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## Fifth Committee

### Summary record of the 31st meeting

Held at Headquarters, New York, on Tuesday, 14 May 2013, at 10 a.m.

*Chair:* Mr. Berger. . . . . (Germany)  
*Chairman of the Advisory Committee on Administrative  
and Budgetary Questions:* Mr. Ruiz Massieu

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*The meeting was called to order at 10.10 a.m.*

**Agenda item 146: Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations** (*continued*) ([A/67/297](#))

(Part II), 633, 635 and Add.1, 723, 751, 756 and Add.1, 766, 772, 780, 795 and 848; [A/C.5/67/17](#))

1. **Ms. Casar** (Controller), introducing the Secretary-General's report on the overview of financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2011 to 30 June 2012 and budget for the period from 1 July 2013 to 30 June 2014 ([A/67/723](#)) and the note by the Secretary-General on the proposed budgetary levels for peacekeeping operations for the period from 1 July 2013 to 30 June 2014 ([A/C.5/67/17](#)), said that the budget level for peacekeeping operations for 2013/14 was estimated at \$7.2 billion. That total, which did not include requirements for the new mission to be established in Mali, represented a reduction of 1.5 per cent compared to the budget level for 2012/13, attributable mainly to a reduction in the authorized military and police strength of the United Nations Mission in Liberia (UNMIL), the United Nations Stabilization Mission in Haiti (MINUSTAH) and the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the closure of the United Nations Integrated Mission in Timor-Leste (UNMIT) and a lower deployment of contingent personnel in the United Nations Interim Force in Lebanon (UNIFIL). The lower requirements were partly offset by the deployment of additional personnel for the intervention brigade in the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and higher operational requirements for the missions in the Sudan and South Sudan. A reduction of 744 posts and positions for civilian staff was proposed, while the number of uniformed personnel, based on the current peacekeeping mandates approved by the Security Council, was projected to be 117,000, including uniformed personnel in the African Union Military Observer Mission in Somalia (AMISOM) supported by the United Nations Support Office for AMISOM (UNSOA).

2. Turning to the Secretary-General's reports on the budget performance of the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012 ([A/67/635](#) and Add.1), she said

that the Assembly had approved requirements of \$344.8 million for the support account for the 2011/12 period, including \$47.2 million for the enterprise resource planning project. The budget implementation rate for that period had been 100 per cent; overexpenditure of \$9.8 million in respect of post resources had been offset by underexpenditure of \$9.8 million in non-post resources.

3. Although it had been estimated that additional resources of \$15 million would be required for the 2012/13 period as a result of high common staff costs and low vacancy rates, that projection had been reduced to \$13 million through efforts by all departments and offices to contain expenditure where feasible. The Assembly's approval was sought for the additional requirements.

4. Introducing the Secretary-General's report on the budget for the support account for peacekeeping operations for the period from 1 July 2013 to 30 June 2014 and financing for the period from 1 July 2012 to 30 June 2013 ([A/67/756](#) and Add.1), she noted that the addendum to the report included provisions for improved support to field operations in budgetary and financial matters, in response to the Advisory Committee's request in a previous report on the support account ([A/66/779](#)). The overall proposed resources under the support account were set out in the annex to the addendum. Excluding provisions for enterprise resource planning, the proposed budget of \$309.3 million represented an increase of 10.2 per cent compared to the appropriation of \$280.7 million for the 2012/13 period. The increase was attributable primarily to additional salary requirements stemming from realistic planning assumptions for incumbency and common staff costs, as well as unavoidable increases in the costs associated with after-service health insurance, commercial rent for office space and communication charges. Although the level of the support account was increasing, it remained at approximately 5 per cent of the total proposed peacekeeping budget for 2013/14.

5. Taking into account the Assembly's repeated requests to review the level of the support account, a reduction of 26 posts and general temporary assistance positions was proposed. That reduction would further reduce vacancy rates of posts funded under the support account and consequently the vacancy rates set out in the 2013/14 budget proposal should be a reasonable reflection of reality.

6. The actions to be taken by the Assembly in respect of the financing of the support account for peacekeeping were set out in paragraph 80 of the budget performance report (A/67/635) and paragraph 45 of the addendum to the budget report (A/67/756/Add.1).

7. **The Chair** drew attention to the report of the Independent Audit Advisory Committee on the proposed budget for the Office of Internal Oversight Services (OIOS) under the support account for peacekeeping operations for the period from 1 July 2013 to 30 June 2014 (A/67/772).

8. **Ms. Haq** (Under-Secretary-General for Field Support), introducing the Secretary-General's third annual progress report on the implementation of the global field support strategy (A/67/633), said that, in response to requests by the Committee, the annexes to the report contained detailed administrative and budgetary information. In addition to operational challenges in difficult field missions, the Department of Field Support was also facing the complexity of implementing simultaneously the global field support strategy, the Umoja enterprise resource planning project, the International Public Sector Accounting Standards (IPSAS) and the roll-out of the Inspira human resources management tool. The Department supported a wide array of peacekeeping and special political missions with a total of 122,000 personnel. The proposed funding of \$6.8 billion for peacekeeping operations for 2013/14 — excluding the new mission to be established in Mali and the planned new mandate for MONUSCO — represented a reduction of \$200 million compared to the 2012/13 budget level. The requirements had been reduced despite large increases in expenditure owing to increased deployment levels in the United Nations Mission in South Sudan (UNMISS) and the United Nations Interim Security Force for Abyei (UNISFA) and normal increases in prices and staff entitlements.

9. With respect to field personnel, the investment in human resources management reforms was beginning to yield a significant return: vacancy rates had been reduced from a high of 33.8 per cent in January 2008 to 12.3 per cent in January 2013. In 2012, the turnover rate had dropped to just over 8 per cent and rosters had become the primary tool used by field missions to meet their civilian capacity requirements. The size and composition of the workforce was being adjusted to give missions the skills and experience they required.

As requested by the Assembly in its resolution 66/264, a review of civilian staffing was under way in selected peacekeeping missions to ensure that staffing was in line with what was needed to implement mandates effectively. As part of that initiative, the Department was reviewing the Field Service category, which accounted for 60 per cent of international staff in missions. It was also addressing the recruitment and retention of women in peacekeeping, as women made up only 28.8 per cent of the workforce in field missions and 17.1 per cent of national staff.

10. The global field support strategy, which was at the midpoint of its five-year implementation, remained a cornerstone of the Secretariat's efforts to improve the quality, speed and strategic relevance of mission support. The Department had taken steps to improve the reporting on implementation and had sought to broaden understanding of the strategy's goals by specifying how its four pillars — human resources, finance, the supply chain and service centres — were being operationalized at each service delivery level, that is, at Headquarters, at the Global and Regional Service Centres and in field missions, and how the division of labour among those levels would facilitate economies of scale, specialization and greater efficiency. In addition, governance had been reinforced through regular engagement with clients and partners in the field and throughout the Secretariat, and the risk management framework had been strengthened. The implementation plan and governance framework were regularly reviewed and updated in response to changing requirements and decisions of the governing bodies.

11. Key performance indicators had been identified, and were linked to the strategic goals and objectives for each pillar of the strategy. In some cases, it would take more time to gather and track baseline data for comparative analysis. Moreover, the measurement tools identified to monitor performance would require review and refinement as Umoja and IPSAS were implemented.

