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Financing of the United Nations Peacekeeping Force in Cyprus

Budget for the United Nations Peacekeeping Force in Cyprus for the period from 1 July 2020 to 30 June 2021

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Peacekeeping Force in Cyprus (UNFICYP) for the period from 1 July 2020 to 30 June 2021, which amounts to \$52,045,600 exclusive of budgeted voluntary contributions in kind in the amount of \$503,000.

The proposed budget in the amount of \$52,045,600 represents an increase of \$1.3 million or 2.5 per cent, compared with the appropriation of \$50,785,300 for the 2019/20 period.

The proposed budget provides for the deployment of up to 860 military contingent personnel, 69 United Nations police officers, 41 international staff (including two temporary positions) and 123 national staff.

The total resource requirements for UNFICYP for the financial period from 1 July 2020 to 30 June 2021 have been linked to the objective of the Force through a number of results-based frameworks, organized according to components (political and civil affairs, military, United Nations police and support). The human resources of the Force in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management of the Force, which can be attributed to the Force as a whole.

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

Financial resources

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

Category	Expenditures (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
Military and police personnel	21 363.9	21 926.1	21 870.5	(55.6)	(0.3)
Civilian personnel	14 732.3	15 146.4	15 667.8	521.4	3.4
Operational costs	15 460.7	13 712.8	14 507.3	794.5	5.8
Gross requirements	51 556.9	50 785.3	52 045.6	1 260.3	2.5
Staff assessment income	2 445.1	2 542.1	2 632.7	90.6	3.6
Net requirements	49 111.8	48 243.2	49 412.9	1 169.7	2.4
Voluntary contributions in kind (budgeted)	456.2	437.4	503.0	65.6	15.0
Total requirements	52 013.1	51 222.7	52 548.6	1 325.9	2.6

Human resources^a

	<i>Military contingents</i>	<i>United Nations police</i>	<i>International staff</i>	<i>National staff^b</i>	<i>Temporary position^c</i>	<i>Total</i>
Executive direction and management						
Approved 2019/20	–	–	4	–		4
Proposed 2020/21	–	–	4	–		4
Components						
Political and civil affairs						
Approved 2019/20	–	–	12	19		31
Proposed 2020/21	–	–	13	20		33
Military						
Approved 2019/20	834	–	2	1		837
Proposed 2020/21	834	–	2	1		837
United Nations police						
Approved 2019/20	–	69	1	1		71
Proposed 2020/21	–	69	1	1		71
Support						
Approved 2019/20	26	–	19	100	2	147
Proposed 2020/21	26	–	19	101	2	148
Total						
Approved 2019/20	860	69	38	121	2	1 090
Proposed 2020/21	860	69	39	123	2	1 093
Net change	–	–	1	2	–	3

^a Represents highest level of authorized/proposed strength.

^b Includes 8 National Professional Officers and 115 national General Service staff.

^c Funded under general temporary assistance: two international staff.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Peacekeeping Force in Cyprus (UNFICYP) was established by the Security Council in its resolution [186 \(1964\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2483 \(2019\)](#), by which the Council extended the mandate until 31 January 2020.
2. The Force is mandated to help the Security Council to achieve an overall objective, namely, to ensure peace and security in Cyprus and a return to normal conditions.
3. Within this overall objective, UNFICYP 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 organized according to components (political and civil affairs, military, United Nations police and support), which are derived from the mandate of the Force.
4. The expected accomplishments would lead to the fulfilment of the objective of the Security Council within the lifetime of the Force and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNFICYP in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Force as a whole. Variances in the number of personnel, compared with the approved budget for the 2019/20 period have been explained under the respective components.
5. The headquarters for the Force and sector 2 and the Office of the Special Representative of the Secretary-General/Head of Mission are located in Nicosia, while the headquarters for sectors 1 and 4 are based in Skouriotissa and Famagusta, respectively. The Force provides administrative, logistical and technical support for the substantive, military and United Nations police personnel located at its main sector headquarters and deployed in six camps, 12 patrol bases and observation posts and eight United Nations police stations across the island.

B. Planning assumptions and mission support initiatives

6. The Security Council, in its resolution [2483 \(2019\)](#), requested the Secretary-General to report on progress towards reaching a consensus starting point for meaningful results-oriented negotiations. In that resolution, the Council urged the sides to renew their efforts to achieve an enduring, comprehensive and just settlement based on a bicomunal, bizonal federation with political equality, as set out in relevant Security Council resolutions, including in paragraph 4 of resolution [716 \(1991\)](#). In the absence of ongoing negotiations to reach a comprehensive settlement of the Cyprus issue and limited intercommunal contacts and cooperation between the sides, tensions between the two communities have increased. As a result, more violations of the ceasefire in and around the buffer zone have been reported.
7. Consequently, the need to continue to build trust between the two communities has increased. Taking into consideration the overarching perception among the stakeholders that the peace process would be unlikely to progress in the immediate future, this uncertainty would increase the expectations and demands placed on UNFICYP.
8. In the light of the absence of continued direct communication between the sides, and in line with the decisions of the Security Council in its resolutions [2453 \(2019\)](#)

and 2483 (2019), UNFICYP will continue to support liaison and engagement with the sides across all components, including intercommunal contacts to maintain stability and calm, thereby contributing effectively to conditions conducive to progress towards reaching a potential settlement agreement.

9. In its resolution 2483 (2019), the Council further called for the sides and the relevant involved parties, with UNFICYP as facilitator through its liaison role, to intensify their efforts to establish a mechanism for direct contact at the military level, and to continue to explore ways to establish mechanisms and enhance existing initiatives where necessary for effectively alleviating tensions, increasing joint efforts on criminal matters and to help address island-wide matters that affect all Cypriots. Should the efforts of UNFICYP to secure agreement on the establishment of a direct military mechanism and/or mechanisms of a civilian or law enforcement nature advance progress, the Force will be required to provide the sides and relevant parties with facilitation, technical expertise and secretariat functions, as appropriate.

10. The number of authorized and unauthorized civilian activities in the buffer zone, such as farming and illegal hunting, poses a continued concern, as they increase the risk of tension, not only between civilians but also between civilians and opposing forces. This in turn has increased tension between the opposing forces themselves. Additional work will continue to be required of the Force to reduce and manage any potential increase in tension between the two communities. Understanding local perceptions and performing effective and coordinated local-level military and civilian liaison will be particularly important in handling these tensions and maintaining a calm and stable environment in the area as well as the integrity of the buffer zone, through military and police patrols, liaison, engagement and coordination.

11. UNFICYP will support confidence-building measures to bolster conditions conducive to progress towards the resumption of a viable settlement process, including the facilitation of seven technical committees and through an agreement on the terms of reference. The Force will continue to engage closely with the opposing forces to ensure that tensions remain low, as well as to address the security issues of the suspected hazardous areas in Cyprus.

12. UNFICYP has, since 2015, been required by the Security Council to maintain up-to-date transition plans for the implementation of a possible settlement. The most recent strategic review of UNFICYP was conducted in 2017, and the Force expects that further reviews could be undertaken depending on developments in the political process. In the context of strategic planning and evaluation, UNFICYP is one of several pilot missions involved in the implementation of the comprehensive performance analysis system, which began in February 2019. Those continuing implementation requirements, which are expected to increase in the 2020/21 period, have highlighted the Force's lack of civilian planning capacity to ensure well-informed and holistic mandate implementation planning. The Force proposes that it enhance its planning, monitoring and evaluation capacity through the establishment of a dedicated planning resource in the Office of the Senior Adviser.

13. The Security Council, in its resolution 2430 (2018), emphasized the need to enhance intercommunal contacts and to strengthen the participation of civil society, with a specific focus on women and young people. UNFICYP, as a trusted international actor, will continue its support for civil society and will leverage its new decentralized structure to increase its reach to, and work with, local organizations outside Nicosia. The outreach to local organizations outside Nicosia will continue to be carried out concurrently with the work of the Civil Affairs Section in mapping the buffer zone, assessing applications and issuing permits, and facilitating humanitarian assistance and meetings on religious matters.

14. The Security Council, in its resolution [1325 \(2000\)](#), stressed the importance of women's equal participation and full involvement in all efforts for the maintenance and promotion of peace and security. In the same resolution, the Council expressed its willingness to incorporate a gender perspective into peacekeeping operations and urged the Secretary-General to ensure that, where appropriate, field operations included a gender component. The Security Council, in its resolution [2467 \(2019\)](#), expressed its deep concern at the frequent underrepresentation of women in many formal processes and bodies related to the maintenance of international peace and security, the relatively low number of women in senior positions in political, peace and security-related national, regional and international institutions, the lack of adequate gender-sensitive humanitarian responses and support for women's leadership roles in these settings, insufficient financing for women, peace and security, and the resulting detrimental impact on the maintenance of international peace and security. In that regard, during the 2020/21 period, UNFICYP will continue to implement the gender-mainstreaming mandate as outlined in the gender responsive policy for United Nations peacekeeping operations by focusing more systematically on gender issues.

