design and resource requirements and review and choose the most suitable and cost-effective delivery approach in each setting, thus leading to greater cost reductions. Once the Mine Action Service builds adequate expertise, it will assess the scope and scale of a mine action threat, determine whether and in what ways it can contribute to an appropriate response, draft its own statements of requirement and ensure that solicitation processes procure only what is required at a reasonable price;

(b) The model introduces competition at the critical design and implementation stages, promotes greater cost-effectiveness through informed selection of the implementing modality and partners, and provides for Secretariat direct delivery where it is the most cost-effective approach;

(c) The approach allows the Secretariat to gradually review and assess programmes, transitioning where appropriate in a phased manner, thus reducing the risk of adversely affecting the quality of delivery or of unexpectedly increasing costs;

(d) The approach allows for the continued use of UNOPS, maximizing opportunities that may be afforded in a new memorandum of understanding between the United Nations Secretariat and UNOPS;

(e) The approach addresses the audit observations and recommendations, as well as the decisions of the legislative bodies, related to strengthening transparency, enhancing the use of existing resources and system contracts, making full use of mission capabilities and resources, and having a way to test direct delivery.

30. As regards the costs of the three alternative models, the Advisory Committee was informed, upon enquiry, that the directional estimates were intended to guide decision-making but required more in-depth study to confirm assumptions. The Secretariat did not validate the estimates and will need to undertake its financial analysis and assessment of staffing and other cost drivers, taking into account the views of the Member States, to confirm the assumptions and to inform future decisions on the delivery model. The Committee was also informed that, as indicated in the report, in providing these directional estimates, the review used two scenarios, one for likely changes and the other for possible changes, using the current model as the baseline. According to the Secretary-General, for model A, the likely costs were estimated to be similar to or slightly higher than the current costs. Possible changes that could lead to a decrease in the overall costs by up to 4 per cent include those related to personnel reduction, as well as an adjusted fee structure in the new memorandum of understanding under negotiation. For model B, possible changes in personnel and savings on third-party costs could result in savings of up to 11.8 per cent based on the assumption that the Secretariat may find more reductions when fully in control and capacitated. For model C, the directional estimates were calculated through a hybrid of the estimates for models A and B, as well as a variant of model A, where UNOPS may not be the implementing partner. For the model C cost estimates, an assumption is made that the Mine Action Service would implement directly in 40 per cent of the programmes, collaborate with UNOPS in 40 per cent and engage an alternative external implementer in 20 per cent. The likely and possible changes have the potential for overall efficiencies of up to 13.2 per cent, resulting from the same possible staffing changes and third-party contract reductions under model B, as well as potential partners or implementers that have lower costs than UNOPS.

31. Upon enquiry, the Advisory Committee was also informed that the Mine Action Service intended to pursue the recommendations of the review and proceed with an approach that combines the assurance of continuity of the current operations with the

piloting of other delivery models, including a direct delivery model. Direct delivery involves the centralized provision by the Secretariat of support functions such as the procurement of strategic categories of goods and services, grant allocation and financial management, for which an adequate support capacity would need to be established and resourced. This approach will enable the Mine Action Service to build the necessary capacity and know-how in an orderly manner, to identify best practices and lessons learned and to build on successful pilots to further expand on this delivery model for the cases in which it proves to be in the best interest of the Secretariat. While the Mine Action Service and Headquarters entities will build on existing operational support capacity at Headquarters and in the missions to initiate the redesign of field programmes to the fullest extent possible, the Mine Action Service and Headquarters will require strengthening in support areas such as contract requisitioning, grant administration, management, procurement and human resources. These functions are essential to delivery and will be required on a continuous basis. The adequate resourcing of the Mine Action Service would support the establishment of a contract requisitioning function and would provide the Service with the necessary expertise to translate operational realities into actionable, performance-based scopes of requirement for future contracts that could be used as a basis for direct solicitation exercises in cooperation with the Procurement Division of the Department of Operational Support. Meanwhile, the Mine Action Service would have to pursue the optimization of the delivery model that is reliant on a partnership with UNOPS.

32. According to the Secretary-General, the Mine Action Service intends to start by identifying a limited number of pilot operations in which a direct delivery model could be tried with minimum risk and limited resources. Once the pilot operations are identified, the Mine Action Service would assemble a team of mine action programme personnel with knowledge of the operations and the desired programmatic outcomes to translate the operational realities into actionable, performance-based scopes of requirement for future contracts that could be used as a basis for direct solicitation exercises. The definition of these work packages would require human resources that the Mine Action Service currently does not have and would have to identify and hire. As recommended in the review, a phased and cautious approach will be taken to this shift to maintain lifesaving mine action services, reduce the likelihood of unexpectedly increasing costs and allow the Secretariat to learn from each initiative and execute course corrections. Moving away from the exclusive partnership, introducing competition and testing direct delivery are fundamental changes the Secretariat intends to undertake. As mentioned in paragraph 32 of the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (A/77/779), a substantive mine action rapid response capacity will be piloted in the United Nations Logistics Base at Brindisi, Italy, to benefit from synergies in planning and deployment with other standing capacities of the Office of the Rule of Law and Security Institutions of the Department of Peace Operations. Some support may be managed through this standing capacity, such as for asset verification, property management and grant oversight.

**33. The Advisory Committee is of the view that models A and B are not the most effective options and that the report does not present a clear time-bound plan or a mechanism for pursuing model C supported by the Secretariat (see also para. 40 below).**

#### **Potential structural reviews**

34. The Advisory Committee was informed, upon enquiry, that the Mine Action Service reviews programme structures annually in the context of the programme workplan review by the Mine Action Service multi-disciplinary review committee, which includes the Mine Action Service personnel, the Chiefs of the Mine Action

Programmes and staff from missions and relevant Headquarters departments. Such reviews seek to ensure that programme staffing numbers and levels remain proportional to the evolution of the mandate and the circumstances. In addition, the Committee was informed that the individual contract agreement modality had predictable costs and did not involve long-term financial commitment (no employer-employee relationship). According to the information provided to the Committee, the Secretariat can avail itself of government-provided personnel in mission settings. The government-provided personnel modality allows Member States to nominate individuals to serve with United Nations peacekeeping operations to provide advisory, capacity-building and mentoring support to national counterparts in areas of specialized expertise generally found only in government services. Government-provided personnel are included in the mission budget but retain the salary and/or entitlements from their respective Governments for the duration of their assignments (with the United Nations responsible for travel-related expenses, allowances and benefits), making it a cost-effective modality for accessing the expertise of Member States for national capacity-building.

