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Budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2018 to 30 June 2019

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2018 to 30 June 2019, which amounts to $87,297,300 and represents an increase of $6,297,300 (7.8 per cent) compared with the approved budget for the 2017/18 period.

During the 2018/19 period, the Base will continue to provide services to peacekeeping missions in the areas of geospatial information systems and information and communications technology services, as well as planning, sourcing, delivery and return functions, in line with the recently implemented supply chain management strategy.

The budget proposal for the 2018/19 period includes a restructuring of the Service for Geospatial, Information and Telecommunications Technologies, which will be named the Field Technology Service. The new structure of the Service will be optimized to deliver innovative communications and information technology solutions in support of mandate implementation by peacekeeping missions.

The proposed budget provides for the deployment of 139 international staff and 306 national staff. Following a civilian staffing review, 30 general temporary positions are proposed to be converted to posts. A total of 445 posts and positions are proposed in the 2018/19 period, which is the same number of posts and positions approved for the 2017/18 period. One post is proposed to be redeployed from Brindisi to Valencia, which will result in 32 staff being located at the United Nations Communications and Information Technology Facility, Valencia, in the 2018/19 period, while the remaining 413 staff will be assigned to the Global Service Centre, Brindisi.

The total resource requirements for the United Nations Logistics Base for the financial period from 1 July 2018 to 30 June 2019 have been linked to the objectives of the Base through the results-based frameworks, organized according to the functional areas of supply chain functions; geospatial, information and telecommunications technologies; central support; and tenant units. The human resources of the Base, in terms of the number of personnel, have been attributed to the individual functional areas.

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

Financial resources

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

Category	*Expenditures (2016/17)*	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Civilian personnel	41 047.0	38 106.1	44 148.7	6 042.6	15.9
Operational costs	41 177.5	42 893.9	43 148.6	254.7	0.6
Gross requirements	**82 224.5**	**81 000.0**	**87 297.3**	**6 297.3**	**7.8**
Staff assessment income	6 265.8	6 053.2	6 645.3	592.1	9.8
Net requirements	**75 958.7**	**74 946.8**	**80 652.0**	**5 705.2**	**7.6**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**82 224.5**	**81 000.0**	**87 297.3**	**6 297.3**	**7.8**

Human resources

	International staff	*National staff*[a]	*Temporary positions*[b]	***Total***
Office of the Director				
Approved 2017/18	7	12	–	**19**
Proposed 2018/19	7	11	–	**18**
Central Service				
Approved 2017/18	17	90	–	**107**
Proposed 2018/19	16	91	–	**107**
Supply Chain Service				
Approved 2017/18	26	114	4	**144**
Proposed 2018/19	30	115	–	**145**
Field Technology Service (currently, Service for Geospatial, Information and Telecommunications Technologies)				
Approved 2017/18	30	66	26	**122**
Proposed 2018/19	39	83	–	**122**
Tenant units				
Approved 2017/18	46	6	1	**53**
Proposed 2018/19	46	6	1	**53**
Total				
Approved 2017/18	**126**	**288**	**31**	**445**
Proposed 2018/19	**138**	**306**	**1**	**445**
Net change	**12**	**18**	**(30)**	**–**

[a] National General Service staff.
[b] Funded under general temporary assistance.

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

I. Mandate and planned results

A. Overall

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

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

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

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

5. The mandate of UNLB is to provide rapid, effective, efficient and responsible services and solutions for peacekeeping operations. The Base will continue to carry out its core functions in the areas of logistics and supply chain management; engineering; environment; and geospatial, information and telecommunications technologies. In addition, UNLB will continue to transform itself so as to become the unique operational interface between the field missions and United Nations Headquarters on operational initiatives and improvements, including in relation to mission welfare and the operational aspects of occupational health and safety.

6. As part of its overall objective, UNLB will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are grouped under the following functional areas: supply chain; geospatial, information and telecommunications technologies;

and central support. The achievement of the expected accomplishments would ensure the delivery of the Base's mandate, and the indicators of achievement show a measurement of progress made towards such accomplishments during the budget period. The human resources have been attributed to the individual functional areas. Variances in the number of personnel compared with the budget for the 2017/18 period have been explained under the respective areas.

B. Planning assumptions and mission support initiatives

7. Currently, UNLB consists of: (a) the Office of the Director, which oversees the three Services and administration of the tenant units located in Brindisi; (b) the Central Service, which provides internal administrative and support services for the other Services and tenant units; (c) the Supply Chain Service, which provides various logistics-related services to peacekeeping operations and also handles the strategic deployment stocks; (d) the Service for Geospatial, Information and Telecommunications Technologies, which is proposed to be restructured and renamed as the Field Technology Service in the 2018/19 period to further enhance the broad range of technology services provided to peacekeeping missions; and (e) tenant units in Brindisi, which have direct operational reporting lines to the Department of Peacekeeping Operations and the Department of Field Support. The main priorities of each of these organizational entities in the 2018/19 period are described in the paragraphs below.

8. The planning assumptions on specific activities for the 2018/19 period include: (a) restructuring of the Service for Geospatial, Information and Telecommunications Technologies, which is proposed to be named the Field Technology Service. The Service aims to optimize core communications and information technology operations, including delivering innovation and technology solutions in support of peacekeeping missions; (b) revision of the concept of operations for strategic deployment stocks, as presented in annex III to the present budget report, which aims to expand the concept of strategic deployment stocks, among other aspects, in order to provide enabling services; (c) optimizing the staffing establishment thorough redeployment, reassignment and reclassification of posts to reflect a more efficient organizational structure aligned with the outcome of the civilian staffing review undertaken in 2017; and (d) establishing an Occupational Health and Safety Unit under the Central Service.

9. For the 2018/19 period, UNLB is implementing the outcomes of a civilian staffing review that took place from March to June 2017 with a formal outcome in October 2017. The recommendations included the conversion of 30 general temporary assistance positions to posts, proposals for the redeployment of 108 posts, including 92 for the restructuring of the Field Technology Service, reassignment of six posts and reclassification of five international posts.

Office of the Director

10. The Office of the Director currently consists of: (a) the immediate Office of the Director; (b) the Regional Aviation Safety Office; and (c) the Field Central Review Body Unit.

11. The Office of the Director will focus on the continued transformation of UNLB as a global service and solution provider for peacekeeping and other field missions, the United Nations Secretariat and other United Nations entities, and for external clients on a cost recovery basis. The Regional Aviation Safety Office will continue to provide aviation safety services to its affiliated missions (United Nations Assistance Mission for Iraq (UNAMI), United Nations Peacekeeping Force in Cyprus

(UNFICYP) and United Nations Interim Force in Lebanon (UNIFIL) and support to the aviation safety programme activities for United Nations field missions.

Central Service

12. The Central Service will continue to provide support services for the operation of UNLB, including in the areas of procurement, human resources, finance and budget, conference and learning services, medical services, property management, security and other campus support.

13. The Central Service will also provide enhanced operational support to field missions in the implementation of occupational health and safety activities aimed at reducing work-related injury and illness in field operations. To strengthen and operationalize this area, it is proposed to establish an Occupational Health and Safety Unit in the Central Service, comprising four posts through the redeployment of national General Service posts from the Security Office and the Medical Clinic.

14. The Central Service will continue to have embedded in its area eight posts of the United Nations Support Mission in Libya (UNSMIL) to provide back-office administrative support to UNSMIL in the areas of finance, human resources, property management and procurement.

15. In addition, under the comprehensive operational mission procurement and acquisition support service (COMPASS), support will continue to be provided to special political missions, in particular those with limited or no procurement capacity, including the United Nations Office for West Africa and the Sahel (UNOWAS) and the United Nations Regional Office for Central Africa (UNOCA). The Central Service manages this arrangement through service-level agreements under which both UNOWAS and UNOCA provide $40,000 annually to UNLB and no posts are provided by the missions.

Supply Chain Service and strategic deployment stocks

16. During the 2018/19 period, the main focus of the Supply Chain Service will be on implementation of the services and projects under the supply chain management strategy and a revised concept of operations for the strategic deployment stocks.

17. The Planning and Sourcing Support Section comprises four units, namely: (a) the Planning Support Unit, which will continue to provide the global asset management functions, including as the clearing house which checks for available internal sourcing possibilities before external acquisition; assist in the development and implementation of preliminary asset disposal plans for liquidating peacekeeping missions; perform the global demand planning function by gathering and analysing requirements from peacekeeping missions; and provide global property management services; (b) the Sourcing Support Unit, which will provide operational and analytical support, including evaluation of various sourcing approaches, to facilitate decision-making and provide solutions to peacekeeping missions and Department of Field Support category managers for engineering, supply and transport; provide technical, planning and design support; provide on-the-ground support related to planning and sourcing; and develop design and solicitation documents; (c) the Field Contracts Management Unit, which will collect and consolidate performance data from missions for selected global systems contracts; and (d) the Environmental Technical Support Unit, which will continue to provide support in the implementation of the environmental policy to reduce the environmental footprint of missions in the areas of waste, water and wastewater management and energy management. To ensure continuity of service in the 2018/19 period, it is proposed to convert two general temporary assistance positions to posts.

18. The Delivery and Return Section comprises five main units, namely: (a) the Central Warehousing Unit, which handles inventory control, material handling, receiving and inspection, shipping and movement control and customs clearance for all inventories; (b) the Central Maintenance and Repair Unit, which inspects, maintains and repairs vehicles, generators and equipment; (c) the Strategic Deployment Stocks Unit, which is cross-cutting in nature, interfacing with warehousing, outgoing shipments and replenishment of strategic deployment stocks; (d) the Logistics Support Unit, which provides critical support to missions in start-up and sustainment phases, as well as in liquidation of missions through the management of mission support teams; and (e) the Customer Service Unit, which is the single point of entry for supply chain and logistical requests and ensures a timely response to peacekeeping missions.

Strategic deployment stocks

19. During the 2016/17 period, the Office of Internal Oversight Services (OIOS) carried out a review and evaluation of strategic deployment stocks (A/71/798) and recommended that, to ensure rapid deployment, the strategic deployment stocks concept should be updated and revised, including its assumptions and related policies in the context of supply chain management and ongoing initiatives affecting mission start-up. Accordingly, UNLB undertook a review of the concept of operations for strategic deployment stocks, which is summarized in section IV and presented in annex III of the present report.

Field Technology Service (currently, Service for Geospatial, Information and Telecommunications Technologies)

20. The Field Technology Service (currently the Service for Geospatial, Information and Telecommunications Technologies (see para. 21 below)) will continue to provide resilient geospatial, communications and information technology services, including hosting and connectivity support for critical systems, which ensures that staff members in field missions and at Headquarters have access to Umoja and other systems such as videoconferencing, iNeed and email. For redundancy and risk mitigation, the Service is deployed in two locations but provides services as a unified, singular service model. The success of the Service is underpinned by a strategy involving a combination of a core staffing capacity augmented by a contractual and managed service capacity, which is scalable to the demands for service.

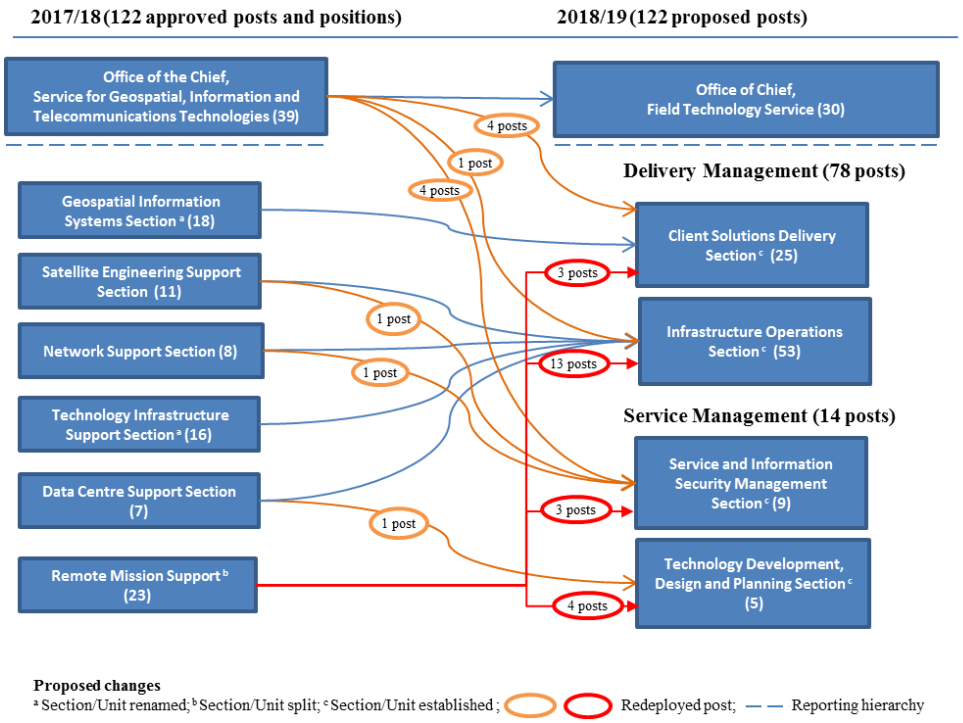
21. In the 2018/19 period, it is proposed to restructure the Service for Geospatial, Information and Telecommunications Technologies and rename it the Field Technology Service. The restructuring will reinforce the role of the Service as the operational hub for the support and delivery of technology services and solutions to field operations and the broader United Nations Secretariat activities. This change is aligned with the Organization's communications and information technology strategy and the recommendations of the civilian staffing review finalized in October 2017. In this overall context, the restructuring will focus on the following key strategic drivers: (a) optimization of core communications and information technology operations, including leadership in the areas of hosting, connectivity and monitoring for peacekeeping operations; (b) centralization of systems and reduction of the overall communications and information technology footprint in the field; (c) maintenance of an optimal combination of core staff and contracted communications and information technology service personnel for scalability; and (d) comprehensive assessment of the information security capacity to determine whether it should be a contractual or a core UNLB staffing capacity.

22. The details of the restructuring and the related staff movements are presented in paragraphs 121–149 of the present report. The restructuring is resource neutral and

the Service will continue to comprise 122 positions. It will be overseen by the Office of the Chief, Field Technology Service. As part of the restructuring, one Field Service post is proposed to be transferred from Brindisi to Valencia.

23. The figure below presents diagrammatically the major movements of posts into the new organizational structure.

Figure
Restructuring of the Field Technology Service



24. The new structure is aligned with a standardized international best practice framework, namely, the Information Technology Infrastructure Library framework, which is built around the two core elements: (a) delivery management comprising 78 posts; and (b) service management comprising 14 posts. The former focuses on delivering solutions and infrastructure and the latter ensures that services being delivered are properly designed, transitioned, costed and catalogued, as well as effectively supported and monitored. The changes at the section level and the movement of posts from the current structure to the new structure is presented diagrammatically in the figure above.

25. The present report also includes a proposal to convert 26 general temporary positions to posts in the Field Technology Service. A core staffing layer is critical in order to provide ongoing minimum support capacity and ensure the retention of critical knowledge and skills in key areas.

Delivery management

26. The Client Solutions Delivery Section (25 posts) will comprise the current Geospatial Information System Section and elements of the current Remote Mission Support Section, including the capacity for day-to-day operational support to peacekeeping missions on communications and information technology solutions, and four posts from the Office of the Chief of the Service. The benefit of the new setup is better alignment with the Organization's strategy and consolidation of

"client-facing" activities (i.e. activities involving direct interaction with clients) related to solution delivery under a single leadership for enhanced service delivery.

27. The Infrastructure Operations Section (53 posts) incorporates mainly the current Satellite Engineering Support Section, Network Support Section, Technology Infrastructure Support Section and Data Centre Support Section, as well as elements of the Remote Mission Support Section (including the capacity for day-to-day operational support and enhanced coordination on infrastructure service delivery to peacekeeping missions). The Section is the largest under the new Field Technology Service and is a key enabler of the enterprise centralization and consolidation to allow clients around the world to connect to and use secure United Nations information and communications systems. All intra-mission and centralized infrastructure is being consolidated under one management umbrella (infrastructure operations) which, together with the client-facing solution delivery activities (client solutions delivery), will together comprise the delivery management component of the Service.

Service management

28. The Service and Information Security Management Section (9 posts) is formed mainly from information security, service management and operational resilience elements from the current Office of the Chief of Service and remote event monitoring of mission incidents from the Remote Mission Support Section. The new Section will have cross-cutting functions and perform risk management and security activities to respond to increasing digital business demands and cybersecurity threats. These activities include cross-functional oversight related to information security, risk management, information technology service management, operational resilience, common event monitoring and managing the outsourced service desk functions. The Section will ensure that processes are cohesive and guarantee delivery of efficient and consistent secure services.

29. The Technology Development, Design and Planning Section (5 posts) incorporates mainly posts from the Remote Mission Support Section with the aim of strengthening support to field missions in the design and provision of innovative technologies and solutions. Based on field requirements, the Section will define problems and provide solutions that are scalable and sustainable, including reducing the footprint in mission areas.

Scalability model

30. The United Nations Logistics Base will continue to comprise a nucleus of core staff supplemented by contractual support services. Based on the civilian staffing review recommendations and using the scalable model within the Field Technology Service, UNLB has established a working group that is addressing the scalability model at UNLB as a whole, the results of which will form an integral part of the requirements in the budget for the 2019/20 period. The scalability model will establish a correlation between workload and support capacity required and leverage the baseline capacity that was reviewed and supported by the civilian staffing review.

Deployment in two locations and centralization of geospatial information systems and remote mission support

31. In paragraph 21 of its report contained in document A/71/836/Add.10, the Advisory Committee on Administrative and Budgetary Questions requested more comprehensive information on the implications of deployment of the Field Technology Service in two locations and the centralization of geospatial information systems and remote mission support, including the impact on and relation to client missions. The

General Assembly, in its resolution 71/294, endorsed the recommendations of the Committee. Accordingly, more detailed information is provided below.

Implications of deployment of the Field Technology Service in two locations

32. The Field Technology Service is deployed in both Valencia and Brindisi owing to the technical requirement for redundancy and the mitigation of risks associated with a single location.

33. In its review of the comprehensive study (see A/70/742/Add.9, paras. 15 and 16), the Advisory Committee, while acknowledging the need for the two mirrored sites in Brindisi and Valencia, nevertheless highlighted that there were organizational, managerial and operational challenges, as well as financial and human resources management implications, of such arrangements and requested further development of the analysis to cover all relevant issues concerning the deployment in two locations.

34. A summary of the revised comprehensive study is provided below in response to the requests of the Advisory Committee and the General Assembly.

35. The revised comprehensive study provides information on the implications of the deployment of the Field Technology Service in two locations. The active-active arrangements between the Brindisi and Valencia twin technology centres represents an industry-benchmarked optimal configuration, and positions the Field Technology Service as a strategic enabler for the Secretary-General's vision for modernization, transformation and innovation. The essence of the active-active configuration between Brindisi and Valencia is that both sites are simultaneously able to deliver critical databases, services and applications, through clustering and load balancing technologies which optimize available capacity at both locations. The benefit of an active-active configuration is that it allows optimal availability and recovery times. This model allows the impact of a complete site loss to be seamlessly absorbed, with the remaining data centre continuing to provide production services. The rationale is that this ensures that all critical enterprise applications, such as email, Umoja and iNeed, are hosted in the twin technology centre, mirrored locations, guaranteeing global resilience and mitigating the risk of catastrophic failure in a single location. The structure of the cross-cutting units in the twin technology centres is complementary, coherent and non-duplicative, and is built around an effective resourcing strategy with a nucleus of core staff supplemented by contractual support services, which delivers a scalable operational support model. There is limited need for the movement of staff between the locations, with extensive use of videoconferencing between Brindisi and Valencia and other collaborative technologies providing efficient collaboration, while prudence and oversight is exercised in relation to travel between the two locations. Support services in the areas of finance, human resources, facilities services and procurement are provided to the staff located in Valencia from the existing units operating wholly from the Global Service Centre, Brindisi.

Remote mission support

36. UNLB has successfully provided remote mission support services to peacekeeping missions, with the initial pilot project conducted in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). A business case developed for the 2016/17 period and further updated in the 2017/18 period outlined the financial and operational benefits of the remote mission support model. The benefits include: (a) enhancement of remote mission support capacity and overall reduction of the in-mission information technology and communications infrastructure footprint; (b) resource optimization, standardization and centralization in line with the principles set out in the Secretary-

General's information and communications technology (ICT) strategy (A/69/517); (c) reduced capital expenditure, operating costs and business risks while increasing the efficiency and effectiveness of operations; (d) increased services availability (uptime); (e) enhanced information system security and organizational resilience through access to central and highly available (round the clock) expertise; (f) centralized management of mission service delivery, reporting, continuous system monitoring and vulnerability mitigation; (g) secure configurations of networks and systems and protection of sensitive mission information through the implementation of ISO 27001 and ISO 20000 certified data centres; (h) improved client support experience through application of consistent standards and service levels, underpinned by established service level agreements; (i) resource optimization and economy of scale benefits among missions; and (j) highly available, standardized and consistent support, with the ability to provide services to end users anywhere in the world through a mobility portal. It is proposed, as a sustainable model, to expand this approach to several other missions. A light footprint will be delivered by the remote mission support model, enabling remote delivery of activities such as intra-mission infrastructure monitoring, mission network and systems support and mobility services to mission users, among many other services, which will continue to yield efficiency benefits. The remote mission support model is expected to be standardized for services provided to peacekeeping missions.

Centralization of geospatial information systems

37. The centralization of geospatial information systems has continued to yield benefits in providing peacekeeping missions with critical products, services and support to substantive and military partners, contributing to enhanced security and situational awareness in the field.

38. The General Assembly approved in the 2014/15 budget period (resolution 68/284) the consolidation and centralization of the major functions of the geospatial information systems and a reduction of the footprint of the geospatial information systems in peacekeeping missions through the expansion of the UNLB Geospatial Information Systems Section. This resulted in an expanded portfolio of services for geospatial operational support to all field missions, mainly those with no or limited capacity. The initial aim of the pilot project carried out from 2014 to 2016 was to achieve a 15 per cent staff reduction and to complete the consolidation of the geospatial information system infrastructure. During the pilot project, a total of 48 posts were abolished in field missions and 11 posts and positions were established at UNLB. Five posts in the Professional category were established as posts, while the other six positions in the Field Service and national categories were established as general temporary positions. The overall staff reduction in the geospatial information systems area was 37 posts, or 29 per cent, with estimated cost savings resulting from the consolidation of the infrastructure and software of geospatial information systems of $0.64 million per year. The programme enhances the sustainment of effective peacekeeping operations, including in terms of situational awareness and security, military and logistical operations, and aids decision-making. The Section delivers services for topographic and base mapping, as well as spatial and terrain analysis. It has also initiated new services pertaining to imagery management and processing, geospatial solutions development, and standardization of processes, models and data.

39. As part of the restructuring of the Field Technology Service, geospatial information systems capacity will be part of the Client Solutions Delivery Section representing the next iteration of further technological evolution, which embraces a broader range of services such as data capture and management, visualization, analytics, application and solution support, business intelligence and reporting.

Contractors and personnel occupying facilities in Brindisi and Valencia

40. In paragraph 55 of its report contained in document A/69/839/Add.9, the Advisory Committee recommended that the General Assembly request the Secretary-General to include, in future budget submissions regarding UNLB, information on all of the personnel occupying the facilities in Brindisi and Valencia, as well as details on administrative and cost-recovery arrangements, rental and maintenance costs, income received and any other relevant information on the utilization of United Nations premises.

41. During the 2018/19 period, UNLB will continue to host support personnel of other entities in Brindisi and Valencia. The cost-recovery framework will enable the recovery of the costs associated with the use of the facilities by non-UNLB personnel providing support to non-peacekeeping entities with whom UNLB maintains a service-level agreement. Costs are recovered for such support personnel related to facility services such as cleaning, gardening, security and maintenance. For example, the costs related to personnel of the United Nations International Computing Centre working on non-Department of Field Support projects are recovered for facility services.

42. No costs of occupancy at UNLB premises are recovered for personnel of non-UNLB entities, including the United Nations Office for Project Services (UNOPS) and the International Computing Centre, who work on projects for the Department of Field Support and peacekeeping missions, in accordance with the provisions of contractual arrangements.

43. It is estimated that 536 full-time support personnel from other entities will occupy premises at UNLB, most of whom will provide functions related to communications and information technology, while four personnel are from the United Nations Field Staff Union and eight personnel from UNSMIL provide other services (see table 1). The requirements for UNLB contractors are reflected in the present budget, while the other United Nations and external contractors are funded through other funding mechanisms.

Table 1
Analysis of occupancy of contractors and non-United Nations Logistics Base personnel at the premises of the Base, by location

	2017/18	*2018/19*				*Service-level agreement/cost reimbursement (yes or no)*
	Total	*Brindisi*	*Valencia*	*Total*	*Variance*	
Contractors						
United Nations Office for Project Services	135	30	102	132	(3)	No[a]
International Computing Centre (Department of Field Support clients)	116	63	52	115	(1)	No[a]
International Computing Centre (non-Department of Field Support clients)	–	11	104	115	115	Yes[b]
Other external contractors	159	119	40	159	–	No[c]
Subtotal, contractors	**410**	**223**	**298**	**521**	**111**	
Other personnel (United Nations posts)	9	12	3	15	6	No[d]
Total	**419**	**235**	**301**	**536**	**117**	

(Footnotes on following page)

(Footnotes to Table 1)

[a] International Computing Centre and UNOPS personnel working on projects for the Department of Field Support and peacekeeping missions under contractual agreements. No costs are recovered for those personnel.

