General Assembly
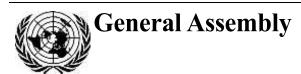
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Financial reports and audited financial statements, and reports of the Board of Auditors: United Nations peacekeeping operations

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

Implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2019

Report of the Secretary-General

Summary

The present report provides information in response to the recommendations of the Board of Auditors contained in its report on United Nations peacekeeping operations for the 12-month period from 1 July 2018 to 30 June 2019 (A/74/5 (Vol. II), chap. II). The report is submitted in accordance with paragraph 7 of General Assembly resolution 48/216 B, in which the Assembly requested the Secretary-General, at the same time as the recommendations of the Board of Auditors are submitted to the Assembly, to provide it with his responses and to indicate measures that will be taken to implement those recommendations, with appropriate timetables.

The Administration has concurred with most of the Board's recommendations and its relevant comments have been duly reflected in the report of the Board. The present report provides additional comments from the Administration, where appropriate, and information on the status of implementation, the department responsible, the estimated completion date and the priority for each recommendation contained in the report of the Board. In addition, the report contains updated information on the status of implementation of the recommendations of the Board relating to the prior periods that were reported by the Board, in annex II to its report, as not having been fully implemented.

I. Introduction

1.   In its resolution 48/216 B, the General Assembly requested the Secretary-General, at the same time as the recommendations of the Board of Auditors are submitted to the Assembly, to provide it with his responses and to indicate measures that will be taken to implement those recommendations, with appropriate timetables. The present report is submitted in response to the recommendations of the Board contained in its report on the United Nations peacekeeping operations for the 12-month period ended 30 June 2019 (A/74/5 (Vol. II), chap. II).

2.   In preparing the present report, account was taken of the provisions of the following documents:

(a)   General Assembly resolution 52/212 B, in particular paragraphs 2 to 5 thereof, and the note by the Secretary-General transmitting the proposals of the Board for improving the implementation of its recommendations approved by the Assembly (A/52/753, annex);

(b)   Paragraph 5 of General Assembly resolution 73/268 B, in which the Assembly requested the Secretary-General not to implement the recommendations contained in paragraphs 144, 149, 151, 266, 273, 280, 385 and 387 in the report of the Board of Auditors for the 12-month period ended 30 June 2018 (A/73/5 (Vol. II), chap. II);

(c)   Paragraph 6 of General Assembly resolution 73/268 B, in which the Assembly requested the Secretary-General to ensure the full implementation of the endorsed recommendations of the Board of Auditors and the related recommendations of the Advisory Committee on Administrative and Budgetary Questions in a prompt and timely manner;

(d)   Paragraph 7 of General Assembly resolution 73/268 B, in which the Assembly requested the Secretary-General to continue to indicate an expected time frame for the implementation of the recommendations of the Board of Auditors and the priorities for their implementation, including the office holders to be held accountable and measures taken in that regard;

(e)   Paragraph 8 of General Assembly resolution 73/268 B, in which the Assembly requested the Secretary-General to provide, in his next report, a full explanation for the delays in the implementation of all outstanding recommendations of the Board, the root causes of the recurring issues and the measures to be taken.

3.   With regard to prioritization, the Administration noted that the Board had categorized 19 of the 43 recommendations for the period ended 30 June 2019 as "main recommendations". While all recommendations of the Board will be implemented in a timely manner, the main recommendations are considered to be of the highest priority.

4.   The status of implementation of new recommendations as of February 2020 is summarized in tables 1 and 2.

5.   As indicated in table 1, of the 19 main recommendations issued by the Board, closure has been requested for 2, and 17 remained under implementation as of February 2020. Of the 17 main recommendations that were under implementation, 13 have been targeted for implementation before the end of 2020 and 1 for implementation before the end of 2021. There are three main recommendations of an ongoing nature for which no specific target date had been assigned at the time of the issuance of the present report.

Table 1
Status of implementation of the main recommendations of the Board of Auditors as of February 2020

Department responsible	Number of recommendations	Not accepted	Closure requested	Under implementation	Target date set	No target date
Department of Management Strategy, Policy and Compliance	3	–	–	3	2	1
Department of Management Strategy, Policy and Compliance and Department of Operational Support	7	–	1	6	5	1
Department of Operational Support	3	–	–	3	2	1
Department of Peace Operations	5	–	1	4	4	–
Department of Peace Operations and Department of Political and Peacebuilding Affairs	1	–	–	1	1	–
Total	**19**	**–**	**2**	**17**	**14**	**3**

6.   As indicated in table 2, of the 43 recommendations issued by the Board, closure has been requested for 5, and 38 remained under implementation as of February 2020. Of the 38 recommendations that were under implementation, 25 have been targeted for implementation before the end of 2020 and 9 for implementation before the end of 2021. There are four recommendations of an ongoing nature for which no specific target dates had been assigned at the time of the issuance of the present report.

Table 2
Status of implementation of all recommendations of the Board of Auditors as of February 2020

Department responsible	Number of recommendations	Not accepted	Closure requested	Under implementation	Target date set	No target date
Department of Management Strategy, Policy and Compliance	8	–	–	8	7	1
Department of Management Strategy, Policy and Compliance and Department of Operational Support	17	–	3	14	12	2
Department of Operational Support	9	–	1	8	7	1
Department of Peace Operations	8	–	1	7	7	–
Department of Peace Operations and Department of Political and Peacebuilding Affairs	1	–	–	1	1	–
Total	**43**	**–**	**5**	**38**	**34**	**4**

II. Implementation of the recommendations contained in the report of the Board of Auditors

7.   The information requested by the General Assembly on the status of implementation of recommendations contained in the report of the Board of Auditors for the financial period ended 30 June 2019 (A/74/5 (Vol. II), chap. II) is set out below. As indicated in the summary of the present report, most of the Administration's

comments have already been included in the report of the Board. Accordingly, additional comments are provided only where deemed necessary.

8. **In paragraph 39 of its report, the Board recommended that the Administration include in the compacts of the Secretary-General with heads of missions a performance indicator ensuring sound property, plant, equipment and inventory data quality.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

9. The Administration will collaborate with relevant stakeholders to include a new indicator in the 2020/21 template of the compact of the Secretary-General with the heads of missions.

10. **In paragraph 49 of its report, the Board recommended that the Administration correct erroneous staff service and participation data which it has already forwarded to the actuary for the valuation of the after-service health insurance liability, and correct the employee benefits liabilities in the financial statements.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2021

11. The Administration's comments were reflected in paragraph 50 of the Board's report. In addition, as an interim measure for the 2019/20 fiscal period, the actuarial valuation of after-service health insurance liabilities will be conducted with census data that are supplemented with the initial entry date in the United Nations Joint Staff Pension Fund as a proxy for the qualifying periods of participation in the United Nations health plans. Afterwards, the Administration will gather the actual qualifying periods, verified by both staff members and United Nations system entities, and use such updated census data for the next full actuarial valuation to be undertaken as at 31 December 2021.