15. In Cyprus, recent perception surveys indicated that the fears and security needs of women are rarely addressed during the peace talks. In the light of the emphasis placed by the Security Council, in its resolution [2483 \(2019\)](#), UNFICYP will strengthen its effort to support women's meaningful participation in all aspects of the peace process.

16. The support component will continue to provide the logistical, administrative and security services necessary for UNFICYP to implement its mandate. As in prior periods, the major assumptions underlying the operations and plans of the Force during the 2020/21 period are driven largely by the provision of the resources necessary to effectively and fully implement the mandate of the Force, while taking initiatives to achieve further efficiencies, where feasible.

17. While it is envisaged that the field technology infrastructure of the Force will remain largely unchanged during the 2020/21 period, UNFICYP, with the support of the United Nations Logistics Base, will, as part of its situational awareness programme, facilitate the development and implementation of the global mission common operational picture, a cross-cutting initiative for peacekeeping operations. The common operational picture will be an integral part of the system to manage the buffer zone in support of mandated civil affairs activities across all of the Force's pillars. Similarly, the Force will extend the current closed-circuit television network and install additional camera systems in critical operational locations throughout the buffer zone to assist with the observation of unauthorized activity. This extension will be implemented in a phased manner over a three-year period, commencing in the 2020/21 period.

18. With regard to the continued commitment of UNFICYP to reducing its environmental footprint in line with the environmental strategy of the Administration, the Force will continue to invest in clean and renewable energy, through the installation of energy-efficient indoor lighting at three of its locations and the implementation of smart sensors and meters in line with recent advances in technology, including implementation of the field remote infrastructure management system, another crosscutting initiative of the United Nations Logistics Base. In addition, the Force will upgrade electrical installations at two of its camps in order to conform to the latest electrical standards and to replace its ageing stand-by generator holdings, which have far exceeded their average useful life by nine years and no longer meet the emissions regulations of the host country in force in the mission area.

19. With regard to ground transportation, the Force will implement the fourth year of its five-year vehicle acquisitions plan to replace rental vehicles with United Nations-owned vehicles. In order to enhance efficiencies already achieved in the management of aircraft, vehicles and generators, as well as to curtail fuel wastage, the Force will improve fuel storage infrastructure with the phased replacement of ageing and obsolete fuel tanks.

C. Regional mission cooperation

20. In implementing its mandate, UNFICYP will continue to collaborate with international actors active in Cyprus, including the European Union, as well as other peacekeeping missions in the region, including the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Disengagement Observer Force (UNDOF), the United Nations Truce Supervision Organization, the Office of the United Nations Special Coordinator for Lebanon and the Office of the United Nations Special Coordinator for the Middle East Peace Process. The Force will continue to rely on support from UNIFIL, including in relation to its participation in the regional initiative for the provision of information and communications technology. In addition, UNFICYP will continue to be supported by the Kuwait Joint Support Office, where one General Service staff member is embedded, in the processing of payroll for the Force's national staff and individual uniformed personnel. Furthermore, the Force will participate in regional training initiatives to achieve the cost-effective delivery of common programmes. Lastly, the Force will request assistance from UNIFIL, when required, with regard to HIV/AIDS counselling and conduct and discipline matters as part of regional cooperation initiatives between missions in close proximity and other regional training initiatives to achieve the cost-effective delivery of common programmes.

D. Partnerships and country team coordination

21. The Special Representative of the Secretary-General/Head of Mission will continue to lead and coordinate expertise from the United Nations country team in Cyprus, which includes the Secretary-General's good offices in Cyprus, the United Nations Development Programme, the Office of the United Nations High Commissioner for Refugees, the International Organization for Migration and the Committee on Missing Persons in Cyprus in a common effort to help to create an environment conducive to peace.

22. UNFICYP will continue to assist the Special Representative of the Secretary-General/Head of Mission in her role as Deputy Special Adviser to the Secretary-General on Cyprus. When necessary, the Force will provide substantive and logistical support for the Office of the Special Adviser, working groups and other expert groups that discuss matters of common concern, and media and communications support.

E. Results-based budgeting frameworks

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

Executive direction and management

24. Overall mission direction and management are to be provided by the immediate office of the Special Representative of the Secretary-General.

Table 1

Human resources: executive direction and management

	International staff						National staff	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved posts 2019/20	1	—	1	1	1	4	—	—	4
Proposed posts 2020/21	1	—	1	1	1	4	—	—	4
Net change	—	—	—	—	—	—	—	—	—

Component 1: political and civil affairs

25. UNFICYP will continue to maintain calm in and around the buffer zone, including through increased liaison, engagement and effective coordination between the components, which will further improve its efforts to resolve issues between the two communities, defuse tensions to mitigate possible violations of the ceasefire and bring the two communities closer together, thus contributing to an environment conducive to a renewed political process. Promoting awareness of intercommunal activities, which reinforces the authority of UNFICYP, will remain an important priority.

26. Pursuant to Security Council resolution [2483 \(2019\)](#) and previous resolutions, UNFICYP will continue to support island-wide intercommunal activities and interactions, serving as a convener and connector of representatives of Greek Cypriot and Turkish Cypriot civil society and other individuals. UNFICYP will continue to promote local ownership by ensuring that representatives of civil society continue to lead these intercommunal activities in order to ensure the sustainability of initiatives. The Force will seek closer cooperation from the sides to implement ongoing and new confidence-building measures and to increase the participation of civil society in the peace process. UNFICYP will also continue to provide humanitarian assistance to members of both communities as required.

27. As part of its efforts to ensure that senior management is well informed and prepared to respond to developments on the island as required, the Joint Mission Analysis Centre will continue to inform the personnel and leadership of the UNFICYP about activities of both communities in a timely manner. Furthermore, the Joint Mission Analysis Centre will produce analysis and predictive assessments, engage with a broad range of external interlocutors and work closely with other components, the Secretary-General's good offices mission and other United Nations entities in Cyprus.

28. In keeping with the integrated approach adopted by the Secretary-General regarding UNFICYP and his good offices, the Force will continue to assist the Special Representative of the Secretary-General/Head of Mission, as the Deputy Special Adviser to the Secretary-General on Cyprus, in her efforts to encourage dialogue and, if and when possible, further negotiations between the Greek Cypriot and Turkish Cypriot leaders and their representatives. UNFICYP will also assist the Secretary-General's good offices mission in Cyprus on matters pertaining to broader political and peacekeeping questions; gender affairs; strategic communications; logistical and administrative support; and the facilitation of technical committees.

*Expected accomplishments**Indicators of achievement*

1.1 Improved conditions conducive to negotiations through improved relations between Greek Cypriot and Turkish Cypriot communities

1.1.1 Increase in the number of joint projects, social and cultural events, political, civil society meetings and other related activities under UNFICYP facilitation that contribute to improved trust and intercommunal relations and the strengthening of a peace constituency on the island (2018/19: 500; 2019/20: 450; 2020/21: 475)

1.1.2 All incidents relating to civilian activities that may give rise to tension between the two sides are understood and prevented or resolved through UNFICYP facilitation

1.1.3 Gender issues are mainstreamed in civil society organizations and within other activities related to the peace process and the involvement of women in the peace process is increased through support of UNFICYP

Outputs

- Provision of support for ongoing and new confidence-building initiatives, continued facilitation of the activities of technical committees and increased support for the implementation of their decisions, and facilitation of negotiation processes under the auspices of the Secretary-General's good offices mission where appropriate
- Weekly liaison and engagement with relevant authorities, political parties and civil society representatives, including those with a focus on gender equality and women's rights, donors and the diplomatic community, with a view to broadening and strengthening trust-building, intercommunal contacts and joint activities
- 200 daily digital media updates (social media and website) to promote meetings, events and activities. International days facilitated by UNFICYP, contributing to improved trust and intercommunal relations and the strengthening of a peace constituency on the island
- 4 Public information support for communications efforts with respect to demining, sexual exploitation and abuse and gender issues
- Strengthened ability to contribute to the narratives of the media of both communities and the international press with 50 background briefings, 50 media interviews, 25 media visits and the issuance of 12 press statements
- Support for the full and effective participation of women within broader peace and security efforts, including through the facilitation of intercommunal work with a focus on gender equality, in coordination with the Secretary-General's good offices mission in Cyprus, through monthly meetings, target workshops and thematic events
- Coordination with civil society, the diplomatic community and other partners of the United Nations on the delivery of the women and peace and security mandate and support for enhanced gender equality practices through a minimum of 50 meetings and targeted workshops held

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
1.2 Civilian activity in the buffer zone is managed and calm between the communities maintained	<p>1.2.1 Maintain the level of authorized civilian activities in the buffer zone (2018/19: 1,114; 2019/20: 2,500; 2020/21: 2,500)</p> <p>1.2.2 All issues raised by the minority communities on both sides are resolved</p>