12. Another element was the ongoing preparation of a comprehensive supply chain strategy that would encompass the global planning and management of all activities involved in needs identification, sourcing, inventory management, movement, utilization and liquidation of goods and services in support of field operations. Modularization was an integral part of the strategy, which would enable the Department to plan

and execute support services more effectively and efficiently.

13. The global field support strategy had already yielded practical benefits in support to missions. In the period covered by the progress report, the Global Service Centre in Brindisi had supported the testing and roll-out of three modular service packages to UNSOA in Mogadishu, consisting of two 850-person and one 1,000-person camps; a similar approach was planned for the new mission in Mali. The Centre had also deployed some 100 personnel in response to requests from 12 missions for support in logistics, administration, and information and communications technology. The Regional Service Centre at Entebbe, for its part, had continued to streamline transactional support and enhance coordination of air assets for eight client missions. The coordination of airfield infrastructure through the Transportation and Movement Integrated Control Centre had led to safer operations. Through an initial focus on two high-value activities — the optimization of air assets and troop rotations — the Control Centre had delivered savings of \$102 million from 2010 to 2012 thanks to reconfiguration and sharing of the air fleet.

14. Although the Assembly had requested, in its resolution 66/264, plans for the establishment of two additional regional service centres in the Middle East and West Africa, it had been deemed prudent to fully operationalize the regional service centre concept in Entebbe and to draw lessons from that experience before proceeding with new centres. A number of upcoming initiatives, including civilian staffing reviews — beginning in the United Nations Assistance Mission in Afghanistan (UNAMA) and UNAMID — would yield opportunities for structural refinements of the global field support strategy in the 2014/15 budgets. Lessons were being drawn from the application of the standardized funding model, as requested by the Assembly in its resolution 66/243, and the Advisory Committee's observations and recommendations in that regard were being carefully considered as the model was further refined and improved.

15. The Board of Auditors, in its report (A/67/5 (Vol. II)), had expressed satisfaction with the improved monitoring of the implementation of its recommendations and the Administration's guidance to missions. Most of the Board's recommendations in respect of personnel had been implemented. On IPSAS

implementation, the Board had recognized that programmes were under way to address issues in the management of assets; in particular, the physical verification of assets and the reconciliation of discrepancies had improved. Preparations for the implementation of the Standards in field missions had progressed well. Mission standard operating procedures had been updated for IPSAS compliance; some 900 staff members had been trained; data on assets had been collected; and valuation of the assets was under way. The Department of Field Support was working closely with the field missions and the Accounts Division to establish IPSAS-compliant opening balances as at 1 July 2013.

16. With respect to Umoja, preparations for roll-out in field missions had focused on the design, testing and validation of processes; mapping of mission finance functions; cleansing of data; and establishment of a training programme. By redeploying existing resources, the Department had established a project management office to support the simultaneous implementation of IPSAS and Umoja.

17. In order to enhance accountability with the adoption of IPSAS, letters of representation had been introduced in all field operations. In addition, the integrated conduct and discipline framework was being implemented in order to strengthen managerial, command and individual accountability for the conduct and discipline of personnel. The reduction in the overall number of allegations of sexual exploitation and abuse was a positive development, but close to half of the allegations still involved the most egregious forms of abuse, including sexual activities with minors. Just one such incident could overshadow the exemplary behaviour of most peacekeepers and destroy confidence in them and support for their work.

18. The implementation of General Assembly resolution 67/261 on the report of the Senior Advisory Group on rates of reimbursement to troop-contributing countries would require swift action to collect the data required within a short time and to amend memorandums of understanding by 31 October 2013 in order to align them with current requirements. She would count on the support of Member States in expediting that process.

19. **Ms. de Miranda** (Office of Human Resources Management), introducing the Secretary-General's report on special measures for protection from sexual

exploitation and sexual abuse ([A/67/766](#)), said that it provided data on allegations of sexual exploitation and sexual abuse by United Nations personnel from 1 January to 31 December 2012. The overall number of such instances had decreased by 14 per cent, from 102 in 2011 to 88 in 2012. The number of cases relating to peacekeeping personnel had declined by 19 per cent, from 74 in 2011 to 60 in 2012; for the first time, there had been fewer allegations against military personnel than against civilian personnel in field missions. The decrease in the number of allegations could be attributed to the successful collaboration between the Organization and Member States, which were increasingly responding to formal referrals for action from the Secretariat. Nevertheless, challenges remained. The prevalence of the most egregious forms of sexual exploitation and abuse called for continued efforts and resolve.

20. The report described a programme of action comprising measures that focused on three aspects: ensuring the credibility of the Organization's response through greater transparency and cooperation; strengthening governance, oversight and enforcement to achieve greater accountability; and enhancing awareness and advocacy to ensure more responsive protection and support for victims. The Secretary-General remained committed to preventing acts of sexual exploitation and abuse by United Nations staff and related personnel.

21. **Ms. Lapointe** (Under-Secretary-General for Internal Oversight Services), introducing the report on the activities of OIOS on peacekeeping operations for the period 1 January to 31 December 2012 ([A/67/297](#) (Part II)), said that, as agreed by the Member States, OIOS audit reports issued after 15 April 2013 would be published on the OIOS website, with a 30-day delay during which Member States could request advance copies. OIOS had produced 160 oversight reports on peacekeeping matters in 2012. Horizontal audits performed by the Internal Audit Division to identify systemic strengths and weaknesses had highlighted the need for policy reviews and procedural changes and had facilitated knowledge-sharing. In 2012, audits had been completed on the readiness of information and communications technology systems to implement IPSAS and Umoja in peacekeeping missions; five audits were currently under way on contingent-owned equipment, waste management, rations management, IPSAS preparedness and IPSAS implementation.

22. In planning its risk-based evaluations of peacekeeping operations, the Inspection and Evaluation Division had shifted its emphasis with a view to identifying themes of particular interest for intergovernmental discussions. The Division would also promote learning opportunities and the sharing of effective approaches and practices among missions.

23. While the number of new investigations of sexual exploitation and abuse involving uniformed personnel had declined in 2012, the issue remained a significant concern in light of the zero-tolerance policy. OIOS would continue to investigate allegations and would rely on troop-contributing countries to follow up in accordance with the memorandums of understanding. Joint action was vital to end sexual exploitation and abuse, a gross human rights violation that victimized the most vulnerable among those the United Nations was meant to protect.

24. In terms of staffing, the OIOS vacancy rate for peacekeeping had improved considerably, with a rate of 18 per cent at the end of 2012, compared to 25 per cent the previous year. The improvement was attributable to the enhanced recruitment strategy and the use of rosters for staff selection. Analysis had been completed for a report on a proposed pilot project in which dedicated mission-based investigation teams would be established, supplemented by regional teams with specialized skills to assist during temporary spikes in caseloads. Additional resources would be allocated as required to respond to clients' needs in a timely manner.