35. It is indicated in the report that the review of each programme can only take place when the Mine Action Service is strengthened. Furthermore, since the reviews themselves will take time and must be planned and undertaken in a cautious, phased manner, and since ongoing, life-saving mine action programmes cannot be interrupted while reviews and revisions are taking place, there will be a period during which UNOPS must maintain capacities to ensure programme continuity even as the Mine Action Service builds similar skills to undertake design reviews and initiate new approaches. To mitigate cost increases and avoid duplication when strengthening the Mine Action Service, as recommended by the review, the Mine Action Service will consider the type and number of positions to be established ([A/77/747](#), para. 38). According to the Secretary-General, as recommended by the review, the Mine Action Service will seek to use partner personnel, once legally cleared, in the field to ensure reasonable personnel costs and to overcome the inadequate reporting line between project staff and the Chief of the Mine Action Programme that is a feature of the current model.

36. Upon enquiry, the Advisory Committee was informed that it was not possible to say with certainty how long and to what extent an overlap may persist, partly because the Secretariat cannot yet know which design reviews will result in changes to a programme's delivery model and which reviews will conclude that the strengthened status quo is optimal. If the design reviews conclude that many programmes, or significant aspects of programmes, should be directly delivered by the Secretariat or through other implementing partners, then the Secretariat will need to build the necessary capacity and UNOPS capacity will diminish. The functions for which there may be an overlap for a period of time during the design review and transition phase are in the areas of programme design, monitoring and oversight, reporting and possibly recruitment and management of programme personnel, procurement of specialized goods and services and management of contracts and grants.

**37. Taking into account the need to strengthen the capacity of the Mine Action Service to improve the assessment, planning and delivery of mine action programmes, the Advisory Committee considers that a staffing review of the Service should be undertaken as soon as possible, with a view to ensuring an adequate field presence and avoiding a heavy structure at Headquarters (see also para. 40 below). The Committee considers that, for the sake of efficiency, the Mine Action Service should also assess the possibility of nationalizing some field capacities. The Committee also acknowledges the benefits of using government-provided personnel for capacity-building in mine action activities and trusts that further details will be included in the next report referred to in paragraph 40 below.**

### Cost recovery

38. The Advisory Committee was informed, upon inquiry, that the Mine Action Service could seek to partner with United Nations entities or mine action non-governmental organizations to outsource specific functions. The Mine Action Service is currently exploring the possibility of obtaining services from special political missions in countries where its programmes are not a component of the operation (e.g. mine action in Iraq may obtain services from the United Nations Assistance Mission for Iraq). Where its programmes are components of special political or peacekeeping operations and benefit from additional voluntary contributions administered in the Mine Action Service voluntary trust fund, the Mine Action Service is exploring the acquisition of services through cost recovery from the special political missions or peacekeeping operations to support the extrabudgetary-funded projects, instead of acquiring those services from UNOPS (e.g. United Nations Integrated Transition Assistance Mission in the Sudan, United Nations Assistance Mission in Afghanistan and United Nations Support Mission in Libya). According to the information provided to the Committee, no costs were recovered for mine action activities from 2018 to 2022. **The Advisory Committee trusts that detailed information on cost recovery mechanisms and related resources will be included in the next report referred to in paragraph 40 below.**

## V. Action to be taken by the General Assembly

39. The Secretary-General invites the General Assembly to take note of the report ([A/77/747](#), para. 52). Upon enquiry, the Advisory Committee was informed that taking note of the reports of the Secretary-General, or elements therein, means that the Assembly neither agrees nor disagrees. In its decision 55/488, the General Assembly reiterated that the terms “takes note of” and “notes” are neutral terms that constitute neither approval nor disapproval. By taking note of a report, the Assembly is effectively indicating that it has seen the report and that it is no longer on the list of documents to be considered by the Assembly. According to the Secretary-General, if the Assembly takes note of the report, the Secretariat will develop a Secretariat implementation plan, which will be undertaken within available resources. The financial implications of the plan will also be analysed. Depending on the outcome of the consideration of the report by the General Assembly, the Secretariat would proceed to make proposals in line with the recommendations of the review to initiate a phased implementation of the strengthening of the Mine Action Service and an assessment of a first batch of programmes to determine the most cost-effective implementing modality in each context. In addition to working on specific programmes in batches, the Mine Action Service and other relevant entities in the Secretariat will identify cross-cutting approaches that can be simultaneously implemented across multiple programmes. An estimated three to five years is required to assess all 21 Mine Action Service programmes and support the implementation of transitions, with the first proposals expected to be reflected in the budgets for 2024/25 for peacekeeping operations and 2025 for special political missions.

## VI. Conclusion

**40. Given the lack of sufficient detail and analysis in the report of the Secretary-General, the Advisory Committee recommends that the General Assembly request the Secretary-General, while continuing to monitor the current programmes and avoiding disruption of their delivery, to provide a comprehensive updated report, for its consideration at its seventy-ninth session,**



on the cost-effectiveness and efficient implementation of mine action in peacekeeping operations, special political missions and other settings. The Committee also recommends that the report explore alternative and/or additional options, including demining activities to be performed by missions in a decentralized manner, for example through the missions, including their military contingents (see also [A/75/829](#), para. 32). The report should also elaborate on a number of areas, including the actions and resources required to strengthen the capacity of the Mine Action Service, based on a staffing review and workload analysis of existing capacities; the cost recovery mechanisms and the possibility for administrative and other support services, including direct procurement, to be provided by centres, such as the United Nations Logistics Base at Brindisi, Italy, and the Regional Service Centre in Entebbe, Uganda, as well as other entities; details, including a cost-benefit analysis, of asset acquisition and management by the missions and by UNOPS; baseline information, including cost estimates and realistic timelines for the implementation of the various options; lessons learned and best practices of other entities in this field; any possible impact of the new memorandum of understanding, where applicable; and the results of consultation with Member States, in particular troop- and police-contributing countries, on their possible roles in delivering mine action services, where appropriate.

41. Mindful that strengthened governance and oversight mechanisms, supported by a clear and effective accountability framework, are necessary to address the weaknesses in the delivery of mine action services and are critical for the successful implementation of any delivery model, in particular in a decentralized manner, the Advisory Committee recommends that the General Assembly request the Secretary-General to fully articulate in the updated report a governance structure and a well-defined accountability framework, with clear key performance indicators and deliverables, to ensure effective monitoring and compliance by the various stakeholders.