Outputs

- Weekly collection of information on the perceptions of local communities, including local community representatives as well as women and youth, leading to more targeted liaison and engagement and intercommunal interactions
- Weekly visits to and liaison with Greek Cypriot and Maronite communities in the north
- Monthly liaison with relevant authorities to address housing, welfare, education, legal, employment and other issues affecting Turkish Cypriots in the south
- Daily liaison and engagement meetings with relevant authorities and the civilian population to promote compliance with UNFICYP procedures on the civilian use of the buffer zone
- Daily liaison and engagement interactions with the central authorities on the resolution of educational, cultural, religious, environmental and other issues affecting the communities on both sides
- Monthly visits to places of detention and observation of judicial proceedings to monitor the well-being and situation (including non-discrimination) of minority prisoners and detainees on both sides of the island and to provide escorts for family visits, as needed
- Facilitation, through liaison and engagement with relevant authorities and civil society groups on both sides, of the conduct of pilgrimages and other religious and cultural observances to sites on both sides and in the buffer zone, including the provision of escorts, as needed
- Provision of legal advice on issues relating to the implementation of the UNFICYP mandate and civilian activities in the buffer zone
- Liaison with local police and judicial authorities when prosecuting civilian violations of the buffer zone, and provision of support and cooperation to facilitate the administration of justice, including voluntary acceptance to participate in judicial proceedings

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
1.3 Increased situational awareness of factors affecting the implementation of the mandate of UNFICYP through a Joint Mission Analysis Centre	1.3.1 Issuance, by the Joint Mission Analysis Centre, of analytical reports to the leadership of the Force on political, civil and security matters and other developments that could have an impact on the political and operational context of the Force (2018/19: 9; 2019/20: 6; 2020/21: 7)

Outputs

- Management of a mission-wide information collection plan, and delivery to the Special Representative of the Secretary-General and Head of Mission of more than 6 analytical products and predictive assessments to support evidence-based decision-making
- Production of quarterly maps with geo-referenced buffer zone “hot-spots”, as well as analyses and imagery, in support of management of the buffer zone

- Weekly liaison with a network of political, civil society and security contacts, leading to input from a wide range of sources for UNFICYP analytical reports to the leadership of the Force on political, civil and security matters

External factors

Both sides will cooperate in creating the conditions necessary for improved relations/the renewal of talks.

Table 2

Human resources: component 1, political and civil affairs

V. 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			
Office of the Senior Adviser									
Approved posts 2019/20	—	1	3	—	1	5	2	—	7
Proposed posts 2020/21	—	1	4	—	1	6	3	—	9
Net change (see table 3)	—	—	1	—	—	1	1	—	2
Civil Affairs Section									
Approved posts 2019/20	—	—	3	1	1	5	16	—	21
Proposed posts 2020/21	—	—	3	1	1	5	16	—	21
Net change	—	—	—	—	—	—	—	—	—
Public Information Section									
Approved posts 2019/20	—	—	1	1	—	2	1	—	3
Proposed posts 2020/21	—	—	1	1	—	2	1	—	3
Net change	—	—	—	—	—	—	—	—	—
Total, civilian staff									
Approved posts 2019/20	—	1	7	2	2	12	19		31
Proposed posts 2020/21	—	1	8	2	2	13	20		33
Net change	—	—	1	—	—	1	1	—	2

^a Includes National Professional Officers and national General Service staff.

International staff: Net increase of 1 post

National staff: Net increase of 1 post

Office of the Senior Adviser

Table 3

Human resources: Office of the Senior Adviser

	Change	Level	Functional title	Post action	Description
Post	+1	P-4	Mission Planning Officer	Establishment	
	+1	National Professional Officer	Associate Legal Officer	Establishment	
Net change	+2				

29. The approved staffing establishment of the Office of the Senior Adviser consists of seven posts (1 Senior Adviser (D-1), 1 Senior Information Analyst, Political Affairs/Chief, Joint Mission Analysis Centre post (P-5), 1 Political Affairs Officer (P-4), 1 Legal Affairs Officer (P-4), 1 Administrative Assistant (Field Service), 2 Public Information Assistants (national General Service). The Office oversees and coordinates the work of the Force's political and legal affairs sections. The Senior Adviser also oversees and coordinates the work of the Public Information Office and the Civil Affairs Section and is responsible for the coordination of the work of all components of the Force on behalf of the Office of the Special Representative of the Secretary-General, as well as common issues among the United Nations country team. The Senior Adviser oversees the planning activities of the Force.

30. The Security Council, in its resolution [2436 \(2018\)](#), underscored the need to enhance the overall effectiveness and efficiency of United Nations peacekeeping through improved integrated mission planning, including threat assessments of violence against civilians and United Nations personnel, increasing the numbers and fulfilment of pledges of capabilities and enablers, and increasing overall Force performance.

31. In the absence of a strategic planning function in UNFICYP, the Force's substantive planning and oversight has been undertaken in a piecemeal approach by the Senior Adviser in the Office of the Special Representative of the Secretary-General, with temporary support provided since 2018 by the Chief of the Joint Mission Analysis Centre and the Military Planner, who rotates every two years. Historically, the substantive and support performance reporting have been undertaken by the Finance and Budget Section, despite being outside the scope of those functions. Those arrangements are no longer sustainable, and the two offices will return to focus on their primary functions and responsibilities. Furthermore, the pilot of the new comprehensive performance assessment system – which will collect and analyse the mission data required to assess whole-of-mission performance for civilian and uniformed components, staff and leadership – was rolled out in UNFICYP in February 2019, and requires support in terms of its application. Accordingly, it is proposed that one post of Mission Planning Officer (P-4), as shown in table 3, be established to strengthen mission planning with dedicated capacity to effectively and efficiently coordinate and provide strategic planning, to ensure integration across the components, and to sustain the additional commitment to ensuring the inputs of such a robust system are coordinated, monitored, maintained and consistent with the Force's activities.

32. In compliance with the recommendations of the Board of Auditors, the Force will replace the individual contractual personnel who currently provide the Force with its legal expertise with in-house legal support, in order to build expertise in the Force and locally and to improve liaison with the host country's judicial authorities. In that context, it is proposed that one post of Associate Legal Officer (National Professional Officer), as shown in table 3, be established to provide legal advice on diverse substantive and procedural issues related to the mandate. The legal expert will assist the Force with research into local law available on governmental websites and other sources available in Greek, and with liaison activities with local public actors, including through site visits, which are essential to support data collection and analysis, and will help to address third-party claims arising from the use of property by the Force.

Component 2: military

33. The UNFICYP military component will continue to focus on activities to ensure that the buffer zone remains calm and stable to support the creation of conditions conducive to the negotiations. Liaison and engagement with the opposing forces will

be conducted at all levels to prevent and, where necessary, rectify violations of the military status quo. The key priority will remain the prevention of any deterioration of the security situation, which could negatively affect the political process. The functions of engagement and continuity, assigned to military officers located within the sectors will continue to deliver enhanced engagement, situational awareness and retention of organizational knowledge to maintain and develop confidence-building measures, including demining, the unmanning of positions and the reduction of tensions on the ceasefire lines. In support of these objectives, and with the initiative to communicate the delineation of the ceasefire line/buffer zone to the opposing forces, the Force will increase the number of military liaison meetings with the opposing forces, from the sector level to Force Commander. It is anticipated that this effort will result in further exchanges of information and an improved ability to address issues of disagreement or tension.

34. The Force will continue to carry out its tasks regarding the maintenance of the ceasefire lines and the integrity of the United Nations buffer zone through the continued implementation of the mobile patrolling concept and by embracing operational agility. It will continue to attempt to reduce tensions between the opposing forces and equitably apply the guidelines of the aide-mémoire of 2018, which contain rules for access to and the use of the buffer zone. The Force will promote and implement trust- and confidence-building measures in support of the settlement talks, including reducing threats of unexploded ordnance and mines. The Force will continue to review the efficiency and effectiveness of the military component in order to best support peacekeeping operations in UNFICYP and support the targets outlined in the Uniformed Gender Parity Strategy 2018–2028. The military component will incorporate into the implementation of the comprehensive performance analysis system with its reporting activities to inform adjustments to be planned and prioritized, and will continue to support the police and civil affairs components of the Force and the Secretary-General's good offices mission in Cyprus. The Force will continue to promote and support its operational approach and focus on integrated planning in the execution of its activities.