12. **In paragraph 57 of its report, the Board recommended that the Administration strengthen internal controls to prevent potential fraud related to reimbursements for residential security measures, and scrutinize security companies as well as the pricing of security services.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Second quarter of 2020

13.   The Administration comments were reflected in paragraph 58 of the Board's report.

14.   **In paragraph 59 of its report, the Board recommended that the Administration perform a review to identify cases where staff members were unjustifiably granted monthly reimbursements for residential security measures until the year 9999, reclaim payments where necessary and take measures to avoid any such incidents in the future.**

Departments responsible:	Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Second quarter of 2020

15.   The Administration conducted a comprehensive review to identify cases in which staff members were unjustifiably granted monthly reimbursements for residential security measures. The review uncovered 16 cases of overpayment, in addition to those identified by the Board. The perpetual end dates were corrected in Umoja and the overpayments will be recovered through the payroll.

16.   **In paragraph 70 of its report, the Board recommended that the Administration prevent incorrect settling-in and relocation grant payments by establishing internal controls, especially with regard to the duration of the respective assignments.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2020

17.   The Administration is currently in the process of documenting the internal controls related to settling-in and relocation grants. The recommended internal controls will be provided to the peacekeeping missions for implementation.

18.   **In paragraph 77 of its report, the Board recommended that the Administration change the danger pay allowance process to ensure that every absence of staff leads to a danger pay adjustment.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2021

19.   The functional specifications for the self-certification danger pay process in Umoja were completed in November 2018, but project implementation was postponed owing to the management reform. At the beginning of 2019, the project was revised under the new management structure. It is expected that this project will lead to

potential savings for the Organization by further improving the accuracy of danger pay accounting and will introduce better controls with regard to the Umoja process responsible for checking the eligibility of staff members for danger pay. The project is currently under implementation.

20. **In paragraph 83 of its report, the Board recommended that the Administration strengthen internal controls to ensure appropriate dependency allowance payments by using Umoja and United Nations systems-wide data.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Ongoing

21. The Department of Management Strategy, Policy and Compliance and the Department of Operational Support are holding discussions on how to proceed with the testing of the Umoja module that will address the recommendation.

22. **In paragraph 94 of its report, the Board recommended that the Administration close inactive bank accounts, include all bank balances and currencies during periodic verification and demand bank statements for monthly reconciliation.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Ongoing

23. The Administration is committed to the timely upload of bank statements and has taken steps to strengthen the process of the submission of bank statements by house banks. The issue noted – two house banks experienced delays in the submissions of bank statements owing to changes in the banks' SWIFT (Society for Worldwide Interbank Financial Telecommunication) back office operations – has been corrected. In addition, the Administration has sent reminders to all manual bank statement operators on the importance of uploading monthly bank statements in a timely manner.

24. **In paragraph 99 of its report, the Board recommended that the Administration consider the heads of entity of peacekeeping missions as key management personnel in accordance with IPSAS 20 and include all relevant disclosures for this group in the notes to the financial statements.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2020

25. The Administration comments were reflected in paragraph 100 of the Board's report.

26. **In paragraph 109 of its report, the Board recommended that the Administration define minimum basic military skills which every United Nations soldier must have before deployment. In addition, it needs to specify which further skills soldiers of different types of units must have. These requirements should apply to all missions and be evaluated according to standardized criteria.**

Department responsible:	Department of Peace Operations
Status:	Closure requested
Priority:	High
Target date:	Not applicable

27. The Administration considers the recommendation to be implemented since the Department of Peace Operations now assesses three individual skills (shooting, buddy first aid and navigation) for soldiers and the collective skills of the unit for validation during predeployment visits. The Administration requests the closure of this recommendation by the Board.

28. **In paragraph 116 of its report, the Board recommended that the Administration give the military performance evaluation task force a higher priority and consequently reallocate posts to it so it can participate in every initial predeployment visit and participate in at least one out of four troop rotation predeployment visits.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2021

29. The Administration notes its efforts to sustain and expand, where possible, the extrabudgetary funding currently necessary to resource the military performance evaluation task force in the Office of Military Affairs in the Department of Peace Operations. The Department is making arrangements to present a cost-neutral proposal to establish the task force as part of the support account for peacekeeping operations. The formal reallocation of resources is subject to eventual approval by the General Assembly and the allocation of additional resources from extrabudgetary resources subject to financial support from donors.

30. **In paragraph 117 of its report, the Board recommended that the Administration consult with troop-contributing countries to reconsider the deployment of a unit if the military performance evaluation task force identifies a lack of predefined basic military skills during predeployment visits.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

31.   The Administration comments were reflected in paragraph 120 of the Board's report.

32.   **In paragraph 125 of its report, the Board recommended that the Administration review the impact and effectiveness of the $70 million budget for the special unit; it should report the result to stakeholders before the new budget cycle starts.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	High
Target date:	First quarter of 2020

33.   The Administration deployed an evaluation mission in December 2019 to assess the ability of the MONUSCO military component, including the Intervention Brigade, to effectively deliver on its protection of civilians mandate, identify operational deficiencies and gaps and make practical recommendations on how to improve the military component's performance in these domains. Results will be presented to stakeholders before the new budget cycle starts. The Administration wishes to clarify that the Intervention Brigade is not a "special unit to protect civilians", as its mandate is to carry out targeted offensive operations in the Democratic Republic of the Congo to neutralize armed groups and contribute to the objective of reducing the threat posed by armed groups to State authority and civilian security in the country, and to make space for stabilization activities, noting that the entire MONUSCO force, including the Intervention Brigade, must prioritize the implementation of its protection of civilians mandate (see Security Council resolution 2502 (2019)).

34.   **In paragraph 131 of its report, the Board recommended that the Administration deploy the maximum possible number of troops to protect civilians when demanded by the mandate.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

35.   The Administration already prioritizes the deployment of troops in missions based on requirements to protect civilians when demanded by the mandate, and all uniformed components have the responsibility to support the protection of civilians. Deployments are regularly reviewed based on changes in mandate and operational requirements. The Administration acknowledges that there may be a time lag in some reviews and redeployments, and it will seek to reduce such instances in cooperation with missions. In the specific case mentioned by the Board, which concerned a limited number of troops in one mission, required in the capital for the duration of the electoral process, MONUSCO reconfigured its footprint. The major part of the infantry battalion (300 personnel) previously deployed in Kinshasa is being redeployed to the Kasai region. The remaining troops will continue to provide security and protection for the United Nations presence in the capital.

36.   **In paragraph 141 of its report, the Board recommended that the Administration support missions in ensuring that they have the units and equipment they need.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

37.   The Administration is implementing the recommendation and considers that it already actively supports missions in ensuring that they have the units and equipment they need. The decision-making process related to force generation starts from the requirements for the specific mission and involves the mission taking into consideration all factors. This is a collective process to ensure that the optimum number of troops and equipment are deployed within the constraints of available capabilities, time frames and the willingness of troop-contributing countries to deploy. The Administration nevertheless recognizes that the capabilities available and deployed will not always be optimal, in particular for capabilities such as helicopters, for which the Administration still faces gaps, and that the complex processes to engage with troop-contributing countries to remedy issues are not always as expeditious as hoped, as illustrated in the specific example highlighted by the Board. To that effect, the Administration has put in place mechanisms to track issues of underperformance and address them more rapidly.