[b] Costs of facility occupancy by International Computing Centre personnel servicing non-Department of Field Support clients are recovered through the peacekeeping cost recovery fund.

[c] No costs are recovered from entities or contractors working on projects for United Nations peacekeeping missions; costs of the contractors are provided for in the budget proposals of the individual peacekeeping missions.

[d] Other posts. These posts are not contractual posts. This category refers to United Nations Secretariat posts located at UNLB but which are not part of the UNLB staffing table. For 2018/19, the breakdown of the posts is as follows: Office of Information and Communications Technology, one; extrabudgetary, two; United Nations Field Staff Union, four; and UNSMIL, eight.

Services provided to other entities and cost recovery

44. In paragraph 68 of its report contained in document A/70/742/Add.9, the Advisory Committee considered that the General Assembly should be provided with a better understanding of the services provided to other Secretariat and non-Secretariat entities and a full picture of the resources made available to UNLB. The Committee recommended that transparent and comprehensive information on expenditures incurred and income received for all services provided to other Secretariat and non-Secretariat entities should be included, as a matter of routine, in future budget submissions. Any extrabudgetary posts funded through cost-recovery income should also be reflected in the organization chart, with an appropriate annotation.

45. During the 2018/19 period, UNLB plans to maintain service-level agreements with 14 entities, under which UNLB provides connectivity services, data storage, telecommunications, data centre hosting services, application hosting, event monitoring, campus services, geospatial information systems, ICT security and operational resilience services on a cost-recovery basis using the Umoja service delivery functionality. The costs are based on approved service rate cards, which are reviewed on an annual basis by the Office of the Controller. The income and expenditure for the 2018/19 period are estimated at $8.3 million, compared with $8.5 million estimated for the 2017/18 budget period. The estimated income and expenditure do not duplicate any proposed resource requirement included in the budget proposal for UNLB for the 2018/19 period. An analysis of the expected income is presented by client entity in table 2.

Table 2
Analysis of cost recovery estimates for the 2018/19 period
(Thousands of United States dollars)

Entity receiving support	*Type/detail of service provided*	*Amount*
Department of Management (Office of Information and Communications Technology)	Hosting services (server hosting); data storage (provision, replication, backup and operational resilience); connectivity services (leased line, Internet, VPN site-to-site, VPN/VDI client access and network connectivity); event monitoring; platform services (access layer and anti-spam); and application services (email)	5 849.2
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Hosting services (infrastructure as a service and server hosting); data storage (provision, backup, replication and operational resilience); application services (database); connectivity services (network connectivity, VPN site-to-site, VPN/VDI client access and Internet); and event monitoring	645.7
United Nations International Computing Centre	Hosting services (rack space); connectivity services (Internet and network connectivity); and campus services (office space)	454.1
Office for the Coordination of Humanitarian Affairs	Hosting services (rack space, server hosting and infrastructure as a service); data storage (provision, replication, backup and operational resilience); application services (database and consultancy services); connectivity services (leased line, Internet, VPN/VDI client access and network connectivity); and event monitoring	357.4
United Nations Office for Project Services	Hosting services (server hosting, Internet as a service and consultancy services); data storage (provision, backup, replication and operational resilience); connectivity services (leased lines, network connectivity, VPN site-to-site, VPN/VDI client access and Internet); telecommunications (video conference); and event monitoring	350.0
Department of Economic and Social Affairs	Hosting services (server hosting and infrastructure as a service); data storage (provision and backup); application services (database); connectivity services (Internet, VPN/VDI client access and network connectivity); and event monitoring	246.1
Department of Field Support (Logistics Support Division)	Hosting services (project server platform)	108.6
United Nations Assistance to the Khmer Rouge Trials	Hosting services (Internet as a service); data storage (provision); connectivity services (network connectivity and VPN site-to-site); and telecommunications (voice)	63.6
Special Tribunal for Lebanon	Application services (email); connectivity services (VPN site-to-site); and hosting services (server hosting and infrastructure as a service)	60.7
Department of Safety and Security	Application services (email); and connectivity services (Internet)	58.3
African Union Mission in Somalia	Application services (email)	38.7
United Nations Monitoring Mechanism for the Syrian Arab Republic	Connectivity services (network connectivity); telecommunications (voice); hosting services (server hosting and infrastructure as a service); data storage (provision and backup); and application services (database)	32.1
United Nations Regional Centre for Preventive Diplomacy for Central Asia	Connectivity services (network connectivity); data storage (backup); hosting services (server hosting and infrastructure as a service); and security services	22.9
World Food Programme	Hosting services (rack space); connectivity services (Internet, network connectivity and microwave connection); telecommunications (voice); and campus services (office space)	10.2
Total		8 297.6

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

46. Income recovered through the peacekeeping cost recovery fund will be used by UNLB to secure the ICT resources, facilities and infrastructure required to provide services for clients under the established service-level agreements. Table 3 summarizes the planned expenditures by category and further breaks down the communications and information technology category. During the 2018/19 period,

the United Nations Logistics Base will fund two posts from the cost recovery mechanism including one Senior Information Systems Officer post (P-5) and one national General Service post.

Table 3
Analysis of cost recovery estimates for the 2018/19 period
(Thousands of United States dollars; budget year is 1 July to 30 June)

Category	*Amount*	*Cost estimates*
Civilian personnel		
International staff		216.2
National staff		55.6
Subtotal		271.8
Operational costs		
Facilities and infrastructure		441.6
Communications and information technology:		7 584.2
Acquisition of equipment	1 210.2	
Telecommunications and network services	88.4	
Maintenance of equipment and support services	4 198.5	
Spare parts	41.2	
Rental of equipment and spare parts	389.9	
Software, licences and fees	1 656.0	
Subtotal		8 025.8
Total requirements		8 297.6

Tenant units

47. UNLB will continue to host and support tenant units, including the Standing Police Capacity and the Justice and Corrections Standing Capacity, which report to the Department of Peacekeeping Operations, and the Strategic Air Operations Centre, which reports to the Department of Field Support (Logistics Support Division).

48. The Standing Police Capacity, comprising 36 posts, will continue to deliver expert support related to its two core functions, namely, the start-up of new police components in peacekeeping operations, and provision of support to police components in existing peacekeeping missions.

49. The Justice and Corrections Standing Capacity, comprising six posts and one general temporary assistance position, will continue to deliver on its two core functions, namely, the start-up of new justice and corrections components, and provision of support and technical assistance to existing justice and corrections components.

50. The Strategic Air Operations Centre, comprising 10 posts, will continue to deliver on its four main functions, namely, exercise of global operational control for all out-of-mission flights and provision of strategic air support for clients, exercise of global air fleet management, provision of technical administration in real time for the United Nations global tracking system, and support for the start-up of new air operations components in peacekeeping missions.

Maintenance costs of enterprise systems

51. With the deployment of the enterprise resource planning system (Umoja), many direct operating and maintenance costs, including hosting and support services, software licences and connectivity, have become recurrent operating costs. In order to present the resource requirements relating to recurrent operating, maintenance and support costs for peacekeeping operations in a cohesive manner, provisions for recurrent operating costs continue to be consolidated in the proposed budget for UNLB in the total amount of $17.8 million, compared with $16.9 million approved for the 2017/18 period.

52. The increased requirements relate mainly to an infrastructure update as the equipment supporting the Umoja module will become obsolete and no longer supported by the manufacturer as of September 2018. There is a periodic need to update the hardware to ensure that Umoja is running in an optimal manner and to effectively manage risks such as cyberattacks and hardware failure. Furthermore, the upgrade is required to address the estimated increased usage of major new Umoja modules related to the implementation of Umoja Extension 2, including strategic planning, supply chain planning, budget formulation and performance management, force planning, programme management, warehouse management, conference and event management and grants management. Also, the systems applications database needs to be upgraded to acquire functionality that is required under Umoja Extension 2 as the equipment on which it is currently installed is not compatible with the new version of the database.

53. In addition, a provision is included for a share of the cost of the Unite Service Desk (tier 1) related to Umoja requests, including Unite Identity which is the primary mechanism for logging into Umoja.

54. Maintenance costs for a new reimbursement and payment system to troop- and police contributing countries, which is scheduled to be implemented in the first quarter of 2019, are included for the period January to June 2019. The proposed end-to-end solution is part of Umoja Extension 2. It includes the replacement of the obsolete government claims management system and expands to other closely interlinked processes, such as the statement of unit requirements and troop strength and personnel payment calculations. The following benefits are expected: heightened accuracy with regard to memorandums of understanding and reimbursements for troop- and police contributing countries' equipment, services and personnel; elimination of paper-intensive, inefficient and error-prone processes; greater consistency and monitoring to ensure compliance with contingent-owned equipment policies and procedures; business continuity, enterprise-level support and preservation of institutional knowledge; and intradepartmental synergies and integration of responsibilities.

Proposed resource requirements by location: Brindisi and Valencia

55. In paragraph 15 of its resolution 70/288, the General Assembly reiterated its request that the Secretary-General provide in future budget submissions a breakdown of resource requirements and expenditures for UNLB and for the secondary active telecommunications facility in Valencia. Table 4 reflects provisions included in the proposed budget for the 2018/19 period in the respective locations. Annex II to the present report contains charts presenting the organizational structure of and the posts at each location. It should be noted that the staffing establishment in the Valencia location comprises solely posts of the Field Technology Service.

56. In paragraph 40 of its report contained in document A/71/836/Add.10, the Advisory Committee stated that it could make recommendations regarding the

specific placement of staff only when the required information relating to the specific posts, functional titles, functions and locations is provided for its review, and expressed its expectation that a breakdown of the detailed staffing separated by location for both Brindisi and Valencia would be provided at the time of the General Assembly's consideration of the budget proposals to allow the Assembly to approve the posts. The Committee also stated that it expected a breakdown by location to be provided in future budget proposals. The current budget proposal for the 2018/19 period contains the requested information for each post movement in section I.E of the present report.

Table 4
Proposed resource requirements for the 2018/19 period, by location
(Thousands of United States dollars; budget year is 1 July to 30 June)

				Percentage of total	
	Brindisi[a]	*Valencia*	*Total*	*Brindisi*	*Valencia*
Category	*(1)*	*(2)*	*(3)=(1)+(2)*	*(4)=(1)/(3)*	*(5)=(2)/(3)*
Civilian personnel					
International staff	19 913.3	2 003.5	21 916.8	90.9	9.1
National staff	20 620.1	1 438.9	22 059.0	93.5	6.5
United Nations Volunteers	–	–	–	–	–
General temporary assistance	172.9	–	172.9	100.0	–
Subtotal	40 706.3	3 442.4	44 148.7	92.2	7.8
Operational costs					
Consultants	415.8	–	415.8	100.0	–
Official travel	759.6	22.0	781.6	97.2	2.8
Facilities and infrastructure	5 115.1	1 843.4	6 958.5	73.5	26.5
Ground transportation	461.1	21.5	482.6	95.5	4.5
Air transportation	–	–	–	–	–
Naval transportation	–	–	–	–	–
Communications and information technology	26 200.6	6 994.1	33 194.7	78.9	21.1
Medical	35.0	16.0	51.0	68.6	31.4
Special equipment	–	–	–	–	–
Other supplies, services and equipment	1 060.0	204.4	1 264.4	83.8	16.2
Quick-impact projects	–	–	–	–	–
Subtotal	34 047.2	9 101.4	43 148.6	78.9	21.1
Gross requirements	74 753.5	12 543.8	87 297.3	85.6	14.4

[a] Centralized operational costs are reflected in the amounts for Brindisi.

Variances in financial resource requirements

57. The proposed budget for the 2018/19 period reflects an increase of $6.3 million (or 7.5 per cent) compared with the approved amount for the 2017/18 period. The increased requirements are mainly attributable to: (a) the increased costs of international staff owing to a higher post adjustment multiplier of 35.6 per cent applied to the salary scale for the proposed budget, compared with the multiplier of

24.7 per cent applied to the salary scale in the approved budget for the 2017/18 period; and (b) the higher costs of euro denominated disbursements, including remuneration to national staff and for local contracts, due to the change in the exchange rate between the euro and the United States dollar compared with the rate applied in the 2017/18 budget. The exchange rate of €0.943 per United States dollar was applied in the 2017/18 period based on the United Nations operational rate of exchange as at 1 March 2017, compared with €0.805 per United States dollar applied in the 2018/19 budget based on the United Nations operational rate of exchange as at 1 February 2018. Additional explanations are provided in section III of the present report.

C. Regional mission cooperation

58. The Regional Aviation Safety Office will continue to enhance regional mission cooperation through the provision of advice and assistance to affiliated missions in the establishment, implementation and management of the aviation safety programmes of peacekeeping missions and in ensuring that the policies, guidelines and procedures of the Department of Peacekeeping Operations and the Department of Field Support relating to aviation safety are implemented. Moreover, the Office will continue to provide support to the Department of Field Support aviation safety programme in various projects, classroom and distance training courses and safety promotion.

D. Partnerships, country team coordination and integrated missions

59. UNLB will continue to provide operational support for the implementation of field occupational health and safety priorities in field missions and across the wider United Nations system. This includes partnerships with the International Labour Organization and the World Bank for the preparation of training activities, as well as delivering training to these and other United Nations organizations, such as the United Nations Development Programme, on a space-availability and cost-recovery basis.

60. Ad hoc support to missions will continue to be provided at the request of the Department of Field Support and the Department of Peacekeeping Operations. In addition, the Office for the Coordination of Humanitarian Affairs is being provided with warehousing services under a memorandum of understanding.

61. UNLB will continue to provide the World Food Programme (WFP) with training and logistical support when requested, together with satellite connectivity and other information technology support for several training sessions organized by WFP at its base at San Vito, Italy. UNLB will also provide the United Nations Humanitarian Response Depot, which is managed by WFP, with telephony and data services support. In addition, UNLB will continue to collaborate with WFP in areas of common interest, such as aviation, services and training, as well as providing logistical support, when required, to WFP airlifts, including ground handling.

62. UNLB will also provide the International Computing Centre and UNOPS with office computer services and Internet protocol telephony and computer network services.

63. UNLB will continue to strengthen cooperation with other United Nations funds, programmes, specialized agencies, international tribunals and offices away from Headquarters through the provision of services relating to geospatial, information and telecommunications technologies and videoconference services on a cost-recovery basis.

64. The Director of UNLB will continue to serve as the designated area security coordinator for all United Nations system offices in the area, including the United

Nations Humanitarian Response Depot, UNOPS and the International Computing Centre.

E. Results-based-budgeting frameworks

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

Expected accomplishments	*Indicators of achievement*
1.1 Rapid, effective, efficient and responsible operational and technical support services for client missions	1.1.1 Percentage of mission clients expressing satisfaction with supply chain and operations services (2016/17: 80 per cent; 2017/18: 80 per cent; 2018/19: 85 per cent)
	1.1.2 Percentage of mission demand plans which are reviewed and analysed to support the preparation of an integrated demand plan for the Department of Field Support (2016/17: 90 per cent; 2017/18: 90 per cent; 2018/19: 90 per cent)
	1.1.3 Percentage of mission sourcing requests for single items in strategic deployment stocks and the United Nations reserve solved within 2 working days and, for multiple items and mission surplus, within 5 working days (2016/17: 95 per cent; 2017/18: 95 per cent; 2018/19: 95 per cent)
	1.1.4 Percentage of mission requests for strategic deployment stocks and United Nations reserve items shipped within 30 days from the material release order date (2016/17: 95 per cent; 2017/18: 95 per cent; 2018/19: 95 per cent)
	1.1.5 Percentage of strategic deployment stock and United Nations reserve vehicles and equipment maintained, repaired and tested within 15 working days of the work order date (2016/17: 97 per cent; 2017/18: 98 per cent; 2018/19: 98 per cent)
	1.1.6 Percentage of mission requests for mission support teams deployed within 15 working days of approval date (2016/17: 95 per cent; 2017/18: 95 per cent; 2018/19: 95 per cent)
	1.1.7 Percentage of mission clients expressing satisfaction with geospatial, information and telecommunications technologies services (2016/17: 90 per cent; 2017/18: 90 per cent; 2018/19: 92 per cent)
	1.1.8 Availability of centrally hosted United Nations field applications (2016/17: 99.8 per cent; 2017/18: 99.5 per cent; 2018/19: 99.8 per cent)

1.1.9 Availability of the wide area network infrastructure (2016/17: 99.96 per cent; 2017/18: 99.5 per cent; 2018/19: 99.5 per cent)

1.1.10 Percentage of information and communications technology incidents and service requests addressed in line with service level agreement standards (2016/17: 95 per cent; 2017/18: 95 per cent: 2018/19: 95 per cent)

1.1.11 Efficiency of use of satellite capacity measured in bits per Hz (2016/17: 1.6; 2017/18: 2.2; 2018/19: 2.8)

1.1.12 Percentage of strategic air movements centrally controlled and monitored (2016/17: 100 per cent; 2017/18: 100 per cent; 2018/19: 100 per cent)

1.1.13 Percentage of air fleet with tracking devices: long-term charter agreement (2016/17:100 per cent; 2017/18: 100 per cent; 2018/19: 100 per cent); and letter of assist (2016/17: 40 per cent; 2017/2018: 70 per cent; 2018/19: 90 per cent)

1.1.14 Percentage of mission requests for technical support on environmental management responded to within 30 days (2016/17: not applicable; 2017/18: 75 per cent; 2018/19: 75 per cent)

Outputs

Supply chain services

- Provision of on-site environmental engineering support to 6 peacekeeping operations in the areas of waste, water and wastewater and renewable energy
- Provision of technical and operational support to 5 peacekeeping operations in the areas of planning and design of engineering projects; 45 technical clearances for major mission engineering projects totalling $200 million; and 50 reviews of mission engineering budgets
- Provision of 2 global reports, 50 mission reports and quarterly review reports for demand planning to support the preparation of an integrated demand plan for the Department of Field Support
- Provision of technical clearance for transport and general supply goods and services within 10 working days from the time of receipt of an official request from a peacekeeping operation
- Review of strategic deployment stock composition to meet peacekeeping mission start-up requirements on an annual basis to introduce items with new technological improvements which are deemed essential to the start-up of a mission
- Maintenance, repair and testing of approximately 775 vehicles, comprising strategic deployment stock, United Nations reserve vehicles and UNLB vehicles, and approximately 820 items of other equipment, such as generators and office equipment, which are part of the strategic deployment stocks and the United Nations reserve
- Acquisition and coordination of 23 technical logistics training courses for at least 300 field mission staff
- Coordination of asset disposal of 2 peacekeeping missions (UNMIL and the United Nations Stabilization Mission in Haiti). While UNMIL will close on 30 June 2018, the post-mission liquidation activities will continue after the closure of the mission

- Review and approval of a preliminary asset disposal plan for liquidating mission within 10 working days
- Provision of on-site logistics operations and environmental, engineering and other support to field missions through the deployment of 50 mission support teams
- 100 per cent physical verification of all inventories in stock
- Deployment of the contract performance evaluation and reporting tool to field missions

Geospatial services

- Maintenance and updating of 5 global databases and geospatial platforms, solutions and services in support of 13 peacekeeping operations (including the United Nations Support Office in Somalia (UNSOS)) and the United Nations Secretariat
- Production of 200 maps (thematic, topographic and base), generation of 70 value-added products from satellite imagery and hosting of 190 geospatial web map services for 150 client group accounts in 13 peacekeeping operations (including UNSOS)
- Provision and maintenance of secure and highly available global geospatial platforms, solutions and services (United Nations GeoPortal, United Nations field street map, United Nations operational map, mission common operational picture platform, United Nations gazetteer, United Nations globe and United Nations image management and publishing system) to public users and up to 350 named users
- 300 business intelligence and reporting products delivered and service requests completed
- Completion of groundwater exploration analyses and studies to identify drilling targets for 30 locations in peacekeeping missions

Information technology services

- Operation, maintenance and support of 195 centrally hosted applications (such as Umoja) including set-up and testing of disaster recovery capability for approximately 75,000 users in peacekeeping operations
- Maintenance of 2 International Organization for Standardization certifications, on information technology service management (ISO/IEC 20000) and information security (ISO/IEC 27001:2013)
- 20 application testing services per year
- Operation, maintenance and support of 2 certified data centres in two geographic locations, providing hosting services, virtual data centres, virtual desktop infrastructure and Microsoft Exchange Messaging with production and backup storage capacity for 55,000 users
- Operation and management of 10 infrastructure support systems required for hosting and connectivity of the integrated Umoja enterprise resource planning solution, including access-layer support for up to 22,000 users
- Annual update of global services disaster recovery plan and conduct of 2 disaster recovery exercises
- Completion of 12 applications and 5 infrastructure security assessments
- Global event monitoring service provision for 13 peacekeeping operations (including UNSOS)

Telecommunication services

- Delivery of wide area network connectivity services to more than 200 sites worldwide (client missions and other United Nations offices), connecting more than 50,000 end users through satellite links, private leased line connectivity and virtual private connectivity over the Internet
- Operation, maintenance and support of infrastructure to provide centralized digital radio connectivity services to more than 35,000 radio users in 13 peacekeeping operations (including UNSOS)

- Operation, maintenance and support of infrastructure to provide videoconference bridging services to peacekeeping missions and other United Nations offices, delivering on average 800 videoconference events and connecting 3,000 end points each month
- Operation, maintenance and support of infrastructure to provide inter-mission and international telephone call services to 33 client missions and other United Nations offices, capable of establishing an average of 1 million telephone calls per month
- Quarterly failover test of the satellite and network critical components between Brindisi and Valencia to ensure the effectiveness of resilience, and resolve any detected issues within the same quarter
- Operation, maintenance and support of infrastructure to manage high efficiency satellite links with dynamically allocated capacity based on user demand to up to 250 field locations

Technology development, design and planning services

- Provide project management office support services (guides, templates, tools and support) comprising 7 standardized project templates for an estimated 50 projects registered in the project server
- Operational management and implementation of 25 projects of various types (innovation, migration, integration, service design, service transition) and on different scales, including 10 enterprise-level projects, 10 cross-functional projects and 5 mission specific projects
- Arrange 2 workshops in project management and technology innovation targeting peacekeeping mission staff

Conference and learning services

- Coordination and support of conferences and learning activities for 1,000 participants from peacekeeping missions and 500 other participants with minimum client satisfaction rates of 90 per cent

Regional aviation safety services

- Conduct 7 aviation safety visits to UNFICYP (2), UNIFIL (2) and UNAMI (3)
- Provision of aviation safety-related training and promotion services, including 4 classroom training courses, 12 distance learning courses and 51 awareness packages

Strategic air operations services

- Operational tasking, coordination and monitoring of 100 per cent of air operations conducted with 2 wide-body aircraft assigned to the Strategic Air Operations Centre in support of all peacekeeping missions' troop rotations
- Centralized control and monitoring of 350 strategic air movements through the global tracking system to ensure the safety and security of United Nations personnel and assets and to maintain effective controls on operating costs
- Conduct cost-benefit analysis and aircraft selection for 120 strategic air support operations
- Assist peacekeeping missions in obtaining tracking equipment for additional 15 aircraft under letter of assist
- Issue 12 air fleet performance reports on the utilization of the strategic fleet for business intelligence and cost analysis
- Support 100 per cent deployment of the Air Information Management System with regard to contracts, planning, training and implementation to assist all peacekeeping missions to reshape or resize the fleet composition and optimize the air network through flight segment optimization

Field Central Review Body Unit/reference verification services

- Facilitation of 260 reviews of the evaluation criteria for new job openings and recruitment cases
- Completion of reference checks for up to 1,200 candidates selected for appointment

Occupational safety services

- Provision of annual training for United Nations system field occupational safety focal points and reporting on occupational safety accidents for peacekeeping missions and other clients on a cost-recovery basis

Expected accomplishments	*Indicators of achievement*
1.2 Rapid, effective, efficient and responsible campus services	1.2.1 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2016/17: 3.5 per cent; 2017/18: ≤5 per cent; 2018/19: <5 per cent)
	1.2.2 Average annual percentage of authorized international posts vacant, excluding tenant units, is within the target range (2016/17: 14.9 per cent; 2017/18: 16.0 ± 2 per cent; 2018/19: 15 per cent ± 2 per cent)
	1.2.3 Average annual percentage of female international civilian staff (2016/17: 31 per cent; 2017/18: 37 per cent; 2018/19: 38 per cent)
	1.2.4 Average number of working days for post-specific recruitments, from closing of the job opening to candidate selection, for all international candidate selections (2016/17: 135; 2017/18: 130; 2018/19: 130)
	1.2.5 Overall score on the Department of Field Support environmental management scorecard (2016/17: not applicable; 2017/18: 100; 2018/19: 100)
	1.2.6 Percentage of all communications and information technology incidents resolved within the established targets for high, medium and low criticality (2016/17: not applicable; 2017/18: >85 per cent; 2018/19: >85 per cent)
	1.2.7 Compliance with the field occupational safety risk management policy (2016/17: 95 per cent; 2017/18: 100 per cent; 2018/19: 100 per cent)
	1.2.8 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2016/17: not applicable; 2017/18: not applicable; 2018/19: ≤20 per cent)
	1.2.9 Overall score on Department of Field Support property management index based on 20 underlying key performance indicators higher than 1,800 out of 2,000 maximum (2016/17: 1,657; 2017/18: ≥1,800; 2018/19: ≥1,800)

Outputs

Service improvements

- Implementation of the mission-wide environmental action plan, in line with the Department of Field Support environment strategy

Audit, risk and compliance

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

Budget, finance and reporting

- Provision of budget, finance and accounting services for a budget of $87.3 million, in line with delegated authority
- Support for the finalization of annual financial statements for UNLB in compliance with International Public Sector Accounting Standards (IPSAS) and the Financial Regulations and Rules of the United Nations