25. Introducing the OIOS report on the review of the reporting by United Nations peacekeeping missions on the protection of civilians ([A/67/795](#)), she said that the review had covered seven missions — UNIFIL, UNMIL, MINUSTAH, UNAMID, the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC)/MONUSCO, the United Nations Operation in Côte d'Ivoire (UNOCI) and the United Nations Mission in the Sudan (UNMIS) — which had reported on their civilian protection mandates through their budget performance reports. While notable progress had been achieved in the protection of civilians, there were remaining issues to be addressed. The review had shown that, while the Departments of Peacekeeping Operations and Field Support had guided missions to support a common understanding of the concept of protection of civilians and related planning, no specific guidance had been provided on



performance reporting within the results-based-budgeting frameworks. Missions had made progress in including information on the matter in their performance reports, but reporting had been uneven. Although missions included indicators linked to violence, including civilian deaths and sexual violence, the practice was inconsistent and intermittent across and within missions. In addition, there were apparent inconsistencies in the number of deaths reported in budget performance reports and in some mission-specific reports of the Secretary-General.

26. Accordingly, OIOS had recommended that the Department of Peacekeeping Operations, in consultation with the Department of Field Support, should issue guidance on the inclusion of information on the protection of civilians in results-based-budgeting frameworks for relevant peacekeeping missions; ensure consistent and quantified use of “conflict-related civilian deaths” and “conflict-related sexual violence” as indicators of achievement in performance reports; and address the inconsistencies in the reporting of numbers of civilian deaths. While the two Departments had fully accepted only the first of the three recommendations at the time of issuance of the OIOS report, the Office considered the other two to be important for better reporting on the protection of civilians. There was concern that the wording of the indicators might assert causality where there was none and lead to an erroneous conclusion about a mission’s failure or success in protecting civilians that disregarded many factors beyond its control. It had not been the intention of OIOS to assign responsibility where none existed and the report had been clear on that point. The rationale behind the recommendation had been that such incidents should be recorded to assist the General Assembly in its deliberations on that important subject. Accuracy in reporting must prevail over apprehension about reporting.

27. With respect to the discrepancies in civilian deaths reported, the two Departments had agreed that there should be greater consistency in the identification and use of indicators. However, in their view it was unfeasible to reconcile the statistics on civilian conflict-related deaths presented in the performance reports and the mission-specific reports and the effort expended to achieve such reconciliation would not enhance the implementation of mandates or the protection of civilians. OIOS did not find those concerns convincing. The Office of the Special

Representative of the Secretary-General on Sexual Violence in Conflict had indicated overall satisfaction with the OIOS recommendation to include actions to address sexual violence as a performance benchmark for relevant peacekeeping operations.

28. Turning to the comprehensive report of OIOS on the pilot project designated by the General Assembly in resolution [63/287 \(A/67/751\)](#), she said that, under the pilot project, centres of investigation had been established within the Investigations Division and relatively few investigators had been maintained in some peacekeeping missions. The assessment had been based on comments of management in missions and at Headquarters; qualitative analysis; coverage of missions under the previous structure and the pilot structure; a cost-benefit analysis; a justified rationale for all investigations staff and resources; and complete information on staffing, vacancy rates and caseloads. Mission management continued to urge OIOS to build its investigative capacity in missions, primarily because on-site capacity was seen as more responsive and made expertise easily and informally available. Owing to accessibility, the presence of investigators in missions led to more reports of violations. However, because of leave requirements, mission-based investigators had less time available for investigations than their counterparts in regional centres. In addition, staff recruitment and retention at non-family duty stations posed a challenge, especially when there was fierce international competition for the skills of professional investigators.

29. OIOS was confident that the proposed support account budget for the 2013/14 period addressed the goal of the pilot project: to achieve the most cost-effective structure for adequate professional capacity to respond to investigation demands in peacekeeping operations. The proposal included dedicated teams in missions where they were cost-effective; an Investigations Office in the Regional Service Centre at Entebbe and teams in Vienna and New York to supplement mission-based teams and serve missions in which dedicated teams were unwarranted. Administratively, P-5 Chief Resident Investigator posts would be established to provide leadership in mission-based teams; general temporary assistance positions would be converted to posts to reflect the ongoing nature of investigation requirements; and some resources would be maintained in family duty stations to provide for staff mobility and rotation in order to

enable the Organization to attract and retain investigators. The proposed structure provided the most appropriate approach for all stakeholders, particularly the victims of misconduct.

30. **Mr. Ruiz Massieu** (Chair of the Advisory Committee on Administrative and Budgetary Questions), introducing the Advisory Committee's report on cross-cutting issues relating to peacekeeping operations (A/67/780), said that the Advisory Committee welcomed the improvement in budgetary accuracy. The efforts to achieve sustainable efficiencies across missions were also commendable; those efforts should not, however, compromise the safety and security of mission personnel and premises or jeopardize the implementation of mandated activities. The quality of the Secretary-General's overview report (A/67/723), including the extent of analysis provided, had improved. However, the presentation of efficiency targets for past, present and future periods could be enhanced. Clear detail concerning both cross-cutting and mission-specific targets should be consolidated and quantified wherever possible, together with details of the expected time frame for their achievement and an assessment of their impact. To achieve more transparent budget proposals and a better understanding of the causes and effects of changes over time, the Advisory Committee recommended that future reports should distinguish between variances in mission resource requirements that were attributable to mandate changes and those that were not.

31. Peacekeeping operations were preparing IPSAS-compliant financial information as at 1 July 2013 and the pilot project for the foundation phase of Umoja would soon begin in UNIFIL. In view of the imminent implementation of those two projects and the Board of Auditors' concerns about the readiness of missions to proceed with IPSAS implementation, the Advisory Committee recommended that the General Assembly should receive an update on the status of implementation. It also trusted that programme managers were being trained in the implications of IPSAS for planning programme implementation and the related recording and monitoring of expenditures.

32. Concerning the budget methodology, the Advisory Committee shared the Secretary-General's view that the standard cost and ratio manual in its current form required review and recommended that the review should be completed before the following

budget cycle so that appropriate adjustments could be made. It also recommended that when the alteration of ratios between budget cycles had significant financial implications, as had occurred in the case of computing devices in 2012, the Assembly should be given proper justification.

33. On the proposals concerning the ratios of support to substantive staff among civilian personnel, it was impossible to draw a definitive conclusion on the basis of the information currently available. There was merit in formulating a baseline which defined "support" and "substantive" positions and took into account the proportion of functions devoted to supporting missions' uniformed components.

34. With respect to operational costs, the issue of construction in missions required enhanced monitoring and oversight. For the 2013/14 period, 16 projects in excess of \$1 million were foreseen, at a forecasted cost of \$59.2 million. Further efforts should be made to improve project planning, budgeting and prioritization and to ensure that lessons learned in project management were incorporated into future projects.

35. The persistent delays in the development of key performance indicators in the management of air operations were unfortunate, given that the proposed requirements for 2013/14 amounted to \$911 million and that air operations were vital for the effective discharge of peacekeeping mandates. The Advisory Committee recommended that the Assembly should request the Secretary-General to submit, at its sixty-eighth session, a comprehensive report on the management of air operations.

36. Noting some improvement in the efficiency of aviation fuel consumption across missions, the Advisory Committee looked forward to the outcome of the ongoing review of the current budgeting methodology. With respect to fuel for other uses in missions, the Advisory Committee noted significant limitations in existing budgeting and reporting practices on fuel usage. A comprehensive analysis of all aspects of fuel management was urgently needed. The Advisory Committee remained concerned about the delay in the implementation of several electronic management systems deemed necessary for the effective management of peacekeeping missions, notably in respect of fuel, rations and air operations. The issue should be addressed as a priority and all in-

house applications under development should be compatible with Umoja.