<i>Expected accomplishment</i>	<i>Indicator of achievement</i>
2.1 Maintenance of the ceasefire and the integrity of the United Nations buffer zone	2.1.1. Maintenance of the number of ceasefire violations to minimum levels (2018/19: 520; 2019/20: 250; 2020/21: 250)

Outputs

- 107,944 mobile troop patrol days, comprising 100,620 troop patrol days (3 troops per patrol x 645 patrols per week x 52 weeks); 4,472 troop patrol days jointly with United Nations police (2 troops per patrol x 43 patrols per week x 52 weeks); 260 troop patrol days jointly with the Sector Civilian Activity Integrated Office (1 troop per patrol x 5 patrols per week x 52 weeks); and 2,592 troop air patrol days (4 troops per patrol x 54 patrols per month x 12 months)
- 5,720 military observer and liaison group mobile patrol days, comprising 1,872 patrol days in sector 1 (2 troops per patrol x 18 patrols per week x 52 weeks); 1,560 patrol days in sector 2 (2 troops per patrol x 15 patrols per week x 52 weeks); and 2,288 patrol days in sector 4 (2 troops per patrol x 22 patrols per week x 52 weeks)
- 10,950 permanent observation post troop days (10 posts x 1 soldier per post x 3 shifts x 365 days)
- 365 daylight observation post troop days (1 post x 1 soldier per post x 365 days)
- 23,725 troop days to maintain the security of United Nations installations in 6 camp areas, comprising 2,920 troop days in sector 1, Camp Saint Martin and Roca Camp (2 troops per camp x 2 camps x 2 shifts x 365 days); 2,920 troop days in sector 2, Wolesley Barracks (8 troops per camp x 365 days); 4,380 troop

- days in sector 4, Camp General Stefanik and Camp Szent István (3 troops per camp x 2 camps x 2 shifts x 365 days); and 13,505 troop days in the United Nations Protected Area (37 troops per camp x 365 days)
- 1,060 air support and air patrol hours (88.3 flying hours per month x 12 months) covering the full length of the buffer zone
 - 8,571 daily liaison contacts with opposing forces at all levels on buffer zone-related issues, comprising 2,731 contacts at the UNFICYP headquarters level (17 contacts per week x 52 weeks x 3 liaison officers, 27 contacts per year by the Force Commander, 52 contacts per year by the Chief of Staff) and 5,840 contacts at the sector level (16 contacts x 365 days)
 - 51,465 troop platoon-size quick-reaction reserve days, comprising 17,520 sector reserve quick-reaction reserve days (16 troops per platoon x 3 sectors x 365 days) with 2 hours' notice to move; 9,855 quick-reaction reserve days (9 troops x 3 sectors x 365 days) with 30 minutes' notice to move; 21,900 Mobile Force Reserve quick-reaction reserve days (30 troops per platoon x 2 platoons x 365 days) with 2 hours' notice to move; 2,190 quick-reaction reserve days (2 sections x 3 troops x 365 days)
 - 1,095 helicopter quick-reaction reserve days (3 troops x 1 helicopter x 365 days) with 30 minutes' notice to move; and 3,650 military police patrol days (2 Force military police per patrol x 5 patrols per day x 365 days)
 - Daily monitoring of the buffer zone by closed-circuit television systems, target location systems, global positioning systems and night observation capability
 - 3,874 troop support days, comprising 936 support days to United Nations agencies, funds and programmes, the good offices and other actors engaged in confidence-building, reconciliation and humanitarian matters, meetings of leaders and representatives of the two sides; (468 events x 2 troops); 162 troop support days for official events; 516 troop support days for humanitarian resupply activities; and 2,260 troop support days for military assistance at community events, including pilgrim activities, commemorations, demonstrations and intercommunal meetings
 - Maintenance and monitoring of 11,592 m minefield fencing at the remaining 4 minefields in the buffer zone; mine action planning and non-technical surveys; technical guidance on explosive hazards and safe ammunition management; guidance on explosive hazards, to facilitate safe operations by the Committee on Missing Persons; and awareness training on mines and explosive remnants of war in support of force protection, confidence-building measures and a return to normal conditions

External factors

Opposing forces will cooperate

Table 4
Human resources: component 2, military

Category									Total	
I. Military contingents										
Approved 2019/20									834	
Proposed 2020/21									834	
Net change									–	
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	
II. Civilian staff										
Office of the Force Commander										
Approved posts 2019/20		–	1	–	–	1	2	1	–	3
Proposed posts 2020/21		–	1	–	–	1	2	1	–	3

Net change	–	–	–	–	–	–	–	–	–
Total (I and II)									
Approved 2019/20	–	1	–	–	1	2	1	–	837
Proposed 2020/21	–	1	–	–	1	2	1	–	837
Net change	–	–	–	–	–	–	–	–	–

^a National General Service staff.

Component 3: United Nations police

35. In line with the mandate of UNFICYP, the police component will continue to contribute to the maintenance of law and order in the buffer zone with a focus on promoting trust between the two communities and their respective police authorities and on activities related to the civilian use of the buffer zone. This goal entails the continued support of the United Nations police for other components by enhancing its patrolling activities and continuing to build on its relationships with the respective police authorities and services and with non-governmental organizations from both sides, in order to develop more effective anti-crime strategies and to facilitate, as necessary, the investigation of crimes in the buffer zone. In this regard, the United Nations police will continue to explore ways to promote cooperation between police authorities from both sides in relation to criminal activities affecting the two communities. These efforts will also serve to reinforce the police support for the military and civilian components of UNFICYP. Furthermore, the United Nations police will continue to provide support for the good offices of the Secretary-General in connection with the implementation of confidence-building measures, in particular the facilitation of the meetings of the Technical Committee on Crime and Criminal Matters and the provision of technical assistance to and oversight of the Joint Communications Room. The United Nations police will also continue to provide support for the operation of the seven crossing points.

<i>Expected accomplishment</i>	<i>Indicator of achievement</i>
3.1 Enhanced law enforcement in the United Nations buffer zone	3.1.1 Decrease in the number of serious incidents/violations as a result of increased preventative measures, including increased liaison and engagement with respective police services, other law enforcement agencies and communities (2018/19: 546; 2019/20: 145; 2020/21: 410)

Outputs

- 6,570 United Nations police patrol days (2 officers x 9 police teams x 365 days)
- 2,555 United Nations police days monitoring crossing points (1 officer x 7 crossing points x 365)
- 520 United Nations police days of humanitarian assistance to Greek Cypriots and Maronites in the north and Turkish Cypriots in the south (2 officers x 5 days per week x 52 weeks)
- 3,952 United Nations police days performing activities related to the regulation of civilian use of the United Nations buffer zone (7 police officers x 5 days per week x 52 weeks = 1,820, plus 41 police officers x 1 day per week x 52 weeks = 2,132)
- 312 United Nations police days of liaison with respective police authorities and other law enforcement agencies (2 officers x 3 days of meetings per week x 52 weeks)

- 728 United Nations police days for the facilitation of escorts at the Limnitis/Yeşilırmak crossing point (2 police officers per day x 7 days per week x 52 weeks)
- 48 United Nations police days of technical assistance to the Technical Committee on Crime and Criminal Matters (1 officer x 1 day of meetings per week x 48 weeks)
- 260 United Nations police days of liaison and monitoring for the Joint Communications Room (1 police officer x 5 days per week x 52 weeks)

External factors

Police authorities of both sides will cooperate

Table 5
Human resources: component 3, United Nations police

Category									Total
I. United Nations police									
Approved 2019/20									69
Proposed 2020/21									69
Net change									–
International staff									
II. 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 Senior Police Adviser									
Approved posts 2019/20	–	–	1	–	–	1	1	–	2
Proposed posts 2020/21	–	–	1	–	–	1	1	–	2
Net change	–	–	–	–	–	–	–	–	–
Total (I and II)									
Approved 2019/20	–	–	1	–	–	1	1	–	71
Proposed 2020/21	–	–	1	–	–	1	1	–	71
Net change	–	–	–	–	–	–	–	–	–

^a National General Service staff.

Component 4: support

36. The support component of UNFICYP will continue to provide effective and efficient services in support of the implementation of the mandate of the Force through the delivery of related outputs, the implementation of service improvements and the realization of efficiency gains. This will include the provision of services to the military and civilian personnel in all locations of UNFICYP activities, as well as the provision of logistical support, including the delivery of materials, rations and fuel, to the military personnel. The range of support will comprise all support services, including for audit, risk and compliance; air operations; budget, finance and reporting; civilian and uniformed personnel administration; facilities, infrastructure and engineering; environmental management; fuel management; geospatial, information and telecommunications technology services; medical; supply chain management; security; and vehicle management and ground transport. Payroll for national staff and individual uniformed personnel will continue to be supported through the Kuwait Joint Support Office.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
4.1 Rapid, effective, efficient and responsible support services for the Force	<p>4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, medical/casualty evacuation) (2018/19: 80.0 per cent; 2019/20: ≥ 90.0 per cent; 2020/21: ≥ 90.0 per cent)</p> <p>4.1.2 Average annual percentage of authorized international posts vacant (2018/19: 5.1 per cent; 2019/20: 7.0 per cent; 2020/21: 7.0 per cent)</p> <p>4.1.3 Average annual percentage of female international civilian staff (2018/19: 49.3 per cent; 2019/20: ≥ 50.0 per cent; 2020/21: ≥ 50.0 per cent)</p> <p>4.1.4 Average number of calendar days for roster recruitments, from posting of the job opening to candidate selection, for P-3 to D-1 and FS-3 to FS-7 (2018/19: 78; 2019/20: ≤ 101; 2020/21: ≤ 45)</p> <p>4.1.5 Average number of calendar days for post-specific recruitments, from posting of the job opening to candidate selection, for P-3 to D-1 and FS-3 to FS-7 (2018/19: N/A; 2019/20: ≤ 120; 2020/21: ≤ 120)</p> <p>4.1.6 Overall score on the Administration's environmental management scorecard (2018/19: 86; 2019/20: 100; 2020/21: 100)</p> <p>4.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high medium and low criticality (2018/19: 97 per cent; 2019/20: ≥ 85.0 per cent; 2020/21: ≥ 85.0 per cent)</p> <p>4.1.8 Compliance with field occupational safety risk management policy (2018/19: 75 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)</p> <p>4.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2018/19: 1,954; 2019/20: $\geq 1,800$; 2020/21: $\geq 1,800$)</p> <p>4.1.10 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with Memorandum of Understanding (2018/19: 100.0 per cent; 2019/20: 100.0 per cent; 2020/21: 100.0 per cent)</p> <p>4.1.11 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2018/19: 98.7 per cent; 2019/20: ≥ 95 per cent; 2020/21: ≥ 95 per cent)</p> <p>4.1.12 Road traffic accidents per month (2018/19: 4.4 accidents per month; 2019/20: 3 accidents per month; 2020/21: 3 accidents per month)</p>