38.   **In paragraph 157 of its report, the Board recommended that the Administration establish appropriate key performance indicators for the Uniformed Capabilities Support Division to ensure that it prepares the memorandums of understanding with troop- or police-contributing countries and the amendments on a timely basis.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

39.   The Administration's comments were reflected in paragraphs 153 and 158 of the Board's report.

40.   **In paragraph 159 of its report, the Board recommended that the Administration engage with the troop- or police-contributing countries to minimize the backlog of pending memorandums of understanding and amendments.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Ongoing

41.   The Administration's comments were reflected in paragraph 160 of the Board's report.

42.   **In paragraph 166 of its report, the Board recommended that the Administration implement the troop-strength reporting and reimbursement**

functions of the Umoja uniformed capabilities management module as soon as possible.

Departments responsible:	Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

43. The Administration's comments were reflected in paragraph 168 of the Board's report.

44. **In paragraph 167 of its report, the Board recommended that the Administration develop a uniformed capabilities management users' manual for missions and provide training.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

45. The Administration's comments were reflected in paragraph 168 of the Board's report.

46. **In paragraph 179 of its report, the Board recommended that the Administration analyse the reasons for deductions and remind the troop- and police-contributing countries to meet the requirements of the memorandum of understanding.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	First quarter of 2021

47. The Administration's comments were reflected in paragraph 181 of the Board's report.

48. **In paragraph 180 of its report, the Board recommended that the Administration enforce deductions in troop reimbursements without delay.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	First quarter of 2021

49. The Administration's comments were reflected in paragraph 181 of the Board's report.

50. **In paragraph 189 of its report, the Board recommended that the Administration develop a generic mission strategic planning cell structure, representing key mandate implementation staff and possibly the resident coordinator.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	High
Target date:	Third quarter of 2020

51. The Administration has initiated consultations with missions and plans to complete the initial proposals on a generic mission strategic planning cell structure by July 2020. The Administration may develop several generic mission strategic planning cell structures to account for the great variety in mission size and in the scope of their mandates. This will ensure that the model for planning cell structures is scalable based on a mission's size and complexity of mandate.

52. **In paragraph 190 of its report, the Board recommended that the Administration promote the use of the comprehensive performance assessment system by mission senior management.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

53. The Administration is developing a strategy to promote the use of the comprehensive performance assessment system by mission senior management.

54. **In paragraph 201 of its report, the Board recommended that the Administration provide service centre staff with the necessary delegations of authority for servicing clients.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2020

55. The Department of Operational Support acknowledges that there is a gap in the guidance issued on delegated roles, which the Board has raised, in particular regarding the delegation of authority for travel and human resources. It must be emphasized, however, that under the current delegation of authority framework set out in the Secretary-General's bulletin on delegation of authority (ST/SGB/2019/2), a distinction is made between decision-making under delegated authority on one hand and the responsibility for carrying out transactional tasks to execute decisions under delegated authority on the other. Staff in service centres therefore do not require delegated authority in order to support clients; the only authority that would be required within a service centre would be for decisions regarding the management of the service centre itself.

56. **In paragraph 202 of its report, the Board recommended that the Administration extend the delegation of authority portals' functionalities to specify and limit subdelegations to ensure that the staff member who receives subdelegations is aware of the scope.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

57. The Department of Management Strategy, Policy and Compliance is continuing to enhance the functionalities of the portal in order to guide entities with subdelegations within the delegation of authority framework.

58. **In paragraph 216 of its report, the Board recommended that Headquarters and missions conduct a comprehensive review of roles assigned in Umoja to ensure that the Umoja roles provisioned match the latest stipulations of the Umoja roles guide/security liaison officer workbook, the active staff list and the authorities delegated.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

59. The implementation of this recommendation is under the purview of the Umoja security liaison officers in each entity, under the guidance of functional approvers. The Department of Management Strategy, Policy and Compliance will remind entities to conduct such periodic reviews by the end of 2020.

60. **In paragraph 217 of its report, the Board recommended that the Headquarters departments support entities in establishing a control mechanism for Umoja roles, in particular to check roles against the latest stipulations of the Umoja roles guide/security liaison officer workbook, active staff list and authorities delegated.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

61. Please refer to the Administration's comments above relating to the recommendation in paragraph 216 of the Board's report.

62. **In paragraph 231 of its report, the Board recommended that the Administration analyse which data are necessary for the comprehensive**

monitoring of the exercise of delegated authorities, take stock of how these aspects are currently recorded and identify changes needed.

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	In progress
Priority:	Medium
Target date:	Fourth quarter of 2020

63. The Administration is planning to expand the monitoring of authorities exercised by entities based on data available in enterprise systems and, where it is unavoidable, through self-reporting.

64. **In paragraph 242 of its report, the Board recommended that the Administration propose new financing arrangements for peacekeeping support, namely, the departments at Headquarters, RSCE and UNLB, to reflect that UNLB and RSCE are subordinate to the Department of Operational Support, which provides services to the whole Secretariat after the management reform.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2020

65. The Administration notes that the scope of the functions of the United Nations Logistics Base at Brindisi, Italy, and the Regional Service Centre in Entebbe, Uganda, are guided by resolutions of the General Assembly. As such, their reporting line to the Department of Operational Support does not automatically change the scope of their functions. With regard to the financing arrangements for the new management architecture at Headquarters, the Administration will submit a proposal to the Assembly at the second resumed part of its seventy-fourth session to establish a more clear and consistent approach to financing the Department of Management Strategy, Policy and Compliance and the Department of Operational Support from the support account and the regular budget based on the initial experience gained from the implementation of the "whole-of-the-Secretariat" approach (A/72/492/Add.2, para. 66).

66. **In paragraph 249 of its report, the Board recommended that the Administration establish indicators to monitor and verify that the peace and security pillar reform is implemented to achieve the goals laid down in the report of the Secretary-General dated 1 March 2018 (A/72/772), especially regarding the goal to enhance the effectiveness and coherence of peacekeeping operations and special political missions.**

Departments responsible:	Department of Peace Operations and Department of Political and Peacebuilding Affairs
Status:	Under implementation
Priority:	High
Target date:	Second quarter of 2020

67.   As part of the benefits management tracker coordinated by the Executive Office of the Secretary-General, the Administration is developing indicators to monitor and verify that the peace and security pillar reform is implemented to achieve the goals laid down in the report of the Secretary-General (A/72/772).

68.   **In paragraph 261 of its report, the Board recommended that the Administration, together with the peacekeeping missions and RSCE, develop a common strategy for maintaining files for international staff and national staff ensuring that clear instructions and guidance are given, relevant documents are available, verified and checked for completeness and ideally are accessible by all stakeholders, namely, through an electronic records management system.**

Departments responsible:	Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

69.   The Administration's comments were reflected in paragraph 262 of the Board's report.

70.   **In paragraph 269 of its report, the Board recommended that the Administration document the entire recruitment process of temporary appointments in Inspira and Umoja; the documentation should include all necessary data, especially the justification of the need for a temporary appointment and the reasons for its extension.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2021

71.   As part of the process improvement review for staff selection, attention will be given to documentation requirements to ensure that all necessary data remain available and accessible where most appropriate.