Civilian personnel

- Provision of human resources services to an average strength of 445 civilian personnel, as well as 4 staff from the Field Staff Union, 8 UNSMIL staff, 83 individual contractors and 84 consultants, including through support for claims, entitlements and benefits processing, recruitment, post management and staff performance management in line with delegated authority
- Provision of in-mission training courses to 333 civilian personnel and support to out-of-mission training for 108 civilian personnel
- Support for processing of 91 in-mission and 138 outside-mission travel requests for non-training purposes and 178 travel requests for training purposes for civilian personnel

Conduct and discipline

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

Geospatial, information and telecommunications technology services

- Provision and support of 1,140 computing devices (laptops, virtual desktop infrastructure and tablets) for an average strength of 865 civilian end users, including contractual personnel, and for training rooms and conference rooms
- Operation and maintenance of network connectivity for voice, fax, video and data communications, including 1 clustered phone exchange and 2 microwave links, as well as provision of 2 mobile telephone service plans and support and maintenance of 2 local area networks in 2 sites

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 78 buildings in two sites
- Implementation of 18 construction, renovation and alteration projects
- Operation and maintenance of 8 United Nations-owned generators and 3 solar power plants, in addition to electricity services contracted from local providers
- Provision of waste management services, including liquid and solid waste collection and disposal, in 2 sites

Fuel management

- Management of supply and storage of 140,000 litres of petrol (65,000 litres for ground transportation and 75,000 litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in Brindisi

Supply chain management

- Provide planning and sourcing support for an estimated $6.4 million in acquisition of goods and commodities
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below threshold with a total historical cost of $213.5 million, in line with delegated authority

Vehicle management and ground transportation services

- Operation and maintenance of 134 United Nations-owned vehicles (67 light passenger vehicles, 17 special purpose vehicles and 50 other specialized vehicles, trailers and attachments), one workshop and repair facilities and provision of transport and shuttle services

Medical services

- Provision of 3,000 medical consultations to civilian personnel and United Nations visitors/trainees in Brindisi

Security and safety services

- Provision of security services 24 hours a day, 7 days a week

Environmental management

- Maintenance of ISO14001:2015 environmental management system certification for UNLB

Expected accomplishments	*Indicators of achievement*
1.3 Policing, rule of law and training support provided by the tenant units to peacekeeping missions and other field operations	1.3.1 Prompt processing of requests for deployment within seven days of their receipt (2016/17: not applicable; 2017/18: not applicable; 2018/19: 100 per cent)
	1.3.2 Rapid deployment of staff members/teams of the Standing Police Capacity within 21 days of approval (2016/17: not applicable; 2017/18: not applicable; 2018/19: 90 per cent)
	1.3.3 Deployment of staff members of the Justice and Corrections Standing Capacity to new, adjusted or transitioning operations within 30 days of relevant Security Council resolution or request (2016/17: not applicable; 2017/18: not applicable; 2018/19: 90 per cent)
	1.3.4. Satisfactory accomplishment of agreed terms of reference for deployments (2016/17: not applicable; 2017/18: not applicable; 2018/19: 90 per cent)

Outputs

Standing Police Capacity

- Provision of 12 assistance missions to police components in existing peace operations for up to 3 months in support of national law enforcement capacity-building
- Establishment or strengthening of police components in 2 new and/or downsizing/liquidating police components in existing peace operations
- Provision of 8 support missions for the Organization's peacebuilding efforts
- Provision of 4 assessment missions in support of peacekeeping operations and the Organization's peacebuilding efforts
- Provision of support to 4 police-contributing countries, including at their training centres, in preparing their officers for deployment
- Provision of support for knowledge management by producing 4 lessons learned documents relating to the police components of peacekeeping operations
- Provision of 1 training programme for the field missions in the area of the rule of law and on other cross-cutting issues
- Participation in 2 annual international police conferences
- Participation in 14 skills development training programmes for upgrading the skills of Standing Police Capacity members
- Participation of 4 new staff members in the civilian predeployment training programme

Justice and Corrections Standing Capacity

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

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

Office of the Director

67. Overall direction and management of UNLB is provided by the Office of the Director. Table 5 reflects the breakdown, by organizational unit, of 18 posts proposed for the 2018/19 period, compared with 19 posts approved for the 2017/18 period. Explanations for the proposed post actions and changes to the organizational structure are provided in the paragraphs below.

Table 5
Human resources: Office of the Director

	International staff								
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Immediate Office of the Director									
Approved posts 2017/18	–	1	1	–	–	**2**	2	–	**4**
Proposed posts 2018/19	–	1	1	–	–	**2**	3	–	**5**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**
Regional Aviation Safety Office									
Approved posts 2017/18	–	–	1	1	–	**2**	–	–	**2**
Proposed posts 2018/19	–	–	1	1	–	**2**	–	–	**2**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Field Central Review Bodies Unit									
Approved posts 2017/18	–	–	1	2	–	**3**	10	–	**13**
Proposed posts 2018/19	–	–	1	2	–	**3**	8	–	**11**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**(2)**	**–**	**(2)**
Total, Office of the Director									
Approved 2017/18	–	1	3	3	–	**7**	12	**–**	**19**
Proposed 2018/19	–	1	3	3	–	**7**	11	**–**	**18**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**(1)**	**–**	**(1)**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.
[a] Includes National Professional Officers and national General Service staff.

Table 6
Proposed changes to human resources within the Office of the Director

	Change	*Level*	*Functional title*	*Post action*	*From/to*
Office of the Director					
Post	+1	NS	Team Assistant	Redeployment	From Campus Support Unit, Central Service
Field Central Review Bodies Unit					
Posts	-2	NS	Human Resources Assistant	Redeployment	To Human Resource Section
Total	-1				

Abbreviation: NS, national General Service.

Office of the Director

Office of the Director

68. It is proposed to redeploy one national General Service post of Team Assistant from the Campus Support Section. The post will be a shared service between the Office of the Director and the Regional Aviation Safety Office. The Team Assistant post is expected to reduce the administrative capacity deficit in the Regional Aviation Safety Office and absorb additional administrative workload from support activities

such as online and classroom training courses, distribution of awareness material, contract management and audit related matters in the office of the Director.

Field Central Review Bodies Unit

69. It is proposed to redeploy two national General Service posts of Human Resources Assistant to the Human Resources Section. These posts were part of the education grant team of the Field Central Review Bodies Unit, and the functions were transferred to the Kuwait Joint Support Office on 1 October 2017. The tenant units require administrative support, particularly for the Standing Police Capacity and the Justice and Corrections Standing Capacity whose mandates require that staff members deploy rapidly and frequently. The civilian staffing review recommended that the support staff of the tenant units should assist with this support, including for human resources and travel related tasks. Additionally, these posts are reassigned to the Human Resources Section to address gaps in the current structure that does not adequately address demands. The two assistants will allow the specialist support team to provide dedicated support in reporting and will enable the provision of strategic human resources advice to the senior management.

Central Service

70. The Central Service will provide support services to internal entities at the two UNLB locations. Table 7 reflects the breakdown, by organizational unit, of 107 posts proposed for the 2018/19 period, compared with 107 posts approved for the 2017/18 period. All the posts will continue to be located in Brindisi. Explanations for the proposed post actions and changes to the organizational structure are provided in the paragraphs below.

Table 7
Human resources: Central Service

	International staff								
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Chief of Central Service									
Approved posts 2017/18	–	–	3	1	–	**4**	9	–	**13**
Proposed posts 2018/19	–	–	3	1	–	**4**	9	–	**13**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Conference Service and Learning Centre									
Approved posts 2017/18	–	–	–	–	–	**–**	7	–	**7**
Proposed posts 2018/19	–	–	–	–	–	**–**	7	–	**7**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Campus Support Section									
Approved posts 2017/18	–	–	–	–	1	**1**	30	–	**31**
Proposed posts 2018/19	–	–	–	–	1	**1**	27	–	**28**
Net change	–	–	–	–	–	**–**	**(3)**	–	**(3)**

	International staff								
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Human Resources Section									
Approved posts 2017/18	–	–	1	1	1	**3**	7	–	**10**
Proposed posts 2018/19	–	–	1	1	1	**3**	9	–	**12**
Net change	–	–	–	–	–	**–**	**2**	–	**2**
Procurement Section									
Approved posts 2017/18	–	–	1	1	1	**3**	10	–	**13**
Proposed posts 2018/19	–	–	1	1	1	**3**	11	–	**14**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**
Medical Clinic									
Approved posts 2017/18	–	–	–	–	–	–	2	–	**2**
Proposed posts 2018/19	–	–	–	–	–	–	–	–	–
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**(2)**	**–**	**(2)**
Finance and Budget Section									
Approved posts 2017/18	–	–	1	1	2	**4**	9	–	**13**
Proposed posts 2018/19	–	–	1	1	2	**4**	9	–	**13**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Security Office									
Approved posts 2017/18	–	–	–	1	–	**1**	10	–	**11**
Proposed posts 2018/19	–	–	–	1	–	**1**	8	–	**9**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**(2)**	**–**	**(2)**
Property Management Cell									
Approved posts 2017/18	–	–	–	1	–	**1**	6	–	**7**
Proposed posts 2018/19	–	–	–	**–**	–	–	7	–	**7**
Net change	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**1**	**–**	–
Occupational Health and Safety Unit (new)									
Approved posts 2017/18	–	–	–	–	–	–	–	–	–
Proposed posts 2018/19	–	–	–	–	–	–	**4**	–	**4**
Net change	–	–	–	–	–	–	**4**	–	**4**
Total, Central Service									
Approved posts 2017/18	–	–	6	6	5	**17**	90	–	**107**
Proposed posts 2018/19	–	–	6	5	5	**16**	91	–	**107**
Net change	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**1**	**–**	**–**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

Table 8
Proposed changes to human resources within the Central Service

	Change	*Level*	*Functional title*	*Post action*	*From/to*
Office of the Chief, Central Service					
Posts	-1	P-3	Legal Officer	Reclassification	From P-3 to P-4
	+1	P-4	Legal Officer	Reclassification	From P-3 to P-4
	-1	P-4	Conduct and Discipline Officer	Reclassification	From P-4 to P-3
	+1	P-3	Conduct and Discipline Officer	Reclassification	From P-4 to P-3
	-1	NS	Administrative Assistant	Reassignment	To Property Management Cell
	-1	NS	Team Assistant	Redeployment	To Procurement Section
	+2	NS	Administrative Assistant	Redeployment	From Campus Support Section
Campus Support Section					
Posts	1	FS	Transport Officer	Reclassification	As Facilities Management Officer
	-2	NS	Administrative Assistant	Redeployment	To Office of the Chief, Central Service
	-1	NS	Team Assistant	Redeployment	To Office of the Director
Procurement Section					
Posts	+1	NS	Team Assistant	Redeployment	From Office of the Chief, Central Service
Human Resources Section					
Posts	+2	NS	Human Resources Assistant	Redeployment	From Field Central Review Bodies Unit
Property Management Cell (currently Property Management Unit)					
Posts	-1	P-3	Property Management Officer	Reassignment	To Sourcing Support Unit, Supply Chain Service
	+1	NS	Senior Property Management Assistant	Reassignment and reclassification	From Office of the Chief, Central Service
Security Office					
Posts	-1	NS	Senior Occupational Safety Assistant	Redeployment	To the new Occupational Health and Safety Unit
	-1	NS	Field Security Assistant	Reassignment	To the new Occupational Health and Safety Unit as Programme Management Assistant
Medical Clinic					
Posts	-2	NS	Nurse	Redeployment	To the new Occupational Health and Safety
Occupational Health and Safety Unit (new)					
Posts	+1	NS	Programme Management Assistant	Reassignment	From Security Office
	+1	NS	Senior Occupational Safety Assistant	Redeployment	From Security Office
	+2	NS	Nurse	Redeployment	From Medical Clinic
Total	–				

Abbreviation: NS, national General Service.

Central Service

71. The Central Service will provide support services for the operation of UNLB, including the delivery of internal functions from its 10 organizational sections. Table 8 presents the post movements in the 2018/19 period including for the proposed Occupational Health and Safety Unit.

Office of the Chief, Central Service

72. It is proposed to reclassify a P-3 post of Legal Officer to the P-4 level with the same title. The Legal Office initially provided legal support only to the Global Service Centre, Brindisi; however, with the present configuration, the Legal Office is also required to provide extensive support to the United Nations Information Technology and Communications Facility, Valencia. During the last two budget cycles, the workload has increased; for example, the number of written and verbal legal opinions increased by 70 per cent; legal correspondence on general legal matters increased by 80 per cent; participation in high-level meetings with the authorities of the Governments of the host countries increased by 60 per cent; and participation in meetings of various panels and boards and the meetings of various services and sections, as well as in meetings with other United Nations agencies, funds and programmes and regional organizations, increased by 70 per cent. As identified by the civilian staffing review, the post at the P-3 level is not presently commensurate with the nature and level of the responsibilities, roles and functions vested in the sole Legal Officer attached to UNLB. In addition to the significantly increased workload, the Legal Officer addresses essential administrative and policy issues having a considerable long-term impact on the presence and functioning in two distinct host countries. In addition, the Legal Officer coordinates and liaises with senior officials both internally and at the governmental level in negotiation and coordination meetings requiring substantial legal knowledge and expertise at a senior level.

73. It is proposed to reclassify a P-4 post of Conduct and Discipline Officer to the P-3 level with the same title. Following the relocation of the civilian predeployment training function from UNLB to the Regional Service Centre in Entebbe, Uganda, with the effective date of 1 January 2017, the related duties and responsibilities associated with the post were reduced and the functions can be carried out at the P-3 level.

74. It is proposed to reassign one national General Service post of Administrative Assistant to the Property Management Cell.

75. It is proposed to redeploy one national General Service post of Team Assistant to the Procurement Section based on the outcome of the civilian staffing review.

76. In line with the recommendation of the civilian staffing review, it is proposed to redeploy two national General Service posts of Administrative Assistant from the Campus Support Unit to the Office of the Chief, Central Service. This redistribution reflects the consolidation of the Administration and Programme Management Unit under the Chief of the Central Service and the centralization of functions within the Central Service with the aim of providing efficient, reliable and accurate support for the management of funds for the Central Service (both Brindisi and Valencia), the Office of the Director and tenant units. It will allow for standardized procedures with regard to processing requisitions, shopping carts and purchase orders, thus reducing redundancies and improving accountability. In addition, the Unit will provide support with regard to financial reporting, measuring and monitoring contractual performance for over 80 contracts within the Central Service and ensuring effective implementation of the Central Service annual acquisition plan. The Unit is also responsible for general administration in terms of recruitment of individual contractors and consultants and all supporting activities for official travel and travel for training. The proposed redeployment will create internal efficiencies in terms of monitoring of fund implementation and contracts administration and will allow the Chief of the Central Service to have a complete overview of the funds allocated to the Service.

Campus Support Unit (Currently, Campus Support Section)

77. In line with the outcome of the civilian staffing review, it is proposed that the Campus Support Section be renamed as the Campus Support Unit, which will be headed by a Field Service staff member.

78. It is proposed to reclassify a Field Service post of Transport Officer as a Facilities Management Officer to better reflect the expertise and skills needed to lead, manage and supervise the Campus Support Unit. The Campus Support Unit consists of the Facilities Management Cell and the Base Transportation Cell. The Facilities Management Cell serves as the technical focal point for alteration and renovation planning. The functions and expertise of the Facilities Management Officer include the requirement of providing technical and managerial guidance to implement the mandated tasks of the Campus Support Unit.

79. It is proposed to redeploy two national General Service posts of Administrative Assistant to the Office of the Chief of the Central Service as described in paragraph 76.

80. It is proposed to redeploy one national General Service post of Team Assistant to the Office of the Director in line with the recommendation of the civilian staffing review.

Procurement Unit (Currently, Procurement Section)

81. In line with the outcome of the civilian staffing review, it is proposed that the Procurement Section be renamed as the Procurement Unit, which will be headed by a staff member at the P-4 level.

82. It is proposed to redeploy one national General Service post of Team Assistant from the Office of the Chief of the Central Service. The Chief Procurement Officer oversees three areas: purchasing and contracting for the Central Service (6 posts); purchasing and contracting for the Field Technology Service (5 posts); and procurement outreach and compliance (1 post). The Procurement Outreach and Compliance Cell is currently staffed by one national General Service post of Team Assistant on loan from the Office of the Chief. In 2015, the Procurement Section performed an analysis that revealed that the Procurement Outreach and Compliance Cell required a minimum of three posts to provide adequate service. As a result, the Chief of Central Services provided the Procurement Section with one national General Service post under a loan arrangement. The civilian staffing review supported the regularization of this arrangement and recommended that this Team Assistant post be redeployed to the Procurement Section to further assist in streamlining of internal procedures and ensuring the fulfilment of the Section's activities. Furthermore, with the forthcoming implementation of enhanced supply chain management modules in Umoja, it is expected that the Procurement Outreach and Compliance Cell will manage inbound delivery processes in Umoja for goods purchased, which would enable the two purchasing and contracting cells to assume more strategic purchasing roles.

Human Resources Unit (Currently, Human Resources Section)

83. In line with the outcome of the civilian staffing review, it is proposed that the Human Resources Section be renamed as the Human Resources Unit, which will be headed by a staff member at the P-4 level.

84. It is proposed to redeploy two national General Service posts of Human Resources Assistant from the Field Central Review Bodies Unit in line with the recommendation of the civilian staffing review. The two posts would improve the provision of services to field missions in the areas of supply chain management and field technology services, including providing adequate staffing levels through the

provision of timely and efficient human resources services for the recruitment of national and international staff and of individual contractors and consultants. The Human Resources Section undertakes recruitment activities for vacant posts, including provision of advice to hiring managers on the staff selection policy; offer management and onboarding of selected candidates; administration of individual contractors and consultants, including posting of vacancy announcements and recruitment; provision of travel and visa related services; and provision of policy guidance and advice to staff on benefits and entitlements, time management matters and separation of staff. As the current structure of the Human Resources Unit does not adequately address demands, the two Assistants will allow the specialist support team to provide dedicated support in reporting on all human resources activities and key performance indicators on gender, geographical representation, recruitment timelines and vacancy rates, and thus enable the provision of strategic human resources advice to the senior management.

Property Management Cell (currently, Property Management Unit)

85. It is proposed to reassign one P-3 post of Property Management Officer to the Sourcing Support Unit under the Supply Chain Service, based on the recommendations of the civilian staffing review.

86. Following the redeployment of the P-3 post, the Property Management Unit will be headed by a national General Service post and it is proposed that the Unit be renamed as the Property Management Cell.

87. It is therefore proposed to reassign a national General Service post of Administrative Assistant from the Office of the Chief of the Central Service and reclassify the post as Senior Property Management Assistant. The responsibility of the Property Management Unit includes ensuring compliance with the Financial Regulations and Rules, administrative instructions, policy and procedures relevant to property management and management of fixed assets, IPSAS accounting, reporting on financial inventory and management support and the execution of delegation of authority for property management. The function will ensure centralized control of Umoja data accuracy, accountability for inventories and internal control of Umoja inventory transactions, and will act as the primary point of contact and adviser to the UNLB Director on all property management policies, compliance and performance related activities. The incumbent will also be responsible for overseeing the activities of the Property Survey Board and the Claims Review Board.

Security Office

88. It is proposed to redeploy one national General Service post of Senior Occupational Safety Assistant to the new Occupational Health and Safety Unit (see para. 91).

89. It is also proposed to reassign one national General Service post of Field Security Assistant to the Occupational Health and Safety Unit to serve as Programme Management Assistant (see para. 92).

Medical Clinic

90. It is proposed to redeploy two national General Service posts of Nurse to the new Occupational Health and Safety Unit (see para. 93).

Occupational Health and Safety Unit (new)

91. It is proposed to redeploy a national General Service post from the Security Office to the Occupational Health and Safety Unit. The Senior Occupational Safety

Assistant will: (a) provide risk management services and field support services to the Department of Peacekeeping Operations and the Department of Field Support; (b) make recommendations to the Field Safety Officer and programme managers at Headquarters in New York on efficient utilization of resources, equipment and staff safety procedures; (c) provide support in producing incident reports and receive and record incident reports from peacekeeping missions and the Global Service Centre; (d) maintain an incident database; (e) produce a quarterly newsletter and maintain the website; and (f) provide information and advice regarding risks and improved practices.

92. It is also proposed to reassign a Field Security Assistant from the Security Office to serve as Programme Management Assistant. The incumbent will be responsible for: (a) development of mission guidelines in support of occupational safety; (b) development of a learning strategy for UNLB; (c) conduct of training needs analyses; (d) design, development and delivery of occupational safety risk management training courses for Department of Peacekeeping Operations/Department of Field Support occupational safety focal points, occupational safety officers, supervisors and personnel of the two departments at UNLB; (e) assistance in the planning and implementation of projects and activities; and (f) collaboration with programme managers on performance reporting and internal workplans.

93. It is proposed to redeploy two national General Service posts (Nurse) from the Medical Clinic in order for the health component to complement the occupational safety capacity redeployed from the Security Section. The nurses will: (a) respond to emergency calls and assist doctors in providing adequate treatment of patients; (b) perform blood, glucose and other tests as required; (c) prepare patients for interventions and escort patients to other medical facilities as required; (d) assess the needs of clients visiting the walk-in clinic and provide preventive medical services; (e) be responsible for emergency rooms and doctors' consultation rooms, ensuring that all equipment is ready for use and functional; (f) communicate with patients and update the doctor in the clinic; (g) provide health education, addressing work environment and occupational health issues; (h) contribute to the organizing of preventive medical fairs; (i) update the clinic statistics and the monthly medical reports; and (j) support health safety aspects within the delivery of training courses and address occupational health issues through appropriate channels.

Supply Chain Service

94. The Supply Chain Service will continue to provide supply chain management services to peacekeeping missions, including planning, sourcing support and delivery and return functions. It is proposed that the Service will comprise 145 posts in the 2018/19 period, compared with 144 posts and positions approved for the 2017/18 period. The increase of one post reflects the strengthening of the Sourcing Support Unit with a post redeployed from the Property Management Unit of the Central Service. All posts of the Supply Chain Service are located in Brindisi. Explanations for the proposed post actions are provided in the paragraphs below.

Table 9
Human resources: Supply Chain Service

Civilian staff	*International staff*						*National staff*[a]	*United Nations Volunteers*	
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***			***Total***
Office of the Chief, Supply Chain Service									
Approved posts 2017/18	–	1	1	–	–	**2**	12	–	**14**
Proposed posts 2018/19	–	1	1	–	–	**2**	10	–	**12**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**(2)**	**–**	**(2)**
Planning and Sourcing Support Section									
Approved posts 2017/18	–	–	–	–	–	**–**	–	–	**–**
Proposed posts 2018/19	–	–	1	–	–	**1**	1	–	**2**
Net change	**–**	**–**	**1**	**–**	**–**	**1**	**1**	**–**	**2**
Planning Support Unit									
Approved posts 2017/18	–	–	–	3	–	**3**	12	–	**15**
Proposed posts 2018/19	–	–	1	3	–	**4**	11	–	**15**
Net change	**–**	**–**	**1**	**–**	**–**	**1**	**(1)**	**–**	**–**
Sourcing Support Unit									
Approved posts 2017/18	–	–	2	6	–	**8**	8	–	**16**
Proposed posts 2018/19	–	–	1	7	2	**10**	7	–	**17**
Net change	**–**	**–**	**(1)**	**1**	**2**	**2**	**(1)**	**–**	**1**
Approved temporary positions[b] 2017/18	–	–	–	–	2	**2**	–	–	**2**
Proposed temporary positions[b] 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**–**	**–**	**(2)**	**(2)**	**–**	**–**	**(2)**
Subtotal, Sourcing Support Unit									
Approved posts 2017/18	–	–	2	6	2	**10**	8	–	**18**
Proposed posts 2018/19	–	–	1	7	2	**10**	7	–	**17**
Net change	**–**	**–**	**(1)**	**1**	**–**	**–**	**(1)**	**–**	**(1)**
Field Contracts Management Unit									
Approved posts 2017/18	–	–	–	–	–	**–**	–	–	**–**
Proposed posts 2018/19	–	–	–	1	–	**1**	2	–	**3**
Net change	**–**	**–**	**–**	**1**	**–**	**1**	**2**	**–**	**3**
Environmental Technical Support Unit									
Approved posts 2017/18	–	–	1	1	–	**2**	1	–	**3**
Proposed posts 2018/19	–	–	1	2	–	**3**	2	–	**5**
Net change	**–**	**–**	**–**	**1**	**–**	**1**	**1**	**–**	**2**
Approved temporary positions[b] 2017/18	–	–	–	1	–	**1**	1	–	**2**
Proposed temporary positions[b] 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**(1)**	**–**	**(2)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Subtotal, Environmental Technical Support Unit									
Approved posts 2017/18	–	–	1	2	–	**3**	2	–	**5**
Proposed posts 2018/19	–	–	1	2	–	**3**	2	–	**5**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Subtotal, Planning and Sourcing Support Section									
Approved posts 2017/18	–	–	3	11	2	**16**	22	–	**38**
Proposed posts 2018/19	–	–	4	13	2	**19**	23	–	**42**
Net change	**–**	**–**	**1**	**2**	**–**	**3**	**1**	**–**	**4**
Delivery and Return Section									
Customer Service Unit, Strategic Deployment Stocks Unit and Logistics Support Unit									
Approved posts 2017/18	–	–	3	1	2	**6**	9	–	**15**
Proposed posts 2018/19	–	–	2	1	2	**5**	10	–	**15**
Net change	**–**	**–**	**(1)**	**–**	**–**	**(1)**	**1**	**–**	**–**
Central Warehousing Unit									
Approved posts 2017/18	–	–	1	2	–	**3**	50	–	**53**
Proposed posts 2018/19	–	–	1	1	–	**2**	50	–	**52**
Net change	**–**	**–**	**–**	**(1)**	**–**	**(1)**	**–**	**–**	**(1)**
Central Maintenance and Repair Unit									
Approved posts 2017/18	–	–	1	–	1	**2**	22	–	**24**
Proposed posts 2018/19	–	–	1	–	1	**2**	22	–	**24**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Subtotal, Delivery and Return Section									
Approved posts 2017/18	–	–	5	3	3	**11**	81	–	**92**
Proposed posts 2018/19	–	–	4	2	3	**9**	82	–	**91**
Net change	**–**	**–**	**(1)**	**(1)**	**–**	**(2)**	**1**	**–**	**(1)**
Total, Supply Chain Service									
Approved posts 2017/18	–	1	9	14	5	**29**	115	–	**144**
Proposed posts 2018/19	–	1	9	15	5	**30**	115	–	**145**
Net change	**–**	**–**	**–**	**1**	**–**	**1**	**–**	**–**	**1**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance.