## Annex I

## Mine action activities

(Thousands of United States dollars)

<i>Peacekeeping component</i>	<i>Details of planning and budget assumptions</i>	<i>Actual expenditure 2021/22</i>	<i>Approved resources 2022/23</i>	<i>Planned resources 2023/24</i>	<i>Proposed staffing structure 2023/24</i>
MINURSO	<p>Mine action planning assumes that the explosive ordnance threat continues to hinder the movement of MINURSO personnel, including in areas deemed safe before November 2020, owing to recontamination as a result of renewed hostilities. Therefore, the budget makes provision for resources to support the safety and security of peacekeepers and their unhindered movement during ceasefire monitoring, as called for by the Security Council in resolution <a href="#">2654 (2022)</a>.</p> <p>Mine action activities are focused on advancing the safety and security of peacekeepers, through route verification, convoy escorts, risk education, the provision of technical advice and site safety to investigative teams, and support for logistical movements east of the berm. A standing operational capacity for explosive ordnance disposal and clearance will be maintained, and clearance will advance as conditions allow.</p>	2 527.5	3 029.0	3 010.7	7 posts MINURSO (1): 1 P-4 UNOPS (6): 2 P-3, 1 P-2, 3 national local individual contractor agreements
MINUSCA	<p>The explosive ordnance threat continues to evolve, threatening the security and safety of civilians, peacekeepers, humanitarian personnel and national security forces. Mine action planning is based on a mission-wide approach to preventing and responding to the explosive threat, in which the Mine Action Service plays a role in ensuring that troop contingents are adequately trained and equipped, while building national capacities to prevent, mitigate and respond to explosive ordnance incidents, in line with the independent strategic review in 2021 (see <a href="#">S/2021/1042</a>) and Security Council resolution <a href="#">2659 (2022)</a>.</p> <p>While the MINUSCA force retains responsibility for explosive ordnance disposal, the Mine Action Service will conduct predeployment assessments of troop contingents to ensure that they are properly trained and equipped before deployment and to support remedial actions such as training and mentoring on search-and-detect and post-blast investigation, as called for in Security Council resolution <a href="#">2659 (2022)</a>.</p> <p>In addition, the Mine Action Service will support national initiatives to address the explosive ordnance threat through training and mentoring for national defence and security forces, training and support on weapons and ammunition management and the provision of risk education to local populations.</p>	6 440.7	9 880.3	8 240.0	56 posts MINUSCA (1): 1 P-4 UNOPS (55): 1 P-3, 12 international individual contractor agreements, 32 national local individual contractor agreements

<i>Peacekeeping component</i>	<i>Details of planning and budget assumptions</i>	<i>Actual expenditure 2021/22</i>	<i>Approved resources 2022/23</i>	<i>Planned resources 2023/24</i>	<i>Proposed staffing structure 2023/24</i>
MINUSMA	Mine action planning is based on the assumption that the steady intensity of the threat of explosive devices, in both northern and central Mali, will require the Mine Action Service to continue to provide critical support for improvised explosive device mitigation, by complementing MINUSMA force and police capabilities and ensuring continued resource-effective and flexible delivery of service. As part of the whole-of-mission approach to improvised explosive devices, in line with Security Council resolution <a href="#">2640 (2022)</a> , the Mine Action Service will ensure that contingents are trained and equipped to United Nations standards to counter explosive devices, through the provision of various specialized mentoring and training assistance programmes for troop contingents, both prior to deployment and in mission. Mine action activities include supporting the Government of Mali in the establishment of a Malian-led mine action response to protect civilians from the explosive threat, as well as capacity development for civil society organizations and actors on the prevention and on the protection of populations at risk.	44 790.0	44 500.0	43 307.0	133 posts MINUSMA (1): D-1 UNOPS (132): 1 P-5, 8 P-4, 20 P-3, 1 P-2, 32 international individual contractor agreements, 1 United Nations Volunteers position, 64 national local individual contractor agreements, 2 in-kind, 3 high-risk personnel
MONUSCO	As explosive ordnance, including improvised explosive devices, continue to pose a threat to the safety and security of peacekeepers and local populations, mine action planning is focused on addressing protection concerns, including by facilitating a progressive transfer of explosive ordnance disposal tasks to national authorities, as called for under the MONUSCO mandate.  Discharging the MONUSCO protection mandate, the Mine Action Service will conduct surveys, clearance and spot tasks in conflict-affected areas and support the force with improvised explosive device threat mitigation support and risk awareness, the destruction of unserviceable ammunition and surveys of team sites. The transition of explosive ordnance responsibilities to national authorities is facilitated by explosive ordnance risk awareness training for national armed forces, the provision of quality assurance and quality management and the destruction of unsafe or unserviceable weapons and ammunition.	3 191.7	4 301.6	3 568.2	26 posts MONUSCO (1): 1 P-4 UNOPS (25): 1 P-4, 2 P-3, 4 international individual contractor agreements, 14 national local individual contractor agreements, 4 in-kind
UNFICYP	Mine action planning assumes that the mission leadership will require advice on mine action as a confidence-building measure with the parties, technical and operational support to maintain fencing and marking to ensure the safety and security of peacekeepers operating in the buffer zone, as well as civilians who cross the buffer zone.  Mine action activities include the provision of strategic and technical advice in support of advocacy and confidence-building measures, the maintenance of minefield fencing in the buffer zone, risk awareness for UNFICYP personnel and technical guidance for the Committee on Missing Persons in Cyprus.	0.0	38.1	0.0	1 post UNFICYP (1): P-4