72.   **In paragraph 283 of its report, the Board recommended that the Administration ensure that officials with delegation of authority base their selection decision on an assessment of how and to what extent the applicants' competencies meet the requirements, and record both the comparative analysis and the selection decision in the system.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

73.   The Office of Human Resources has issued a reminder, along with instructions, to all heads of entities to ensure there is a transparent recruitment processes and that adequate documentation is recorded to support each selection decision.

74.   **In paragraph 294 of its report, the Board recommended that the Administration ensure that the duration of temporary appointments is in accordance with human resources policies.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Closure requested
Priority:	High
Target date:	Not applicable

75.   The Administration would like to clarify that exceptions with regard to temporary appointments are not only reported by heads of entity and independently monitored by the Business Transformation and Accountability Division through enterprise systems, but they are also reviewed on a daily basis to ensure compliance with the relevant policies. If any exception is found that is non-compliant with human resources policies, the concerned entity is contacted and provided with guidance on the necessary corrective actions to be taken.

76.   **In paragraph 311 of its report, the Board recommended that the Administration base its post requirements on a baseline assessment of functions performed and enhance the documentation of approved posts.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

77.   The Administration would like to clarify that the assessment of the overall level of staff is already factored into the planning and human resources requirements for all budget proposals on an ongoing basis by missions and is reviewed by the Department of Management Strategy, Policy and Compliance as part of the due diligence process during the preparation of the budget report of the Secretary-General. The staffing structures of missions are reviewed, bearing in mind in particular their mandates and concepts of operations.

78.   **In paragraph 323 of its report, the Board recommended that the Administration analyse benefits and weaknesses of the last three annual demand plans to develop a long-term demand forecasting and sourcing plan in accordance with the results-based budgeting framework.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	First quarter of 2021

79. The Administration's comments were reflected in paragraphs 321 and 324 of the Board's report.

80. **In paragraph 345 of its report, the Board recommended that the Administration establish a review and quality control mechanism for procurement, including acquisition, to ensure that procurement is justified in terms of economy and effectiveness, the statement of requirements and technical specifications reflect and do not exceed the actual need, and the evaluation procedure is suited to and most efficient at identifying the best offer.**

Department responsible:	Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

81. The Administration ensures that procurement is justified in terms of effectiveness and economy of the global requirement through demand/acquisition planning, which is an essential phase of supply chain management. Through regular integrated business planning meetings, the acquisition plans are reviewed and updated, serving as a review and quality control mechanism. In addition, the source selection plan provides justification for sourcing through procurement when appropriate in order to comply with the principle of best value for money. The plan documents assumptions, decisions and justifications and provides an objective approach to the methodology of selecting the best source to fulfil the established need. The United Nations Procurement Manual contains a section (section 6) covering solicitation methods and respective evaluation criteria and another section (section 8) covering the evaluation methodologies, with an overall target of achieving best value for money. The sections are very comprehensive with regard to the steps, criteria, roles and responsibilities for the solicitation methods and evaluation phase of the procurement process.

82. For systems contracts, in particular, the Administration prepares statements of requirements that consider the field offices, reoccurring needs and the Administration's desires for standardization, with the aim of maximizing effective international competition and best value for money. With regard to local procurement authority, the Administration performs a technical and commercial review of the mission-specific statement of requirements prior to granting local procurement authority clearance. As mentioned above, both contracting mechanisms also include agreed technical and financial criteria for the evaluation of vendor proposals. Furthermore, there are additional mechanisms, such as pre-award inspections, available for use by the Administration when warranted. The Administration requests the closure of this recommendation by the Board.

83. **In paragraph 353 of its report, the Board recommended that the Administration ensure international competition by soliciting Internet capacity services and by analysing the market and alternative solutions for transponder capacity.**

Departments responsible:	Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	First quarter of 2021

84.   The Administration's comments were reflected in paragraphs 350 and 354 of the Board's report.

85.   **In paragraph 363 of its report, the Board recommended that the Administration ensure that, in cases in which air operators fail to meet the financial criteria for registration, the electronic Special Approval Committee take into account the interdependencies between the financial position of the company and the safety of its air operations, document the assessment and its result and limit special approvals to exceptional cases.**

Departments responsible:	Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

86.   The Administration refers to the latter part of the recommendation, which states "and limit special approvals to exceptional cases", and wishes to clarify that the registration of air operators is determined by the merits of each case, as assessed by the electronic Special Approval Committee. Therefore, the Board's suggested limitation of special approvals to exceptional cases is irrelevant. Otherwise, in order to implement the recommendation, the Administration is reviewing the technical and financial evaluation criteria for the registration of air operators.

87.   **In paragraph 364 of its report, the Board recommended that the Administration train back-up staff for the joint technical vendor registration of the air operator's registration procedure.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	First quarter of 2021

88.   The Administration is in the process of training back-up staff for the technical and aviation safety assessments.

89.   **In paragraph 389 of its report, the Board recommended that the Administration ensure that heads of field units stay at their posts and remain responsible for the closure of their units.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Ongoing

90.   The Administration comments were reflected in paragraphs 391 to 394 of the Board's report.

91. **In paragraph 390 of its report, the Board recommended that the Administration ensure that documents on the closure of field units be certified in written form and include all decisions to sell, transfer, gift or donate assets; record the signatures and offices of the recipients of these assets and detail the monetary impact; and conclude a document on lessons learned for further closure of locations.**

Departments responsible:	Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

92. The Administration's comments were reflected in paragraphs 391 to 394 of the Board's report.

93. **In paragraph 395 of its report, the Board recommended that the Administration ensure that disposals are compliant with regulation 5.14 of the Financial Regulations and Rules of the United Nations and are authorized.**

Departments responsible:	Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

94. The Administration notes that the new delegation of authority framework was implemented after the liquidations of the United Nations Operation in Côte d'Ivoire and the United Nations Mission in Liberia, and that authority for property disposal, including under regulation 5.14, is now delegated to heads of mission. Based on the Administration's most recent experience in Haiti, the Administration continues to refine its guidance to missions on the disposal of property and the application of the relevant regulations and rules.

III. Implementation of the recommendations contained in the reports of the Board of Auditors concerning United Nations peacekeeping operations for prior financial periods

95. In paragraph 8 of its resolution 73/268 B, the General Assembly requested that the Secretary-General provide, in his next report on the implementation of the recommendations of the Board of Auditors concerning the United Nations peacekeeping operations, a full explanation for the delays in the implementation of all outstanding endorsed recommendations of the Board, the root causes of the recurring issues and the measures to be taken. Such explanations have been included in the Administration's detailed comments relating to the relevant recommendations.

96. In annex II to the report of the Board of Auditors for the period ended 30 June 2019 (A/74/5 (Vol. II), chap. II), the Board provided a summary of the status of implementation of the 103 extant recommendations issued during the six prior financial periods up to 30 June 2018. Of the 103 extant recommendations, 24 (23 per

cent) were assessed as "Implemented", 59 (57 per cent) as "Under implementation", 14 (14 per cent) as "Not implemented" and 6 (6 per cent) as "Overtaken by events". According to annex II to the Board's report, the oldest outstanding recommendation derives from the 2012/13 financial period and was originally published in the Board's report for that period (A/68/5 (Vol. II), chap. II). The recommendation relates to the required enhancement of the collection of contractor performance reports and making better use of the information therein to facilitate decision-making in contract awards and extensions. To address this recommendation, the Administration has developed a contract performance reporting tool that is now being rolled out.