*Outputs***Service improvements**

- Implementation of the mission-wide environmental action plan, in line with the Administration's environment strategy
- Support for the implementation of the Administration's supply chain management blueprint and strategy
- Implementation of standardized mission structures

Audit, risk and compliance services

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

Aviation services

- Operation and maintenance of a total of 3 rotary-wing aircraft
- Provision of a total of 1,060 planned flight hours from military provider for patrols and observation, search and rescue and casualty and medical evacuation
- Oversight of aviation safety standards for 3 aircraft, and 18 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance, and accounting services for a budget of \$52.0 million inclusive of budgeted voluntary contributions in kind in the amount of \$0.5 million, in line with delegated authority
- Finalization of annual financial statements for the Force in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

Civilian personnel services

- Provision of human resources services for up to 164 authorized civilian personnel (39 international staff, 123 national staff and 2 temporary positions), including direct support for claims, entitlements and benefits processing, recruitment, post management, budget preparation, and staff performance management in line with delegated authority
- Provision of in-mission training courses for 20 civilian personnel (5 international staff and 15 national staff) and support for out-of-mission training for 46 civilian personnel participants (18 international staff and 28 national staff)
- Support for the processing of 46 outside-mission travel requests for non-training purposes and 46 travel requests for civilian personnel for training purposes

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 26 mission sites, including the fulfilment of a yearly average of 3,400 service requests
- Implementation of 9 renovation and alteration projects, including maintenance of 75 km of roads and 18 airfields and landing sites
- Operation and maintenance of 51 United Nations-owned generators
- Operation and maintenance of United Nations-owned water supply and treatment facilities, including 6 water treatment and purification plants at 4 mission sites

- Provision of waste management services, including liquid and solid waste collection and disposal, at 26 mission sites
- Provision of cleaning, ground maintenance, pest control and laundry services at 26 mission sites

Fuel management services

- Management of supply and storage of 994,812 litres of fuel (199,332 litres for air operations, 623,700 litres for ground transportation and 171,780 litres for generators and other facilities) and supply of oil and lubricants at distribution points and storage facilities throughout the island

Field technology services

- Provision of and support for 351 handheld portable radios, 237 mobile radios for vehicles and 50 base station radios
- Operation and maintenance of a network for voice, fax, video and data communication, 8 telephone exchanges, 34 microwave links and 5 broadband global area network terminals and provision of 421 satellite and mobile phone service plans
- Provision of and support for 266 computing devices and 40 printers for an average strength of 299 civilian and uniformed end users, in addition to 187 computing devices and 24 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 6 local area networks and wide area networks at 26 sites
- Analysis of geospatial data covering approximately 10,000 km², maintenance of topographic and thematic layers and production of approximately 300 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (3 level I clinics/dispensaries and 8 first aid stations) and support for contingent-owned medical facilities (2 level I clinics) and United Nations-owned medical facilities (4 level I clinics) in 6 locations
- Maintenance of medical evacuation arrangements to 7 medical facilities (2 level III and 5 level IV) in 4 locations inside the mission area

Supply chain management services

- Provision of planning and sourcing support for an estimated \$5.3 million in the acquisition of goods and commodities in line with delegated authority
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold value with a total historical cost of \$25.2 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 929 authorized military and police personnel (53 military staff officers, 807 contingent personnel and 69 United Nations police officers)
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 3 military units at 4 geographical sites
- Supply and storage of rations, combat rations and bottled water for an average strength of 802 military contingents (including staff officers)
- Support for the processing of claims and entitlements for an average strength of 869 military and police personnel

- Support for the processing of 10 outside-mission travel requests for non-training purposes and 8 travel requests for training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 230 United Nations-owned vehicles (168 light passenger vehicles, 12 special-purpose vehicles, 4 ambulances, 2 armoured vehicles and 44 other specialized vehicles, trailers and attachments), 23 contingent-owned vehicles and 34 rented vehicles and provision of road safety and other transport services

HIV/AIDS

- In collaboration with the UNIFIL HIV/AIDS Unit, implementation of two voluntary and confidential HIV counselling and testing campaigns targeting all categories of Force personnel
- Implementation of social and behavioural change communication aimed at HIV prevention, including sensitization, peer education, information and communications materials for all Force personnel

Security

- Up-to-date preparation and submission of key security documents, including the country-specific security plan, security risk assessments, incident reports, security updates and reviews and country evacuation and reception security reports
- Implementation of adequate fire safety measures to ensure effective fire emergency response, mitigation and prevention for all United Nations facilities
- Issuance of more than 1,300 United Nations identity cards and United Nations Protected Area access passes to various categories of personnel that require access to the United Nations Protected Area and Blue Beret Camp
- Coordination of close protection of senior staff of the Force and visiting high-level officials including events hosted by the Special Representative of the Secretary-General and meetings
- Conduct of residential surveys for the designated official/Head of Mission and other staff members
- Induction security training and primary fire training/drills for all new mission staff
- Conduct of fire safety familiarization briefings for United Nations military personnel on fire codes, procedures and the use of vehicles and equipment

External factors

Several factors may have an impact on the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian contexts, other instances of force majeure, changes in the mandate during the reporting period and variances in host Government compliance with the provisions of the status-of-forces agreement

Table 6
Human resources: component 4, support

Category	Total
<i>I. Military contingents</i>	
Approved 2019/20	26
Proposed 2020/21	26
Net change	—

II. 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			
Security Section									
Approved posts 2019/20	–	–	1	–	1	2	3	–	5
Proposed posts 2020/21	–	–	1	–	1	2	3	–	5
Net change	–	–	–	–	–	–	–	–	
Office of the Chief of Mission Support									
Immediate office of the Chief of Mission Support									
Approved posts 2019/20	–	1	–	1	1	3	3	–	6
Proposed posts 2020/21	–	1	–	1	1	3	4	–	7
Net change (see table 7)	–	–	–	–	–	–	1	–	1
Operations and resource management									
Approved posts 2019/20	–	–	2	1	7	10	26	–	36
Proposed posts 2020/21	–	–	2	1	7	10	26	–	36
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2019/20	–	–	–	1	–	1	–	–	1
Proposed temporary positions ^b 2020/21	–	–	–	1	–	1	–	–	1
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2019/20	–	–	2	2	7	11	26	–	37
Proposed 2020/21	–	–	2	2	7	11	26	–	37
Net change	–	–	–	–	–	–	–	–	–
Service Delivery Section									
Approved posts 2019/20	–	–	1	–	1	2	43	–	45
Proposed posts 2020/21	–	–	1	–	1	2	43	–	45
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2019/20	–	–	–	–	1	1	–	–	1
Proposed temporary positions ^b 2020/21	–	–	–	–	1	1	–	–	1
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2019/20	–	–	1	–	2	3	43	–	46
Proposed 2020/21	–	–	1	–	2	3	43	–	46
Net change	–	–	–	–	–	–	–	–	–
Supply Chain Management Section									
Approved posts 2019/20	–	–	2	–	–	2	25	–	27
Proposed posts 2020/21	–	–	2	–	–	2	25	–	27
Net change (see table 8)	–	–	–	–	–	–	–	–	

Civilian staff

Approved posts 2019/20	–	1	6	2	10	19	100	–	119
Proposed posts 2020/21	–	1	6	2	10	19	101	–	120
Net change	–	–	–	–	–	–	1	–	1
Approved temporary positions ^b 2019/20	–	–	–	1	1	2	–	–	2
Proposed temporary positions ^b 2020/21	–	–	–	1	1	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Total civilian staff									
Approved 2019/20	–	1	6	3	11	21	100	–	121
Proposed 2020/21	–	1	6	3	11	21	101	–	122
Net change	–	–	–	–	–	–	1	–	1
Total (I and II)									
Approved 2019/20	–	1	6	3	11	21	100	–	147
Proposed 2020/21	–	1	6	3	11	21	101	–	148
Net change	–	–	–	–	–	–	1	–	1

^a National General Service staff.

^b Funded under general temporary assistance.