<i>Peacekeeping component</i>	<i>Details of planning and budget assumptions</i>	<i>Actual expenditure 2021/22</i>	<i>Approved resources 2022/23</i>	<i>Planned resources 2023/24</i>	<i>Proposed staffing structure 2023/24</i>
UNIFIL	<p>Mine action planning assumes that two UNIFIL military contingents will continue to undertake the clearance of mines and explosive remnants of war, and that quality assurance must be performed by the civilian mine action personnel under the overall guidance and direction of the UNIFIL Programme Management Officer, so that the cleared land can be registered in the national database as safe for release for civilian use.</p> <p>The Mine Action Service will provide support to UNIFIL military contingents conducting demining with training, technical expertise and advice, as well as validation and quality assurance. This will ensure safety and efficiency in demining operations and allow for the land cleared to be released by the Lebanon Mine Action Centre for the population's use.</p>	534.9	500.5	529.3	6 posts UNIFIL (1): P-4 UNOPS (5): 5 national local individual contractor agreements
UNISFA	<p>Mine action planning recognizes the need to ensure the mobility of peacekeepers and the safe deployment of the Joint Border Verification and Monitoring Mechanism in all areas identified for patrolling, in furtherance of Security Council resolution <a href="#">2630 (2022)</a>.</p> <p>Mine action activities include surveys, clearance, the provision of mine protection and crews with incorporated capacity for explosive ordnance disposal, risk awareness and weapons and ammunition destruction activities to provide a safe and secure environment for UNISFA peacekeepers and the effective functioning of the Joint Border Verification and Monitoring Mechanism.</p>	9 615.9	9 860.9	9 842.0	25 posts UNISFA (1): P-4 UNOPS (24): 2 P-4, 5 P-3, 1 P-2, 2 international individual contractor agreements, 14 national local individual contractor agreements
UNMISS	<p>Mine action will continue to support the Mission's mandated priorities on the protection of civilians and the creation of conditions conducive to the delivery of humanitarian assistance. Planning assumes that the general security situation will allow clearance efforts, with the resource requirement focusing on deploying operational teams that are best equipped to respond to requirements for mission mandate delivery, including mechanical solutions. In line with Security Council resolution <a href="#">2625 (2022)</a>, mine action planning builds on requirements for capacity-building of the National Mine Action Authority.</p> <p>Mine action activities include surveys, route clearance and verification, and the provision of risk education aimed at advancing the safety and security of peacekeepers, providing a safer environment for civilians and the voluntary return of internally displaced persons, as well as facilitating the delivery of humanitarian assistance. As part of the support for the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan, support for the National Mine Action Authority is aimed at enabling the latter's enhanced capacity for coordinating mine action activities through joint planning, monitoring and quality assurance.</p>	29 512.5	29 550.5	28 158.3	67 posts UNOPS (67): 3 P-4, 7 P-3, 9 international individual contractor agreements, 29 national local individual contractor agreements, 2 in-kind, 17 high-risk personnel

<i>Peacekeeping component</i>	<i>Details of planning and budget assumptions</i>	<i>Actual expenditure 2021/22</i>	<i>Approved resources 2022/23</i>	<i>Planned resources 2023/24</i>	<i>Proposed staffing structure 2023/24</i>
UNSOS	<p>As attacks with improvised explosive devices remain a major security threat in Somalia, improvised explosive device threat mitigation capabilities are essential for the success of the transition of security responsibilities from ATMIS to Somalia. In furtherance of Security Council resolution <a href="#">2628 (2022)</a>, mine action planning assumes that ATMIS will continue to require improvised explosive device threat mitigation expertise and operational and tactical support throughout the transition, while the Somali security forces need to build sustainable improvised explosive device threat mitigation capabilities as they gradually take over security responsibility from ATMIS. Mine action planning is a factor in the support for Somali authorities with weapons and ammunition management.</p> <p>Mine action activities include: (a) support for ATMIS with predeployment training, the provision of explosive ordnance management and improvised explosive device threat mitigation capability in all sectors, and explosive detection dog capability to support the detection of explosive ordnance in and around key infrastructure; (b) support for the Somali security forces with improvised explosive device threat mitigation training and specialized mine action equipment; (c) support for the Office of the National Security Adviser to establish weapons and small arms ammunition management centres in two key federal member state locations; and (d) the deployment of survey and clearance teams and explosive ordnance risk education teams across all sectors, in support of stabilization efforts.</p>	41 338.2	41 913.3	41 104.8	119 posts UNOPS (119): 1 P-5, 7 P-4, 13 P-3, 27 international individual contractor agreements, 39 national local individual contractor agreements, 32 high-risk personnel
<b>Total</b>		<b>137 951.4</b>	<b>143 574.2</b>	<b>137 760.3</b>	

## Annex II

## Overview of third-party agreements for mine action programmes in the peacekeeping missions in the last three budget periods

(United States dollars)

Mission	2020/21		2021/22		2022/23	
	Agreement	Cost	Agreement	Cost	Agreement	Cost
MINURSO	Mine action clearance and survey in support of the MINURSO mandate	1 917 500	Mine action clearance and survey in support of the MINURSO mandate	1 904 982	Mine action clearance and survey in support of the MINURSO mandate	1 903 535
MINUSCA	Maintenance (improvement/upgrade) of the storage facilities and refurbishment of armouries	786 244	Maintenance (improvement/upgrade) of the storage facilities and refurbishment of armouries	100 000	Maintenance (improvement/upgrade) of the storage facilities and refurbishment of armouries	100 000
	Weapons and ammunition management and explosive ordnance disposal training for defence and security forces	1 138 296	Weapons and ammunition management and explosive ordnance disposal training, mine awareness and risk education	1 945 860	Weapons and ammunition management and explosive ordnance disposal training, mine awareness and risk education, explosive ordnance spot task and risk education, search and detect training and mentoring, post-blast investigation multitasking teams	3 700 000
MONUSCO	Mine action multitasking teams	422 772	Mine action multitasking teams	706 000	Mine action multitasking teams	770 988
	Project cooperation agreement to support national authorities on weapons marking	48 837	Project cooperation agreement to support national authorities	62 940	Project cooperation agreement to support national authorities	106 700
	National capacity explosive hazard support to MONUSCO	280 000	Improvised explosive device threat mitigation and disposal	465 436	Improvised explosive device threat mitigation and improvised explosive device disposal	1 117 564
	National capacity development on explosive ordnance disposal	468 000				
	Arms storage construction (multiple suppliers)	267 900	Arms storage contract (multiple suppliers)	265 000	Arms storage construction (multiple suppliers)	149 395
MINUSMA	Training and mentorship for MINUSMA troops and other mission personnel	10 575 205	Explosive threat mitigation training and mentoring for MINUSMA troops, police and civilians	4 427 006	Explosive threat mitigation training and mentoring for MINUSMA troops, police and civilians	4 235 628
	Explosives detection dog teams for the protection of MINUSMA camps	3 304 332	Explosive ordnance and improvised explosive device disposal training and mentoring for explosives detection dog companies	6 532 856	Explosive ordnance and improvised explosive device disposal training and mentoring for explosives detection dog companies	6 744 307
	Civilian explosive ordnance disposal team in support of MINUSMA troops	1 827 216	Explosives detection dog teams for the protection of MINUSMA camps	3 471 000	Explosives detection dog teams for the protection of MINUSMA camps	4 527 633