97.   As at 30 June 2019, the overall status of implementation of all of the Board's recommendations issued since the financial period 2012/13 up until the financial period 2017/18 (that is, the six prior financial periods) is shown in table 3.

Table 3
Overall status of implementation of the recommendations of the Board of Auditors from six prior financial periods up until 30 June 2018

Financial period	Report symbol	Total	Fully implemented	Under implementation	Not implemented	Overtaken by events
2012/13	A/68/5 (Vol. II)	49	48 (98%)	1 (2%)	0 (0%)	0 (0%)
2013/14	A/69/5 (Vol. II)	63	58 (92%)	0 (0%)	0 (0%)	5 (8%)
2014/15	A/70/5 (Vol. II)	31	25 (81%)	1 (3%)	0 (0%)	5 (16%)
2015/16	A/71/5 (Vol. II)	55	41 (75%)	8 (14%)	0 (0%)	6 (11%)
2016/17	A/72/5 (Vol. II)	75	48 (64%)	25 (33%)	0 (0%)	2 (3%)
2017/18	A/73/5 (Vol. II)	52	11 (21%)	24 (46%)	14 (27%)	3 (6%)
Total		**325**	**231 (71%)**	**59 (18%)**	**14 (4%)**	**21 (7%)**

98.   Table 4 provides a detailed analysis of the status of implementation, as of February 2020, of the 73 extant recommendations from the prior periods that had been assessed previously by the Board to be either "Under implementation" or "Not implemented". It should be noted that, although the General Assembly, in its resolution 73/268 B, requested the Secretary-General not to implement eight recommendations contained in the Board's report for the period ended 30 June 2018 (A/73/5 (Vol. II), chap. II), the Board assessed those recommendations as "Not implemented" instead of as "Overtaken by events". In paragraph 11 of its report for the period ended 30 June 2019 (A/74/5 (Vol. II), chap. II), the Board also acknowledged that its recommendations often necessitate actions to ensure compliance and may in some cases require a longer time to implement.

Table 4
Status of implementation of the outstanding recommendations of the Board of Auditors from prior periods as of February 2020

Department responsible	Number of recommendations	Not accepted	Closure requested	Under implementation	Target date set	No target date
Department of Management Strategy, Policy and Compliance	14	–	4	10	8	2
Department of Management Strategy, Policy and Compliance and Department of Operational Support	16	–	4	12	11	1
Department of Management Strategy, Policy and Compliance and Department of Peace Operations	1	–	1	–	–	–
Department of Operational Support	23	–	7	16	16	–
Department of Operational Support and Department of Peace Operations	5	–	1	4	3	1
Department of Operational Support, Department of Peace Operations and Department of Management Strategy, Policy and Compliance	5	–	–	5	4	1
Department of Operational Support, Department of Peace Operations and Department of Political and Peacebuilding Affairs	1	–	1	–	–	–
Department of Peace Operations	8	–	4	4	4	–
Total	**73**	**–**	**22**	**51**	**46**	**5**

99. Of the 73 recommendations that were assessed by the Board to be either under implementation or not implemented, the Administration has requested the closure of 22 recommendations. The remaining 51 were under implementation as of February 2020, 35 of which are targeted for implementation before the end of 2020 and 11 for implementation between 2021 and 2023. There are five recommendations of an ongoing nature for which no specific target dates had been assigned at the time of the issuance of the present report.

A. Recommendations contained in the report of the Board of Auditors for the 12-month period ended 30 June 2013 (A/68/5 (Vol. II), chap. II)

100. **In paragraph 44 of the Board's report, the Procurement Division accepted the Board's recommendation that it enhance the collection of contractor performance reports, and make better use of the information, to facilitate decision-making in contract awards or extensions.**

Department responsible: Department of Operational Support

Status: Under implementation

Priority: Medium

Target date: Fourth quarter of 2020

101. The Administration's comments were reflected in annex II to the Board's report for the 12-month period ended 30 June 2019 (A/74/5 (Vol. II), chap. II). In addition, the Administration would like to point out that once the system is fully rolled out, the contract performance reporting tool will provide instant feedback on vendor performance to relevant contract managers and administrators, enabling them to take expeditious measures for remedial action.

B. Recommendations contained in the report of the Board of Auditors for the 12-month period ended 30 June 2015 (A/70/5 (Vol. II), chap. II)

102. **In paragraph 282 of its report, the Board recommended that: (a) the implementation of the workforce planning framework progress in a time-bound manner; (b) steps be initiated to improve the quality and robustness of the rosters and expedite the process of filling vacancies in missions; (c) the activities relating to the succession management plan be completed in a time-bound manner, especially the compiling of a skills inventory and the reprofiling and certification of posts; and (d) steps be initiated to validate the monitoring and accountability framework.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2021

103. Since the restructuring of the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, the Office of Human Resources has focused on strategic workforce planning. In the context of this recommendation, the Office of Human Resources is developing an overall framework and process for a skills inventory to be used in a variety of contexts. The Office will build on previous efforts that had a more narrow focus. The operationalization of the skills inventory in the context of field missions will be coordinated with the Department of Operational Support.

C. Recommendations contained in the report of the Board of Auditors for the 12-month period ended 30 June 2016 (A/71/5 (Vol. II), chap. II)

104. In paragraph 27 of its report, the Board recommended that the Department of Management and the Department of Field Support work towards the phasing-out of the standard cost methodology and towards the recognition of the actual associated costs of acquired items of property, plant and equipment that qualify for recognition as assets.

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Closure requested
Priority:	High
Target date:	Not applicable

105. The Administration's comments were reflected in annex II to the Board's report for the period ended 30 June 2019 (A/74/5 (Vol. II), chap. II). The Administration considers the recommendation to be implemented and requests its closure by the Board.

106. **In paragraph 40 of its report, the Board reiterated its recommendation that the Administration review the useful lives of fully depreciated assets that are still in use.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Ongoing

107. The Task Force on Accounting Standards of the United Nations System Chief Executives Board for Coordination decided to collect data on useful life from all United Nations system organizations to ensure a harmonized approach in the United Nations system.

108. In paragraph 48 of its report, the Board recommended that the Department of Management and the Department of Field Support settle receivables from United Nations related party entities within 12 months.

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

109. The settlement of receivables for missions is the responsibility of the individual missions. The Office of Programme Planning, Finance and Budget issues yearly instructions for operating in a shared cost recovery fund and the Office continues to stress, in that document, the importance of timely billing and collections.

110. **In paragraph 145 of its report, the Board recommended that the Department of Field Support define clear roles and responsibilities for United Nations use and coordination of air assets.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2021

111. The Administration is conducting a study on the roles and responsibilities of the Strategic Air Operations Centre, the Transportation and Movements Integrated Control Centre and the Global Procurement Support Section. The study is expected to be completed by March 2020, to be followed by a detailed proposal to the General Assembly in the context of its budget proposal for the 2021/22 period. On the basis

of guidance from the Assembly, the relevant roles and responsibilities of the entities concerned will be updated.