37. With respect to sexual exploitation and abuse, the Advisory Committee noted a continued decrease in 2012, especially in the number of allegations involving military personnel. However, it remained concerned about the number of cases involving the most serious offences. Future reports should demonstrate greater clarity about the types of allegations, their relative gravity and the categories and numbers of perpetrators. Noting that the Secretary-General had adopted a policy on screening personnel to ensure that anyone nominated to serve at Headquarters or in the field had not committed offences or violations of international and human rights law, the Advisory Committee acknowledged the importance of instituting a rigorous vetting mechanism and trusted that the due process rights of individuals would be guaranteed.

38. On the implementation of the global field support strategy, the Advisory Committee reiterated its support for the strategy's broad goals of transforming service delivery to field missions through greater use of shared services and global resource management; improving the timeliness and quality of services; enhancing the safety and living conditions of personnel; and achieving greater efficiencies and economies of scale. All outstanding information requested by the Assembly on the implementation of each initiative should be submitted in the next progress report. The Advisory Committee encouraged the Secretary-General to continue to develop and refine the end-state vision for the four pillars of the strategy.

39. Regarding the Global Service Centre at Brindisi, the Advisory Committee supported the intention to implement a comprehensive supply chain strategy and develop an oversight mechanism for global asset management. The economies of scale derived from the consolidation of finance and human resources functions in the Regional Service Centre at Entebbe should allow further reductions in the ratio of finance and human resources staffing to overall staffing in the Centre's client missions. The Advisory Committee recommended that the Secretary-General should be requested to examine the actual requirements for staffing in those areas and identify further reductions for the 2014/15 financial period. The Advisory Committee also welcomed the efficiencies generated by the Transportation and Movements Integrated Control Centre at Entebbe, including savings owing to

the introduction of long-range, widebody aircraft, and the improvements in the quality of services provided to troop-contributing countries.

40. Lastly, the Advisory Committee noted the Secretary-General's intention to examine options for the consolidation of the global education grant processing function at the appropriate location. The implications of providing any global support function from a regional service centre should be the subject of comprehensive analysis. Such a change would entail a significant shift in the service delivery model underpinning the global field support strategy and would require the Assembly's prior approval.

41. Introducing the Advisory Committee's report on the financing of the support account for peacekeeping operations (A/67/848), he said that, for the 2012/13 financial period, the Secretary-General was requesting the Assembly to approve additional requirements in the amount of \$15,050,200 due to lower-than-budgeted vacancy rates and higher-than-estimated common staff costs. The Secretary-General should make every effort to absorb the projected overexpenditure and the most up-to-date information on current and projected expenditures should be provided promptly in order to enable the Assembly to decide on any additional requirements.

42. The proposed new budget process would give the Peacekeeping Financing Division a greater role in budget development. Accordingly, the Division would be strengthened with the addition of 12 posts, 11 of which would be redeployed from the Field Budget and Finance Division of the Department of Field Support; the latter Division would continue to be responsible for the strategic management and oversight of resources in the context of the global field support strategy. The Advisory Committee had no objection to the Secretary-General's proposals, but emphasized the importance of adhering to the mandated roles and responsibilities and ensuring the accountability of all those involved at every stage. In addition, full cooperation among the Departments of Management, Peacekeeping Operations and Field Support would be critical. There would undoubtedly be opportunities for further synergies and efficiencies through reductions in staffing levels as the process unfolded.

43. Turning to the proposed budget for the support account for the period 2013/14, he noted that the initial proposed resource requirements had been adjusted as a



result of the budget review process; the adjusted figures were set out in an addendum to the Secretary-General's report (A/67/756/Add.1). The Advisory Committee's recommendations would entail a reduction of \$5,343,300 to the adjusted budget proposal. Those recommendations were explained in chapter V and summarized in chapter VI of the Advisory Committee's report (A/67/848).

44. The Advisory Committee noted that the proposed requirements for official travel would increase by \$1.4 million, or 14.9 per cent. It expected that the measures introduced by the Assembly in its resolution 67/254 would contain air travel costs and requested that savings in that regard should be reported in the performance report. The Advisory Committee reiterated its view that the primary consideration in authorizing air travel was whether face-to-face contact was necessary for the implementation of a mandate and that the Secretary-General should further prioritize travel requirements. It recommended a total reduction of \$1,119,460, or 10 per cent, to the proposed requirements under official for the support account for 2013/14.

45. In its report on cross-cutting issues in peacekeeping (A/67/780), the Advisory Committee recommended that the Assembly should request the Secretary-General to entrust to OIOS the task of keeping official travel in peacekeeping missions under review for the 2013/14 period. To ensure a comprehensive review, it was recommended that the scope should include official travel under the support account.

46. The Advisory Committee had no objections to the Secretary-General's proposals for restructuring a number of offices, including through the establishment of the Office of Director for Evaluation of Field Uniformed Personnel in the Department of Peacekeeping Operations; in the Department of Field Support, the establishment of the Strategic Support Team in the Office of the Under-Secretary-General and the establishment of the Operational Support Team in the Office of the Assistant Secretary-General; and the reorganization of the Investigations Division of OIOS with the conversion of 51 general temporary assistance positions to posts for 2013/14.

47. With respect to the overall resource level of the support account, the Advisory Committee noted that, while the approved resource level for peacekeeping

operations and UNSOA had decreased from 2011/12 to 2012/13, the combined resources proposed for the support account and the Logistics Base represented \$378.2 million, or 5.5 per cent of the proposed resources for peacekeeping and UNSOA for 2013/14, the highest level in the past five budget cycles. The level of resources in the support account had been increasing since the account's establishment, with no measurable relation to the number, size and complexity of peacekeeping missions. It was the Advisory Committee's view that there should be a relationship between the level of backstopping capacity provided through the support account and the scale of peacekeeping activities. Reporting on backstopping must also reflect all available resources, including regular budget posts and non-post resources. The Secretary-General should therefore review the support account to determine how that relationship should be defined; on that basis, a baseline could be established against which future resource requests could be evaluated and the support account could be made scalable.

48. **Mr. Thomson** (Fiji), speaking on behalf of the Group of 77 and China, said that the Group was deeply concerned at the application of resource reduction targets in formulating budgets for peacekeeping operations. Such an approach was contrary to the basic principle of preparing resource proposals based on the specific needs of each mission rather than on an arbitrary overall resource level set at Headquarters and undermined the implementation of mandates. The Group would seek clarification on a number of related issues in informal consultations.

49. Troop-contributing countries made an invaluable contribution to the maintenance of international peace and security in harsh and often dangerous conditions. It was imperative that the Secretary-General should consult with those countries on all related matters, among them the global peacekeeping needs assessment and the implementation of General Assembly resolutions, including resolution 67/261 on the report of the Senior Advisory Group on rates of reimbursement to troop-contributing countries. The small increase in those rates would provide only interim relief in respect of troop costs and it was the Group's understanding that the resolution was merely the first step in the process of achieving a fair troop reimbursement mechanism. He cautioned against

establishing any linkage between reimbursement for troop costs and for contingent-owned equipment.