Mission	2020/21		2021/22		2022/23	
	Agreement	Cost	Agreement	Cost	Agreement	Cost
	Explosive ordnance/improvised explosive device disposal vehicle and equipment maintenance in support to MINUSMA troops	4 398 762	Contracted civilian explosive ordnance disposal team in support of MINUSMA troops	1 827 216	Contracted civilian explosive ordnance disposal team in support of MINUSMA troops	1 401 729
	Explosive ordnance/improvised explosive device disposal training and capacity-building support for the Government of Mali	1 485 800	Explosive ordnance/improvised explosive device disposal vehicle and equipment maintenance	4 919 592	Explosive ordnance/improvised explosive device disposal vehicle and equipment maintenance	3 957 273
	Protection of civilians non-technical survey, risk education and victim assistance	1 340 000	Explosive ordnance/improvised explosive device disposal training and capacity-building support for the Government of Mali	1 417 800	Explosive ordnance/improvised explosive device disposal training and capacity-building support for the Government of Mali	792 748
	Technical advice and specialized assessments (15 high-risk personnel)	2 044 934	Protection of civilians non-technical survey, risk education and victim assistance	1 480 000	Protection of civilians non-technical survey, risk education and victim assistance	1 601 756
	Project cooperation and government agreements	315 285	Technical and expert field support (7 high-risk personnel)	954 303	Technical advice and specialized assessments (high-risk)	954 307
			Project cooperation agreements for support to national authorities	227 962	Project cooperation agreements for support to national authorities	223 398
UNFICYP	Not applicable		Not applicable		Not applicable	
UNIFIL	Not applicable		Not applicable		Not applicable	
UNISFA	Patrol support teams for the Joint Border Verification and Monitoring Mechanism	3 003 012	Integrated route assessment and clearance teams and patrol support teams for the Joint Border Verification and Monitoring Mechanism	6 616 313	Integrated route assessment and clearance teams and patrol support teams for the Joint Border Verification and Monitoring Mechanism	6 696 670
	Integrated Route Assessment and Clearance Teams	3 453 088				
UNMISS	Integrated clearance capacity in South Sudan	4 447 661	Integrated clearance capacity in South Sudan	2 097 500	Integrated clearance capacity in South Sudan	2 000 528
	Mine action multitasking teams capacity in South Sudan	6 549 788	Mine action multitasking teams capacity in South Sudan	6 457 073	Mine action multitasking teams capacity in South Sudan	6 396 772
	Mine action teams – quick response teams	5 664 241	Mine action teams	5 347 337	Mine action teams	3 110 000
	Ammunition management disposal capacity	2 085 089	Ammunition management disposal capacity	707 747	Emergency response teams (demobilization)	3 797 899
	Explosives detection dog capacity	1 829 241	Explosives detection dog capacity	1 194 614	Explosives detection dog capacity	360 000
	Route clearance capacity	3 468 147	Route clearance capacity	2 828 497	Route clearance capacity	3 388 798
	High-risk labour (20 personnel)	2 058 497	High-risk labour (20 personnel)	2 718 497	High-risk labour (20 personnel)	2 090 211
			Multi-person vehicle repairs and training	68 415	Vehicle workshop improvements	13 000

Mission	2020/21		2021/22		2022/23	
	Agreement	Cost	Agreement	Cost	Agreement	Cost
UNSOS	Mobility and improvised explosive device defeat, mission enabling units: all-sectors training and mentoring	12 513 558	Training and mentoring activities aimed at supporting the efforts of the Mine Action Service in Somalia to enhance the improvised explosive device thematic mapping capability of AMISOM across all six sectors in Somalia	12 615 366	Training and mentoring activities aimed at supporting the efforts of the Mine Action Service in Somalia to enhance the improvised explosive device thematic mapping capability of ATMIS across all six sectors in Somalia	12 871 761
	Explosives detection dogs to support UNSOS security and AMISOM	6 973 298	Explosives detection dogs to support AMISOM and UNSOS security	5 612 390	Explosives detection dogs to support ATMIS and UNSOS security. Capacity deployed: 30 explosives detection dog teams in all sectors across Somalia for ATMIS and 9 teams in Mogadishu	6 087 000
	Explosive threat mitigation: clearance capacity in support of AMISOM operations	3 451 298	Somali National Army training and mentoring	725 209	Training and mentoring activities aimed at supporting efforts of the Mine Action Service in Somalia to enhance the improvised explosive device thematic mapping capability of the Somali National Army (2 Improvised Explosive Device Disposal Mentors, 2 Search Mentors, 2 Medics, 2 Translators)	600 000
	High-risk labour services for 58 personnel	5 770 446	Design and implement knowledge, attitude, practice and belief follow-up survey regarding the impact of explosive hazards on the civilian population in Somalia	90 000	Transport of explosives and accessories	100 000
	Security convoy escort services	84 000	Explosive threat mitigation clearance capacity in support of AMISOM operations	2 500 000	Explosive threat mitigation clearance capacity in support of ATMIS operations and its stabilization efforts in support of the wider communities in all sectors across Somalia	2 405 016
	Mine Action Service fleet vehicle tracking system and specific mine action software	49 330	High-risk labour services (36 personnel)	4 120 931	High-risk labour services for 29 personnel	3 150 509
			Feasibility studies, handbooks, survey (multiple contracts)	340 000		

*Abbreviations:* AMISOM, African Union Mission in Somalia; ATMIS, African Union Transition Mission in Somalia; 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; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNISFA, United Nations Interim Security Force for Abyei; UNMISS, United Nations Mission in South Sudan; UNSOS, United Nations Support Office in Somalia.



## Annex III

## Breakdown of the staffing requirements for mine action programmes in the last three budget periods

(United States dollars)