112. **In paragraph 146 of its report, the Board recommended that the Department of Field Support realign the strategic air operations objectives so that the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre are able to revise their standard operating procedures, key performance indicators, workplans and job descriptions.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Second quarter of 2021

113. Please refer to the Administration's comments above relating to the recommendation in paragraph 145 of the Board's report for the period ended 30 June 2016 (A/71/5 (Vol. II), chap. II).

114. **In paragraph 217 of its report, the Board recommended that procurement officers and requisitioners track and monitor procurement procedures covering the relevant steps, and that they share this information.**

Departments responsible:	Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	First quarter of 2021

115. The Administration's comments were reflected in annex II to the Board's report for the period ended 30 June 2019 (A/74/5 (Vol. II), chap. II).

116. **In paragraph 248 of its report, the Board recommended that the role of the Regional Procurement Office be further defined in order to integrate it into the existing procurement structure (mission procurement sections and the Procurement Division) to allow for full usage of the Office in accordance with General Assembly resolution 70/286.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2021

117. Please refer to the Administration's comments above relating to the recommendation in paragraph 145 of the Board's report for the period ended 30 June 2016 (A/71/5 (Vol. II), chap. II).

118. **In paragraph 294 of its report, the Board recommended that the Administration ensure that complete personnel files of international staff are registered in one location or within one system, managed by Headquarters, and**

explore the possibility of establishing a registry with digitized staff personnel files.

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Ongoing

119. The Administration's comments were reflected in annex II to the Board's report for the period ended 30 June 2019 (A/74/5 (Vol. II), chap. II). In addition, the Administration would like to point out that the Department of Operational Support continues to work with the Regional Service Centre in Entebbe to ensure that mission files for international staff held at United Nations Headquarters are updated in line with the policy framework.

D. Recommendations contained in the report of the Board of Auditors for the 12-month period ended 30 June 2017 (A/72/5 (Vol. II), chap. II)

120. **In paragraph 33 of its report, the Board reiterated its recommendation that the Administration phase out the standard cost methodology and recognize the actual associated costs of acquired items of property, plant and equipment that qualify for recognition as assets.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Closure requested
Priority:	High
Target date:	Not applicable

121. The Administration's comments were reflected in annex II to the Board's report. The Administration considers this recommendation to be implemented and requests its closure by the Board.

122. **In paragraph 88 of its report, the Board recommended that the Administration revise its policy and standard operating procedure on welfare and recreation committees and issue clear guidance in the areas of workplans, compliance reports, cash management and monitoring of revenues.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2020

123. The standard operating procedures are being updated.

124. **In paragraph 99 of its report, the Board recommended that the Administration establish a central budget for all strategic air operations and consider including all regional air operations and air troop movements in it.**

Departments responsible: Department of Management Strategy, Policy and Compliance and Department of Operational Support

Status: Closure requested

Priority: High

Target date: Not applicable

125. In paragraph 84 of its report A/72/789, while concurring with the overall principle of centralized command and control over air assets, the Advisory Committee on Administrative and Budgetary Questions acknowledged the institutional impediments to the establishment of centralized aviation budgets under existing arrangements. Subsequently, the General Assembly, in its resolution 73/268 B, requested the Secretary-General not to implement a similar recommendation contained in paragraph 266 of the Board's report for the period ended 30 June 2018 (A/73/5 (Vol. II), chap. II). The Administration requests the Board to close this recommendation as it has been overtaken by events.

126. **In paragraph 113 of its report, the Board recommended that the Department of Peacekeeping Operations and the Department of Political Affairs be put in charge of determining and keeping updated missions' current aircraft demands within budget limitations, and request missions to draft an air operations concept in close cooperation with the Department of Field Support. That air operations concept should include commercial and military aircraft as well as unmanned aerial systems. It should be based on the mission concept and the mission support concept as well as the military and the police concepts of operations. The Statements of Unit Requirements derived from the mentioned air operations concepts should be realistic and in accordance with the capabilities of aviation military units of that size. The Department of Field Support should be involved in the Statement of Unit Requirements process.**

Departments responsible: Department of Operational Support, Department of Peace Operations and Department of Political and Peacebuilding Affairs

Status: Closure requested

Priority: High

Target date: Not applicable

127. The Administration previously communicated to the Board the current process that ensures that related aircraft requirements are defined appropriately on the basis of the documents outlined in the recommendation. All related documentation was shared with the Board. The Administration considers this recommendation to be implemented and requests its closure by the Board.

128. **In paragraph 119 of its report, the Board recommended that the Administration consider delegating coordination and tasking authority for all peacekeeping and special political missions' strategic air operations to the Strategic Air Operations Centre.**

Department responsible:	Department of Operational Support
Status:	Closure requested
Priority:	High
Target date:	Not applicable

129. The Administration would like to reiterate that this recommendation is similar to the recommendation in paragraph 273 of the Board's report for the period ended 30 June 2018 (A/73/5 (Vol. II), chap. II), which was rejected by the General Assembly in its resolution 73/268 B. The Administration requests the Board to close this recommendation as it has been overtaken by events.

130. **In paragraph 121 of its report, the Board further recommended that the Administration consider subordinating the air operations component of the Transportation and Movements Integrated Control Centre to the Strategic Air Operations Centre to command and control the commercial and military aircraft of the military missions.**

Department responsible:	Department of Operational Support
Status:	Closure requested
Priority:	High
Target date:	Not applicable

131. The Administration would like to reiterate that this recommendation is similar to the recommendation in paragraph 273 of the Board's report for the period ended 30 June 2018 (A/73/5 (Vol. II), chap. II), which was rejected by the General Assembly in its resolution 73/268 B. The Administration requests the Board to close this recommendation as it has been overtaken by events.

132. **In paragraph 132 of its report, the Board recommended that the Administration develop key performance indicators that reflect efficient and cost-effective use of commercial and military aircraft, including unmanned aerial systems. The indicators should also include total costs, including letters of assist, memorandums of understanding and all other costs related to air operations. Memorandum of understanding costs should be included as part of a contingent-owned equipment unit's key performance indicators.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Third quarter of 2020

133. A set of key performance indicators has been developed for aviation that is being finalized within the broader context of the overall supply chain performance management framework.

134. **In paragraph 139 of its report, the Board recommended that the Administration issue guidelines which cover the entire process of the letter of assist and the related memorandum of understanding for military aircraft. The guidelines should set out the respective roles of the Department of Peacekeeping**

Operations and the Department of Field Support, the Procurement Division of the Department of Management and the Headquarters Committee on Contracts. They should designate an accountable and responsible process owner and regulate the competitive selection of contributing countries as well as calculation of reimbursement rates or fixed costs included in the Manual on Policies and Procedures Concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police-Contributors Participating in Peacekeeping Missions.

Departments responsible:	Department of Operational Support, Department of Peace Operations and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Third quarter of 2020

135. The Administration's comments were reflected in annex II to the Board's report. In addition, the Administration would like to point out that it has finalized the draft guidelines on the letter of assist (processes, including the roles and responsibilities of the relevant stakeholders).