Table 10
Proposed changes to human resources within the Supply Chain Service

	Change	*Level*	*Functional title*	*Post action*	*From/to*
Office of the Chief, Supply Chain Service					
	+1	NS	Logistics Assistant	Redeployment	From Planning Support Unit
	-1	NS	Logistics Assistant	Reassignment	To Customer Service Unit, Delivery and Return Section
	-1	NS	Logistics Assistant	Reassignment	To Field Contracts Management Unit
	-1	NS	Logistics Assistant	Reassignment	To Planning and Sourcing Support Section
Planning and Sourcing Support Section					
Posts	+1	P-5	Senior Logistics Officer	Reassignment and reclassification	From Sourcing Support Unit (P-4)
	+1	NS	Administrative Assistant	Reassignment and reclassification	From Office of the Chief, Supply Chain Service
Planning Support Unit					
Posts	+1	P-4	Logistics Officer	Redeployment	From Customer Service Unit
	+1	P-3	Logistics Officer	Redeployment	From Central Warehousing Unit
	-1	P-3	Engineer	Redeployment	To Sourcing Support Unit
	-1	NS	Logistics Assistant	Redeployment	To Office of the Chief, Supply Chain Service
Sourcing Support Unit					
Posts	-1	P-4	Contracts Management Officer	Reassignment and reclassification	To Planning and Sourcing Support Section
	+1	P-3	Engineer	Redeployment	From Planning Support Unit
	+1	P-3	Logistics Officer	Reassignment	From Property Management Cell, Central Service
	-1	P-3	Contracts Management Officer	Redeployment	To Field Contracts Management Unit
	-1	NS	Contracts Management Assistant	Redeployment	To Field Contracts Management Unit
GTA	2	FS	Engineering Technician	Conversion	From general temporary assistance position to post
Field Contracts Management Unit					
	+1	P-3	Contracts Management Officer	Redeployment	From Sourcing Support Unit
	+1	NS	Senior Contracts Management Assistant	Reassignment and reclassification	From Office of the Chief, Supply Chain Service
	+1	NS	Contracts Management Assistant	Redeployment	From Sourcing Support Unit
Environmental Technical Support Unit					
GTA	1	P-3	Environmental Engineer	Conversion	From general temporary assistance position to post
	1	NS	Environmental Assistant		
Delivery and Return Section					
Customer Service Unit					
Posts	-1	P-4	Logistics Officer	Redeployment	To Planning Support Unit
	+1	NS	Senior Logistics Assistant	Reassignment and reclassification	From Office of the Chief, Supply Chain Service
Central Warehousing Unit					
Posts	-1	P-3	Logistics Officer	Redeployment	To Planning Support Unit
Total	**+1**				

Abbreviations: FS, Field Service; GTA, general temporary assistance position; NS, national General Service.

Office of the Chief, Supply Chain Service

95. The Office of the Chief of the Supply Chain Service oversees the two sections of the Service. The Chief of the Service (D-1) is supported by one national staff post. Within the Office of the Chief is the Administration and Programme Management Unit, comprising 1 P-4 post and 9 national General Service posts, which provides planning, management and implementation support, requisitioning services and internal training coordination for the Service.

96. It is proposed to redeploy one national General Service post of Logistics Assistant from the Planning Support Unit. The Logistics Assistant will coordinate a range of programme management activities under the direction of the Chief of the Administration and Programme Management Unit. There is a significant amount of coordination and review required across the functional units of the Supply Chain Service. The role also includes coordinating inputs regarding quality management recertification activities, performance management monitoring, audit responses and training of staff. The redeployment of the post will regularize an existing loan arrangement and was recommended by the civilian staffing review.

97. It is proposed to reassign one national General Service post of Logistics Assistant to the Customer Service Unit under the Delivery and Return Section.

98. It is proposed to reassign one national General Service post of Logistics Assistant to the Field Contracts Management Unit.

99. It is proposed to reassign one national General Service post of Logistics Assistant to the Planning and Sourcing Support Section from the Administration and Programme Management Unit, where it is no longer required since the Unit will not act as the central requisitioner for global central contracts, the function for which this post was intended.

Planning and Sourcing Support Section

100. It is proposed to reassign a P-4 Contracts Management Officer post from the Sourcing Support Unit and reclassify the post to the P-5 level as a Senior Logistics Officer to function as the Chief of the Planning and Sourcing Support Section. As part of the restructuring of the Supply Chain Service into two main sections approved for the 2017/18 period, the Delivery and Return Section was managed by a Chief at the P-5 level to whom five units reported; however, the Planning and Sourcing Support Section was established without a Chief of Section. The Senior Logistics Officer will provide managerial oversight to the four units within the Section, namely, the Planning Support Unit, the Sourcing Support Unit, the Field Contracts Management Unit and the Environmental Technical Support Unit.

101. The Senior Logistics Officer post was recommended by the civilian staffing review. The incumbent will report directly to the Chief of Service and will be responsible for delivery of the Planning and Sourcing Support Section mandated activities, such as: (a) planning support, including collection and consolidation of demand plans from missions and coordination with the Supply Chain Planning Section of the Logistics Support Division of the Department of Field Support, regarding the transition of the demand plan into an acquisition plan; (b) sourcing support, including standardization of key acquisition and support documents, provision of technical review and clearance related to sourcing activities, assessments and on-the-ground support related to planning and sourcing, development and provision of design and solicitation documents, and maintaining online databases and a standards library; (c) field contracts management support, including: (i) management of newly established contracts for strategic deployment stocks, liaising with missions and contributing to the annual composition review of the

strategic deployment stocks; and (ii) advisory functions to peacekeeping missions so as to improve contractual frameworks, contract management policy and practice and capacity-building; and (d) environmental technical support, including: (i) providing technical environmental expertise; and (ii) providing support to missions regarding waste management, renewable energies and water and wastewater management and operational support to field missions on environmental matters by developing simple and tested practicable environmental engineering solutions.

102. It is also proposed to reassign and reclassify a national General Service post of Logistics Assistant from the Office of the Chief of Service to serve as an Administrative Assistant in the Planning and Sourcing Support Section. The Assistant will support the Chief of the Section in an administrative capacity, including coordination of budget and human resources activity and general administration across the four units in the Section (Planning Support Unit, Sourcing Support Unit, Field Contracts Management Unit and Environmental Technical Support Unit). This post is critical for providing the Chief of Section with the direct support and assistance required to manage four key units within the service area that supports the Logistics Support Division of the Department of Field Support and the field missions.

Planning Support Unit

103. It is proposed to redeploy a P-4 post of Logistics Officer from the Customer Service Unit under the Delivery and Return Section to the Planning Support Unit. In the 2017/18 period, the Planning Support Unit was established with no head of Unit and three P-3 posts. The Unit serves the field missions and the Logistics Support Division in the three critical areas of acquisition and demand planning, global asset management and global property management activities. As recommended by the civilian staffing review, the Unit is proposed to be headed by a P-4 Logistics Officer (Planning). The Logistics Officer will be responsible for the management and oversight of the three cells (Global Asset Management Cell, Global Demand Planning Cell and Global Property Management Cell) within the Unit's key activities of: (a) gathering and analysing data from missions for integrated demand planning; (b) performing the role of global clearinghouse for the engineering, transport and supply assets of missions, which entails checking current inventories before peacekeeping missions undertake external procurement action; and (c) maintaining global visibility on the key areas affecting overall performance and IPSAS compliance, global codification and Umoja support.

104. It is also proposed to redeploy a P-3 post of Logistics Officer from the Central Warehousing Unit based on a recommendation of the civilian staffing review and in order to regularize an existing loan arrangement. The Logistics Officer has been in charge of the Asset Management Cell for transport assets. In the context of the clearing house function, the incumbent will review acquisition requests from peacekeeping missions to source the identified transport assets from other missions, the United Nations reserve or strategic deployment stocks prior to a procurement action. The Cell is also responsible for assisting with the development and implementation of preliminary asset disposal plans, providing advisory services to missions and Headquarters for transport assets and demand planning for strategic deployment stocks based on the annual composition review of the stocks. The Logistics Officer will supervise a national General Service post working on transport asset management.

105. It is proposed to redeploy a P-3 Engineer to the Sourcing Support Unit.

106. It is proposed to redeploy a national General Service post of Logistics Assistant to the Office of the Chief of the Supply Chain Service, which has a requirement for this post in the Administration and Programme Management Unit.

Sourcing Support Unit

107. It is proposed to reassign a P-4 Contracts Management Officer to the Planning and Sourcing Support Section, where the post is also proposed to be reclassified to the P-5 level. The Sourcing Support Unit has been operating efficiently since 2012 and the P-4 post is required for higher priority and more strategic management responsibilities as the Chief of the Section.

108. It is proposed to redeploy a P-3 post of Engineer from the Planning Support Unit. The redeployment was recommended as part of the civilian staffing review and will regularize an existing loan arrangement. The workload, responsibilities and engagement with peacekeeping missions in support of field engineering activities has increased. The additional functions include provision of technical clearance for engineering projects and review of engineering budget submissions from field missions. With the supply chain management concept in effect, it is foreseen that the budget reviews will become an even more critical upstream process. During the 2016/17 period, 53 technical clearances were processed for a total value of $406 million. Trends indicate that multi-year contract approaches are on the rise, which will require greater experience and effort in the formulation, definition and pricing of the scope of the requirements to support the best value for money approach.

109. It is proposed to reassign a P-3 post of Property Management Officer from the Property Management Cell (Central Service) as a Logistics Officer. The Sourcing Support Unit is mandated to provide technical specifications and technical evaluations for global systems contracts for transport, to supply engineering assets and to expand design and standardization services. Based on the civilian staffing review it was recommended that the Logistics Officer should assist in covering the new categories of transport and supply assets, which is in addition to the current engineering support provided and is therefore an expertise the Unit currently does not possess.

110. In the 2017/18 period, the Field Contracts Management Unit was a unit within the Sourcing Support Unit. It is proposed that the Field Contracts Management Unit become a separate unit with a reporting line directly to the Chief of the Planning and Sourcing Support Section (see also para. 112 below).

111. It is proposed to convert two general temporary assistance positions of Engineering Technician at the Field Service level to posts, in line with the findings of the civilian staffing review. It is also proposed that the titles be changed to Supply Assistant and Transport Assistant, respectively. It is foreseen that the Unit will be requested to conduct a greater number of technical reviews as well as to design and develop more complex solicitation packages. Based on the last two financial periods, trends also indicate that multi-year contract approaches are on the rise, which requires greater experience and effort in the formulation, definition and pricing of the scope of requirements to support the best value for money approach for the Organization. The Unit also acts as the technical lead during the procurement process, including, but not limited to, conducting technical evaluations and supporting prototype inspections. The current staffing of the Section does not cover transport or supply functions and the conversion of these posts will be crucial to enable the Unit to perform the related services. The two posts will also ensure provision of support to the Logistics Support Division of the Department of Field Support for a range of global systems contracts for transport and supply assets.

Field Contracts Management Unit

112. As stated above (see para. 110), the Field Contracts Management Unit was formerly a unit within the Sourcing Support Unit and it is proposed that the Field

Contracts Management Unit become a separate unit with a reporting line directly to the Chief of the Planning and Sourcing Support Section. The Field Contracts Management Unit has distinct and separate functions from the Sourcing Support Unit, with an overall objective of improving the effectiveness of contract management and oversight through timely contract management support to field operations and of contributing to the global category managers in the Logistics Support Division. The Contracts Management Officer (P-3) and the Contracts Management Assistant (national General Service) will remain in the Field Contracts Management Unit after it is separated from the Sourcing Support Unit.

113. It is also proposed to reassign a national General Service post of Logistics Assistant from the Office of the Chief of the Supply Chain Service and to reclassify the post as a Senior Contracts Management Assistant. The Senior Contracts Management Assistant will augment the team of one P-3 Contracts Management Officer and one national General Service Contracts Management Assistant to deliver on the following contract management objectives: (a) contribute to the review of policy on contract management; (b) support a strengthened contract performance evaluation function; (c) provide contract management outputs in support of category management; (d) develop standard operating procedures related to contract management; and (e) establish a communications structure with contract management functions within field missions. This post is proposed to be reassigned to assist with the remaining workload following the proposed reassignment of the P-4 Contracts Management Officer post to the Planning and Sourcing Support Section (see para. 100).

Environmental Technical Support Unit

114. It is proposed to convert two general temporary assistance positions comprising a P-3 Environmental Engineer and a national General Service post of Environmental Assistant to posts. The responsibilities related to support for environmental engineering are complex and increasing, in line with the Organization's focus on reducing each mission's environmental footprint (see General Assembly resolution 70/286), as well as on implementing the environment strategy. The conversion of the two positions will ensure continuous availability of environmental technical support to the peacekeeping missions.

115. The P-3 Environmental Engineer will provide professional environmental engineering support including: (a) development of statements of requirements for appropriate environmental technology in the areas of energy, water and wastewater and solid waste; (b) support for the environmental review and approval of the design and construction of major structures, facilities, systems and activities; (c) technical assistance visits to peacekeeping missions to provide support in the technical pillars of energy, water and wastewater and waste; (d) support for the management of work carried out by the UNLB environmental engineering staff assigned to the Unit and coordination of activities carried out by seven personnel from the United Nations Environment Programme; (e) budget reviews and technical clearance of engineering projects from the perspective of environmental mainstreaming; and (f) identification and provision of operational environmental engineering support, including rapid environmental assessments and remediation.

116. The Environmental Assistant will apply environmental engineering knowledge in a range of activities, including support for the development of statements of requirements for environmental remediation technology; support for the environmental review and approval of the design and construction of major structures, facilities, systems and activities in the field, including on time, cost and quality aspects; support for budget reviews and technical clearance of engineering projects, reflecting environmental contributions; support to ensure that environmental

engineering design solutions are in line with the requirements of the field missions; and assistance in ensuring that environmental engineering operational support requirements for field missions are identified and timely support is provided.

Delivery and Return Section

117. The Chief of the Delivery and Return Section oversees five units, namely the Customer Service Unit (5 posts), the Strategic Deployment Stocks Unit (4 posts), the Logistics Support Unit (5 posts), the Central Warehousing Unit (52 posts) and the Central Maintenance and Repair Unit (24 posts).

Customer Service Unit

118. It is proposed to redeploy a P-4 post of Logistics Officer to the Planning Support Unit. The Customer Service Unit has been operating efficiently since 2012 and the post is now required for higher priority and strategic management responsibilities as Chief of the Planning Support Unit. The Customer Service Unit will instead be headed by the national General Service post of Senior Logistics Assistant as described in paragraph 119 below.

119. It is proposed to reassign a national General Service post of Logistics Assistant from the Office of the Chief of the Supply Chain Service and reclassify it as a Senior Logistics Assistant and head of the Customer Service Unit. This is in line with the recommendation of the civilian staffing review. The Senior Logistics Assistant will assume the supervision of the four national General Service posts of the Unit. The functions include strengthening lines of communication with existing and potential customers; assisting with the review of the portfolio of services; communicating the portfolio of services to clients; monitoring the efficiency and effectiveness of services and identifying bottlenecks; and maintaining and publishing accurate data related to the Unit's activities.

Central Warehousing Unit

120. It is proposed to redeploy a P-3 post of Logistics Officer to the Planning Support Unit owing to the critical expertise required for support for sourcing transport assets for missions. This is in line with the recommendation of the civilian staffing review. The Logistics Officer is to manage transport spare parts and will be better aligned with the function of asset management of transport spare parts by being located in the Planning Support Unit. The Central Warehousing Unit will, following the redeployment, have 52 posts, comprising 1 P-4, 1 P-3 and 50 national General Service posts.

Field Technology Service (currently, Service for Geospatial, Information and Telecommunications Technologies

121. The current Service for Geospatial, Information and Telecommunications Technologies is proposed to be restructured and renamed the Field Technology Service in the 2018/19 period. The Service will continue to provide a range of services to peacekeeping missions, including geospatial services, connectivity, hosting and other information technology services, including remote support services. The new structure seeks to align the workforce with the modernization, transformation and innovation objectives of the Organization's ICT strategy and follows the United Nations standardized international best practice framework (the Information Technology Infrastructure Library). The new structure will enable the Service to better deliver solutions and infrastructure services that are properly designed, transitioned, costed and catalogued, and that once implemented are effectively supported and monitored.

122. Table 11 reflects the breakdown, by organizational unit, of 122 posts proposed for the 2018/19 period, which is the same total number of posts and general temporary positions approved for the 2017/18 period. Explanations for the proposed new organizational structure and related post actions and changes to the organizational structure are provided in the paragraphs below.

Table 11
Human resources: Field Technology Service (currently, Service for Geospatial, Information and Telecommunications Technologies)

	International staff								
Civilian staff	*USG–ASG*	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Chief, Field Technology Service									
Approved posts 2017/18	–	1	4	1	1	**7**	32	–	**39**
Proposed posts 2018/19	–	1	1	–	1	**3**	27	–	**30**
Net change	**–**	**–**	**(3)**	**(1)**	**–**	**(4)**	**(5)**	**–**	**(9)**
Network Support Section									
Approved posts 2017/18	–	–	1	1	3	**5**	3	–	**8**
Proposed posts 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(1)**	**(1)**	**(3)**	**(5)**	**(3)**	**–**	**(8)**
Satellite Engineering Support Section									
Approved posts 2017/18	–	–	1	–	3	**4**	7	–	**11**
Proposed posts 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(1)**	**–**	**(3)**	**(4)**	**(7)**	**–**	**(11)**
Data Centre Support Section									
Approved posts 2017/18	–	–	1	1	1	**3**	4	–	**7**
Proposed posts 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(1)**	**(1)**	**(1)**	**(3)**	**(4)**	**–**	**(7)**
Technology Infrastructure Support Section									
Approved posts 2017/18	–	–	–	–	2	**2**	14	–	**16**
Proposed posts 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**–**	**–**	**(2)**	**(2)**	**(14)**	**–**	**(16)**
Geospatial Information Systems Section									
Approved posts 2017/18	–	–	2	5	1	**8**	4	–	**12**
Proposed posts 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(2)**	**(5)**	**(1)**	**(8)**	**(4)**	**–**	**(12)**
Approved temporary positions[b] 2017/18	–	–	–	–	1	**1**	5	–	**6**
Proposed temporary positions[b] 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**–**	**–**	**(1)**	**(1)**	**(5)**	**–**	**(6)**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Subtotal, Geospatial Information Systems Section									
Approved 2017/18	–	–	2	5	2	**9**	9	–	**18**
Proposed 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(2)**	**(5)**	**(2)**	**(9)**	**(9)**	**–**	**(18)**
Remote Mission Support Section									
Approved posts 2017/18	–	–	1	–	–	**1**	2	–	**3**
Proposed posts 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(1)**	**–**	**–**	**(1)**	**(2)**	**–**	**(3)**
Approved temporary positions[b] 2017/18	–	–	2	1	5	**8**	12	–	**20**
Proposed temporary positions[b] 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(2)**	**(1)**	**(5)**	**(8)**	**(12)**	**–**	**(20)**
Subtotal, Remote Mission Support Section									
Approved 2017/18	–	–	3	1	5	**9**	14	–	**23**
Proposed 2018/19	–	–	–	–	–	**–**	–	–	**–**
Net change	**–**	**–**	**(3)**	**(1)**	**(5)**	**(9)**	**(14)**	**–**	**(23)**
Client Solutions Delivery Section									
Approved 2017/18	–	–	–	–	–	**–**	–	–	**–**
Proposed 2018/19	–	–	4	6	2	**12**	13	–	**25**
Net change	**–**	**–**	**4**	**6**	**2**	**12**	**13**	**–**	**25**
Infrastructure Operations Section									
Approved 2017/18	–	–	–	–	–	**–**	–	–	**–**
Proposed 2018/19	–	–	4	2	10	**16**	37	–	**53**
Net change	**–**	**–**	**4**	**2**	**10**	**16**	**37**	**–**	**53**
Service and Information Security Management Section									
Approved 2017/18	–	–	–	–	–	**–**	–	–	**–**
Proposed 2018/19	–	–	3	–	2	**5**	4	–	**9**
Net change	**–**	**–**	**3**	**–**	**2**	**5**	**4**	**–**	**9**
Technology Development, Design and Planning Section									
Approved 2017/18	–	–	–	–	–	**–**	–	–	**–**
Proposed 2018/19	–	–	1	–	2	**3**	2	–	**5**
Net change	**–**	**–**	**1**	**–**	**2**	**3**	**2**	**–**	**5**
Total, Field Technology Service (currently, Service for Geospatial, Information and Telecommunications Technologies)									
Approved 2017/18	–	1	12	9	17	**39**	83	–	**122**
Proposed 2018/19	–	1	13	8	17	**39**	83	–	**122**
Net change	**–**	**–**	**1**	**(1)**	**–**	**–**	**–**	**–**	**–**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance, in civilian personnel costs.

Table 12
Human resources: Field Technology Service, by location

Civilian staff	*International staff*								
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Field Technology Service, Brindisi									
Approved 2017/18	–	–	7	9	12	**28**	63	–	**91**
Proposed 2018/19	–	–	8	8	11	**27**	63	–	**90**
Net change	**–**	**–**	**1**	**(1)**	**(1)**	**(1)**	**–**	**–**	**(1)**
Field Technology Service, Valencia									
Approved 2017/18	–	1	5	–	5	**11**	20	–	**31**
Proposed 2018/19	–	1	5	–	6	**12**	20	–	**32**
Net change	**–**	**–**	**–**	**–**	**1**	**1**	**–**	**–**	**1**
Total, Field Technology Service									
Approved 2017/18	–	1	12	9	17	**39**	83	–	**122**
Proposed 2018/19	–	1	13	8	17	**39**	83	–	**122**
Net change	**–**	**–**	**1**	**(1)**	**–**	**–**	**–**	**–**	**–**

123. In the 2018/19 period, one post is proposed to be relocated from Brindisi to Valencia as described in paragraph 148 below. The tables below outline all the staff of the Field Technology Service, including the location and functional title of each post as requested by the Advisory Committee on Administrative and Budgetary Questions (A/71/836/Add.10, para. 40) and endorsed by the General Assembly in its resolution 71/294.

Office of the Chief, Field Technology Service (currently, Service for Geospatial, Information and Telecommunications Technologies)

Table 13
Proposed changes to human resources within the Office of the Chief, Field Technology Service (currently, Service for Geospatial, Information and Telecommunications Technologies)

	Change	*Level*	*Functional title*	*Post action*	*From/to*	*Location*
Office of the Chief						
Posts	-1	P-3	Information Systems Officer	Redeployment	To the new Client Solutions Delivery Section	Brindisi
	-3	NS	Information Systems Assistant			
	-1	P-5	Chief of Section	Redeployment	To the new Infrastructure Operations Section	
	-1	P-5	Chief of Section	Redeployment	To the new Service and Information Security Management Section	
	-1	P-4	Information Systems Officer			
	-1	NS	Information Systems Assistant			
	-1	NS	Team Assistant			
Total	**-9**					

Abbreviation: NS, national General Service.

124. The Office of the Chief of the Field Technology Service provides overall management and oversight of the Field Technology Service, which is the operational hub for the support and delivery of technology services and solutions to field operations and broader Secretariat activities.

125. It is proposed to redeploy nine posts comprising 2 P-5, 1 P-4, 1 P-3 and 5 national General Service posts to the new sections of the restructured Field Technology Service, where the posts and functions will continue to be provided in a reconfigured structure that is better aligned with the information technology and communications strategy and best practice framework.

126. A total of 13 contractors, of which 12 are in Valencia and 1 is in Brindisi, will have reporting lines to the Office of the Chief of Service.

Client Solutions Delivery Section

Table 14
Proposed changes to human resources within the Client Solutions Delivery Section

	Change	*Level*	*Functional title*	*Post action*	*From/to*	*Location*
Posts	+1	P-5	Chief of Section	Redeployment	From Geospatial Information Systems Section	Brindisi
	+1	P-4	Geospatial Information Systems Officer			
	+1	P-3	Geospatial Information Systems Officer			
	+3	P-2	Geospatial Information Systems Officer			
	+1	FS	Geospatial Information Systems Assistant			
	+4	NS	Geospatial Information Systems Assistant			
	+1	P-4	Geospatial Information Systems Officer	Redeployment and reclassification	From Geospatial Information Systems Section From P-3 to P-4	
GTA	+1	FS	Geospatial Information Systems Officer	Redeployment and conversion	From Geospatial Information Systems Section	
	+5	NS	Geospatial Information Systems Assistant			
Posts	+1	P-3	Information Systems Officer	Redeployment	From Office of the Chief	
	+3	NS	Information Systems Assistant			
GTA	+1	P-4	Information Systems Officer	Redeployment and conversion	From Remote Mission Support Section	
	+1	P-3	Geospatial Information Systems Officer			
	+1	NS	Geospatial Information Systems Assistant			
Total	**+25**					

Abbreviations: FS, Field Service; GTA, general temporary assistance position; NS, national General Service.