Mission	2020/21		2021/22		2022/23		Cost	Cost	Cost	Cost	Cost	Cost
	Substantive, managerial, and technical functions <sup>a</sup>	Support functions <sup>b</sup>	Substantive, managerial, and technical functions <sup>a</sup>	Support functions <sup>b</sup>	Substantive, managerial, and technical functions <sup>a</sup>	Support functions <sup>b</sup>						
MINURSO	UNOPS: 2 P-4, 1 P-3, 1 P-2	833 622	UNOPS: 3 LICA	129 600	MINURSO: 1 P-4 UNOPS: 1 P-4, 1 P-3, 1 P-2	892 392	UNOPS: 3 LICA	104 491	MINURSO: 1 P-4 UNOPS: 2 P-3, 1 P-2	MINURSO <sup>c</sup> 173 000 UNOPS <sup>d</sup> 701 559	UNOPS: 3 LICA	UNOPS: 111 372
MINUSCA	UNOPS: 1 P-5, 1 P-4, 1 P-3, 2 IICA 1, 3 IICA 2, 2 IICA 3, 10 LICA	1 904 812	UNOPS: 1 P-3, 4 IICA 1, 26 LICA	1 097 239	MINUSCA: 1 P-4 UNOPS: 2 P-3, 2 IICA 3, 2 IICA 2, 1 IICA 1, 16 LICA	2 086 131	UNOPS: 1 IICA 2, 3 IICA 1, 18 LICA	877 080	MINUSCA: 1 P-4 UNOPS: 1 P-3, 2 IICA 3, 4 IICA 2, 5 IICA 1, 14 LICA	MINUSCA: 159 300 UNOPS: 2 317 942	UNOPS: 1 IICA 2, 3 IICA 1, 20 LICA	UNOPS: 1 008 588
MONUSCO	UNOPS: 1 P-4, 1 IICA 3, 1 P-3, 1 UNV, 2 IICA 1, 2 IICA 2, 4 LICA	1 367 303	UNOPS: 1 P-4 (cost- shared), 1 P-3, 2 IICA 1, 2 UNV, 9 LICA	805 816	MONUSCO: 1 P-4 UNOPS: 1 P-3, 1 IICA 3, 3 IICA 2, 1 IICA 1, 1 UNV, 6 LICA	1 435 199	UNOPS: 1 P-4 (cost- shared), 1 P-3, 1 UNV, 9 LICA	582 399	MONUSCO: 1 P-4 UNOPS: 1 P-3, 1 IICA 3, 4 IICA 2, 3 IICA 1, 1 UNV, 4 LICA	MONUSCO: 145 000 UNOPS: 1 376 356	UNOPS: 1 P-4 (cost- shared), 1 P-3, 1 IICA 2, 10 LICA	UNOPS: 801 720
MINUSMA	UNOPS: 1 P-5, 8 P-4, 16 P-3, 1 P-2, 24 IICA 2, 14 LICA	8 693 004	UNOPS: 5 P-3, 7 IICA 2, 1 IICA 1, 1 UNV, 53 LICA	3 776 469	MINUSMA: 1 D-1 UNOPS: 1 P-5, 7 P-4, 16 P-3, 1 IICA 3, 22 IICA 2, 13 LICA	8 958 385	UNOPS: 1 P-4, 5 P-3, 6 IICA 2, 1 IICA 1, 1 UNV, 54 LICA	3 858 504	MINUSMA: 1 D-1 UNOPS: 1 P-5, 8 P-4, 17 P-3, 1 P-2, 25 IICA 2, 12 LICA	MINUSMA: 175 100 UNOPS: 8 928 552	UNOPS: 6 IICA 2, 1 IICA 1, 1 UNV, 55 LICA	UNOPS: 3 550 921
UNFICYP	UNOPS: 1 P-4, 1 IICA 1, 1 IICA 2	255 173	–	–	UNFICYP: 1 P-4	212 501	–	–	UNFICYP: 1 P-4	136 500	–	–
UNIFIL	UNOPS: 1 P-5, 1 P-3, 4 LICA	868 211	UNOPS: 2 LICA	141 348	UNIFIL: 1 P-4 UNOPS: 4 LICA	805 919	UNOPS: 2 LICA	140 652	UNIFIL: 1 P-4 UNOPS: 4 LICA	UNIFIL: 150 300 UNOPS: 397 069	UNOPS: 1 LICA	UNOPS: 70 186

Mission	2020/21			2021/22			2022/23					
	Substantive, managerial, and technical functions <sup>a</sup>	Cost	Support functions <sup>b</sup>	Substantive, managerial, and technical functions <sup>a</sup>	Cost	Support functions <sup>b</sup>	Substantive, managerial, and technical functions <sup>a</sup>	Cost	Support functions <sup>b</sup>	Cost		
UNISFA	UNOPS: 1 P-5, 1 P-4, 7 P-3, 1 P-2	2 594 640	UNOPS: 1 P-4 (cost- shared), 3 P-3, 1 IICA 2, 1 IICA 1, 5 LICA	1 073 609	UNISFA: 1 P-4 UNOPS: 1 P-4, 3 IICA 2, 2 P-3, 1 P-2	3 375 738	UNOPS: 1 P-4 (cost- shared), 3 P-3, 1 IICA 1, 4 LICA	967 137	UNISFA: 1 P-4 UNOPS: 1 P-4, 2 IICA 2, 2 P-3, 1 P-2	UNISFA: 161 570 UNOPS: 1 206 401	UNOPS: 1 P-4 (cost- shared), 3 P-3, 4 LICA	UNOPS: 989 315
UNMISS	UNOPS: 1 P-5, 2 P-4, 5 P-3, 2 IICA 2, 2 IICA 3, 4 LICA	2 363 699	UNOPS: 1 P-4 (cost- shared), 4 P-3, 2 IICA 2, 1 IICA 3, 28 LICA	2 050 531	UNMISS: 1 P-5 UNOPS: 2 P-4, 5 P-3, 7 IICA 2, 2 IICA 3, 6 LICA	3 277 001	UNOPS: 1 P-4 (cost- shared), 3 P-3, 5 IICA 2, 1 IICA 3, 22 LICA	1 960 850	UNMISS: 1 P-5 UNOPS: 1 P-4, 6 P-3, 9 IICA 2, 1 IICA 3, 6 LICA	UNMISS: 172 900 UNOPS: 3 282 022	UNOPS: 1 P-4 (cost- shared), 1 P-3, 1 IICA 2, 25 LICA	UNOPS: 1 669 087
UNSOS	UNOPS: 1 P-5, 5 P-4, 9 P-3, 9 IICA 2, 5 IICA 1, 3 LICA, 1 UNV	5 386 762	UNOPS: 2 P-4, 4 P-3, 1 P-2, 1 IICA 1, 1 IICA 2, 32 LICA	2 969 625	UNOPS: 1 P-5, 6 P-4, 10 P-3, 1 P-2, 1 IICA 3, 9 IICA 2, 8 IICA 1, 16 LICA, 1 UNV	7 2147 56	UNOPS: 1 P-5, 3 P-3, 3 IICA 1, 3 IICA 2, 34 LICA	2 669 318	UNOPS: <sup>c</sup> 1 P-5, 6 P-4, 11 P-3, 1 P-2, 1 IICA 3, 9 IICA 2, 1 IICA 1, 15 LICA, 1 UNV	UNOPS: 7 739 262	UNOPS: 1 P-4, 2 P-3, 2 IICA 2, 1 IICA 1, 36 LICA	UNOPS: 2 357 853

Note: All data is sourced from the financial agreements between the Mine Action Service and UNOPS for the respective financial period.

Abbreviations: IICA, international individual contractor agreement; LICA, local individual contractor agreement; 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; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNISFA, United Nations Interim Security Force for Abyei; UNMISS, United Nations Mission in South Sudan; UNSOS, United Nations Support Office in Somalia; UNV, United Nations Volunteer.