136. **In paragraph 140 of its report, the Board recommended that the Administration implement the letter of assist process in Umoja.**

Departments responsible:	Department of Operational Support, Department of Peace Operations and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Third quarter of 2020

137. The Administration's comments were reflected in annex II to the Board's report. In addition, the Administration would like to point out that the working group on letters of assist has finalized the changes to the operational procedures in the draft guidelines on procurement, where letters of assist are to be set up as contracts in Umoja.

138. **In paragraph 144 of its report, the Board recommended that the Administration analyse non-United Nations passenger requirements authorized by Security Council mandates. Non-eligible non-United Nations passengers must not be taken into account when calculating overall air transport capacity need.**

Departments responsible:	Department of Operational Support and Department of Peace Operations
Status:	Under implementation
Priority:	High
Target date:	Third quarter of 2020

139. The Administration's comments were reflected in annex II to the Board's report. In addition, the Administration would like to point out that the policy on the transportation and cost recovery of non-United Nations passengers on United Nations air assets is pending clearance and approval.

140. **In paragraph 192 of its report, the Board recommended that the Secretariat implement the system for delegating authorities in Umoja. In the meantime, relevant documents authorizing a decision should be uploaded to Umoja.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

141. The Administration's comments were reflected in annex II to the Board's report. Regarding the latest comment by the Board on why Umoja should be used to issue delegations of authority to the heads of entities and their subdelegations to other staff members, the Administration would like to note that, in certain cases where procurement decisions are to be taken by a Director of Administration, a Special Representative of the Secretary-General or the Director of the Procurement Division, the relevant approvals are indeed routinely uploaded to Umoja, with a relevant purchase order or contract as an attachment. For that reason, and based on earlier comments provided to the Board, the Administration considers that this recommendation has been overtaken by events with the launch of the new, comprehensive delegation of authority framework covering all functional areas, effective from January 2019. The Administration requests the Board to close this recommendation.

142. **In paragraph 208 of its report, the Board recommended that the Department of Field Support, together with the Regional Service Centre in Entebbe, review the objective of the key performance indicators and redefine the indicators to provide an effective management tool.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	First quarter of 2021

143. The Administration's comments were reflected in annex II to the Board's report.

144. **In paragraph 223 of its report, the Board recommended that the Administration analyse the landed costs and implications of the vendor's obligation to deliver goods for the major types of commodities and develop guidance for solicitations regarding the determination of delivery terms/ international commercial terms that result in best value for money, taking into account the total costs of goods, including the cost of freight, regardless of whether freight is included in the price of goods or contracted separately.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Third quarter of 2020

145. The Administration has adopted the category management approach to integrated supply chain management. In accordance with this approach, goods and services are segmented into discrete groups on the basis of their capabilities to fulfil clients' needs and analysis of expenditure. The category management strategy for freight forwarding is in its initial stage and it will consider factors stated in the Board's recommendation.

146. **In paragraph 229 of its report, the Board recommended that the Administration provide clear guidance on recording the costs of freight forwarding services and terms of agreements in Umoja and link those costs to the procured items.**

Departments responsible:	Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	First quarter of 2021

147. The Administration's comments were reflected in annex II to the Board's report.

148. **In paragraph 234 of its report, the Board recommended that the Procurement Division, in collaboration with the Department of Field Support, initiate the solicitation of a global systems contract for freight forwarding services.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Third quarter of 2020

149. The Administration's comments were reflected in annex II to the Board's report.

150. **In paragraph 257 of its report, the Board recommended that the Procurement Division, in collaboration with the Department of Field Support and the missions, review the role and the governance structure of the Regional Procurement Office and define a clear role and clear responsibilities that avoid duplicate structures.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2021

151. Please refer to the Administration's comments above relating to the recommendation in paragraph 145 of the Board's report for the period ended 30 June 2016 (A/71/5 (Vol. II), chap. II).

152. **In paragraph 266 of its report, the Board recommended that the Department of Field Support develop a methodology to determine staffing requirements for selected sections of missions and test the methodology to ensure an objective approach across all missions, to support mission planning and to facilitate the budget process.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

153. Since the restructuring of the Department of Management Strategy, Policy and Compliance and the Department of Operational Support, the Office of Human Resources is focusing on strategic workforce planning. In the context of this recommendation, the Office of Human Resources is working with the Operational Workforce Planning Team in the Department of Operational Support to develop guidance for missions to support their workforce planning activities.

154. **In paragraph 308 of its report, the Board recommended that the Administration, together with the missions and service centres, review the advance purchase policy and evaluate how best prices for peacekeeping operations travel can be achieved.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Second quarter of 2021

155. The Administration's comments were reflected in annex II to the Board's report.

156. **In paragraph 316 of its report, the Board recommended that the Administration analyse how the rules for travel and their implementation in Umoja can be aligned further, taking into account the need to clarify accountabilities.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2020

157. The Administration's comments were reflected in annex II to the Board's report.

158. **In paragraph 321 of its report, the Board recommended that the Umoja travel module be further simplified and that Umoja detect or prevent duplicate travel requests to avoid manual checks by processing officers.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

159. As per the current design, pre- and post-validations are implemented to avoid duplication of trips. Validations are implemented in the expense report side, preventing staff members/travellers from claiming the same expenses for the same day more than once, even if a traveller has multiple trips created. The same validation could be implemented in the travel request side to stop the creation of overlapping trips for the same traveller. However, based on the current travel process/policy and the recommendations of the business focal point, the system should not stop the creation of overlapping trips because there are valid scenarios in which a traveller could have two trips in the same period, such as a to multiple missions from a place that is not his or her duty station.

160. In addition, Umoja has delivered tools to perform post-validations and monitoring, such as business intelligence reports and analytic solutions, which make available all of the required data to identify duplicated trips and other possible inconsistencies. Currently, travel data models are part of the United Nations business intelligence system and are certified by process owners confirming that all the needed data are available to travel users and administrators. The Administration considers this recommendation to be implemented and requests its closure by the Board.

161. **In paragraph 360 of its report, the Board recommended that the Department of Field Support review the requirements defined in the request for proposal and the results of the pilot in the light of the current shortcomings of the CarLog system and the needs of missions and the Department.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

162. The Administration's comments were reflected in annex II to the Board's report.

163. **In paragraph 464 of its report, the Board recommended that the Administration consider keeping staff members available until after the liquidation date to finalize outstanding tasks.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

164. The Administration's comments were reflected in annex II to the Board's report.

165. **In paragraph 497 of its report, the Board recommended that the Administration, together with the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), analyse the use of prefabricated buildings to avoid the accommodation of contingents in tents.**

Departments responsible:	Department of Operational Support, Department of Peace Operations and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Second quarter of 2020

166. The Administration's comments were reflected in annex II to the Board's report.

167. **In paragraph 500 of its report, the Board recommended that the Administration liaise with the United Nations Interim Security Force for Abyei (UNISFA) and ask the Government of the Sudan to permit usage of the Athony airfield.**

Department responsible:	Department of Peace Operations
Status:	Closure requested
Priority:	High
Target date:	Not applicable

168. The issue of the Athony airfield has been raised in numerous meetings by the acting Head of Mission and Force Commander of UNISFA with Sudanese officials. In meetings with Ethiopian authorities held in Addis Ababa in June 2019, they agreed to engage with the new transitional authorities in Sudan on the matter. However, in meetings with Sudanese officials held in July and December 2019, the authorities declined to approve the use of the Athony airfield. During an assessment mission conducted in August and September 2019, the use of the airfield was raised, but there was no response. In December 2019, the Under-Secretary-General of the Department of Peace Operations raised the issue of the use of the airfield in a letter to the Permanent Representative of the Sudan to the United Nations, and a response is awaited. In addition, the issue continues to be raised by the Security Council in its resolutions on UNISFA. The Administration considers that these repeated, ongoing efforts fulfil the requirements of the recommendation, and it should therefore be closed by the Board. Notwithstanding the requested closure of the recommendation, the Administration will obviously continue its efforts to obtain permission to use the Athony airfield. Both the letter to the Permanent Representative and the latest relevant Council resolution mentioned above have been shared with the Board through the SharePoint platform.