National staff: net increase of 1 post

Office of the Chief of Mission Support

Table 7

Human resources: immediate office of the Chief of Mission Support

<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Post action</i>	<i>Description</i>
Post	+1	National Professional Officer	Associate Environment Officer	Establishment
Subtotal	+1			

37. The approved staffing establishment of the immediate office of the Chief of Mission Support consists of 6 posts (1 Chief of Mission Support (D-1), 1 Administrative Officer (P-3), 1 Administrative Officer (Field Service), 2 Administrative Assistants (General Service) and 1 Team Assistant (General Service)). The office ensures the effective and efficient provision of administrative, logistical, technical and operational support services to mandated activities across the Force.

38. Environmental management, in particular, is an essential function across all components of the Force. In addition, there is an increasing importance and demand for environmental initiatives and activities to improve the Force's compliance and support. In this regard, UNFICYP requires capacity in order not only to deal with environmental issues that might arise from operations in the buffer zone, but also to ensure alignment with national regulations, support the implementation of the Administration's environment strategy and work with all sections to reduce any harmful environmental impact resulting from its operations. The environmental management activities of the Force are currently coordinated by the engineering and facilities management staff members, in addition to their approved functional responsibilities, without the requisite expertise to conduct environmental assessments

and surveys, promote awareness on environmental issues and oversee the day-to-day monitoring of the environmental objectives of the Force in compliance with its mission-wide environmental action plan.

39. The lack of environmental management capacity has been highlighted by the Board of Auditors in its management letter to UNFICYP for the 2018/19 period, in which it recommended that procedures be established to monitor compliance with the Administration's environment strategy. It also recommended that a designated environmental officer be appointed to ensure that environmental responsibilities are properly discharged.

40. Accordingly, it is proposed that one post, as shown in table 7, be established not only to support the Force by providing the necessary capacity to implement the recent recommendation of the Board of Auditors on compliance with the environmental policy of the Administration, but also to be responsible for the implementation, monitoring and reporting on the mission-wide environmental action plan in line with the environmental strategy of the Administration, and to report on the environmental management scorecard.

II. Financial resources

A. Overall

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

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	—	—	—	—	—
Military contingents	19 100.7	19 470.9	19 460.2	(10.7)	(0.1)
United Nations police	2 263.2	2 455.2	2 410.3	(44.9)	(1.8)
Formed police units	—	—	—	—	—
Subtotal	21 363.9	21 926.1	21 870.5	(55.6)	(0.3)
Civilian personnel					
International staff	6 099.1	6 151.4	6 380.4	229.0	3.7
National staff	8 501.0	8 717.3	8 933.1	215.8	2.5
United Nations Volunteers	—	—	—	—	—
General temporary assistance	132.2	277.7	354.3	76.6	27.6
Government-provided personnel	—	—	—	—	—
Subtotal	14 732.3	15 146.4	15 667.8	521.4	3.4
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	15.4	33.1	37.0	3.9	11.8
Official travel	246.8	246.0	278.9	32.9	13.4
Facilities and infrastructure	7 276.9	6 268.5	7 102.3	833.8	13.3
Ground transportation	2 802.9	2 137.2	2 065.9	(71.3)	(3.3)
Air operations	2 122.9	2 212.0	2 210.4	(1.6)	(0.1)
Marine operations	125.9	—	—	—	—
Communications and information technology	1 812.7	1 555.4	1 592.6	37.2	2.4
Medical	209.4	240.2	231.1	(9.1)	(3.8)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	847.8	1 020.4	989.1	(31.3)	(3.1)
Quick-impact projects	—	—	—	—	—
Subtotal	15 460.7	13 712.8	14 507.3	794.5	5.8
Gross requirements	51 556.9	50 785.3	52 045.6	1 260.3	2.5
Staff assessment income	2 445.1	2 542.1	2 632.7	90.6	3.6
Net requirements	49 111.8	48 243.2	49 412.9	1 169.7	2.4
Voluntary contributions in kind (budgeted) ^a	456.2	437.4	503.0	65.6	15.0
Total requirements	52 013.1	51 222.7	52 548.6	1 325.9	2.6

^a Cost estimates for 2020/21 are inclusive of \$503,000 from the Government of Cyprus.

B. Non-budgeted contributions

41. The estimated value of non-budgeted contributions for the period from 1 July 2020 to 30 June 2021 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	882.9
Voluntary contributions in kind (non-budgeted)	162.0
Total	1 044.9

^a Market value of the costs of United Nations observation posts and office and accommodation facilities provided by the Government of Cyprus to UNFICYP at no cost for military contingents and United Nations police units, including the UNFICYP headquarters complex.

C. Efficiency gains

42. The Force does not anticipate any efficiency gains and no provision has been considered in the cost estimates for the period from 1 July 2020 to 30 June 2021.

D. Vacancy factors

43. The cost estimates for the period from 1 July 2020 to 30 June 2021 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2018/19</i>	<i>Budgeted 2019/20</i>	<i>Projected 2020/21</i>
Military and police personnel			
Military contingents	6.0	6.7	6.7
United Nations police	2.9	3.0	3.0
Civilian personnel			
International staff	5.3	7.0	4.2
National staff			
National Professional Officers	0.0	25.0	14.0
National General Service staff	1.7	2.5	2.0
Temporary positions ^a			
International staff	0.0	25.0	0.0

^a Funded under general temporary assistance.

44. The proposed vacancy factors for military and police personnel take into consideration the planned deployment level of 802 military contingent personnel, within the authorized strength of 860 personnel, and the planned deployment level of 67 United Nations police officers, within the authorized strength of 69 personnel. For military and police personnel, the assumptions considered for the proposed vacancy factors include the current fiscal year-to-date average vacancy rates, historical deployment patterns and the planned deployment. For civilian personnel, the proposed vacancy factors reflect current fiscal year-to-date average vacancy rates,

historical incumbency patterns, current recruitment activities and proposed changes to staff composition. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts.

E. Contingent-owned equipment: major equipment and self-sustainment

45. Requirements for the period from 1 July 2020 to 30 June 2021 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of \$824,400 as follows:

(Thousands of United States dollars)

Category	Estimated amount		Total
	Military contingents	Formed police units	
Major equipment	629.1	–	629.1
Self-sustainment	174.7	–	174.7
Total	803.8	–	803.8
Mission factors	Percentage	Effective date	Last review date
A. Applicable to the mission area			
Extreme environmental condition factor	–	–	–
Intensified operational condition factor	–	–	–
Hostile action/forced abandonment factor	1.7	1 July 2017	1 June 2017
B. Applicable to the home country			
Incremental transportation factor	0.3–3.8		

F. Training

46. The estimated resource requirements for training for the period from 1 July 2020 to 30 June 2021 are as follows:

(Thousands of United States dollars)

Category	Estimated amount
Official travel	
Official travel, training	100.5
Other supplies, services and equipment	
Training fees, supplies and services	42.4
Total	142.9

47. The number of participants planned for the period from 1 July 2019 to 30 June 2020, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>
Internal	88	45	5	227	150	15	1 406	1 620	1 620
External ^a	23	20	18	7	21	28	6	3	8
Total	111	65	23	234	171	43	1 412	1 623	1 628

^a Includes United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

48. During the 2020/21 period, the number of civilian participants in training courses will be reduced. Training courses will primarily cover the areas of conduct and discipline with emphasis on sexual exploitation and abuse, administration, budget, finance, social media and multimedia, information technology, leadership, political and civil affairs, organizational development, human resources management, engineering, procurement, contract management, and supply chain management.

G. Mine detection and mine-clearing services

49. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2020 to 30 June 2021 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	323.2

50. During the 2020/21 period, UNFICYP will continue the demining activities, which continue to contribute to ongoing confidence-building measures. The proposed budget for the 2020/21 period includes a provision of \$323,200 for services that will be managed and supervised by the Mine Action Service and contracted through the United Nations Office for Project Services. The provision includes costs for personnel, travel, equipment, other operational costs and administrative fees.

51. The activities aim to achieve the following: (a) mine action planning and assessments to facilitate a continuation of demining in areas designated by the Greek Cypriot and Turkish Cypriot leaders as requiring clearance in preparation for a settlement agreement; (b) conducting non-technical surveys of priority sites including sensitive cultural heritage sites in the buffer zone; (c) providing expertise and guidance on matters related to explosive hazards and ammunition management; (d) providing technical guidance to the Committee on Missing Persons to advise on explosive hazards at burial sites to ensure the safety of its personnel and operations; and (e) providing mine and explosive remnants of war awareness training to UNFICYP staff. The programme will help reduce the risk of mine and explosive remnants of war threats to UNFICYP peacekeepers and staff; contribute to greater force protection; facilitate UNFICYP support for confidence-building measures between communities and preparations for a settlement agreement and contribute to the shared goal of a mine-free Cyprus.