50. Moreover, Troop-contributing countries must have continuous access to the Secretariat to ensure genuine partnership between them on all aspects of peacekeeping. The outcome of consultations must respect those countries' views at all phases, from mandate-setting through deployment decisions; any change to mandates or memorandums of understanding must also reflect their views. The Group was concerned at the lack of improvement in the representation of troop-contributing countries in senior management in all relevant departments, including those involved in support, both in the field and at Headquarters. Recalling that the Assembly had consistently requested the Secretary-General to make specific efforts in that respect, he wished to know what steps were being taken to ensure that those countries were represented in all relevant departments in a manner that reflected their respective contributions to peacekeeping.

51. While the downward trend in the number of allegations of sexual exploitation and abuse in peacekeeping missions was encouraging, efforts should be made to reduce the time taken to investigate such allegations, particularly in the most egregious cases. Further prevention efforts were needed in respect of civilian personnel, who had been the subject of a larger number of allegations than military personnel in 2012. The Group welcomed the collaborative efforts between the Organization and Member States in prevention, awareness-raising and training in support of the zero-tolerance policy and also emphasized the need to ensure that unsubstantiated allegations did not damage the credibility of peacekeeping missions or personnel or of any troop-contributing country.

52. In view of the proposed net decrease of 2,552 posts in peacekeeping missions, the Group emphasized that each mission must have the civilian staffing structure required to implement its mandate, as provided by General Assembly resolution [66/264](#). He would seek further clarification of the matter in informal consultations.

53. Reaffirming the critical role of quick-impact projects in strengthening the link between missions and local populations, he said that funds for the implementation of such projects should be readily available at all phases of a mission. He expressed the hope that the revised policy document on quick-impact

projects currently being finalized would strengthen that important tool; the Group would seek further updates on the issue in informal consultations.

54. The level of the support account should broadly correspond to the mandates, number, size and complexity of peacekeeping missions. Given the new mandates and increasing complexity of peacekeeping operations, appropriate policies and support arrangements were essential. Support should be delivered in an integrated manner in order to maximize efficiency and effectiveness while avoiding duplication.

55. **Ms. Power** (Observer for the European Union), speaking also on behalf of the acceding country Croatia; the candidate countries Iceland, Montenegro, the former Yugoslav Republic of Macedonia and Turkey; the stabilization and association process countries Albania and Bosnia and Herzegovina; and, in addition, the Republic of Moldova and Ukraine, said that the proposed overall peacekeeping budget of \$7.2 billion for 2013/14 represented a modest decrease compared to the final appropriation of \$7.324 billion for 2012/13 that related mainly to the closing of UNMIT. The total would rise significantly as a result of new or changing mandates in Mali and Abyei. Strict budgetary discipline would be needed to ensure that resources were used as efficiently and effectively as possible, considering the financial pressures all Member States were facing. Noting that costs for military personnel were decreasing whereas costs for civilian personnel remained stable, she said that, while civilian staff were playing an undeniably larger role in peacekeeping missions, closer scrutiny of the civilian component of peacekeeping was required. It was therefore deeply disappointing that the comprehensive review of civilian personnel requested by the Assembly in its resolution [66/264](#) had not yet been conducted; the European Union expected the review to be undertaken as a priority.

56. Similarly, despite the decrease in the numbers of military personnel, operational costs were projected to rise both in absolute terms and as a percentage of the total budget. Her delegation would look closely at the costs for transport, construction, infrastructure and consultants, with a particular focus on efficiency gains.

57. Reiterating the European Union's support for the global field support strategy, she welcomed the close involvement of Member States and relevant United

Nations bodies and encouraged the Secretariat to ensure that the strategy produced economies of scale and yielded value for money, strengthened accountability and improved service delivery globally and regionally. The implementation of Umoja and IPSAS would enable the strategy to reach its full potential; her delegation would follow the matter closely.

58. Even a single substantiated case of sexual exploitation and abuse was one too many; she therefore remained concerned at the number of allegations reported, particularly in respect of the most egregious offences; the time taken to investigate allegations should be reduced. She also wanted to know what further measures or sanctions could be used to address the problem and what measures were being taken to assist victims.

59. Speaking on behalf of the delegations already mentioned and, in addition, Georgia, Montenegro and Serbia, she said that, with regard to the support account, the budget proposal before the Assembly would entail increased resources in 2013/14. The States members of the European Union would scrutinize the proposal, paying special attention to the extent to which the proposed redeployment of posts would allow the consolidation and rationalization of resource use and more efficient delivery of peacekeeping support. It was a matter of concern that the level of resources in the support account had risen steadily since its establishment with no measurable relation to the number, size or complexity of peacekeeping missions. The account must be properly structured and transparent so that its purpose of providing core support to those missions was fulfilled.

60. **Mr. Dettling** (Switzerland), speaking also on behalf of Liechtenstein, said that the two delegations were confident that the implementation of the global field support strategy, Umoja and IPSAS would help optimize the efficiency gains being pursued in peacekeeping missions. The Secretariat should seek to make those gains sustainable while continuing to meet operational needs. In undertaking measures to improve the management of peacekeeping operations, the Secretariat should enhance its cooperation with other United Nations system entities — as had been done in integrating environmental management in peacekeeping — in order to capture the full benefits of the system. Noting that, should the Assembly endorse the Advisory Committee's recommendations on the

financing of special political missions, such missions would have systematic access to the strategic stocks, he wondered to what extent and in what conditions the global field support strategy might also extend to those missions.

61. He encouraged the Secretary-General to develop a policy on human rights background checks for all peacekeeping personnel, which would also strengthen the zero-tolerance policy on sexual exploitation and sexual abuse.

62. The work under way to implement the global field support strategy should be intensified in order to guarantee success. To overcome the challenges ahead and achieve the goals of the strategy, the Secretariat should make every effort to implement the recommendations of the Advisory Committee and the Board of Auditors. Having explained to Member States the end-state vision for the strategy, the Secretariat should promptly inform them of the plan for implementing its four pillars, risk management framework and results-based management framework.

63. He endorsed the Advisory Committee's recommendations on cross-cutting issues in peacekeeping, which would serve as a solid basis for the Committee's deliberations.

64. Peacekeeping had become more complex in recent years and required a wider range of support services. He welcomed the proposal to include capacities from the Office of the United Nations High Commissioner for Human Rights under the support account, as human rights were an increasingly important component of peacekeeping operations. At the same time, the level of support resources should be scalable to the requirements in the field. Currently, there was no link between that level and the number, scope and complexity of peacekeeping operations. He therefore concurred with the Advisory Committee that a review of the support account was required in order to determine how that relationship should be defined. The start-up or closure of missions, and changes in their mandates, should have a direct impact on resource levels. Once the relationship was established, those levels could be adjusted according to changing needs on the ground and the resources required for each department could be approved without scrutiny of each proposed post.

65. The two delegations also welcomed the proposal to change the peacekeeping budget process so that the

budgets could be prepared in a shorter time than the current seven months. Recalling the difficulties encountered during other reorganization efforts, he reminded the Secretary-General of the need to define and clearly communicate roles, responsibilities, procedures and lines of accountability among all those involved in the process in order to ensure a smooth transition.