127. It is proposed to establish a Client Solutions Delivery Section, which will provide comprehensive corporate field technology solutions and support. The services will include data capture and management, visualization, analytics, business intelligence and reporting, solution implementation and support, as well as environmental and ground water exploration services. The Section will be a critical enabler of the Organization's ICT strategy and the field technology framework for the next five years, particularly in enhancing the core operations such as centralization of systems.

128. The geospatial information operations within the Client Solutions Delivery Section will: (a) develop capacities in the core areas of geospatial data, spatial analysis and the enterprise GeoPortal, which is a geospatial content management and sharing infrastructure; (b) optimize and catalogue its core and specialized products

and services; (c) integrate with the Organization's enterprise architecture and the Field Technology Service's delivery model; (d) support innovation and technology solutions for field operations; and (e) develop offerings of geospatial information products and services. The enterprise-wide core services provided will continue to include maintenance of global databases, geospatial platforms, solutions and web services in support of geospatial services and the standardized situational awareness programme; the production of geospatial analysis products from satellite imagery; delivering business intelligence and reporting products; delivering groundwater exploration analyses and studies to identify drilling targets for peacekeeping missions; operation and support for 195 centrally hosted applications including set-up and testing of disaster recovery capability for users in peacekeeping operations; and 20 application testing services per year.

129. In order to consolidate all client-facing functional activities in one section it is proposed to redeploy 25 posts and general temporary positions at the grade levels and with the functional titles reflected in table 14 above, comprising: (a) 12 posts and 6 general temporary assistance positions from the Geospatial Information Systems Section; (b) 4 posts from the Office of the Chief; and (c) 3 general temporary assistance positions from the Remote Mission Support Section. The Section will be supported by contractual personnel under service arrangements according to agreed scope, costs and quantity of services provided.

130. It is proposed to convert all nine general temporary assistance positions in the Section. The civilian staffing review noted the difficulties experienced from continuing the staffing establishment of general temporary positions instead of posts. The consolidation and centralization of geospatial information systems and remote mission support capacities reduce requirements for both staff costs and infrastructure, while additionally providing significant non-financial benefits, such as a high level of standardization, improved speed, cost and quality in the provision of infrastructure and technical support to the field, reduced risk exposure and a smaller environmental footprint due to the light footprint model. Delivering on these benefits has been limited due to difficulties faced in retaining skilled staff on general temporary assistance positions, which are perceived as offering a lower level of job security. As a consequence, both the Geospatial Information Systems Section and the Remote Mission Support Section have experienced a high level of staff turnover affecting productivity as departing staff leave knowledge gaps that need to be filled through training of new recruits.

131. It is also proposed to reclassify a Geospatial Information Systems Officer from the P-3 to the P-4 level. The reclassification is based on a recommendation of the civilian staffing review. The position oversees the development and delivery of products and services and requires detailed management and quality control owing to the potential to significantly affect mission operations. The Analytics Unit provides the design, management and delivery of an advanced and complex range of analytics, including imagery, spatial, terrain, environmental and business analyses, supporting geo-intelligence products, three-dimensional feature extractions, security threat and vulnerability assessments, site monitoring, groundwater exploration, mass grave detection, humanitarian violations and predictive analytics. Such analytics are vital for a range of applications deemed necessary for security, military, logistical and substantive operations in field missions. The analytic products and services are delivered to senior management in field missions and to the Security Council and are used for critical decision-making.

Infrastructure Operations Section

Table 15
Proposed changes to human resources within the Infrastructure Operations Section

	Change	*Level*	*Functional title*	*Post action*	*From/to*	*Location*
Posts	+1	P-5	Chief of Section	Redeployment	From Office of the Chief	Brindisi
	+1	P-4	Telecommunications Officer	Redeployment	From Network Support Section	Valencia
	+1	P-3	Telecommunications Officer			Brindisi
	+2	FS	Telecommunications Officer (1), Telecommunications Technician (1)			Valencia Brindisi
	+3	NS	Telecommunications Assistant			Brindisi (2) and Valencia (1)
	+1	P-4	Information Systems Officer	Redeployment	From Data Centre Support Section	Valencia
	+1	P-3	Information Systems Officer			Brindisi
	+4	NS	Information Systems Assistant			Brindisi (2) and Valencia (2)
	+3	FS	Telecommunications Officer (1), Telecommunications Technician (2)	Redeployment	From Satellite Engineering Support Section	Valencia (1) Brindisi (2)
	+7	NS	Telecommunications Technician Assistant			Valencia (4) and Brindisi (3)
	+2	FS	Telecommunications Officer	Redeployment	From Technology Infrastructure Support Section	Valencia (1) and Brindisi (1)
	+14	NS	Telecommunications Assistant (8), Information Systems Assistant (6)			Brindisi (12) and Valencia (2)
	+1	P-4	Information Systems Officer	Redeployment	From Remote Mission Support Section	Brindisi
	+2	NS	Telecommunications Assistant (1), Information Systems Assistant (1)			
GTA	+3	FS	Information Systems Officer (1), Telecommunications Officer (1), Information Systems Assistant (1)	Redeployment and conversion	From Remote Mission Support Section, general temporary assistance position to post	Brindisi
	+7	NS	Telecommunications Assistant (3), Telecommunications Technical Assistant (1), Information Systems Assistant (3)			
Total	**+53**					

Abbreviations: FS, Field Service; GTA, general temporary assistance position; NS, national General Service.

132. The newly proposed Infrastructure Operations Section is the largest of the four sections in the new Field Technology Service with a total of 53 posts. In addition to one post from the Office of the Chief, the Infrastructure Operations Section incorporates most of the posts from five sections under the 2017/18 structure, namely: the Network Support Section (7 posts), the Data Centre Support Section (6 posts), the Satellite Engineering Support Section (10 posts), the Technology Infrastructure Support Section (16 posts) and the Remote Mission Support Section (13 posts and positions). This structure will enable the provision of related key infrastructure services under one single operating umbrella; improve coherence in service provisioning and request fulfilment; allow the respective teams to concentrate on their own specialist areas; and optimize the use of available resources. The new Section will be a key operational enabler of the enterprise centralization and consolidation under the ICT strategy. The Section is supported by contractual personnel under

service arrangements according to agreed scope, cost and quantity of services provided.

133. The United Nations Logistics Base plays a critical role in supporting peacekeeping missions with information technology and communications services with a focus on two core areas of expertise, namely: (a) hosting of data centres (applications, data and services); and (b) wide area networking (centrally managing and monitoring connectivity to field mission locations). The Infrastructure Operations Section will focus on optimizing these core services and on transforming these into Secretariat-wide enterprise services in line with the organizational ICT strategy.

134. The core services provided to peacekeeping missions include operation, maintenance and support of tier 3 certified data centres in two geographic locations with no requirement for shutdowns for equipment replacement and maintenance; providing hosting services, virtual data centres, virtual desktop infrastructure and email services with production and backup storage capacity for 55,000 users; operation and management of 10 infrastructure support systems required for the hosting and connectivity of the integrated Umoja enterprise resource system, including access layer support for up to 22,000 users; delivery of wide area network connectivity services to more than 200 sites worldwide including client missions and other United Nations offices; connecting more than 50,000 end users through satellite links, private leased line connectivity and virtual private connectivity over the Internet, centrally controlled by an intelligent wide area network management system; operation, maintenance and support of infrastructure to provide centralized digital radio connectivity services to more than 35,000 radio users in 12 peacekeeping missions; operation, maintenance and support of infrastructure to provide videoconference bridging services to client missions and other United Nations offices, delivering on average 800 videoconference events and connecting 3,000 end points each month; operation, maintenance and support of infrastructure to provide inter-mission and international telephone call services to client missions, with a capacity to establish an average of 1 million telephone calls per month; a quarterly failover test of the satellite and network critical components between Brindisi and Valencia to ensure the effectiveness of resilience; and operation, maintenance and support of infrastructure to manage high efficiency satellite links with dynamically allocated capacity based on user demand to up to 250 field locations. Back-end infrastructure and round-the-clock support is provided for highly secure, encrypted voice and data communications utilized by the senior management of peacekeeping missions and at Headquarters.

135. The Section will operate all of the centrally required equipment, hardware, software, communications and supporting infrastructure in both Brindisi and Valencia, providing services that allow clients around the world to connect and use, in a secure manner, United Nations information and communications systems and services. The Remote Mission Support Unit will provide day-to-day operational support to field missions, relying heavily on infrastructure services provided by other Units within the Section.

136. UNLB has successfully provided remote mission support services to peacekeeping missions, with the initial pilot project in MINUSMA and MINUSCA. A business case was developed for the 2016/17 period and further updated in the 2017/18 period, which outlined the financial and operational benefits of the remote mission support model. These benefits are described in paragraph 36 of the present report. The remote mission support model is expected to be standardized and services provided to peacekeeping missions based on bilateral service level agreements.

Post movements

137. The P-5 post of Chief of Section, redeployed from the Office of the Chief of the Field Technology Service, will lead this large and operationally critical Section. By locating all of the elements and functions associated with the establishment, maintenance and operation of critical centralized infrastructure (network, data centre and satellite), the Section will be better able to deliver on the expectations laid out in the United Nations ICT strategy and the field technology framework.

138. As outlined in table 15 above, it is proposed to redeploy: (a) 7 posts (1 P-4, 1 P-3, 2 Field Service and 3 national General Service posts from the Network Support Section; (b) 6 posts (1 P-4, 1 P-3 and 4 national General Service posts) from the Data Centre Support Section; (c) 10 posts (3 Field Service and 7 national General Service posts) from the Satellite Engineering Support Section; (d) 16 posts (2 Field Service and 14 national General Service posts) from the Technology Infrastructure Support Section; and (e) 3 posts (1 P-4 and two national General Service posts) and 10 general temporary assistance positions (3 Field Service and 7 national General Service posts) from the Remote Mission Support Section. The posts will provide services as described in paragraphs 132–136 above, including the existing services of the sections in the current organization chart.

139. It is also proposed to convert the 10 general temporary assistance positions to posts (3 Field Service and 7 national General Service) (see explanation in para. 130 above) to enable retention of experienced staff, reduce turnover and improve productivity. Both the Geospatial Information Systems Section and the Remote Mission Support Section have experienced a high level of staff turnover affecting productivity as departing staff leave knowledge gaps that need to be filled through training of new recruits.

Service and Information Security Management Section

Table 16
Proposed changes to human resources within the Service and Information Security Management Section

	Change	*Level*	*Functional title*	*Post action*	*From/to*	*Location*
Posts	+1	P-5	Chief of Section	Redeployment	From Office of the Chief, Service for Geospatial, Information and Telecommunication Technologies	Valencia
	+1	P-4	Information Systems Officer			Brindisi
	+2	NS	Information Systems Assistant (1), Team Assistant (1)			Brindisi Valencia
	+1	P-4	Telecommunications Officer	Redeployment	From Satellite Engineering Support Section	Brindisi
	+1	FS	Information Systems Assistant	Redeployment	From Network Support Section	Brindisi
GTA	+1	FS	Telecommunications Assistant	Redeployment and conversion	From Remote Mission Support Section, general temporary assistance positions to posts	Valencia
	+2	NS	Telecommunications Assistant (1), Information Systems Assistant (1)			
Total	**+9**					

Abbreviations: FS, Field Service; GTA, general temporary assistance position; NS, national General Service.

140. The newly proposed Service and Information Security Management Section will comprise nine posts as reflected in table 16 above. As the Organization responds to increasing digital business demands and cybersecurity threats, the need for a robust information technology service management process is essential. The Section will

perform cross-cutting functions related to information security, risk management, information technology service management, operational resilience, common event monitoring and service desk functions. Service desk functions are outsourced to contractors and will be managed and overseen by this Section. The Section will ensure common processes, guaranteeing efficient, consistent and secure service delivery. A key element to maintaining the integrity of the existing Information Technology Infrastructure Library service management framework, the Section maintains a robust service catalogue and service rate cards in coordination with the Offices of the Department of Management. The Section is supported by contractual personnel under service arrangements according to agreed scope, cost and quantity provided.

141. The Section will ensure the maintenance of two certifications, the international standard for information technology service management (ISO/IEC 20000) and the international standard for information security (ISO/IEC 27001:2013); an annual update of the global services disaster recovery plan and the conduct of two disaster recovery exercises; the completion of 12 applications and five infrastructure security assessments; and provision of the global event monitoring service for all peacekeeping missions.

142. It is proposed to redeploy six posts (1 P-5, 2 P-4, 1 Field Service and 2 national General Service) and three general temporary positions (1 Field Service and 2 national General Service) with their titles from other Field Technology Service organizational units as reflected in table 16 above.

143. It is also proposed to convert the three general temporary positions (1 Field Service and 2 national General Service) of the Section to posts with the same functional titles, as reflected table 16. The conversion of these general temporary positions to posts is essential to enable retention of experienced staff, reduce turnover and improve productivity. Given the critical functions related to cybersecurity, information security, risk management, information technology service management, operational resilience, common event monitoring and service desk functions to be provided by this new Section, failure to retain experienced staff presents an organizational risk.

Technology Development, Design and Planning Section

Table 17
Proposed changes to human resources within the Technology Development, Design and Planning Section

	Change	*Level*	*Functional title*	*Post action*	*From/to*	*Location*
Posts	+1	FS	Information Systems Assistant	Redeployment	From Data Centre Support Section	From Brindisi to Valencia
GTA	+1	P-4	Information Systems Officer	Redeployment and conversion	From Remote Mission Support Section, general temporary assistance positions to posts	Valencia
	+1	FS	Information Systems Officer			Valencia
	+2	NS	Information Systems Assistant			Valencia
Total	**+5**					

Abbreviations: FS, Field Service; GTA, general temporary assistance position; NS, national General Service.

144. It is proposed to establish the Technology Development, Design and Planning Section, which will comprise five posts and positions funded from the present budget and headed by the P-5 post funded from extrabudgetary resources (peacekeeping cost recovery fund). Based on the key organizational ICT strategy, the new Section,

together with counterparts at Headquarters and in the field, will identify, harness and operationalize innovative and emerging technology solutions and provide measurable benefits over traditional approaches. The Section will take a holistic approach, including exploration, solution identification, proof of concept, introduction to field missions, streamlining and enhancing existing practices and mainstreaming successful technologies. A total of nine contractors will be located in Valencia and support the Section.

145. Within the proposed model, the Section is also mandated to develop a project management framework; promote the institutionalization of project management within the Field Technology Service and the wider Organization; manage global and central enterprise level projects that will be available for the entire Organization; develop and maintain standard procedures, best practices and templates to be used by peacekeeping missions; and provide project management capacity to manage enterprise level technology projects.

146. The Section will also serve as a project management office, providing services, tools and support for more than 50 projects registered in the project server; manage projects of various types (innovation, migration, integration, service design and service transition), 10 enterprise level projects, 10 Global Service Centre cross-functional projects and five mission-specific projects; and arrange two workshops in project management and technology innovation targeting field mission staff.

147. The Section will form the nucleus of a capacity to deliver the described services, augmented by contractual resources as required. The Office of Information and Communications Technology and the Information and Communications Technology Division of the Department of Field Support at Headquarters and the Section will be involved in driving development and innovation of new products.

148. Four out of the five proposed posts in the Section are currently approved in the Valencia duty station. It is proposed to redeploy 1 Field Service post of Information Systems Assistant from its current location in the Data Centre Support Section in Brindisi in order to integrate the functional aspects of the Section's operational framework in one location. The co-location will improve planning and collaboration, as well as oversight of the entire project and the innovation life cycle for all new initiatives being developed, and will promote close cooperation with local universities, research centres and Member State partners.

149. It is proposed to convert the four general temporary positions (1 P-4, 1 Field Service and 2 national General Service) of the Section to posts with functional titles as reflected in table 17. The conversion of these general temporary positions to posts is essential to enable retention of experienced staff, reduce turnover and improve productivity in the new Section.

Tenant units

Table 18
Human resources: tenant units

Civilian staff	*International staff*						*National staff*[a]	*United Nations Volunteers*	
	USG–ASG	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	***Subtotal***			***Total***
Standing Police Capacity									
Approved posts 2017/18	–	1	17	14	2	**34**	2	–	**36**
Proposed posts 2018/19	–	1	17	14	2	**34**	2	–	**36**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Justice and Corrections Standing Capacity									
Approved posts 2017/18	–	–	3	2	–	**5**	1	–	**6**
Proposed posts 2018/19	–	–	3	2	–	**5**	1	–	**6**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Approved temporary positions[b] 2017/18	–	–	1	–	–	**1**	–	–	**1**
Proposed temporary positions[b] 2018/19	–	–	1	–	–	**1**	–	–	**1**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Strategic Air Operations Centre									
Approved posts 2017/18	–	–	1	3	3	**7**	3	–	**10**
Proposed posts 2018/19	–	–	1	3	3	**7**	3	–	**10**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total, tenant units									
Approved posts 2017/18	–	1	22	19	5	**47**	6		**53**
Proposed posts 2018/19	–	1	22	19	5	**47**	6		**53**
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

[a] Includes National Professional Officers and national General Service staff.

[b] Funded under general temporary assistance, in civilian personnel costs.

150. The tenant units, comprising three organizational units located in Brindisi, have an operational and technical reporting line to the Department of Peacekeeping Operations and the Department of Field Support. The posts are funded from the UNLB budget and will retain an administrative reporting line to the Office of the Director. The tenant units provide a range of services to peacekeeping missions, including capacity for police, justice and corrections in the area of the rule of law, as well as air transportation services. There are no changes proposed for the tenant units in the 2018/19 period.

II. Financial resources

A. Overall

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

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Civilian personnel					
International staff	19 887.1	17 655.1	21 916.8	4 261.7	24.1
National staff	18 902.0	17 706.8	22 059.0	4 352.2	24.6
United Nations Volunteers	–	–	–	–	–
General temporary assistance	2 257.9	2 744.2	172.9	(2 571.3)	(93.7)
Government-provided personnel	–	–	–	–	–
Subtotal	**41 047.0**	**38 106.1**	**44 148.7**	**6 042.6**	**15.9**
Operational costs					
Consultants	268.8	400.2	415.8	15.6	3.9
Official travel	1 216.9	781.1	781.6	0.5	0.1
Facilities and infrastructure	6 980.4	6 314.4[a]	6 958.5	644.1	10.2
Ground transportation	452.1	708.1	482.6	(225.5)	(31.8)
Air operations	–	–	–	–	–
Marine operations	–	–	–	–	–
Communications and information technology	30 933.9	33 279.6[b]	33 194.7	(84.9)	(0.3)
Medical	43.8	51.8	51.0	(0.8)	(1.5)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	1 281.6	1 358.7[c]	1 264.4	(94.3)	(6.9)
Quick-impact projects	–	–	–	–	–
Subtotal	**41 177.5**	**42 893.9**	**43 148.6**	**254.7**	**0.6**
Gross requirements	**82 224.5**	**81 000.0**	**87 297.3**	**6 297.3**	**7.8**
Staff assessment income	6 265.8	6 053.2	6 645.3	592.1	9.8
Net requirements	**75 958.7**	**74 946.8**	**80 652.0**	**5 705.2**	**7.6**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**82 224.5**	**81 000.0**	**87 297.3**	**6 297.3**	**7.8**

[a] The original apportionment approved for facilities and infrastructure was $6,302,700. The figure includes an amount of $11,700 to constitute a comparable base with the 2018/19 cost estimates.

[b] Represents the combined apportionment approved for communications and information technology to constitute a comparable base with the 2018/19 cost estimates.

[c] The original apportionment approved for other supplies, services and equipment was $1,370,400. The figure excludes an amount of $11,700 to constitute a comparable base with the 2018/19 cost estimates.

B. Non-budgeted contributions

151. The estimated value of non-budgeted contributions for the period from 1 July 2018 to 30 June 2019 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Memorandum of understanding[a]	5 535.3
Voluntary contributions in kind (non-budgeted)	–
Total	**5 535.3**

[a] Inclusive of office buildings, workshops, warehouse structures and open spaces provided by the Government of Italy, valued at $3,239,800, and office buildings, operational buildings and open spaces provided by the Government of Spain, valued at $2,295,500.

C. Vacancy factors

152. The cost estimates for the period from 1 July 2018 to 30 June 2019 take into account the following vacancy factors:

Global Service Centre, excluding tenant units

(Percentage)

Category	*Actual 2016/17*	*Budgeted 2017/18*	*Projected 2018/19*
Civilian personnel			
International staff	15.5	16.4	15.0
National staff	3.8	3.5	6.0
Temporary positions[a]			
International staff	9.1	9.0	15.0
National staff[b]	23.5	12.0	–

[a] Funded under general temporary assistance.
[b] No national general temporary assistance positions are proposed in the 2018/19 period.

153. The proposed vacancy rates for UNLB, presented in the tables above, are based on the actual average vacancy rates from July to December 2017 in line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions in paragraph 39 of its report contained in document A/71/836/Add.10. The proposed vacancy rates reflect: (a) 15.0 per cent for international posts, compared with a 14.3 per cent actual rate for the period from July to December 2017; (b) 15.0 per cent for international positions funded under general temporary assistance, compared with a 15.4 per cent actual rate for the period from July to December 2017, and noting the budget proposal contains only one international general temporary position; and (c) 6.0 per cent for national posts, compared with a 4.9 per cent actual rate for the period from July to December 2017.

D. Training

154. The estimated resource requirements for training for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	54.9
Official travel	
Official travel, training	205.6
Other supplies, services and equipment	
Training fees, supplies and services	486.6
Total	**747.1**

155. The number of participants planned for the period from 1 July 2017 to 30 June 2018, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*		
	Actual 2016/17	*Planned 2017/18*	*Proposed 2018/19*	*Actual 2016/17*	*Planned 2017/18*	*Proposed 2018/19*
Internal	52	276	162	110	141	171
External	56	86	27	78	92	81
Total	**108**	**362**	**189**	**188**	**233**	**252**

156. The proposed training programme includes technical training courses and learning activities aimed at strengthening the professional skills and competencies of both national and international staff. Internal courses cover training for supply chain management, vocational skills, energy management, solar power, ICT, project management, customer service, security and safety, procurement and governance, as well as role-specific courses for tenant units. External training courses are intended to strengthen the capacities of staff in various areas, such as ICT, geospatial technology, finance and budget, training evaluation, engineering and air transportation.

157. The Conference and Learning Centre will continue to work towards a more efficient utilization of funds by strengthening the internal delivery capacity and maximizing the use of digital resources. The team plans to deliver new courses in the area of communication and team building. The Conference and Learning Centre is also moving UNLB into digital learning by designing digital learning platforms for the development of specific skills and by continuing to address staff needs through online available resources.

III. Analysis of variances[1]

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

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

	Variance	
International staff	$4 261.7	24.1%

- **Cost parameters and management: higher post adjustment multiplier and conversion of 12 general temporary assistance positions into posts**

159. The increased requirements are attributable mainly to: (a) the higher post adjustment multiplier of 35.6 per cent applied to the salary scale for the proposed budget, compared with the multiplier of 24.7 per cent applied to the salary scale in the approved budget for the 2017/18 period; (b) the proposed conversion of 12 general temporary assistance positions into posts (nine within the Field Technology Service and three within the Supply Chain Service); and (c) application of a reduced vacancy factor of 15.0 per cent as compared with the vacancy factor of 16.4 per cent (average including tenant units) applied in the 2017/18 period.

	Variance	
National staff	$4 352.2	24.6%

- **Cost parameters and management: updated exchange rate and conversion of 18 general temporary assistance positions to posts**

160. The increased requirements are attributable mainly to: (a) the proposed conversion of 18 general temporary assistance positions to 17 posts within the Field Technology Service and 1 post within the Supply Chain Service; and (b) the fluctuation in the exchange rate between the euro and the United States dollar, which at the time of writing of the present report stood at €0.805 per United States dollar compared with the rate of €0.943 per United States dollar applied in the budget for the 2017/18 period.

161. The overall increased requirements are partly offset by the application of a higher vacancy rate of 6.0 per cent compared with the vacancy rate of 3.5 per cent applied in the budget for the 2017/18 period.

	Variance	
General temporary assistance	($2 571.3)	(93.7%)

- **Management: conversion of 30 general temporary assistance positions into regular posts**

162. The reduced requirements are attributable to: (a) the proposed conversion of 12 international general temporary assistance positions into posts; and (b) the proposed conversion of all 18 national general temporary assistance positions into posts.

	Variance	
Facilities and infrastructure	$644.1	10.2%

- **Cost parameters: new contract rates and updated exchange rate**

163. The increased requirements are attributable mainly to: (a) higher costs of goods and services denominated in euros, stemming from the fluctuation in the exchange rate between the euro and the United States dollar, which at the time of writing of the present report stood at €0.805 per United States dollar, compared with the rate of €0.943 per United States dollar applied in the budget for the 2017/18 period; and (b) the establishment of a new contract for security services in Valencia which resulted in increased cost.

	Variance	
Ground transportation	($225.5)	(31.8%)

- **Management: non-replacement of vehicles**

164. The reduced requirements are attributable to the absence of a provision for replacement of vehicles, whereas the budget for the 2017/18 period provided for the replacement of five special purpose vehicles that had passed their life expectancy.