III. Analysis of variances¹

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

	<i>Variance</i>	
International staff	\$229.0	3.7%

- **Management: change in vacancy rate**

53. The increased requirements are attributable primarily to: (a) the application of a lower vacancy rate of 4.2 per cent in the computation of international staff salary costs, compared with the vacancy rate of 7.0 per cent applied in the approved budget for the 2019/20 period; (b) the impact of the higher rates for international salaries based on the revised salary scale, compared with the rates applied in the approved budget for the 2019/20 period; and (c) the proposed establishment of one new post with an applied vacancy rate of 50 per cent. The increased requirements were offset by the lower rate for common staff costs, based on actual average monthly expenditure for the 2019 period, compared with the rate applied in the approved budget for the 2019/20 period.

	<i>Variance</i>	
National staff	\$215.8	2.5%

- **Management: change in salary rates**

54. The increased requirements are attributable primarily to: (a) the increased requirements owing to the higher rate for common staff costs, based on actual average monthly expenditure for the 2019 period, compared with the rate applied in the approved budget for the 2019/20 period; (b) the application of a lower vacancy rate of 14.0 per cent in the computation of staff costs for National Professional Officers and 2.0 per cent for national General Service staff, compared with the vacancy rate of 25.0 per cent and 2.5 per cent, respectively, applied in the approved budget for the 2019/20 period; and (c) the proposed establishment of two new posts with an applied vacancy rate of 50 per cent.

	<i>Variance</i>	
General temporary assistance	\$76.6	27.6%

- **Management: change in vacancy rate**

55. The increased requirements are attributable primarily to the non-application of a vacancy rate based on current and anticipated incumbency patterns, compared with the vacancy rate of 25.0 per cent applied in the approved budget for the 2019/20 period.

	<i>Variance</i>	
Consultants and consulting services	\$3.9	11.8%

- **Management: increased inputs and increased outputs**

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.

56. The increased requirements are attributable primarily to the proposed engagement of three consultants with the requisite expertise to provide technical support for intercommunal projects, compared with the two consultants included in the approved budget for the 2019/20 period.

	<i>Variance</i>	
Official travel	\$32.9	13.4%

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

57. The increased requirements are attributable primarily to higher costs for training travel owing to the participation of national staff in additional courses in the area of supply chain and property management outside the mission area.

	<i>Variance</i>	
Facilities and infrastructure	\$833.8	13.3%

• **Management: Increased inputs and increased outputs**

58. The increased requirements are attributable primarily to; (a) the higher costs for construction, alteration, renovation and major maintenance services, owing to the construction of a perimeter fence to protect the Force's personnel and assets, as well as the refurbishment of the military integrated training centre, which requires structural improvements for compliance with the minimum operating standards for security; (b) higher costs for utilities and waste disposal services owing to higher-than-anticipated electricity rates (as the Force's power is sourced from the host country's grid), garbage rates and sewage rates, compared with those included in the approved budget for the 2019/20 period; (c) the acquisition of stand-by generator equipment to replace that equipment that had reached the end of its life cycle, which will contribute to a reduction in the environmental footprint of the Force, compared with acquisitions included in the approved budget for the 2019/20 period; and (d) higher costs for security services as a result of the acquisition and installation of closed circuit television cameras and associated equipment in critical operational locations to assist with the observation of unauthorized activity throughout the buffer zone, for which a provision had not been included in the approved budget for the 2019/20 period. The increased requirements are offset in part by lower costs for maintenance services owing to new contractual terms that were renegotiated with the vendor for cleaning services.

IV. Actions to be taken by the General Assembly

59. The actions to be taken by the General Assembly in connection with the financing of the United Nations Peacekeeping Force in Cyprus are:

(a) Appropriation of the amount of \$52,045,600 for the maintenance of the Force for the 12-month period from 1 July 2020 to 30 June 2021, including \$22,971,000 to be funded through voluntary contributions from the Government of Cyprus (\$16,471,000) and from the Government of Greece (\$6,500,000);

(b) Assessment of the amount of \$2,422,883 for the period from 1 to 31 July 2020;

(c) Assessment of the amount of \$26,651,717, representing the balance of the appropriation in subparagraphs (a) and (b) above for the period from 1 August 2020 to 30 June 2021 at a monthly rate of \$2,422,883 should the Security Council decide to continue the mandate of the Force.

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 70/286 and 73/314, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Requests the Secretary-General to ensure that the results-based budget framework adequately permits consideration of the progress of each mission towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the mission (para. 15).	The total resource requirements for UNFICYP have been linked to the objective of the Force through a number of results-based frameworks, organized according to components (political and civil affairs, military, United Nations police and support).
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24).	The staffing establishment of UNFICYP includes an approved dedicated post of Gender Affairs Officer (P-4) reporting directly to the Special Representative of the Secretary-General/Head of Mission.
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25).	UNFICYP continues to promote gender parity at all levels and groups, especially at the senior levels, in its recruitment and retention efforts with full respect for the principle of equitable geographical distribution.
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).	As part of the effort to reduce the environmental footprint of peacekeeping operations, and in line with the implementation of the Administration's environment strategy and the environmental management initiatives of the Force, UNFICYP anticipates to implement the following: <ul style="list-style-type: none"> (a) Installation of solar-powered security lights at various camps to replace mains-powered security lights;

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

Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32).

Requests the Secretary-General to ensure the security of information and communications in missions, including those gathered from the use of unmanned aerial systems, as a matter of priority (para. 35).

Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70; see also paras. 71, 76 and 79–82).

(b) Gradual replacement of old power generation systems with hybrid diesel powered generators.

UNFICYP is in full compliance with the capacity-building, training and education requirements concerning 10-1-2 casualty response. This includes the training of all incoming military staff on first aid to cover the 10-minute requirement for first response, as well as a medical evacuation action plan either by air and road within 1 hour to the level II medical facilities available in all mission areas and the capability to reach advanced (level III/IV) medical facilities within a maximum of two hours. UNFICYP continues to work to develop innovative solutions in that regard.

UNFICYP has fully implemented the Administration's mandated security policies and appropriate procedures related to the use of its communications and information technology systems.

Unmanned aerial systems are not in use by UNFICYP.

The related response of all peacekeeping missions, including UNFICYP, to address issues raised in paragraphs 70, 71, 76 and 79–82 of the resolution will be included the annual report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

Financing of the United Nations Peacekeeping Force in Cyprus

(Resolution [73/314](#))

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

Also emphasizes the importance of the accountability system of the Secretariat, and requests the Secretary-General to continue to strengthen risk management and internal controls in the management of peacekeeping budgets and to report thereon in the context of his next report (para. 11).

UNFICYP confirms its full compliance with the Administration's guidance on risk management and internal controls. In that regard, UNFICYP conducts regular resource utilization meetings/consultations and performs regular stock checks before acquisitions are initiated.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues (resolution 70/286)

(A/70/742)

<i>Request/recommendation</i>	<i>Response</i>
<p>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).</p> <p>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).</p> <p>The Advisory Committee recalls the General Assembly's request in its resolution 69/307 for the Secretary-General to reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials (see A/68/782, para. 120). The Committee also looks forward to the finalization of the updated environmental management and waste management policies and trusts that specific implications relating to the impact of those policies in field missions will be included in the next overview report, along with an update on the implementation of the Rapid Environment and Climate Technical Assistance Facility project and the continuing efforts to introduce renewable energy technology alternatives in peacekeeping operations (para. 94).</p> <p>The Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles (para. 160).</p>	<p>UNFICYP continues to monitor closely the level and frequency of redeployments, which occur on an exceptional basis and are documented, justified, verified and executed in accordance with the delegation of financial authority.</p> <p>The Force took into consideration the posts that had been vacant for two years or longer in its staffing proposal for the 2019/20 period, which was subsequently approved by the General Assembly. As at January 2020, there were no posts that had been vacant for two years or longer.</p> <p>The Force continues to reduce its overall environmental footprint with the implementation of energy-saving projects, such as the construction of photovoltaic power plants and the installation of solar-powered security lights. Moreover, the Force is in the process of greening areas within its camps by planting trees donated by the host Government free of charge.</p> <p>Clauses for environmentally responsible behaviour are now included in all scopes of work for the provision of goods and services in support of UNFICYP. The Force's mission-wide environmental action plan was approved in August 2017, with emphasis on the five key pillars of the Administration's environmental strategy for field missions (energy, water and wastewater, solid waste, wider impact and environmental management). The implementation of the action plan is a collective Force-wide responsibility undertaken by all stakeholders. The Force's standard operating procedures for waste management was approved in October 2017.</p> <p>The Force currently has 11 hybrid sedan vehicles procured during the financial year 2018/19 though the local procurement authority, with the aim of reducing vehicle carbon dioxide emission levels and the Force's overall environmental footprint. In addition, the Force is replacing five 4x4 pickups with crossover vehicles, which will provide greater flexibility in support of UNFICYP operations as well as emit lower emissions.</p>

Financing of the United Nations Peacekeeping Force in Cyprus (resolution [73/314](#))

([A/73/755/Add.5](#))