<sup>a</sup> Includes managerial, programme design, operations, monitoring and oversight, and data management functions.

<sup>b</sup> Includes support services, administrative services, logistics, procurement, contract management, human resources, drivers, fleet management and security.

<sup>c</sup> The salary costs for the Chiefs of the Mine Action Programmes under the mission staffing table for 2022/23 are budgeted with a 50 per cent vacancy rate.

<sup>d</sup> All UNOPS costs are exclusive of the UNOPS fees (8 per cent).

<sup>e</sup> The Chief of the Mine Action Programme in UNSOM/UNSOS is part of the UNSOM staffing table.

## Annex IV

## Breakdown of equipment for mine action programmes in the peacekeeping missions in the last three budget periods

(United States dollars)

Mission	2020/21		2021/22		2022/23	
	Equipment category	Cost	Equipment category	Cost	Equipment categories	Cost
MINURSO	Replacement and upgrade of demining support equipment	5 000	Replacement and upgrade of demining support equipment	5 000	Not applicable	
			Vehicles	130 000		
MINUSCA	Replenishment of medical supplies	12 631	Replenishment of medical supplies	5 000	Replenishment of medical supplies	5 000
	Computers, printers, replacement of information technology equipment for mine action personnel	13 000	Computers, printers, replacement of information technology equipment for mine action personnel	12 000	Computers, printers, Replacement of information technology equipment for mine action personnel	12 000
	Low-value equipment (spare parts for machinery)	13 000	Explosives	47 280	Explosives	47 280
			Replenishment of medical and security equipment	5 418	Equipment for the National Commission to Combat the Proliferation of Small Arms and Light Weapons	84 000
					Purchase of vehicles	400 000
					Explosive ordnance disposal weapons and ammunition equipment for the national armed forces	260 000
					Post blast investigation equipment	40 000
					Forensic Laboratory	233 000
MONUSCO	Replenishment of medical, information technology and security equipment	10 930	Replenishment of medical, information technology and security equipment	6 220	Mobile arms cutting machine	4 000
MINUSMA	Explosive ordnance/explosives detection dog equipment for the use of MINUSMA troops and Malian defence and security forces response teams	796 569	Explosive ordnance/explosives detection dog equipment for the use of MINUSMA troops and Malian defence and security forces response teams	964 000	Explosive ordnance/improvised explosive device disposal equipment for the use of MINUSMA troops and Malian defence and security forces response teams	777 756
	Spare parts and equipment operating costs for equipment used by MINUSMA explosive ordnance disposal teams	972 091	Spare parts and equipment operating costs for equipment used by MINUSMA explosive ordnance disposal teams	891 684	Spare parts for equipment used by MINUSMA explosive ordnance disposal teams	1 240 430

Mission	2020/21		2021/22		2022/23	
	Equipment category	Cost	Equipment category	Cost	Equipment categories	Cost
	Security and medical equipment	33 893	Information management for mine action and warehouse/storage equipment	23 000	Information management for mine action and warehouse/storage equipment	14 788
UNFICYP	Minefield maintenance (fencing, marking materials, etc.)	5 000	Minefield maintenance (fencing, marking materials, etc.)	5 000	Minefield maintenance (fencing, marking materials, etc.)	5 000
UNIFIL	Not applicable		Not applicable		Not applicable	
UNISFA	Spare parts for Casspir mine-protected vehicles	33 500	Spare parts for Casspir mine-protected vehicles	33 500	Spare parts for Casspir mine-protected vehicles	30 000
UNMISS	Protection equipment	11 710	Protection equipment	11 550	Protection equipment	4 550
	Information and communications technology (ITC) equipment for mine action personnel, including software	62 215	ITC equipment for mine action personnel	50 015	ITC equipment for mine action personnel	37 090
	Office furniture and office equipment/machinery	24 075				
	Vehicles	184 000				
	Vehicle spare parts and repair equipment	10 200				
UNSOS	Explosive ordnance/improvised explosive device disposal equipment	1 821 957	Explosive ordnance/improvised explosive device disposal equipment	2 014 275	Explosive ordnance/improvised explosive device disposal equipment	1 837 669
	Equipment operation and maintenance costs	104 356	Medical and security equipment	131 000	Equipment operation and maintenance costs	43 844
	Medical and security equipment	123 847	ITC equipment	62 200	Medical and security equipment	128 400
	ITC equipment	1 075 534			ITC equipment	22 180
	Other equipment and goods (marking tape, sandbags, under-vehicle search mirror, etc.)	21 940			Other equipment and goods (marking tape, sandbags, under-vehicle search mirror, etc.)	20 800