	Variance	
Other supplies, services and equipment	($94.3)	(6.9%)

- **Management: reduced requirement for individual contractors and freight**

165. The decreased requirements are attributable mainly to: (a) reduced freight requirements due to the non-acquisition of vehicles in the 2018/19 period compared with the provisions for the freight of five special purpose vehicles in the 2017/18 period; and (b) lower costs of other services due to the reduction of a requirement for individual contractors providing facilities management functions.

IV. Revised concept of operations for strategic deployment stocks

166. The OIOS review and evaluation of strategic deployment stocks (A/71/798) recommended that the strategic deployment stocks concept be updated and revised, including its assumptions and related policies in the context of supply chain management and ongoing initiatives affecting mission start-up, to ensure rapid deployment. Subsequently, the Advisory Committee on Administrative and Budgetary Questions, in paragraph 29 of its report contained in document A/71/836/Add.10, requested information on the progress made in the next budget submission of UNLB and a revised concept of operations for strategic deployment stocks. The General Assembly endorsed the request in its resolution 71/294. Accordingly, UNLB undertook a review of the concept of operations for strategic deployment stocks and is currently envisaging the following changes to the concept of operations:

(a) A strategic shift from an open-ended start-up to a phased, scenario-based start-up, clearly defining the phases from the initial support from strategic deployment stocks to the gradual handover to the mission's regular supply chain. The scenario is informed by trends in peacekeeping mission start-ups and expansions, including the deployments of peacekeeping missions in the Central African Republic, Chad, Côte d'Ivoire, Darfur, Mali, Somalia and South Sudan, and aligns with the rapid deployment initiative of the Department of Peacekeeping Operations and the Department of Field Support;

(b) A strategic shift from a material resource basis to one that will combine services with supply. The notion of strategic deployment stocks is therefore envisaged to be renamed "strategic deployment capability". Services will include receiving and inspecting of goods; transportation and material handling; turn-key solutions for establishing expeditionary camps, including their basic services and facilities management; ground preparation and water exploration; and installation of accommodation solutions, power generation, water treatment plants, waste water and solid waste management, information technology and communications infrastructure and medical facilities. This change responds to the recommendation of OIOS on the desirability of changing strategic deployment stocks from an exclusively material inventory into a service that can provide enabling capacity (A/71/798, para. 95 (a) (ii));

(c) An enhanced composition review model that will incorporate technological advancements across all commodity groups and is aligned with the Department of Field Support environment strategy and developments in procedures and practices. To the extent possible, no items will be kept in stock if the delivery lead time is shorter than the deployment schedule. This change responds to the OIOS request for a review of the current composition of the strategic deployment stocks (ibid., para. 95 (b));

(d) Analysis of sourcing options based on an in-depth review by commodity and service categories, which will form the basis for optimization of contracts availability. For the most economic sourcing option, turn-key solutions, vendor-managed inventory and short lead time supply will have preference over physical stock held in Brindisi. This change responds to the OIOS request for clarification of the opportunities to enhance the use of vendor-managed inventory for strategic deployment stock items, based on a cost-benefit analysis (ibid., para. 95 (a) (v));

(e) The provision of strategic deployment stocks under certain circumstances to non-peacekeeping entities, such as special political missions, United Nations Secretariat entities and United Nations agencies, funds and programmes, on a cost-reimbursement basis and their sale to external partner entities, including regional organizations and other key partners of the United Nations, to ensure effective stock rotation. The support to non-peacekeeping entities will further minimize loss owing to obsolescence and help to keep the stocks updated with advanced models. UNLB will ensure that such support does not compromise the primary objective of providing strategic deployment stocks to peacekeeping operations. This change responds to the request of OIOS for clarification of the overall vision, including whether strategic deployment stocks should be used exclusively for start-up and expansion of peacekeeping operations (ibid., para. 95 (a) (i)).

167. Based on the request of OIOS to consider alternative venues for storage of strategic deployment stocks closer to the theatre of operations (ibid., para. 95 (a) (iv)), the conceptual review also considered the positioning of strategic deployment stocks closer to the theatre of operations. The in-depth analysis concluded, however, that the repositioning of strategic deployment stocks would not add value to the supply chain and would expose the strategic reserve to an undesirable level of risk. UNLB already has the necessary infrastructure, services and capacity to effectively manage strategic deployment stocks in a secure facility, and is geographically located near well-established shipping lines to achieve rapid deployment within the required time frame to serve east and west Africa, the Middle East, Europe and the Americas. The substantial cost and risk to the establishment of a new stand-alone depot, including its management, operations and security, would be considerable. If a regional supply hub for peacekeeping is established in Africa in future, however, co-locating equipment as a regional reserve in existing United Nations facilities may be a viable option.

168. The revised concept of operations also highlights integration of strategic deployment stocks with the supply chain management strategy, where the strategic deployment stocks are recognized as one of the internal sources used to determine net demand, which allows the Organization to leverage on existing assets and inventory before resorting to external sourcing. Supplying missions from the inventory of strategic deployment stocks allows rotation and prevents obsolescence.

169. OIOS also recommended that the Department of Field Support should implement measures to reconcile, review and report on an annual basis on the write-off and replenishment of strategic deployment stocks (ibid., para. 95 (d)). UNLB is currently working on the development of a mechanism to reconcile write-off of assets and recovery of associated funds.

170. OIOS also recommended that the Department of Field Support should report to legislative bodies, for appropriate action, the full details of the net transfer of strategic deployment stocks valued at $16.7 million to the United Nations reserve and UNLB inventory (ibid., para. 95 (e)). UNLB is currently working with the Department of Field Support to reconcile the net transfer. As soon as the records are reconciled UNLB will submit the information to OIOS, by no later than 31 March 2018.

171. The revised concept of operations of the strategic deployment stocks is presented in annex III to the present budget report.

172. Further detailed information on the outlined concept of operations and its proposed implementation and financial implications, if any, will be presented by the Secretary-General to the General Assembly for its consideration at its seventy-third session. As noted below, the Assembly is requested to take note of the revised concept of operations for strategic deployment stocks.

V. Actions to be taken by the General Assembly

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

(a) **To appropriate the amount of $87,297,300 for the maintenance of the United Nations Logistics Base for the 12-month period from 1 July 2018 to 30 June 2019;**

(b) **To prorate the amount in subparagraph (a) among the budgets of the individual active peacekeeping operations to meet the financing requirements of the United Nations Logistics Base for the period from 1 July 2018 to 30 June 2019;**

(c) **To take note of the revised concept of operations for strategic deployment capability.**

VI. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/286 and 71/294, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

Decisions and requests to the Secretary General	*Action taken to implement decisions and requests*
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report (para. 22)	UNLB continues to carry out changes to improve recruitment lead times However, given the current budgetary constraints in the 2017/18 period owing to a stronger euro compared with the budgeted rate, UNLB temporarily maintains a higher-than-normal vacancy rate in order to reduce overrun from the exchange rate change
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31)	With the objective of improving solid waste management, UNLB aims at waste minimization and a recycling culture; for power generation, it has solar farm pilot projects in Valencia and Brindisi; for water and wastewater, it conducts monthly environmental monitoring, data collection and reporting of UNLB's environmental performance; environmental awareness training/briefing is provided to new personnel; and it manages and maintains UNLB certification for ISO 14001 (environmental management system); as well as many other activities UNLB has also provided extensive environmental support to peacekeeping missions and will continue to do so in the 2018/19 period
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43)	Acquisition planning sections/units of the peacekeeping missions are required to obtain clearance from global asset managers in UNLB prior to engaging in any procurement activity Upon receipt of the request, UNLB seeks to mobilize available resources from the field missions through exercising its clearing house role

Decisions and requests to the Secretary General	*Action taken to implement decisions and requests*
Stresses the importance of training all personnel for the prevention of sexual exploitation and sexual abuse, as part of the predeployment training, as well as in mission training and awareness-raising programmes, and requests the Secretary-General to expedite the deployment of the e-learning programme (para. 81)	UNLB confirms full implementation of the training to all personnel

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/70/742)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31)	UNLB takes note of the recommendation and indicates that the redeployments, as a resource reprioritization mechanism, are carried out in full compliance with the applicable rules and regulations and administrative instructions covering the management of allotments
The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46)	As at 1 February 2018, there were no posts vacant for two years or longer at UNLB
The Advisory Committee notes that details concerning possible scalability models applicable to the resource requirements for UNLB and the support account for peacekeeping operations have not yet been submitted to the General Assembly for its consideration. In this regard, the Committee looks forward to receiving details relating to the workforce planning exercise to be conducted at UNLB and to the review of the overall capacity of the support account, at the time of its review of the peacekeeping budget proposals for the 2017/18 period (para. 112)	UNLB conducted a comprehensive civilian staffing review in 2017, with a final outcome received in October 2017. This review will guide the future requirements in terms of personnel and organization. The implementation will be carried out in the next two budget periods (2018/19 and 2019/20). Furthermore, pursuant to the civilian staffing review recommendations, UNLB has created working groups to address, in particular, the issue of scalability To date, except for the Field Technology Service, there is no global scalability model or framework for UNLB operations The Field Technology Service has its own scalability model, which was endorsed by the civilian staffing review. Based on this expertise, a working group will develop one or more models appropriate to UNLB operations It is noted that the UNLB portfolio is unique as staff are engaged, for instance, in mission liquidation, which requires a peak in staffing to carry out technical functions. A comprehensive report on the scalability model(s) applicable to UNLB functions and related programmes is expected to be presented in the context of the UNLB budget submission for the 2019/20 period

Request/recommendation	*Action taken to implement request/recommendation*
As an overall observation concerning the management of air operations, the Advisory Committee considers that the underlying causes of the observations and shortcomings highlighted in the paragraphs below are interrelated and require a coordinated effort by the relevant offices at Headquarters and by UNLB and the Regional Service Centre, as well as at the level of the individual peacekeeping missions (para. 118)	The Air Transport Section of the Department of Field Support is accountable for the aviation programme and leads the activities for the approval and issuance of a new directive on the roles and responsibilities of the Air Transport Section, the Strategic Air Operations Centre in Brindisi and the air component of the Transportation and Movements Integrated Control Centre in Entebbe. The directive was promulgated in December 2017
In view of the need for better oversight and management of air operations, as evidenced by the observations and recommendations made in paragraphs 122 and 126 above, as well as the ongoing deficiencies identified by the Board of Auditors, specifically with respect to the role of the Air Transport Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre, the Committee is of the view that this comprehensive assessment is overdue. The Committee recommends, therefore, that the General Assembly request the Secretary-General to expedite completion of his assessment of the roles and responsibilities of the offices handling the management and oversight of air operations for peacekeeping missions and report comprehensively thereon in his next overview report (para. 131)	The Air Transport Section of the Department of Field Support is responsible for conducting the mentioned comprehensive assessment, as well as to update, define and/or clarify the roles and responsibilities of the different offices under its authority. This assessment was completed as part of the Secretary-General's initiative to enhance the efficiency and cost-effectiveness of United Nations aviation together with the revision of the Department of Peacekeeping Operations Aviation Manual, and will be submitted for approval by the senior management of the Department of Field Support Once the governance documents are approved, the Strategic Air Operations Centre and the air component of the Transportation and Movements Integrated Control Centre will be able to revise their standard operating procedures, key performance indicators, workplans and job descriptions
The Advisory Committee looks forward to receiving additional details on the implementation and impact of the electronic fuel management system in the next overview report of the Secretary-General (para. 147)	The implementation of the electronic fuel management system was completed in March 2017 The main benefit to date is that all transactions are done electronically and recorded in a database, which improves the data quality and reporting capacity
The Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and UNLB, particularly for those projects spanning more than one budgetary cycle. Details for multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request, and those projects valued at $1 million or more should be clearly identifiable within the budget request (para. 157)	UNLB continues to monitor projects through an established project management group and an online global portfolio platform for all major projects, including projects below $1 million. Furthermore, UNLB established a standard operating procedure for major infrastructure project management in July 2015
The Committee looks forward to reviewing the results of the analysis currently under way examining the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles (para. 160)	At the beginning of 2017, a total of seven light vehicles were replaced with light multipurpose vehicles. Currently, UNLB has eight vehicles that run on electricity in its vehicle fleet

Financing of the United Nations Logistics Base at Brindisi, Italy

(A/71/836/Add.10)

Request	*Response*
The Advisory Committee notes that the summary-level information on the revised study and the two business cases as provided in the report do not appear to fully address the Committee's recommendation for a revised study with more comprehensive information on the implications of deploying the Service in two locations (see A/70/742/Add.9, para. 16) or regarding the centralization and remote mission support efforts of the Service and the impact of the Service on mandate delivery (ibid., paras. 45, 48 and 49), as endorsed by the General Assembly (resolution 70/288, para. 9). The Committee reiterates the need for this information, particularly in relation to the Service for Geospatial, Information and Telecommunications Technologies and its client missions, including the resource requirements at the client missions, the status of outputs, the utilization of such outputs and the impact of the Service on mandate delivery (para. 21)	Additional information has been provided in the planning assumptions of the present report to address the Committee's recommendation. The full version of the revised comprehensive study, together with the full version of two business cases (on remote mission support and geospatial information services) can be provided upon request. The information provides details on the implications of deploying the Service in two locations and on the centralization of remote mission support and geospatial information systems and addresses the impact on mandate delivery by the field missions. Resourcing at client mission level is addressed in mission budgets. UNLB measures its value and impact on mission mandate delivery in its annual customer satisfaction survey. In the latest survey, the general satisfaction index rated the services provided by UNLB at 96.15 per cent for its field technology services
The Advisory Committee notes that the amount of $700,000, described as an efficiency gain and attributed to greater cost effectiveness, is not an efficiency gain per se given the methodology used. The Committee trusts that greater efforts will be made to distinguish efficiencies from cost reductions. Furthermore, the Committee trusts that the inclusion of the Strategic Air Operations Centre with a direct reporting line to the Logistics Support Division of the Department of Field Support will improve the performance and enhance the effectiveness of the operations of the Centre (A/70/742/Add.9, para. 29). The Committee reiterates its views concerning the management and oversight of the Centre in terms of enhanced performance and makes further observations and comments on the issue in its current report on cross-cutting issues related to peacekeeping operations (A/71/836) (para. 26)	Based on a cost-benefit analysis, savings are identified during the process to select aircraft in support of a requested task, in which different aspects of the operation are identified. The different factors of this analysis include contract cost, aircraft capacity, aircraft operating base, type of operation, number of passengers, quantity of cargo, commercial option versus use of United Nations aircraft, optimum route and flight altitude The Strategic Air Operations Centre reckons that $700,000 were gained as a result of analysing the most cost-effective air option, leading to an increase in efficiency in terms of resource utilization, in this case utilization of air assets compared with the contracted hours The Strategic Air Operations Centre measures gains on the following basis: given that the United Nations is a non-profit organization, "gains" translate into how the United Nations achieves greater cost effectiveness (i.e. efficiencies are achieved when, further to the Centre's advice, the mission pays less for unplanned operations)
The Advisory Committee recalls its concern regarding the management of strategic deployment stocks and its recommendation regarding enforcement of the policy on the rotation of stocks (A/71/742/Add.9, paras. 37 and 38). The Committee notes that the report of OIOS addresses a number of issues regarding the utilization, rotation and management of strategic deployment	A new concept of operations for strategic deployment stocks has been presented in annex III of the present report and summarized in section IV

Request	*Response*
stocks and encourages the Secretariat to expeditiously implement the recommendations. The Committee looks forward to receiving information on the progress made in the next budget submission of UNLB as well as the revised concept of operations for strategic deployment stocks (para. 29)	
Services provided to other entities and cost recovery: […] the Committee recalls it recommendation that the General Assembly request the Secretary-General to include, in future budget submissions regarding UNLB, information on all of the personnel occupying the facilities in Brindisi and Valencia, as well as details on administrative and cost-recovery arrangements, rental and maintenance costs, income received and any other relevant information on the utilization of United Nations premises. The Committee is of the view that, while part of the recommendation has been addressed in the report of the Secretary-General, greater clarity is necessary in terms of the required level of information (para. 30)	Detailed information has been provided in the planning assumptions of the present report in paragraphs 40–46 and in the organization charts by location (annex II). The information includes the personnel and contractors occupying the facilities in Brindisi and Valencia, as well as details on administrative and cost-recovery arrangements, estimated income by client and expenditure by budget class Service level agreements are in place for each of the entities, including specifics of the services being provided and the service costs. The services are described in a service catalogue and the costs are based on annually approved rate cards. The funds recovered underpin the generation of the actual services being provided. The utilization of the funds is also approved based on a cost plan in accordance with the cost-recovery guidelines
While the Committee acknowledges the progress made in the presentation of the information in the current budget proposal, it recommends that the information relating to the cost-recovery estimates be presented with greater clarity and detail in future budget proposals (para. 31)	The present report provides detailed information on the cost-recovery estimates, including in the preceding response and in paragraphs 40–46 above
The Advisory Committee asked for, but did not receive, a breakdown of the detailed staffing in both the Brindisi and Valencia locations. The Committee points out that it can make recommendations regarding the specific placement of staff only when the required information relating to the specific posts, functional titles, functions and locations is provided for its review, as was done in previous periods. In this regard, the Committee expects that at the time of its consideration of the budget proposal for 2017/18, the Secretary-General will provide to the General Assembly a breakdown of the proposed posts separately by location for both Brindisi and Valencia rather than as a consolidation of proposed posts, as currently indicated in table 15 of the proposed budget, in order for the Assembly to be in a position to approve the posts. The Committee also expects that a breakdown by location will be provided in future budget proposals (para. 40)	In the 2018/19 period, one post is proposed to be moved from Brindisi to Valencia as described in paragraph 148 above. Location and functional titles are shown in tables 13–17 and the organizational charts are also shown by location in annex II It should be noted that only the Field Technology Service is located in both Brindisi and Valencia. The remaining organizational units under UNLB are located only in Brindisi With respect to the 2017/18 period, there was no movement of posts between Brindisi and Valencia. The requested information on staffing by location was provided in the organization charts in annex II of the budget report for the 2017/18 period (A/71/828). The present budget report also provides the same level of details for the 2018/19 period in annex II

Request	*Response*
The Committee stresses that a directive cannot be referred to as a mandate and looks forward to receiving the results of the review (para. 56)	The Regional Aviation Safety Office was established as a tenant unit and pilot project by the General Assembly in resolution 60/267 and incorporated into UNLB by the Assembly in resolution 64/270. Its functions are described in the Aviation Safety Manual of the Department of Field Support
The Committee looks forward to seeing compliance with early booking of travel (para. 57)	UNLB will continue to monitor and comply with the policy on early booking of tickets for travel. Operational requirements in the field at times provide less than 21 days for approval and travellers need to provide a justification for late submission in their travel request. UNLB certifying officers carefully review all submitted requests
The Advisory Committee is concerned about the absence of details on the progress of the development of a scalability model for UNLB and the support account for peacekeeping operations requested by the General Assembly and trusts that all related reviews and analysis will be finalized prior to the seventy-second session of the Assembly. Related details and any resource implications should be included in the budget proposals for the 2018/19 period (para. 66)	UNLB has created working groups to address, in particular, the issue of scalability. To date, except for the Field Technology Service, there is no scalability model or framework for UNLB operations It is also noted that the purpose of UNLB requires staff to be engaged, for instance, in liquidation of peacekeeping missions, which requires a peak in the UNLB staffing to carry out technical functions while the overall field mission is drawing down. A complete and comprehensive report on the scalability models appropriate to the functions of UNLB is expected to be presented in the context of the UNLB budget submission for the 2019/20 period UNLB undertook a comprehensive civilian staffing review, the outcome of which was received in October 2017, which guided the budgetary requirements for the 2018/19 period in terms of personnel and organizational structure

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

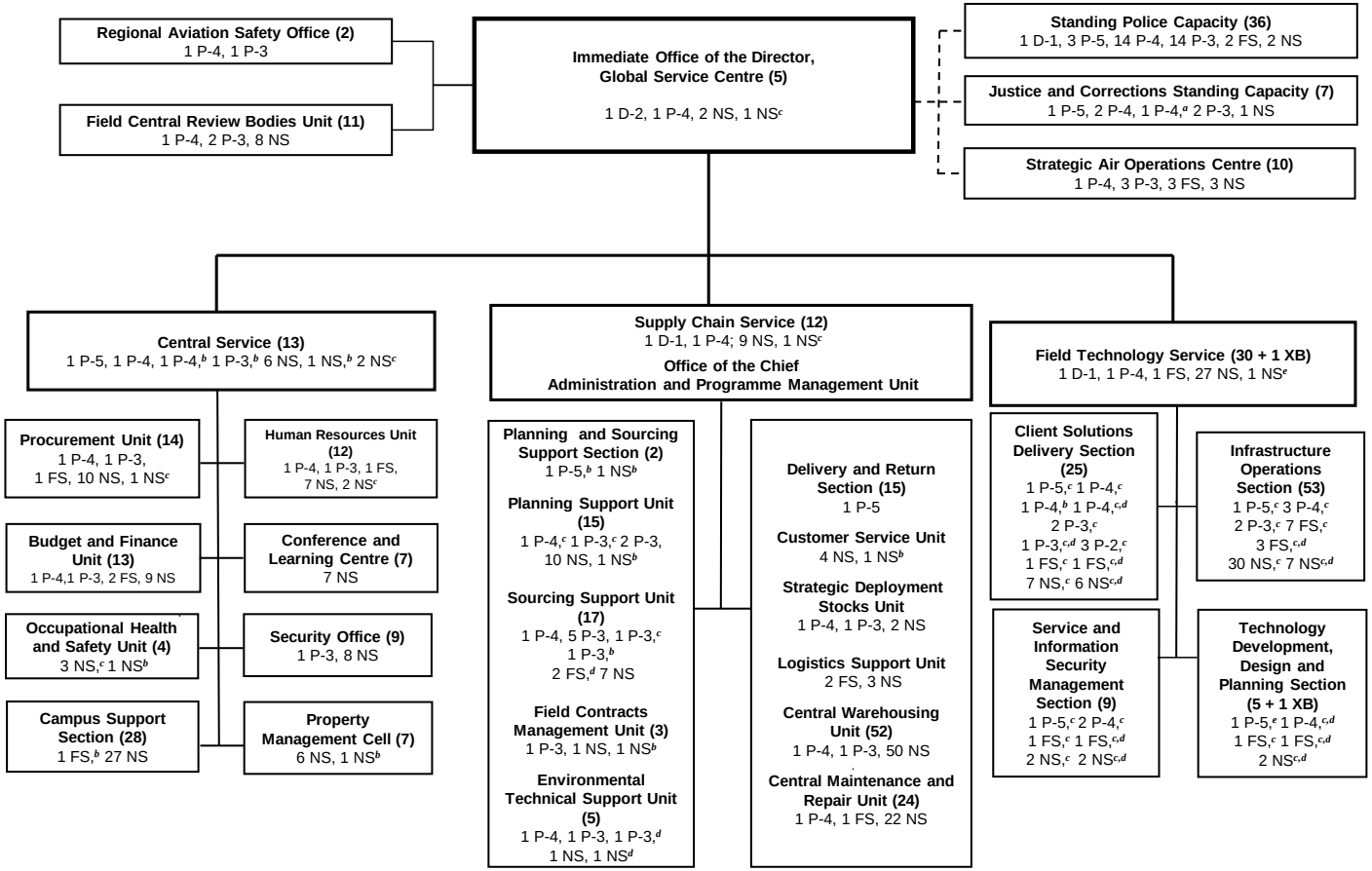
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External**: variances caused by parties or situations external to the United Nations.
- **Cost parameters**: variances caused by United Nations regulations, rules and policies.
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

Annex II

Organization charts

A. Consolidated



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

- - - Units reporting operationally/technically to Headquarters and administratively to the Global Service Centre.

[a] Funded under general temporary assistance.

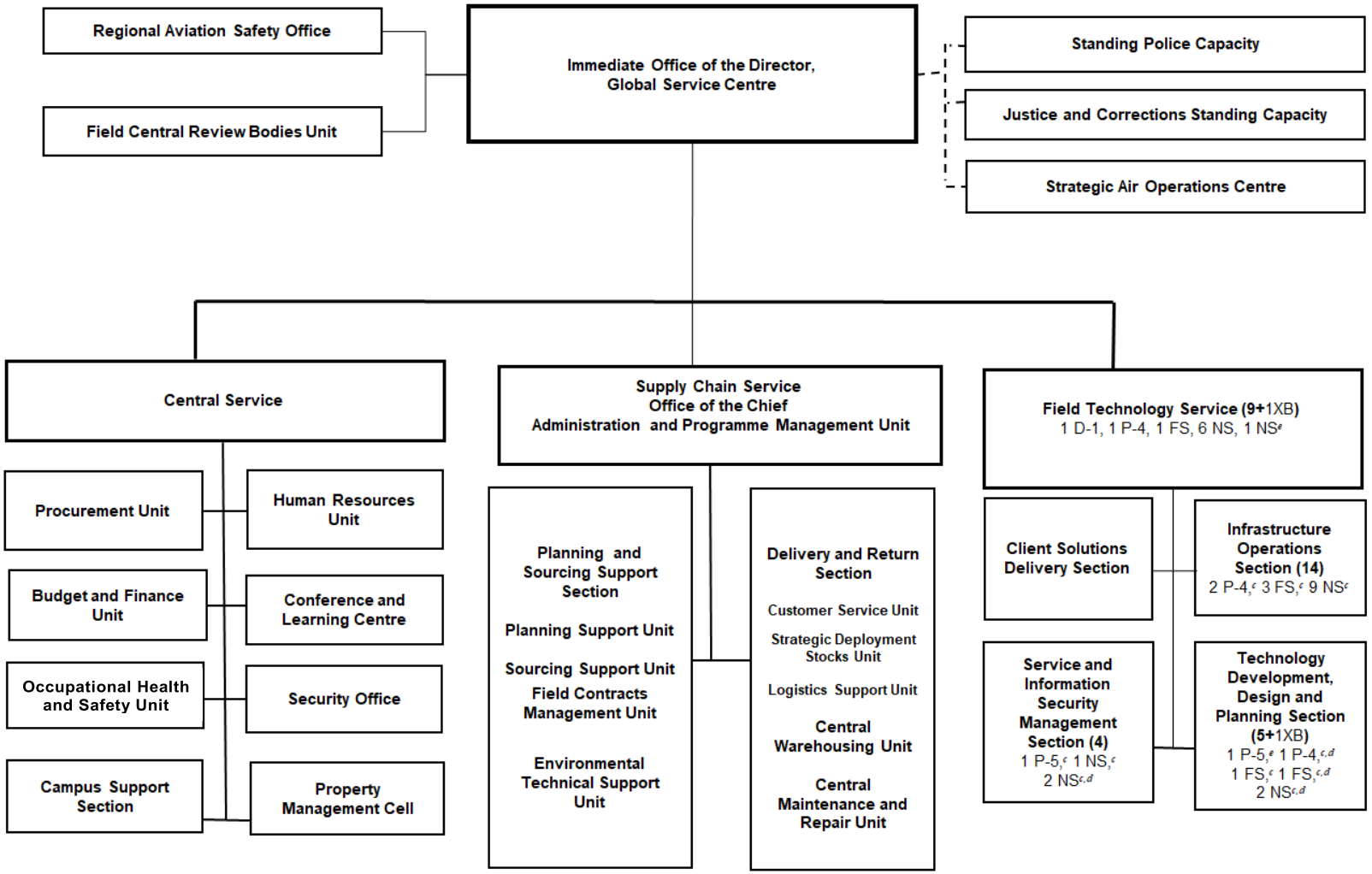
[b] Reclassified/reassigned post.