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
<p>The Committee trusts that efforts will be made to align the number of the Force's vehicles with the prescribed standard ratios and that the outcome of such an exercise will be reported in the context of the next budget (para. 29).</p>	<p>Every effort shall be made to ensure that the number of the Force's vehicles is aligned with the prescribed standard of ratios. The Vehicle Establishment Committee defines and approves vehicle acquisition and disposal proposals for inclusion in the budget estimates, reserves, pool and pooling of vehicles. The Committee makes decision within the mission's vehicle ceiling, guided by the Administration.</p>
<p>The Committee welcomes the environmental initiatives undertaken by UNFICYP and encourages the Force to pursue greater energy efficiency gains (para. 36).</p>	<p>For the 2020/21 period, UNFICYP will continue to invest in clean and renewable energy, through the installation of energy-efficient indoor lighting at three of its locations and the implementation of smart sensors and meters in line with recent advances in technology. The Force plans to replace its stand-by generator equipment that has reached the end of its life cycle, which will contribute to a reduction in the environmental footprint of the Force.</p>
<p>While acknowledging the improvements made by UNFICYP, the Committee recalls that the General Assembly, on a number of occasions, has expressed concern at the low rate of compliance with the advance purchase policy directive; the Committee reiterates that further efforts are required, particularly in areas where travel can be better planned (para. 37. See also A/73/779, para. 16).</p>	<p>The Force is cognizant of the requirement to improve its overall compliance with the advance booking policy and has taken active steps to further strengthen its performance in that area. The Force has issued several official circulars reminding travellers of the requirement to adhere to travel submission timelines and ensure compliance.</p>

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

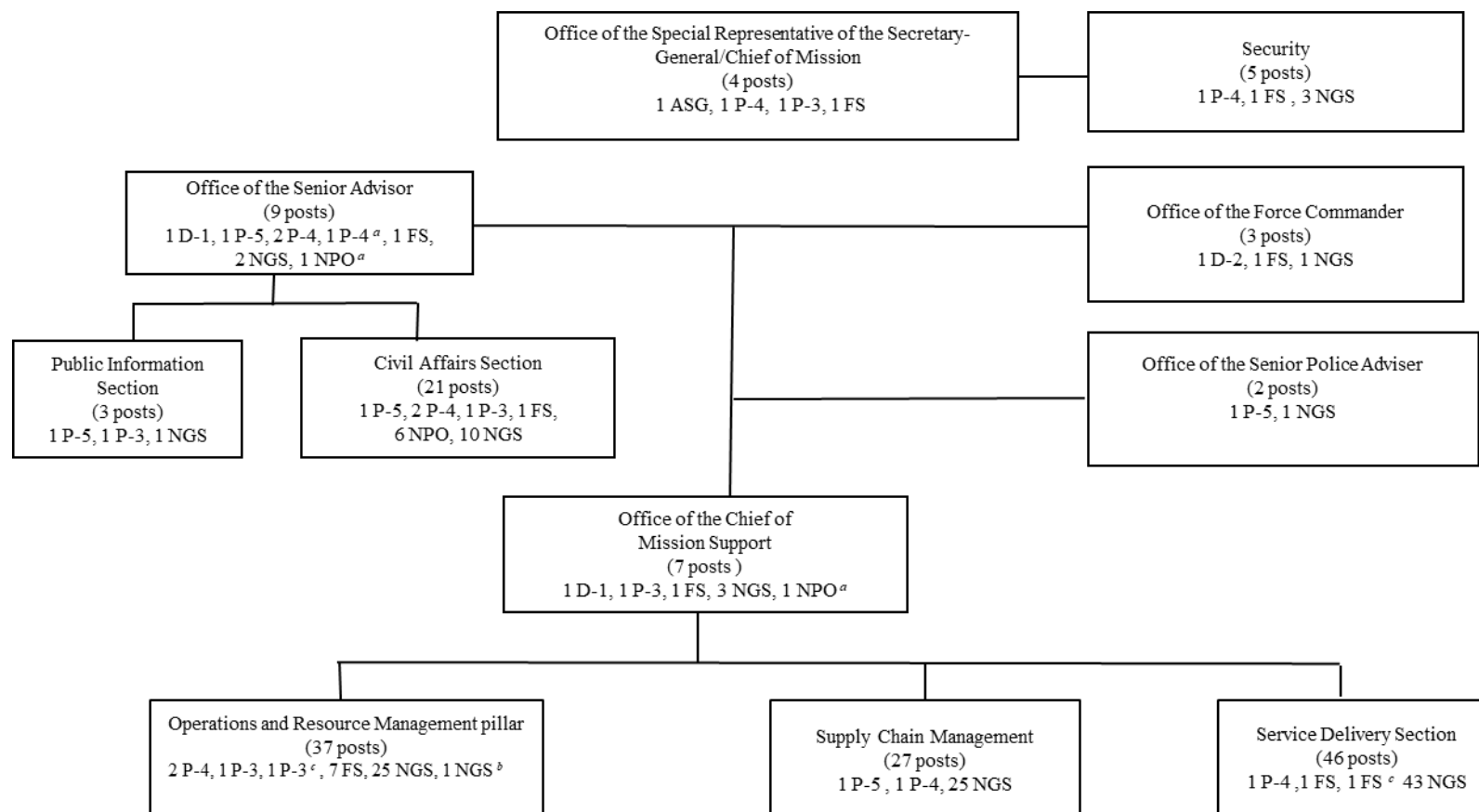
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **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. Substantive and administrative offices



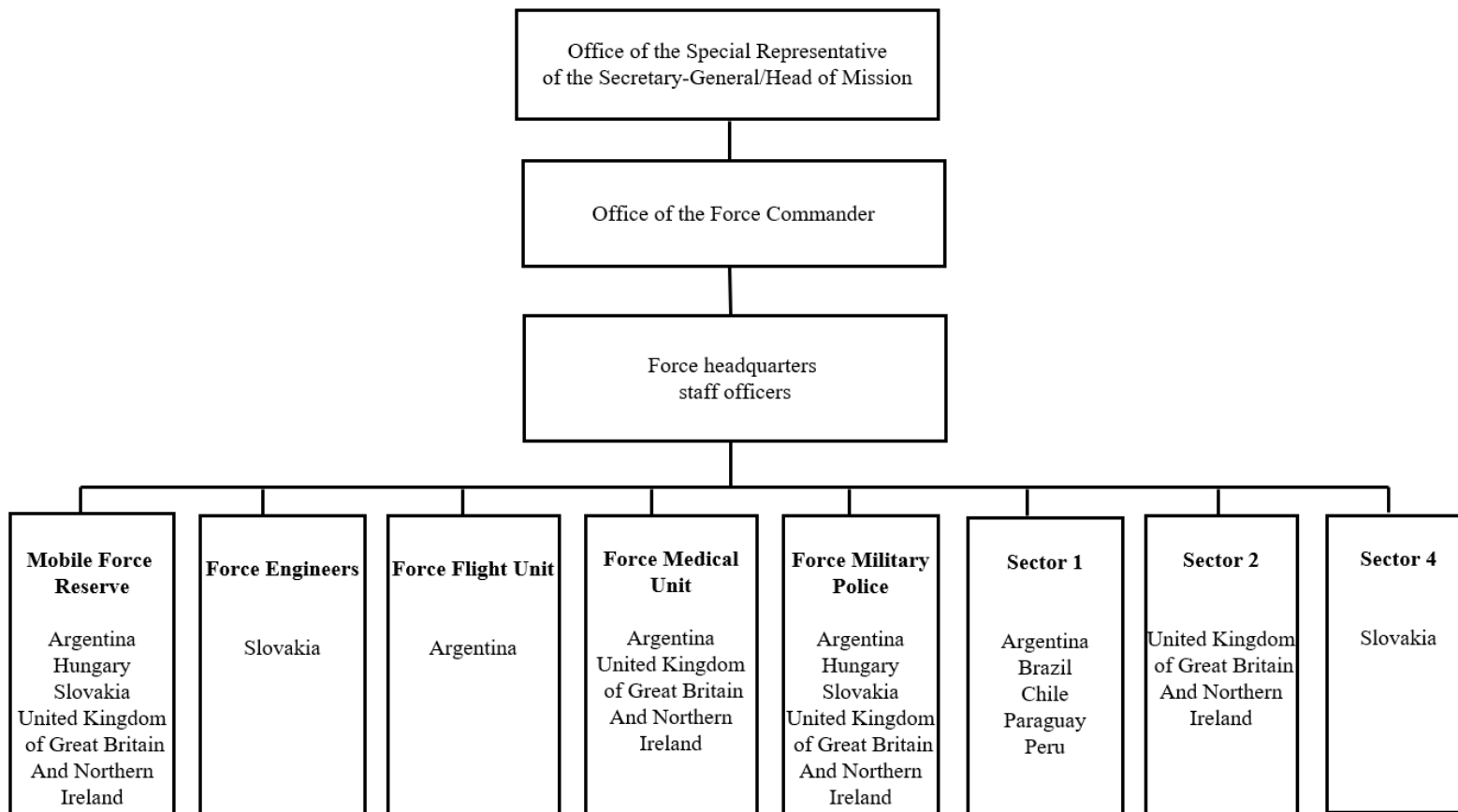
Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer.

^a Establishment.

^b Located in the Kuwait Joint Support Office.

^c Funded under general temporary assistance.

B. Military component



Map