66. While the results of the pilot project on OIOS investigation services in field missions were encouraging, he was not convinced that the proposed restructuring, which consisted mainly of the geographical redeployment of posts, would in itself truly strengthen those services in the field. The current provisions for the financing of OIOS, for example, limited its ability to conduct investigations where the potential for fraud and other violations was greatest. It was also inefficient for investigators, financed under the support account and based in regional hubs, to be unable to conduct investigations in special political missions.

67. **Mr. Pankin** (Russian Federation) said that the implementation rate of 96.2 per cent for the overall peacekeeping budget in 2011/12, an improvement over the two previous budget cycles, was welcome. With respect to the proposed requirements for peacekeeping operations for 2013/14, his delegation was deeply concerned that Member States had not yet been informed of their full parameters, as the 6.75 per cent supplementary payment for military contingents had not been included in that total. While it was true that the deliberations concerning the payment had been concluded at a late date, in such situations the Secretariat should prepare several budget scenarios so that the budget figures could be promptly adjusted in line with the Assembly's decision. He hoped that the necessary figures would be provided promptly. While the Secretariat's efforts to increase efficiency in peacekeeping operations were welcome, future reports should provide more information on the direct links between those efforts and changes in budgetary requirements as well as actual savings.

68. The constructive discussions of implementation of the global field support strategy should continue. He noted with concern the Board of Auditors' observation that functions had been transferred from the United Nations Logistics Base to the Global Service Centre without proper management oversight. Moreover, specific details about accountability mechanisms at

Headquarters and in service centres and field missions should be provided promptly. In order to ensure the necessary control over logistics, the Centre's authority should be strengthened, not weakened.

69. **Mr. Torsella** (United States of America) said that it was a matter of concern to his delegation that the comprehensive staffing review requested by the Assembly in its resolution [66/264](#) had not yet been conducted; that lapse should be addressed as a priority.

70. While the reduction in the number of sexual exploitation and abuse allegations was promising, even one instance was one too many. Not only did such offences undermine the confidence of local populations, but for peacekeepers to exploit and abuse the very people they were meant to help was a betrayal of the ideals of the United Nations. Member States and the Secretariat had taken steps to strengthen the response to the issue, but more should be done to provide assistance to victims, improve the timeliness and quality of investigations, extend vetting procedures for all categories of personnel and enhance Member State accountability.

71. On the global field support strategy, he shared the Board of Auditors' concerns about the absence of a benefits realization plan and cost capturing mechanism. His delegation supported the goals of the strategy, but also expected the Secretariat to be able to present quantifiable benefits. The establishment of a new mission in Mali offered an opportunity to demonstrate improvements in the quality and timeliness of support services in respect of the strategy's four pillars. It was important for the Organization to have the right expertise in the right place at the right time. Recalling Article 101.3 of the Charter, he expressed the hope that the Committee would address the structural impediments that prevented the Organization from drawing on the full range of available expertise, particularly with respect to uniformed personnel serving against staff contracts.

72. With respect to the support account, his delegation supported the proposal to establish a Director for Evaluation of Field Uniformed Personnel in the Office of the Under-Secretary-General for Peacekeeping Operations. Given the challenges presented by the broad diversity and different operating procedures of contingents from 116 troop-contributing countries, the Director would assist those contingents to operate seamlessly in the field. Such functions,

which were similar to those found in militaries and police services worldwide, would enable the United Nations and Member States to better support troops, formed police units and military observers.

73. In its discussion of the support account, the Committee should recall the original purpose of the account, which was to address requirements for posts at Headquarters that were funded from the budgets of individual missions and were dedicated to the support of those specific missions. Over time, the failure to adhere to those principles had led to unchecked growth in the support account; whereas it had originally accounted for 8.5 per cent of the civilian requirements for peacekeeping missions, it now represented 18 per cent of those costs. The Board of Auditors and the Advisory Committee had drawn attention to the need for a sounder approach to determine staffing requirements under the support account. There should be a correlation between the level of the support account and the overall requirements for peacekeeping missions. Moreover, an assessment was sorely needed of whether the functions associated with individual posts and positions funded under the support account were indeed tied to individual missions or potential new requirements.

74. He wondered whether the Department of Field Support had determined how it would undertake the comprehensive staffing review, how the reviews of the individual missions would be sequenced and when it would generate staffing benchmarks for the different elements of peacekeeping. With regard to sexual exploitation and abuse, he wished to know what steps the Secretariat considered the highest priorities in order to eliminate those offences. Lastly, with respect to the Board of Auditors' observations regarding the global field support strategy, he inquired what steps the Secretariat intended to take in order to implement a benefits realization plan and cost capturing mechanism, and within what time frame.

75. **Ms. Pulido-Tan** (Philippines) said that her delegation supported the OIOS proposal, as endorsed by the Advisory Committee, to restructure the Investigations Division with a view to making its investigation services more accessible to all stakeholders. The Office had recognized that, even after the restructuring was implemented, recruitment and retention of investigators in the peacekeeping environment would remain a challenge. In that regard, the proposed recruitment processes set out in the

Office's comprehensive report on the pilot project designated by the General Assembly in resolution 63/287 (A/67/751) and the conversion of general temporary assistance positions to posts should be implemented as a matter of priority. Her delegation wished to know whether there had been any coordination between the Board of Auditors and the Investigations Division during the implementation of the pilot project, as it considered the sharing of information and lessons learned to be of paramount importance for the formulation of early fraud detection and prevention policies. Such cooperation would also promote better value for money from the Organization's external audit function.

76. Her delegation supported the implementation of horizontal auditing across peacekeeping operations, as it would lead to a more efficient delivery of audit services and harmonize audit procedures. In view of the large scope of cross-cutting issues examined through horizontal auditing, the Internal Audit Division of OIOS should coordinate that process with the Board of Auditors so as to optimize the use of limited audit resources for peacekeeping operations.

77. While her delegation welcomed the joint review of budget functions undertaken by the Department of Management, the Department of Peacekeeping Operations and the Department of Field Support, particular attention would need to be paid to ensure that the responsibilities and accountability of all actors were respected. Budget preparation was but the first stage of the entire budgetary cycle; good governance in budget management required a clear and specific definition of responsibilities so as to ensure the appropriate use of resources in achieving budgetary objectives.

78. The results-based budgeting framework contained in the addendum to the report of the Secretary-General on the budget performance of the support account for peacekeeping operations from 1 July 2011 to 30 June 2012 (A/67/635/Add.1) provided welcome information. However, in future, the format would benefit from a clearer alignment of objectives with the corresponding amounts allocated and the expected accomplishments. That would better demonstrate whether the best value for money had been obtained in achieving the budget objectives. In addition, the planned outputs set out under each of the expected accomplishments should clearly correlate activities with sums spent or resources used.



79. **Ms. Coto-Ramírez** (Costa Rica) said that her delegation took note of the decrease in the number of reported instances of sexual exploitation and abuse. In addition, the decrease in the number of allegations involving military personnel, which had gone below the number of those involving civilian personnel for the first time in 2012, was evidence of change in the behaviour of that group. Nevertheless, the fact that more than half of the complaints involved the most egregious forms of exploitation and abuse, most notably, acts against minors, was a matter of concern. The data contained in the report of the Secretary-General on sexual violence in conflict ([A/67/792-S/2013/149](#)) was also distressing. The report had been submitted to the Security Council and discussed in an open debate, held on 17 April 2013, on the topic of women, peace and security, which had focused on the ways in which systematic and generalized violence against women was used to punish and intimidate women, men and children during conflict. In view of the challenges remaining, her Government supported the continued efforts of the Secretary-General to improve the mechanisms to prevent sexual exploitation and abuse and welcomed the efforts made to investigate allegations, follow up with the appropriate United Nations entities and turn over cases to the national authorities as necessary with a view to ensuring perpetrators were prosecuted and punished.