[c] Redeployed post.

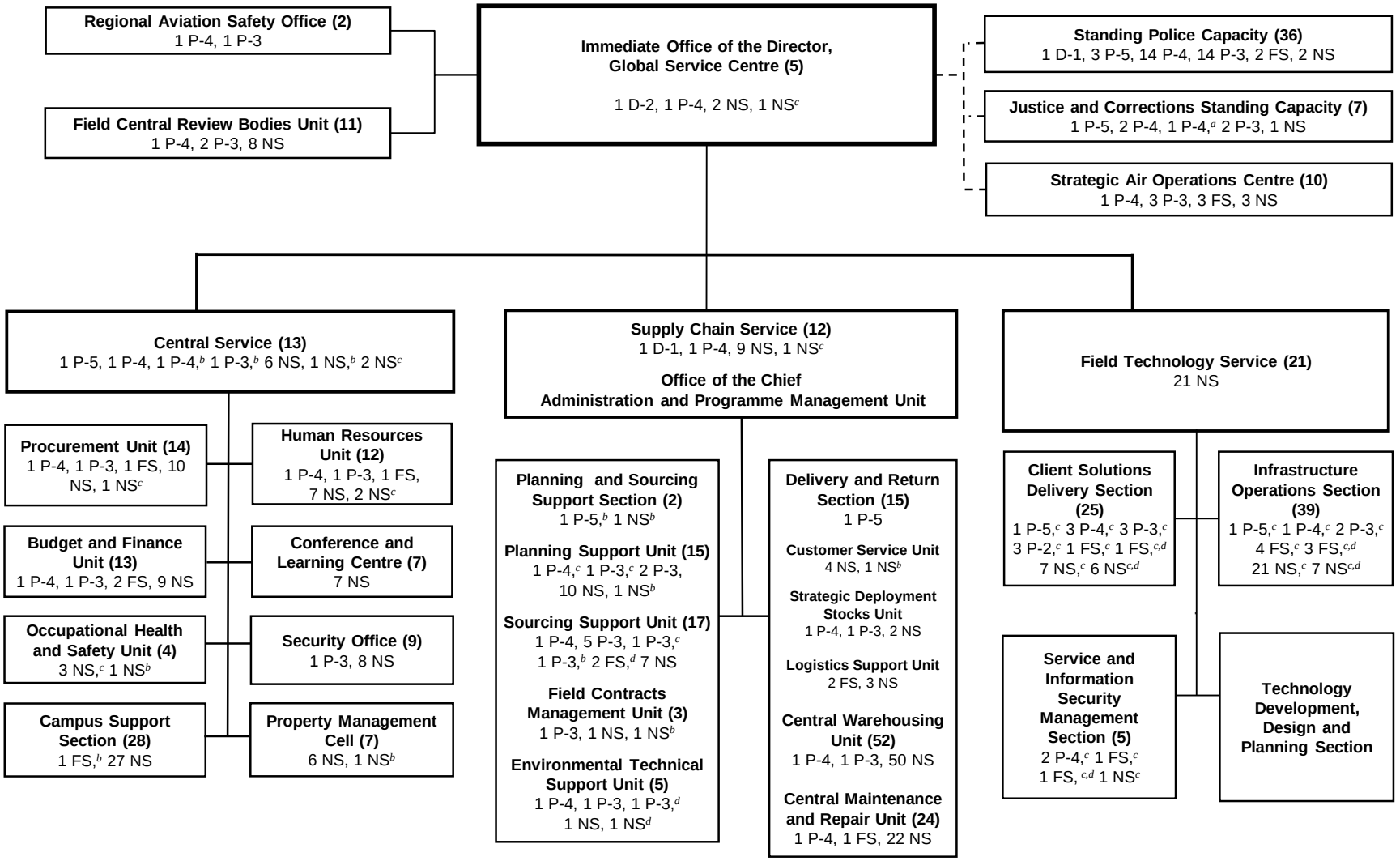
[d] Converted post.

[e] Financed through extrabudgetary mechanism.

B. Valencia


Regional Aviation Safety Office
Field Central Review Bodies Unit
Immediate Office of the Director, Global Service Centre
Standing Police Capacity
Justice and Corrections Standing Capacity
Strategic Air Operations Centre
Central Service
Procurement Unit
Human Resources Unit
Budget and Finance Unit
Conference and Learning Centre
Occupational Health and Safety Unit
Security Office
Campus Support Section
Property Management Cell
Supply Chain Service Office of the Chief Administration and Programme Management Unit
Planning and Sourcing Support Section
Planning Support Unit
Sourcing Support Unit
Field Contracts Management Unit
Environmental Technical Support Unit
Delivery and Return Section
Customer Service Unit
Strategic Deployment Stocks Unit
Logistics Support Unit
Central Warehousing Unit
Central Maintenance and Repair Unit
Field Technology Service (9+1XB)
1 D-1, 1 P-4, 1 FS, 6 NS, 1 NS[e]
Client Solutions Delivery Section
Infrastructure Operations Section (14)
2 P-4,[c] 3 FS,[c] 9 NS[c]
Service and Information Security Management Section (4)
1 P-5,[c] 1 NS,[c] 2 NS[c,d]
Technology Development, Design and Planning Section (5+1XB)
1 P-5,[e] 1 P-4,[c,d] 1 FS,[c] 1 FS,[c,d] 2 NS[c,d]

C. Brindisi


Regional Aviation Safety Office (2)
1 P-4, 1 P-3
Field Central Review Bodies Unit (11)
1 P-4, 2 P-3, 8 NS
Immediate Office of the Director, Global Service Centre (5)
1 D-2, 1 P-4, 2 NS, 1 NS[c]
Standing Police Capacity (36)
1 D-1, 3 P-5, 14 P-4, 14 P-3, 2 FS, 2 NS
Justice and Corrections Standing Capacity (7)
1 P-5, 2 P-4, 1 P-4,[a] 2 P-3, 1 NS
Strategic Air Operations Centre (10)
1 P-4, 3 P-3, 3 FS, 3 NS
Central Service (13)
1 P-5, 1 P-4, 1 P-4,[b] 1 P-3,[b] 6 NS, 1 NS,[b] 2 NS[c]
Procurement Unit (14)
1 P-4, 1 P-3, 1 FS, 10 NS, 1 NS[c]
Human Resources Unit (12)
1 P-4, 1 P-3, 1 FS, 7 NS, 2 NS[c]
Budget and Finance Unit (13)
1 P-4, 1 P-3, 2 FS, 9 NS
Conference and Learning Centre (7)
7 NS
Occupational Health and Safety Unit (4)
3 NS,[c] 1 NS[b]
Security Office (9)
1 P-3, 8 NS
Campus Support Section (28)
1 FS,[b] 27 NS
Property Management Cell (7)
6 NS, 1 NS[b]
Supply Chain Service (12)
1 D-1, 1 P-4, 9 NS, 1 NS[c]
Office of the Chief Administration and Programme Management Unit
Planning and Sourcing Support Section (2)
1 P-5,[b] 1 NS[b]
Planning Support Unit (15)
1 P-4,[c] 1 P-3,[c] 2 P-3, 10 NS, 1 NS[b]
Sourcing Support Unit (17)
1 P-4, 5 P-3, 1 P-3,[c] 1 P-3,[b] 2 FS,[d] 7 NS
Field Contracts Management Unit (3)
1 P-3, 1 NS, 1 NS[b]
Environmental Technical Support Unit (5)
1 P-4, 1 P-3, 1 P-3,[d] 1 NS, 1 NS[d]
Delivery and Return Section (15)
1 P-5
Customer Service Unit
4 NS, 1 NS[b]
Strategic Deployment Stocks Unit
1 P-4, 1 P-3, 2 NS
Logistics Support Unit
2 FS, 3 NS
Central Warehousing Unit (52)
1 P-4, 1 P-3, 50 NS
Central Maintenance and Repair Unit (24)
1 P-4, 1 FS, 22 NS
Field Technology Service (21)
21 NS
Client Solutions Delivery Section (25)
1 P-5,[c] 3 P-4,[c] 3 P-3,[c] 3 P-2,[c] 1 FS,[c] 1 FS,[c,d] 7 NS,[c] 6 NS[c,d]
Infrastructure Operations Section (39)
1 P-5,[c] 1 P-4,[c] 2 P-3,[c] 4 FS,[c] 3 FS,[c,d] 21 NS,[c] 7 NS[c,d]
Service and Information Security Management Section (5)
2 P-4,[c] 1 FS,[c] 1 FS,[c,d] 1 NS[c]
Technology Development, Design and Planning Section

Annex III

Review of the concept of operations for strategic deployment stocks

Summary

In its resolution 71/294, the General Assembly endorsed the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions (A/71/836/Add.10), in which the Committee looked forward to receiving information on the progress made in the next budget submission of the United Nations Logistics Base (UNLB) as well as the revised concept of operations for strategic deployment stocks.

The present annex sets out the current information available on the revised concept of operations for strategic deployment stocks, including five major changes: (a) a strategic shift from an open-ended start-up scenario to a scenario-based start-up mission with three phases, which clearly defines the support of strategic deployment stocks from the initial deployment to the eventual and gradual handover to the mission's regular supply chain; (b) a strategic shift from a material resource basis to one that will combine services with supply of equipment, with the concept of strategic deployment stocks therefore envisaged to be renamed "strategic deployment capability"; (c) an enhanced composition review model, which will incorporate technological advancements across all commodity groups, alignment with the Department of Field Support environment strategy and developments in procedures and practices; (c) the most economic sourcing option, including a turn-key solution, vendor-managed inventory and a short lead-time supply, will have preference over physical stock in Brindisi; and (d) provision of strategic deployment stocks under certain circumstances to non-peacekeeping entities.

The conceptual review also considered alternate venues to position strategic deployment stocks closer to the theatre of operations; however, the in-depth analysis concluded that the repositioning of strategic deployment stocks would not add value to the supply chain and would expose the strategic reserve to an undesirable level of risk. UNLB already has the necessary infrastructure, services and capacity to effectively manage strategic deployment stocks in a secure facility and it is geographically located nearby well-established shipping lines to achieve rapid deployment within the required time frame which can serve eastern and western Africa, the Middle East, Europe and the Americas.

The revised concept also highlights integration of strategic deployment stocks into the supply chain management strategy of the Organization, where strategic deployment stocks are recognized as one of the internal sources to determine net demand, which allows the Organization to leverage use of existing assets and inventory before resorting to external sourcing.

I. Context

A. Introduction

1. Since the release of the report of the United Nations Panel on Peace Operations in 2000 (A/55/305-S/2000/809), paragraphs 84 to 169 of which addressed the capacities of the United Nations to deploy operations rapidly and effectively, the United Nations Secretariat has sought to speed up the deployment of peace operations in response to crises wherever these occur in the world. The Security Council, the General Assembly, individual Member States and other stakeholders have urged the United Nations to speed up the pace of its deployment.

2. Among other initiatives of the Secretariat, the concept of the strategic deployment stocks was adopted by the General Assembly in its resolution 56/292 in 2002. The strategic deployment stocks provide equipment for a minimum operational capability (within 30 days for a traditional mission or 90 days for a complex mission) to perform its basic core tasks in its principal theatre of the mission area for a limited period.

3. Pursuant to General Assembly resolution 70/288, the Office of Internal Oversight Services (OIOS) conducted a review and evaluation of the strategic deployment stocks in the 2016/17 period. The Office acknowledged that the strategic deployment stocks had, since their inception, supported the start-up of all peacekeeping operations as their primary initial source of equipment, and that stakeholders had assessed this support positively. The deployment of strategic deployment stocks has been expanded to cover special political missions, existing peacekeeping operations, the Department of Field Support's support operation for the African Union operation in Somalia and non-Secretariat United Nations entities (agencies, funds and programmes).

4. In its report (A/71/798), OIOS recommended that the Department of Field Support should update and revise the strategic deployment stocks concept, its assumptions and related policies, within the context of supply chain management and ongoing initiatives affecting mission start-up, to ensure rapid deployment, and that the revised concept should be presented as a proposal to Member States.

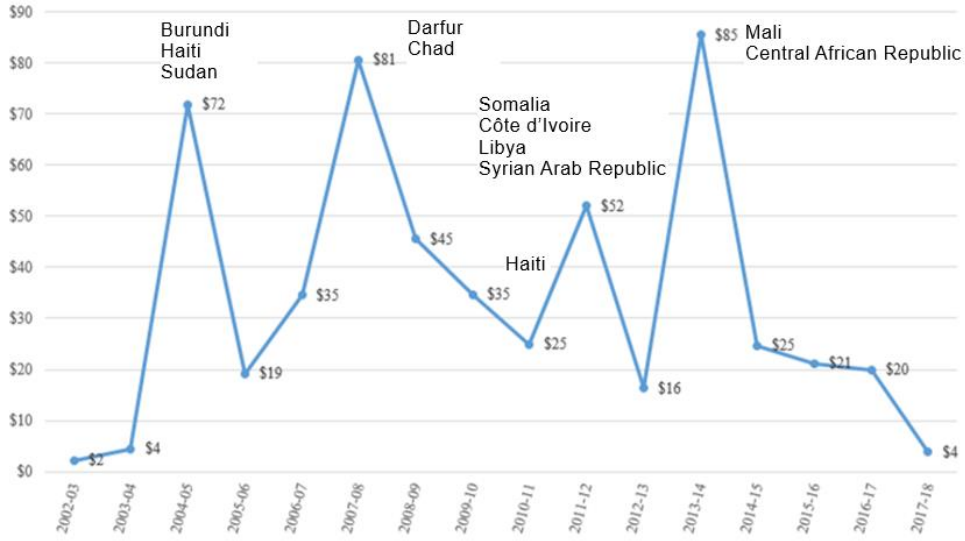
5. The present annex sets out the broad terms of concepts, purposes and principles underpinning the revised concept of operations for strategic deployment stocks to ensure rapid deployment within the required time frame, which can serve start-up and surge peacekeeping operations and non-peacekeeping entities. Areas where further work is necessary are identified, including more detailed implications, which will be presented to the General Assembly for its consideration at its second resumed seventy-third session in the context of the UNLB budget proposal for the 2019/20 period.

II. Historical utilization of strategic deployment stocks

6. Since their inception in 2002, the strategic deployment stocks have provided material support to all peacekeeping operations as their primary source of equipment during start-up, in an accumulated amount of more than $536 million worth of equipment. Based on a survey of February 2017 and the report of OIOS (A/71/798), stakeholders have provided positive responses to all facets of the performance of strategic deployment stocks. Figure 1 below presents the annual value of strategic deployment stocks issued, and shows periodic spikes when new peacekeeping missions are mandated.

Figure 1
Historic deployment of strategic deployment stocks

(Historical value in millions of United States dollars)



7. Since the inception of the concept, the deployment of 88 per cent of strategic deployment stocks was in support of the primary objective of supporting start-up and surge operations, as reflected in figure 2. In addition, UNLB has exercised a clearing-house role[3] for the global supply chain for equipment and has supported a broad array of existing peacekeeping missions, special political missions, the United Nations supported operation in Somalia and the emergency needs of United Nations agencies, funds and programmes. The supply of strategic deployment stocks equipment to existing operations during their sustainment phase serves two objectives: (a) to enable a healthy turnaround of inventories; and (b) to avoid obsolescence and related write-offs. Critical support has also been provided in cases where strategic deployment stocks are the most viable and appropriate source of equipment and they provide added-value support to missions and United Nations operations through short lead times and supply chain agility. It is important, however, to distinguish the secondary objectives from the strategic deployment stocks' primary goal of start-up and surge operations. Figure 3 reflects that 81.4 per cent of the value of strategic deployment stocks equipment has been issued to peacekeeping operations, and 15.5 per cent to special political missions.

[3] Through its clearing house role, UNLB identifies, and advises peacekeeping operations on available internal sourcing possibilities for goods requested by missions, hence ensuring effective rotation of strategic deployment stocks, encouraging mobilization of the Organization's idle resources and avoiding obsolescence of equipment.

Figure 2
Deployment by mission phase
(Millions of United States dollars)

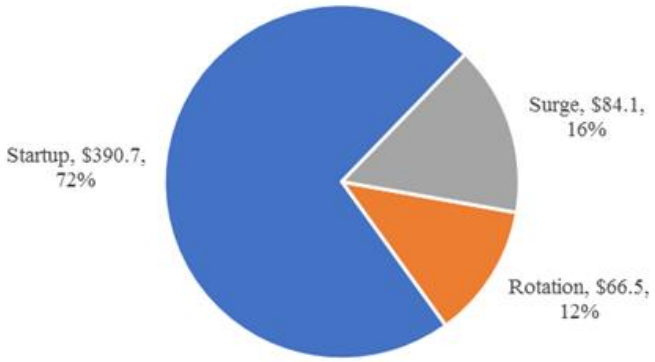
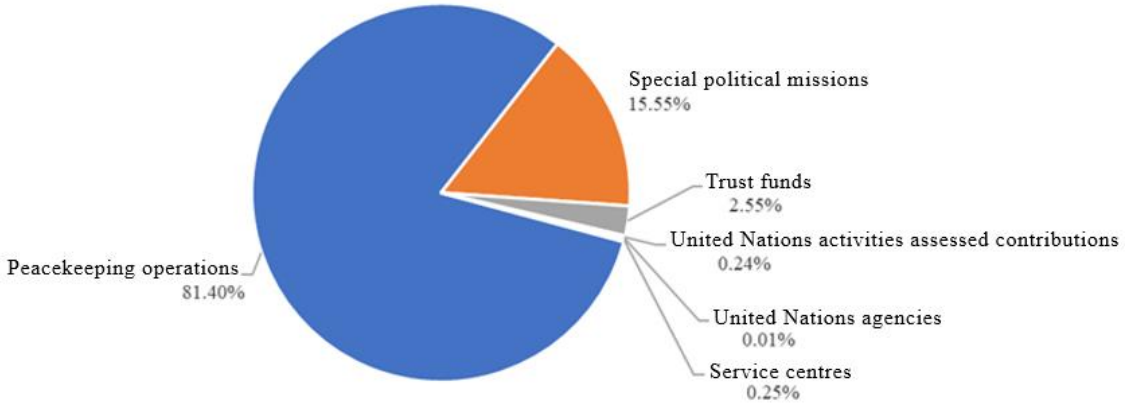


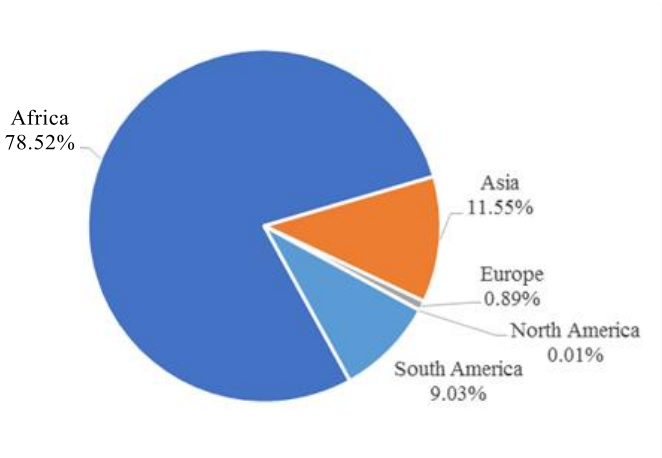
Figure 3
Deployment by mission and client category



8. The strategic deployment stocks have supported 27 peacekeeping operations, including all current missions, the United Nations support operation in Somalia and 27 special political missions. On an exceptional basis, strategic deployment stocks have supported the emergency needs of other United Nations specialized agencies, funds and programmes.

9. As presented in figure 4, since the inception of the concept of strategic deployment stocks, the focus has been on peacekeeping operations in Africa, which has a 78.5 per cent share of strategic deployment stocks issued. In the context of the history of United Nations peacekeeping operations, however, other regions have also seen peacekeeping activities and are likely to continue to do so.

Figure 4
Deployment by region



10. During the start-up phase of a peacekeeping operation, it is critical to ensure that all the necessary equipment is deployed and fully functional. The nascent mission will have limited to no capacity to configure, maintain and manage large quantities of the equipment it receives. Therefore, UNLB plays an important role by providing value-adding activities, including consolidation, kitting and maintenance operations. All strategic deployment stocks, while in stock, are maintained through periodic maintenance plans. Vehicles are pre-installed and configured to the field mission's use with high frequency radios, the fleet management system (CarLog), licence plates, United Nations markings and flag posts. All items undergo pre-shipment testing to ensure serviceability.

11. The strategic deployment stocks are deployed primarily in a modular form to ensure that complete solutions are provided to the field. For example, a power generation module includes generators, cabling, control panels, toolkits and spare parts.

III. Revised strategic deployment stocks concept

A. Planning assumptions

12. During the course of the conceptual review of strategic deployment stocks, UNLB considered a number of elements, including: (a) a review of the current operating model; (b) a review of legislative and oversight bodies' recommendations; (c) the outcome of rapid deployment workshops; (d) engagement with the Department of Field Support; (e) a study of the operating model of the World Food Programme headquarters in Rome; (f) a study of the operating model of the North Atlantic Treaty Organization (NATO) logistics base at Taranto, Italy; and (g) a forum on rapid deployment held at a technology fair in Valencia hosted by UNLB and attended by 99 companies.

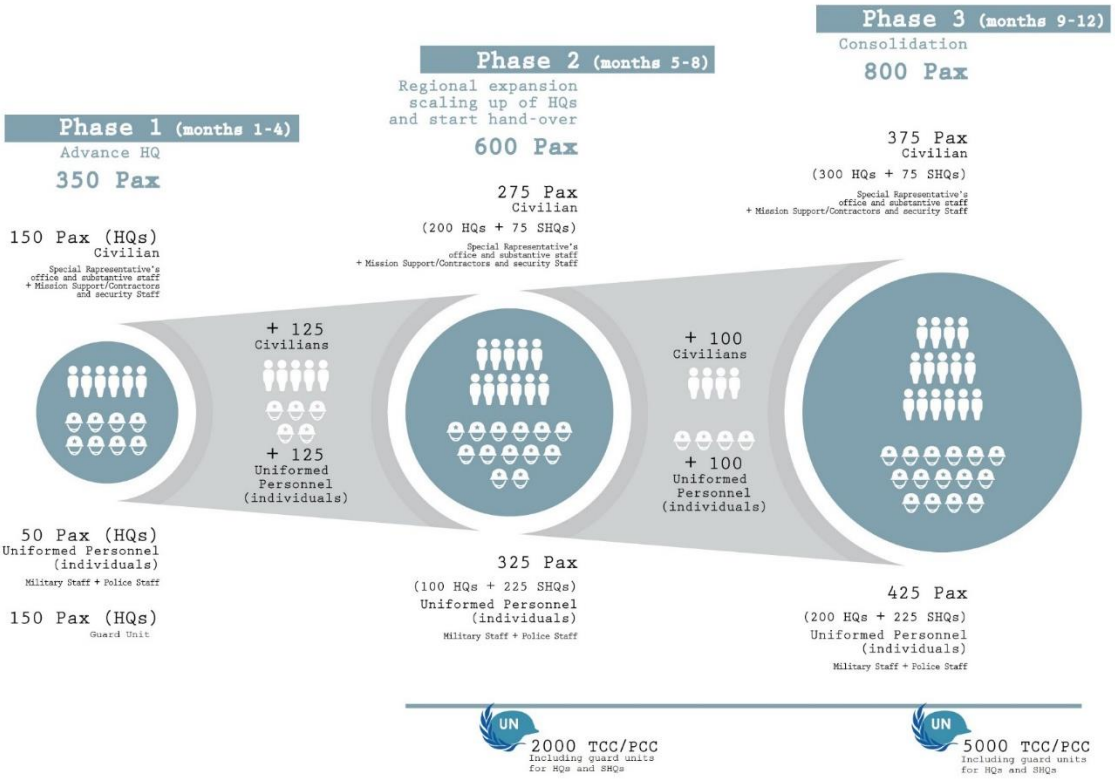
13. From 1 to 3 November 2017, UNLB initiated a three-day workshop at United Nations Headquarters in New York, where the outcomes of the elements described in paragraph 12 above were discussed and reviewed. Representatives from various offices participated in the workshop, including: (a) senior and expert colleagues from the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Mission in South Sudan (UNMISS) and the United Nations Support Office in Somalia (UNSOS); (b) the Department of Field Support,

including the Office of the Assistant Secretary-General, the Logistics Support Division and the Information and Communications Technology Division; (c) the Department of Management, including the Peacekeeping Financing Division and the Procurement Division; and (d) OIOS.