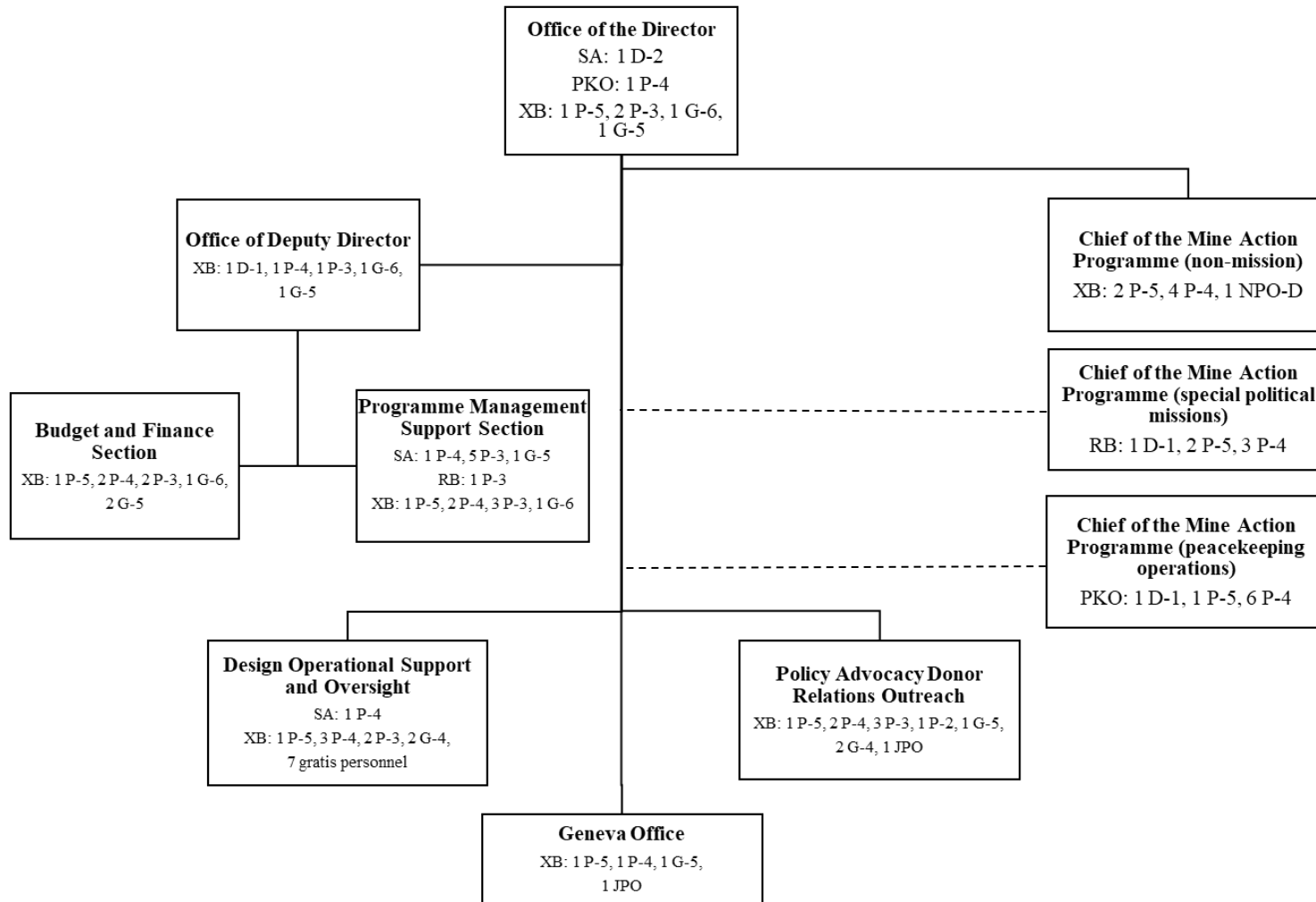
*Abbreviations:* MINURSO, United Nations Mission for the Referendum in Western Sahara; MINUSCA, United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; MINUSMA, United Nations Multidimensional Integrated Stabilization Mission in Mali; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNISFA, United Nations Interim Security Force for Abyei; UNMISS, United Nations Mission in South Sudan; UNSOS, United Nations Support Office in Somalia.

**Annex V**

**Organization chart**

**United Nations Mine Action Service**

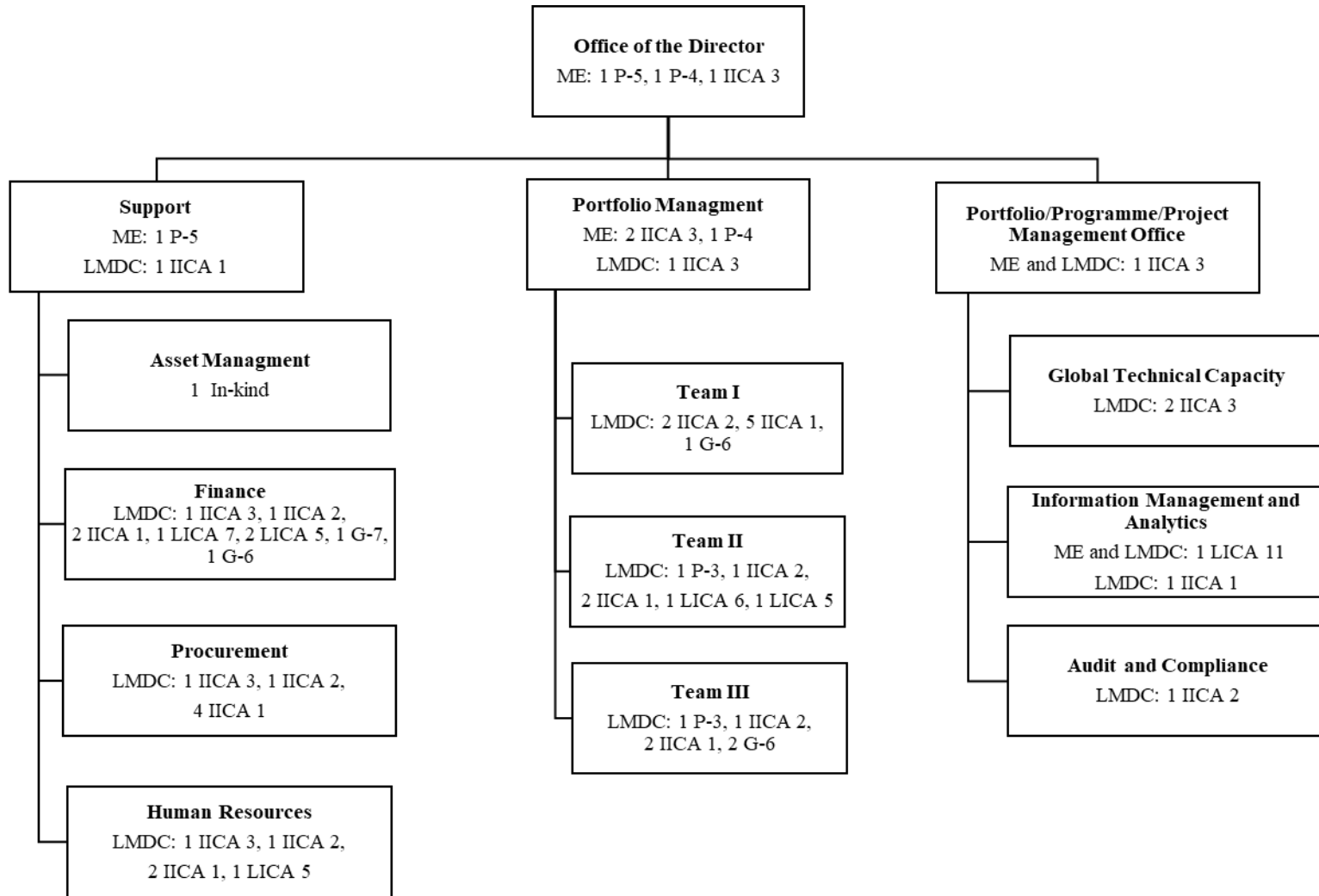
(As at 1 March 2023)



*Abbreviations:* JPO, Junior Professional Officer; NPO, National Professional Officer; PKO, peacekeeping budgets; RB, regular budget; SA, support account for peacekeeping operations; SPM, special political mission; XB, extrabudgetary funds.

**Organization chart**

**United Nations Office for Project Services: peace and security cluster**



*Abbreviations:* IICA, international individual contractor agreement; LICA, local individual contractor agreement; LMDC, locally managed direct costs; ME: management expenses.