80. Her Government strongly supported the Secretary-General's zero-tolerance policy against sexual exploitation and abuse and welcomed his plan of action for strengthened accountability and more efficient response in prevention, enforcement and remedial action for protection against such acts. Impunity must be eradicated and the full chain of command of those implicated in cases of sexual exploitation and abuse must be held responsible. In that regard, all appropriate measures must be taken to reduce the number of incidents and investigate allegations. It was hoped that the Organization and Member States would continue to increase the resources available to support prevention efforts and strengthen the timely conduct of investigations. Disciplinary measures should also be strictly enforced and assistance should be offered to victims.

81. **Ms. Paik Ji-Ah** (Republic of Korea) said her delegation welcomed the adoption by the General Assembly of its resolution [67/261](#) on the report of the Senior Advisory Group established pursuant to General

Assembly resolution [65/289](#) to consider rates of reimbursement to troop-contributing countries and other related issues. The resolution offered a balanced agreement that could serve as a foundation to find appropriate modalities on the troop reimbursement rate. She urged the Secretariat to conduct an objective survey and analysis of costs in a timely manner, in line with the recommendations contained in the report of the Senior Advisory Group ([A/C.5/67/10](#)), with a view to supporting the Committee's efforts to devise a sustainable reimbursement system based on empirical data.

82. She recalled that, in its report on peacekeeping operations for 2011/12 ([A/67/5 \(Vol. II\)](#)), the Board of Auditors had noted that the budget implementation rate had increased slightly from the previous year, to 96.2 per cent. The unspent balances had totalled \$302 million, and could be mostly attributed to the delayed deployment of military contingents and overbudgeting for aviation activities in MONUSCO, UNAMID and MINUSTAH. The recurrent, large unspent balance suggested that overbudgeting could be causing opportunity costs in the overall budget planning. As noted by the Board of Auditors, the basic assumptions on which the budget was formulated should be more closely reviewed. In particular, the delayed deployment factor and vacancy rates should be properly applied by taking historical data and other foreseeable factors into due consideration.

83. Although the proposed budget of \$7.2 billion for 2013/14 represented a reduction of \$112 million when compared to the 2012/13 period owing to the closure of UNMIT and a reduction of the military and police components of UNAMID and MINUSTAH, it was still likely that additional resource requirements for the establishment of the peacekeeping mission in Mali would result in the biggest budget in the history of peacekeeping operations. That was a matter of concern, as Member States faced persistent financial challenges. While appropriate resources should be provided for the successful implementation of peacekeeping mandates, the need to make peacekeeping operations more efficient and effective could not be overstated. Her delegation urged the Secretariat to redouble its efforts in that regard, including through the implementation of the global field support strategy and Umoja.

84. A thorough review of the civilian staffing requirements of each mission was a critical exercise. In that respect, she noted with appreciation that the

human resources management reform measures undertaken had led to a decrease in the average vacancy and turnover rates. Her delegation strongly supported efforts to assess the need for posts that had been vacant for more than one year and looked forward to the results of the review being conducted by the Secretariat. Her delegation would also closely follow developments related to the Umoja project impact analysis, budget and efficiency gains achieved through quick-impact projects, the cost-benefit analysis of turnkey contracts, adjustments to the standard ratio for equipment holdings and more cost-efficient use of training resources.

85. **Mr. Masood Khan** (Pakistan) said that the Organization must maintain the capacity to deploy peacekeeping operations rapidly in post-conflict environments. Further development of scalability and the end-state vision for ongoing reform initiatives, including the global field support strategy, should address future operational needs and enhance timely mission start-up and deployment. Despite reforms and efficiencies, peacekeeping operations should receive adequate funding, as the \$7.2 billion spent by the United Nations annually on peacekeeping was a fraction of the annual cost of global conflict, which the World Bank estimated at \$100 billion.

86. He expressed the hope that the proposed transfer of functions in peacekeeping, planned to coincide with the implementation of Umoja and IPSAS in field missions, would comply with relevant General Assembly resolutions and would not undermine operational control and accountability to Member States.

87. Outreach to troop-contributing countries should yield demonstrable results by increasing their representation in senior management positions and support functions in the field and at Headquarters. It was a matter of considerable concern that, despite the Assembly's repeated requests to that effect, there had been little improvement in the number and percentage of staff from such countries in the Departments of Peacekeeping Operations and Field Support.

88. A number of other issues were of particular concern to his delegation. A mechanism was needed for the periodic review of the level of compensation for death and disability, with an automatic adjustment for inflation and cost-of-living; the procedure for evacuating casualties from field missions should be

improved; the utility and interoperability of new training modules should be enhanced and manuals should undergo a credible validation process; security in the field, including for military police and civilian peacekeepers, should be strengthened through professional risk management and investment in safety apparatus; and political scrutiny and clear policy guidelines by the Special Committee on Peacekeeping Operations were required for the use of new technology, such as unmanned aerial systems, in multilateral command and control settings. Lastly, troop-contributing countries, which were the primary users of support services, must be consulted extensively on all matters, including the global peacekeeping needs assessment.

89. **Ms. Takahashi** (Norway) said that her delegation welcomed the efforts to streamline the budget process, with an increased emphasis on strategic focus, transparency and accountability. A more results-based approach should be applied, including with respect to the support account. While each mission had its own resource requirements, she concurred with the Advisory Committee that there should be a relationship between backstopping capacity and the overall scale of peacekeeping activities. Efforts to streamline budgeting and find efficiencies should not become an overly theoretical and input-based exercise; rather, decisions should be based on thorough analysis of implications for the field.

90. The trend towards more complex and ambitious mandates for peacekeeping missions meant that there were high expectations in a broad range of programme areas. Increasingly robust human rights components in peacekeeping were appropriate and the imbalance between human rights mandates in the field and backstopping capacity at Headquarters should be corrected. Given the key strategic and policy role of the Office of the United Nations High Commissioner for Human Rights in missions with significant human rights mandates, the Office should be provided with reasonable resources to discharge that role. Accordingly, the Secretary-General's modest request for three posts funded by the support account should be approved.

91. **Ms. Casar** (Controller) said that it was inaccurate to state that the funding of the support account had increased steadily, as was evident from table in the Secretary-General's report on the support account ([A/67/756](#)) showing the overview of financial and

human resources for peacekeeping operations from 2008 to 2013. In terms of constant prices, the level of the support account had changed little over the previous six years.

92. **Ms. Haq** (Under-Secretary-General for Field Support), responding to concerns raised by delegations, said that, in order to address the issue of matching staffing with peacekeeping mandates, the Secretariat had conducted staffing reviews in 2012 in UNAMID, UNMIL and MINURSO, as well as a right-sizing exercise in MINUSTAH following a reduction in the Mission's search capacity. The preliminary review conducted in UNAMID would be followed by a final civilian staffing review in the current year and similar reviews would be carried out in UNAMA, UNOCI and UNIFIL by July 2013; the results of those reviews would be reflected in the 2013/14 budgets. Within the following two years, staffing reviews would be conducted in all peacekeeping missions. Another outcome of those reviews would be the establishment of staffing benchmarks.