14. During the workshop, a scenario was developed based on a set of planning assumptions. The scenario was informed by trends in peacekeeping mission start-ups and expansions, including the deployment of missions in the Central African Republic, Chad, Côte d'Ivoire, Darfur, Libya, Mali, Somalia, South Sudan, and the Syrian Arab Republic, and aligned with the rapid deployment initiative.

15. Figure 5 presents the revised planning assumptions used to develop the revised strategic deployment stocks requirements in three phases.

Figure 5
Revised planning assumptions



16. The base case scenario for start-up of a peacekeeping mission consist of three phases, namely:

17. **Phase one (months 1–4)**. During this phase an advance headquarters is established in line with the rapid deployment concept to support 350 personnel which includes civilian personnel (substantive and mission support), individual uniformed personnel and a guard unit element of 150 personnel. The advanced headquarters will be established to facilitate an initial operational capacity. An integrated core advance team will be deployed consisting of substantive staff, including the mission's leadership, the force planners and United Nations police planners, security staff and a mission support element comprising initial planning, logistics, information and communications technology, recruitment and procurement functions.

18. **Phase two (months 5–8)**. During this phase the mission expands to three regional offices and sector headquarters in addition to the initial operational capacity and scales up and transitions the advance headquarters to the mission's headquarters; responsibilities are transferred to the mission to support 600 individual personnel and to commence life-support services for the deployed uniformed personnel from troop- and police-contributing countries (once these have passed the stage of self-sufficiency capacity). Supported elements include: (a) civilian substantive and mission support personnel; (b) individually supported uniformed personnel (military, police) at mission headquarters; (c) three sector headquarters with 100 individually supported personnel each; and (d) two infantry battalions (1,700 personnel) and two formed police units (300 personnel). In this phase, the mission will plan for a full headquarters and regional expansion, conduct ground exploration for mission bases, environmental studies and reconnaissance activities, identify warehousing and start construction activities.

19. **Phase three (months 9–12)**. The last stage in the role of strategic deployment stocks is the gradual handover to the mission to support 800 personnel and provide life-support and basic infrastructure to deployed uniformed personnel from troop- and police-contributing countries which includes: (a) substantive and mission support civilian personnel; (b) individual uniformed personnel at the mission's headquarters; (c) three sector headquarters, supporting 100 individually supported personnel each; and (d) life support during the ramp-up phase for three to five battalions and military enabling units (3,200 to 5,000 personnel). In addition, temporary camps and initially deployed camps will be developed to become semi-permanent bases; sector locations will be developed to become regional hubs, and the expansion of sector locations will start. Delivery of strategic deployment stocks equipment will be transitioned to acquisition by the new mission's regular supply chain.

20. This concept of operations defines the strategic deployment stocks element in the three start-up phases. Provision of strategic deployment stocks is projected not to exceed the initial 12 months. All strategic deployment stocks equipment delivered will become part of the mission's United Nations-owned equipment and be managed as such. To enable the replenishment of strategic deployment stocks inventory, the budget of the new mission will cover the costs of the strategic deployment stocks.

21. The strategic deployment stocks will form an initial capacity for the new mission's infrastructure, life support and sustainment services which are under the United Nations responsibility, including mission offices, bases, individually supported personnel and uniformed personnel from troop- and police-contributing countries to the extent they not covered by contingent-owned equipment under a memorandum of understanding or letter of assist.

22. Strategic deployment stocks will also be used for the surge and emergency requirements of mission resulting from, inter alia, change of mandate, evacuation, relocation, natural disaster, pandemic, operational continuity requirement, attacks and other operational incidents, and the transition from a regional operation to a United Nations peacekeeping mission.

23. The strategic capability will be part of the supply chain planning and sourcing process, including integrated business planning, as defined in the supply chain management blueprint.

24. The deployed military and police contingents from troop- and police-contributing countries will be expected to provide for their full contingent-owned equipment requirements, self-sustainment capacities and individual equipment, including weapons, combat and support vehicles, second, third and fourth-line maintenance and spare parts, and lower-level communications equipment, with major equipment to be maintained, serviced and replaced under wet-lease arrangements.

25. The strategic deployment stocks will provide the initial operational capability whereby, within the first 12 months, the mission and its military and police units can perform their basic core tasks until the new mission's supply chain becomes operational. It is estimated that it will take the mission one year to reach full operational capacity, whereby the new mission has the requisite command and control capability of its operations and an operational service delivery and supply chain in place.

B. Enabling capacity

26. The recommendation of OIOS to assess the desirability of changing strategic deployment stocks from an exclusively material inventory into a service that can provide enabling capacity and any additional resources that may be required to that end was reviewed.

27. Since their inception, strategic deployment stocks have consisted only of goods (equipment and material). In several cases, the capacity of the receiving mission in the field to receive, inspect and install, account for and manage the equipment has been lacking. The lack of capacity has been noted especially with the engineering component, including in terms of developing infrastructure, undertaking horizontal works and preparing and managing facilities.

28. The workshop held in early 2017 by the Department of Peacekeeping Operations and the Department of Field Support on rapid deployment for peacekeeping, involved numerous stakeholders including Member States. The workshop concluded that gaps do exist in enabling capacity. This gap was affecting especially the period from the authorization of the mission (the creation of the mandate) to the point when the enablers of troop-contributing countries are deployed in the mission and reach full operational capability. The stakeholders agreed on the need to bridge gaps in enabling services using a collection of options and to address these gaps in the revision of the concept of operations for strategic deployment stocks.

29. The need for enabling capacity was evaluated in the workshop to review the concept of strategic deployment stocks held in November 2017. During the workshop the importance of expanding the strategic deployment capability with enabling services was noted. Specifically, the representatives from the recently started peacekeeping missions of MINUSMA and UNMISS, as well as UNSOS, confirmed the desirability of expanding strategic deployment stock capabilities to include enabling services.

30. The following enabling services have been identified as relevant to rapid deployment: (a) receiving and inspection of goods; (b) transportation and material handling; (c) turn-key solutions for establishing expeditionary camps, including their basic services and facilities management; (d) ground preparations, including levelling, hardstand, defensive structures, drainage, and water exploration; and (e) the installation of (i) pre-fabricated accommodation units of United Nations standard; (ii) expeditionary tentage; (iii) perimeter, access, illumination, bunkers and other defensive measures; (iv) power generation and distribution of, inter alia, generators and solar and hybrid solutions; (v) water treatment plants storage and distribution, and wastewater and solid waste management; (vi) information technology and communications infrastructure; and (vii) medical facilities of United Nations standard.

31. To source the aforementioned enabling capabilities, the following options are considered viable: (a) in-house enabling capacity through United Nations-provided mission support teams (at present mission support team capability is provided to some extent by UNLB and could be extended to and replicated in United Nations missions;

(b) embedding an enabling capacity within United Nations system contracts; (c) second-party service providers through United Nations entities such as the United Nations Office for Project Services; (d) third-party service providers through commercial and Member State-provided solutions; and (e) individual contractors.

32. Maintaining enabling capacity may require additional resources, including, inter alia, standby costs, training, auditing and contract management capability, which would be included in the UNLB budget. UNLB, in collaboration with United Nations Headquarters, including the Logistics Support Division and the Procurement Division, would need to develop a comprehensive sourcing strategy, plan for enabling services and identify proposed requirements to be presented to the General Assembly in due course.

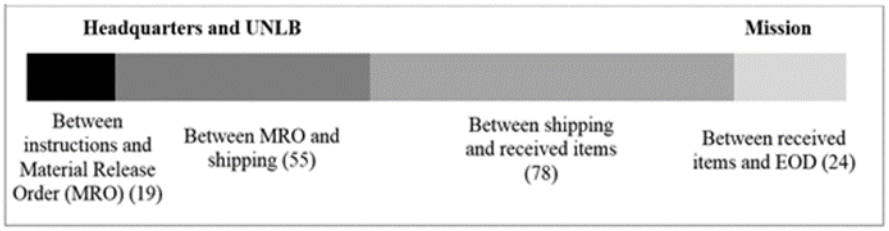
33. The addition of enabling capacity to the strategic deployment stocks is a strategic shift from material, resource-based strategic deployment stocks to one that will include services. It is therefore proposed to rename the current strategic deployment stocks as the "strategic deployment capability".

C. Timelines

34. UNLB has looked into the recommendation of OIOS that the feasibility of the current timeline envisaged for strategic deployment stocks, including any practical impediment to the use of the pre-mandate commitment authority of the Secretary-General, should be considered.

35. The actual deployment timelines for strategic deployment stocks have no direct correlation with the use of pre-commitment authority. The delays indicated in the OIOS report were predominately the result of other factors, namely: (a) delayed decisions to initiate deployment of strategic deployment stocks; (b) duration of multimodal transportation, especially related to in-land movement; (c) delays in customs clearance in receiving missions; and (d) lack of capacity in the mission to receive, inspect and accept shipments. The delays identified by OIOS are shown in figure 6.

Figure 6
Strategic deployment stocks process phases (average number of days), 2002–2016



Source: OIOS analysis of UNLB data.
Abbreviations: EOD, entry on duty; MRO, material release order.

36. UNLB has engaged with United Nations Secretariat counterparts, including the Logistics Support Division and the Procurement Division, to improve contractual arrangements for commercial shipments, specifically where in-land transportation is involved. Furthermore, UNLB intends to address the issue of receiving, inspecting and installation through the proposed deployment of an enabling capacity.

D. Alternate venues for strategic deployment stocks

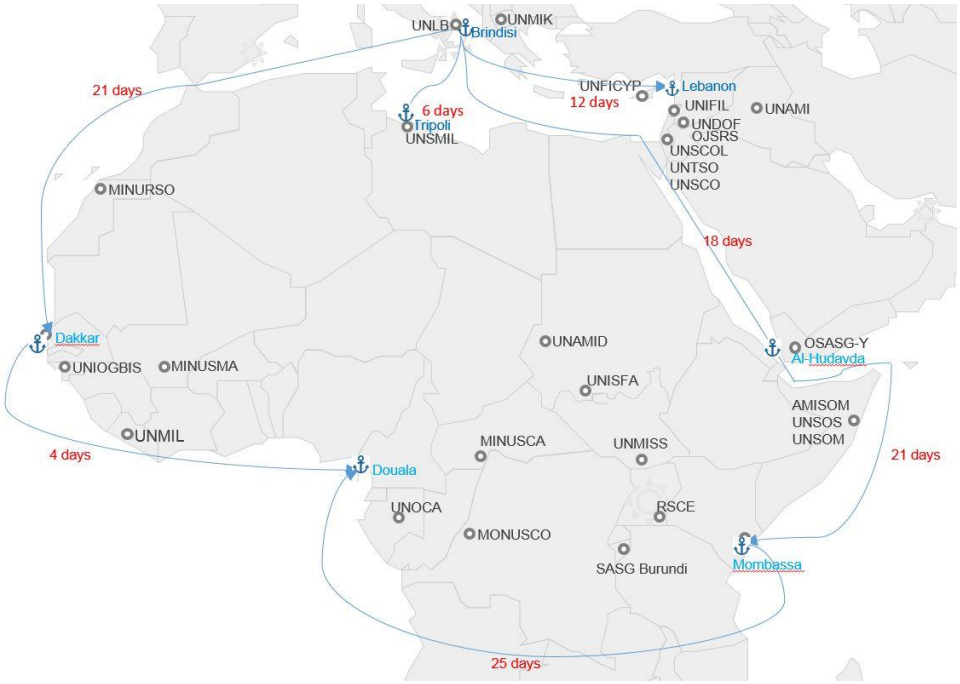
37. The OIOS report recommended that the Department of Field Support consider alternative venues for strategic deployment stocks storage closer to the theatre of operations, including through partnerships with, and leveraging the experiences of, other United Nations entities.

38. Currently, strategic deployment stocks are located in Brindisi, Italy, with only medical equipment being stored by the vendor in Germany (as vendor managed inventory). In Brindisi, stocks of equipment are preserved and maintained through a periodic maintenance plan along with value-added services, as described in paragraph 10 above.

39. During the comprehensive review, alternative locations to hold strategic deployment stocks were considered. Possible locations in Africa close to several current operations include Mombasa (Kenya), Douala (Cameroon) and Dakar (Senegal). It is, however, uncertain where the next new peacekeeping operation will evolve. The lead time for supply to missions in Africa from these locations compared with Brindisi can be similar. For example, it would take approximately 29 days (excluding land transportation) from Mombasa to Dakar, whereas it would take approximately 21 days to provide the same service from Brindisi to Dakar. Figure 7 provides approximate lead time in days between different locations.

40. Splitting strategic deployment stocks into several regional depots such as West Africa and East Africa would be counterproductive to the use of strategic deployment stocks as a strategic reserve and ineffectively confine equipment at several locations and/or create duplicative and increased stock levels.

Figure 7
Lead time for the supply of strategic deployment stocks



Abbreviations: AMISOM, African Union 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; OJSRS, Office of the Joint Special Representative of the United Nations and the League of Arab States for Syria; OSASG-Y, Office of the Special Adviser to the Secretary-General on Yemen; RSCE, Regional Service Centre in Entebbe, Uganda; SASG Burundi, Special Adviser to the Secretary-General on Burundi; UNAMI, United Nations Assistance Mission for Iraq; UNAMID, African Union-United Nations Hybrid Operation in Darfur; UNDOF, United Nations Disengagement Observer Force; UNFICYP, United Nations Peacekeeping Force in Cyprus; UNIFIL, United Nations Interim Force in Lebanon; UNIOGBIS, United Nations Integrated Peacebuilding Office in Guinea-Bissau; UNISFA, United Nations Interim Security Force for Abyei; UNMIK, United Nations Interim Administration Mission in Kosovo; UNMIL, United Nations Mission in Liberia; UNMISS, United Nations Mission in South Sudan; UNOCA, United Nations Regional Office for Central Africa; UNSCO, Office of the Special Coordinator for the Middle East Peace Process; UNSCOL, Office of the United Nations Special Coordinator for Lebanon; UNSMIL, United Nations Support Mission in Libya; UNSOM, United Nations Assistance Mission in Somalia; UNSOS, United Nations Support Office in Somalia; and UNTSO, United Nations Truce Supervision Organization.

41. Furthermore, the lead time implications and risk related to supply from additional bases to a new theatre of operations outside of Africa would likely become more complex.

42. The initial cost and risk related to establishing a new stand-alone depot and its management, operations and security would also be considerable, whereas the Global Service Centre in Brindisi already has the necessary infrastructure, services and capacity to effectively manage strategic deployment stocks in a secure and accessible location. If a regional supply hub for peacekeeping is established in Africa for ongoing storage of equipment by current missions, however, co-locating equipment

as a regional reserve within existing United Nations facilities (missions, logistics bases) will be evaluated.

43. Based on the revised planning assumptions (see sect. III.A above) and the outcome of the study on the alternate sourcing models, a comprehensive study would also be required to define the feasibility of regional depots, to include: (a) cost of positioning and maintaining a forward location; (b) sourcing options; (c) cost infrastructure; (d) security arrangements; (e) host nation agreements, including bonded storage, restricted items and inbound and outbound movements; (f) operating costs; (g) maintenance; (h) external factors; (i) consideration of inbound supply lines; (j) geographic location of suppliers; (k) political stability; and (l) congestion of seaport and delays in offloading.

E. Alternative sourcing models

44. UNLB considered the OIOS recommendation to consider opportunities to enhance the use of vendor-managed inventory for strategic deployment stocks items, based on a cost-benefit analysis, in conjunction with the Procurement Division.

45. With the current sourcing model, global system contracts are the primary source of supply for the strategic deployment stocks, with minor consumables being procured locally at UNLB using local contracts. Ad hoc procurement action is used for acquisition and replenishment of equipment where no system contract has been established, or a system contract has expired.

46. During the comprehensive review of the strategic deployment stocks concept, the following sourcing models were considered: (a) multiple contracts for single items; (b) white stock, which is vendor-owned stocks located at United Nations premises; (c) vendor-managed inventory, which is goods purchased and stored within the vendor's premises; (d) turn-key solutions; (e) service/enabling contracts; (f) letters of assist, memorandums of understandings or standby arrangements with Member States; (g) short-term rental of equipment; and (h) pay for use arrangements, for instance for the provision of power/electricity.

47. Subsequent to the composition review, UNLB will undertake an in-depth analysis by commodity and service categories (modules) in consultation with the Logistics Support Division and the Procurement Division. This would determine the most appropriate sourcing option for each category of equipment and services. Each of the alternate sourcing models would be assessed by: (a) cost; (b) speed and timeliness; (c) quality; (d) innovative solutions and new technologies; (e) reliability; (f) global coverage; (g) access; (h) impartiality; (i) impact on standardization; (j) customization; and (k) risk of obsolescence.

48. If an economic sourcing option (for instance turn-key solution, vendor-managed inventory or short lead-time supply) can be provided from the market, this sourcing option will have preference over maintaining stock.

F. Governance

49. Responsibilities for the implementation and management of the strategic deployment stocks are assigned as follows:

(a) The Assistant Secretary-General for the Department of Field Support will provide strategic guidance on the operation and management of the strategic deployment stocks and authorize general policies;

(b) The Director of UNLB will direct the overall management of the strategic deployment stocks, including: planning and policy development; procedures and monitoring, including the coordination and approval of the composition with key stakeholders; replenishment and rotation; and reporting on costs associated with strategic deployment stock operational activities through the UNLB budget performance report and budget report;

(c) The UNLB Chief of the Supply Chain Service will direct day-to-day strategic deployment stock management activities; maintain the operational readiness of the strategic deployment stocks and enabling capabilities; implement strategic deployment stock replenishment and rotation; receive, inspect, store and maintain strategic deployment stock equipment and material; align strategic deployment stock inventory based on annual composition reviews; prepare stocks for shipment; contract and manage multimodal movements within UNLB authority and initiate movements (airlift, through sea and in-land) requiring United Nations headquarters contracting; maintain inventory records; manage the strategic deployment stock maintenance budget allocation; and initiate allotment requests for funding in accordance with the strategic deployment stock accounting guidelines. The UNLB Chief of Supply Chain Management will consult with the Logistics Support Division and the Procurement Division on aspects of global system contracting, strategic lift and relevant aspects of supply chain planning and management. The UNLB Chief of Supply Chain Service will represent UNLB in United Nations Headquarters mission planning teams for the provision of strategic deployment stocks, mission support teams and other UNLB capacities;

(d) The Office of Programme Planning, Budget and Accounts will be responsible for the preparation of financial statements of the strategic deployment stocks fund; reissue spending authority upon revenue receipt from client missions; and report on strategic deployment stocks in the UNLB performance report and formulate proposals in the budget reports.

50. It is envisaged that UNLB will procure the strategic deployment stocks, enabling capacities and related services, including movements through a combination of global system contracts, local contractual arrangements and other agreements, including memorandums of understanding and letters of assist, to ensure that the strategic deployment stocks are kept current and serviceable. To this end, while exercising its clearing-house role, UNLB will rotate the strategic deployment stocks facing obsolescence or with slow turnover to peacekeeping missions, special political missions and United Nations activities financed from assessed contributions and offer them for sale to United Nations agencies, funds and programmes and regional organizations. Once items have been dispatched from the stocks (deployed, rotated or sold), UNLB will replenish the capacity as revenue in the strategic deployment stocks fund by charging the replacement cost to the approved budget of the receiving entity or through advance payment for non-Secretariat entities.

G. Composition of strategic deployment stocks

51. The strategic deployment stocks composition is determined through an analysis of several factors, including: (a) criticality of items; (b) life expectancy, such as shelf or technological life; and (c) time required to procure equipment and materials either to stock or directly to missions. To the extent possible, no items will be kept in stock if the delivery lead time is shorter than the deployment schedule.

52. The rapid deployment model is used as the foundation for the development of unit modules comprising supply, medical, engineering, communications and information technology and transportation packages. While the rapid deployment kit

is defined for advance headquarters requirements, which is phase one (months 1–4), it remains applicable to the requirements of sector headquarters, which fall in phase two (months 5–8) and will have similar components required in the consolidation phase, which is phase three (months 9–12). Scaling and costing of the modules is done in accordance with the current system contracts, market surveys and the work achieved under the global field support strategy and its modularization programme, managed by UNLB.

53. The strategic deployment stock equipment, enablers and capacities are intended to meet operational requirements for supporting the initial phases of deployment of new peacekeeping missions as well as surge operations and emergencies. In general, strategic deployment stocks will consist of equipment that is new and has a full service-life expectancy. Used equipment identified as surplus in other missions may be used to augment strategic deployment stock capacities and be delivered directly to the deploying mission. Selected high-value items identified in the existing and terminating mission can also be brought to UNLB under United Nations reserve inventory[4] for refurbishment and reissuance to other missions.

54. It is envisaged that UNLB will review the composition of strategic deployment stocks within six months of the General Assembly's review of the concept of operations. The new composition will be based on the scenario set out in paragraphs 17–19 above. The composition review will incorporate enhancements in technology, alignment with the Department of Field Support's environment strategy and developments in procedures and practices.

IV. Strategic deployment stocks and the supply chain management strategy and vision

55. The supply chain management blueprint provides detailed operational guidance for implementation of the Department of Field Support's supply chain management strategy and vision. The blueprint recognizes strategic deployment stocks as one of the internal sources to determine net demand, which allows the Organization to leverage existing assets and inventory before resorting to external sourcing. Supplying a mission requirement from strategic deployment stocks inventory also allows for rotation and prevents obsolescence.

56. The key elements of the strategic deployment stocks integration with the end-to-end supply chain approach are:

(a) The strategic deployment stock warehousing concept and its locations are aligned with the Department of Field Support's centralized warehousing concept to facilitate an end-to-end supply chain approach;

(b) Planning for strategic deployment stock replenishment takes place to meet the requirements of global planning and management of consolidated clients' requirements based on the blueprint;

(c) Sourcing for strategic deployment stocks is aligned with strategic sourcing, utilizing global systems contracts where possible or delegated authority when available;

(d) In the delivery and return processes, it is important to recognize strategic deployment stocks as a globally available inventory. As mentioned in paragraph 43,

[4] The United Nations reserve is comprised of used equipment returned from downsizing and liquidating missions, which is refurbished at Brindisi and made available for deployment to other peacekeeping operations.

there may be opportunities to co-locate elements of strategic deployment stocks in regional inventory hubs, or send returned United Nations-owned equipment, including items sourced from strategic deployment stocks, to these hubs as a regional reserve. This would bring strategic deployment stocks and similar United Nations-owned equipment closer to the theatre of operations, should the hubs, including the logistics bases of existing missions, become part of the future supply chain model.

V. Financing of strategic deployment stocks

57. The financing of establishing the strategic deployment stocks was approved by the General Assembly in its resolution 56/292 in the amount of $141,546,000. In 2012, the Assembly, in its resolution 66/266, decided on a reduction of $50,000,000 to the strategic deployment stocks financial resources. Furthermore, interest income and other adjustments from the financial statements are credited to the strategic deployment stocks fund at the end of each financial year, during the rollover of spending authority from one year to the next.

58. With the shift from strategic deployment stocks to a strategic deployment capability it is further envisaged, as indicated in paragraph 32, that requirements will need to be included in the UNLB budget proposal to cover any costs associated with the retention of enabling services, as is the current case for the storage, maintenance and upkeep of strategic deployment stock materials. UNLB will report on the activities and associated costs to the General Assembly through its budget performance report and budget report.

VI. Replenishment of strategic deployment stocks

59. The release of equipment from strategic deployment stocks triggers immediate replenishment action, which will be initiated by the Director of UNLB, coordinated by the Chief of the Strategic Deployment Stocks Unit. To keep the stock current with changing technology, replenishment items will constitute advanced models to replace issued items. Therefore, UNLB will continue to conduct an annual strategic deployment stocks composition review.

60. The budgets of receiving missions will provide for the purchase of replacement commodities, including the cost of shipment, such as multi-modal transportation, from the provider to UNLB or at a designated location.

61. The costs associated with the preparations for storage and shipment of strategic deployment stock commodities, as part of replacement or rotation actions, will be met through the UNLB budget. Operating and maintenance costs, including costs for items to be replaced because of expiration or obsolescence of stocks, will also be met through the UNLB budget.

VII. Support to non-peacekeeping entities

62. The Security Council may authorize United Nations mission support to regional organization’s peace operations, by mandate or presidential statement. It is envisaged that strategic deployment stocks may be used as part of such United Nations mission support activities, and may remain as United Nations property when deployed to a United Nations peacekeeping mission, or be transferred to the respective regional organization or troop- and police-contributing countries based on the sale of the equipment.

63. It is critical that UNLB ensure effective rotation of strategic deployment stocks, to minimize losses due to obsolescence and to keep the stocks updated with the latest and more advanced models. It may therefore be of interest and beneficial to the Organization, for strategic deployment stocks be released to existing peacekeeping operations, special political missions or Secretariat entities, or sold to United Nations agencies, funds, programmes and external entities including regional and subregional organizations and other key partners of the United Nations, provided such support does not compromise the primary objective of strategic deployment stocks.