93. With respect to sexual exploitation and abuse, she concurred that even one case was one too many; cooperation was necessary in order to implement in concert a zero-tolerance policy. To that end, command and control must be enhanced through the empowerment of leaders and the provision of support to troop-contributing countries. Other important steps included the development of training manuals and improved assistance to victims. In addition, special representatives of the Secretary-General had been given the authority to place civilian staff members on administrative leave with pay pending the investigation of allegations.

94. On the matter of the global field support strategy and the cost capturing mechanism, the Assembly had been informed — albeit in piecemeal fashion in individual reports — of reductions in the costs of air operations and staff transactions. The aim was to present such information more systematically in the future with the aid of the performance management framework, which set out the key performance indicators for the four pillars of the global field support strategy. A benefits realization plan developed on the basis of the framework would be presented to the Assembly in the fourth progress report on the implementation of the strategy.

95. Lastly, concerning death and disability claims, she said that the processing period had been reduced and no claim had currently been pending for longer than 90 days. Every effort would be made to ensure that claims were addressed quickly.

**Agenda item 149: Financing of the United Nations Operation in Côte d'Ivoire** (A/67/642, A/67/777 and A/67/780/Add.15)

**Agenda item 151: Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo** (A/67/613 and Corr.1, A/67/797 and Add.1, and A/67/780/Add.6)

**Agenda item 163: Financing of the African Union-United Nations Hybrid Operation in Darfur** (A/67/601, A/67/806 and A/67/780/Add.7)

96. **Mr. Curry** (Director, Peacekeeping Financing Division), introducing the Secretary-General's budget performance reports for the 2011/12 period and budget reports for the 2013/14 period for UNOCI (A/67/642 and A/67/777), MONUSCO (A/67/613 and Corr.1 and A/67/797 and Add.1) and UNAMID (A/67/601 and A/67/806), said that, pursuant to Security Council resolution 2098 (2013), the 2013/14 budget for MONUSCO provided for the deployment of an "Intervention Brigade" and related capacities, on an exceptional basis and without creating a precedent or any prejudice to the agreed principles of peacekeeping. With regard to UNAMID, pursuant to Security Council resolution 2063 (2012), the reconfiguration of its uniformed personnel over a period of 12 to 18 months would continue. That process would include a substantial reduction in the authorized strength of military and police personnel, from 25,987 personnel to 20,890. In addition, the 2013/14 budget for UNAMID reflected the proposed net reduction of 477 posts and positions.

97. **Mr. Ruiz Massieu** (Chair of the Advisory Committee on Administrative and Budgetary Questions), introducing the report of the Advisory Committee on the budget performance for the period from 1 July 2011 to 30 June 2012 and proposed budget for the period from 1 July 2013 to 30 June 2014 of UNOCI (A/67/780/Add.15), said that the Advisory Committee recommended approval of the Secretary-General's proposals for the Operation for 2013/14, with the exception of the proposed resources for training, which should be reduced by \$344,000. Upon

enquiry, the Advisory Committee had been informed that a cost-benefit analysis of the construction of the integrated logistics base in Yopougon had indicated that the project would reach the break-even point in approximately 4 years. The analysis had compared the total project cost to the total cost of rental of premises over 5 years. The Advisory Committee considered that the possible savings from the establishment of the base could also include efficiencies arising from the consolidation of the full range of logistics support services. It recommended that the Secretary-General should be requested to provide comprehensive information on the projected costs, efficiencies and benefits attributable to the project in the context of the budget for the 2014/15 period. The Advisory Committee did not object to the resources proposed for an unmanned aerial system in UNOCI in the 2013/14 period, without prejudice to any discussions on the use of that technology in the relevant intergovernmental bodies.

98. Turning to the report of the Advisory Committee on the budget performance for the period from 1 July 2011 to 30 June 2012 and proposed budget for the period from 1 July 2013 to 30 June 2014 of MONUSCO (A/67/780/Add.6), he noted that the Advisory Committee recommended that the resource estimates for external training for international staff should not be increased but should be maintained at the current level, which would result in a reduction of the proposed budget by \$109,000. In addition, it noted that the Secretary-General's addendum report lacked a results-based budgeting framework. In that regard, the Advisory Committee stressed that the tool was critical for measuring performance in mandate implementation and recommended that the General Assembly should request the Secretary-General to provide the revised framework as soon as possible.

99. Introducing the report of the Advisory Committee on the budget performance for the period from 1 July 2011 to 30 June 2012 and proposed budget for the period from 1 July 2013 to 30 June 2014 of UNAMID (A/67/780/Add.7), he said that the Advisory Committee recommended a reduction to the proposed budget in view of the anticipated savings resulting from a new rations contract, the abolishment of posts which had been vacant for two years or longer and a 5 per cent reduction in the cost estimates for construction services. It should be noted that the Secretary-General was assessing which posts had been

vacant for more than two years and would provide up-to-date figures and their financial implications in the near future.

100. The Advisory Committee took note of the substantial reductions in the Operation's uniformed personnel proposed by the Secretary-General pursuant to Security Council resolution 2063 (2012). It also took note of the proposed reduction in the civilian personnel component, as well as the proposed restructuring of the Operation's support services, which was aimed at enhancing service delivery. The Advisory Committee remained concerned about the low implementation rate of construction projects, quick-impact projects and community-based labour intensive projects, and called for enhanced efforts and oversight in order to achieve the intended benefits of those projects.

101. **Mr. Bamba** (Côte d'Ivoire) said that, pursuant to several Security Council resolutions, the mandate of UNOCI was to re-establish peace, security and long-term stability in Côte d'Ivoire. Implementation of that mandate had helped the country achieve an economic growth rate of 9.8 per cent in 2012, a mere two years after the period of post-electoral crisis, and to reinstate all State institutions. In addition, the Government had strengthened the rule of law, good governance and the fight against impunity, while efforts to implement disarmament, demobilization and reintegration plans had intensified, including through the steady reintegration of ex-combatants into a range of professions. Furthermore, the security of people and property had significantly improved and elections had been successfully concluded, with the results of municipal and regional elections announced on 26 April 2013. The effective implementation of the UNOCI mandate had also enabled Côte d'Ivoire to play a leading role within the Economic Community of West African States (ECOWAS), the Mano River Union, the West African Economic and Monetary Union, the Community of Sahelo-Saharan States and the African Union.

102. In view of those developments and the major role UNOCI played in promoting peace, stability and security in Côte d'Ivoire, it was critical that the Committee should review the Operation's proposed budget for UNOCI for 2013/14 with due consideration. The Government considered security along the country's border with Liberia, the disarmament, demobilization and reintegration process, security sector reform, and quick-impact projects and projects

aimed at the Operation's general effectiveness to be important priorities and their respective budget lines should therefore not be subject to reductions.

103. **Mr. Chumakov** (Russian Federation) requested a written explanation of the proposed deployment of unmanned aerial vehicles in UNOCI; it was his delegation's understanding that the Security Council had approved their deployment in MONUSCO, but not in UNOCI.

*The meeting rose at 1 p.m.*