169. **In paragraph 510 of its report, the Board recommended that the Administration act at a global level to prevent further acts of fraud as a result of manipulating Umoja leave time data.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Ongoing

170. The Administration's comments were reflected in annex II to the Board's report. In addition, it should be noted that the Office of Human Resources is coordinating process improvement in the danger pay project, which is currently under way and through which the heads of entities are uniquely placed to monitor the correct entry of leave data.

E. Recommendations contained in the report of the Board of Auditors for the 12-month period ended 30 June 2018 (A/73/5 (Vol. II), chap. II)

171. **In paragraph 37 of its report, the Board recommended that the Administration ensure accountable oversight of the management of material master data to achieve improved and harmonized material master data in the areas of product IDs, units of measurement and material descriptions, with a view to accurately reflecting assets in the financial statements and meeting supply chain requirements.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2023

172. The Administration's comments were reflected in annex II to the Board's report.

173. **In paragraph 54 of its report, the Board recommended that the Administration develop a common approach for property management and its financial reporting that reflects the integration of processes in Umoja.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

174. The Administration has revised the closing instructions to ensure homogeneous application of the inventory management and reporting policies by all entities. The Administration has also developed a policy and functionality for identifying non-serialized equipment, as well as developed and promulgated business intelligence tools, along with job aids and training, in order to enable self-service monitoring and reporting capabilities on property management. The Administration has also developed and promulgated job aids on inventory management and reporting for

finance users. The Administration has introduced a cross-functional approach for property management and its financial reporting, involving property management, finance, supply chain and Umoja support from Headquarters, service centres and entities. The Administration considers this recommendation to be implemented and requests its closure by the Board.

175. **In paragraph 59 of its report, the Board recommended that the Administration review its legacy accounting policies for assets from the Galileo era, in particular with regard to recognition thresholds and the differentiation between financial and non-financial inventory.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

176. The Administration is updating the corporate guidance for inventory reflecting the post-Galileo changes regarding non-financial inventory and pseudo-inventory for assets under the capitalization threshold.

177. **In paragraph 69 of its report, the Board recommended that the Administration include information on cost recoveries in future budget submissions.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Second quarter of 2020

178. The Office of Programme Planning, Finance and Budget is working closely with missions in the formulation of their budget proposals for the 2020/21 period to increase transparency concerning cost recoveries. Missions were advised to provide detailed explanations of services provided to other peacekeeping operations and non-peacekeeping user entities, including the use of the cost-recovery mechanism and estimated amounts to be recovered, in their budget submissions.

179. **In paragraph 70 of its report, the Board recommended that the Administration issue comprehensive guidance on cost recoveries, including with regard to responsibilities, agreements and contractual relationships, budgeting, pricing, recovering costs and processing in Umoja.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2020

180. The Office of Programme Planning, Finance and Budget issues yearly guidance on cost recovery, which includes the responsibilities of service providers. In addition, the Office is reviewing all previous communication and information on cost recovery with a view to preparing a comprehensive policy document.

181. **In paragraph 74 of its report, the Board recommended that the Administration issue guidance on the appropriate usage of funds commitments and monitor compliance in that regard.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2020

182. Several meetings were held between the Office of Programme Planning, Finance and Budget and the Business Transformation and Accountability Division to discuss the issuance of the guidelines on the use of funds commitments. The proposed guidelines will address all Umoja entities, including peacekeeping missions.

183. **In paragraph 83 of its report, the Board recommended that the missions, service centres and Headquarters each prepare a comprehensive risk-control matrix in the area of financial reporting.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

184. The Administration's comments were reflected in annex II to the Board's report.

185. **In paragraph 95 of its report, the Board recommended that the Administration align the further development of the comprehensive performance assessment system with the requests of the Security Council stipulated in its resolutions 2378 (2017) and 2436 (2018). The Administration should draw on the achievements of the United Nations field support performance framework.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

186. The comprehensive performance assessment system has now been introduced in six operations: MINUSCA, UNMISS, UNIFIL, UNFICYP, MONUSCO and MINUSMA. It is expected to be rolled out to all missions by the end of 2020.

187. **In paragraph 102 of its report, the Board recommended that the Administration assess all policies and guidelines on mission reviews and decide**

on one single document which governs all aspects, clarifies roles and assigns responsibility for implementing the recommendations raised. The document should include considerations for a system for peacekeeping mandate implementation performance based on clear and well-defined benchmarks, meeting the requirements of the Security Council as requested in its resolutions **2378 (2017)** and **2436 (2018).**

Department responsible:	Department of Peace Operations
Status:	Closure requested
Priority:	High
Target date:	Not applicable

188. The Department of Peace Operations produced a guidance note that summarizes and clarifies all relevant policy and guidance documents, guiding the undertaking of strategic assessments and reviews in peacekeeping. The note recognizes the various levels of policymaking related to strategic reviews and assessments within the Secretariat that inform any specific review within peacekeeping. It also accounts for ongoing developments in terms of policy and guidance in the areas of planning, assessment and review within the Secretariat, including the ongoing review of the United Nations-wide Policy on Integrated Assessment and Planning and the ongoing revision of the joint mission concept and mission plan guidelines, among others. Consequently, a guidance note was the most appropriate tool to ensure that clear guidance could be issued in a timely manner. A copy of the note was shared with the Board. The Administration considers this recommendation to be implemented and requests its closure by the Board.

189. **In paragraph 142 of its report, the Board recommended that the Administration adopt the draft force generation manual without further delay and issue guidelines which cover the entire process of force generation. The Administration should designate an accountable and responsible process owner, define the roles of individual staff, establish mechanisms such as regular staff rotation to address any conflict of interest and regulate the competitive selection of contributing countries.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	High
Target date:	Third quarter of 2020

190. The Administration is now planning to fully finalize the force generation manual by the end of July 2020.

191. **In paragraph 144 of its report, the Board recommended that the Administration align force selection to the United Nations general rules of best value for money; of fairness, integrity and transparency; of effective international competition; and of the interests of the United Nations. They should govern the selection criteria of the force generation manual. Selection of troop-contributing countries should take into account the prior conduct and performance of troops from those countries.**

Department responsible:	Department of Peace Operations
Status:	Closure requested
Priority:	High
Target date:	Not applicable

192. The General Assembly, in its resolution 73/268 B, requested the Secretary-General not to implement this recommendation. The Administration requests the Board to close the recommendation as it has been overtaken by events.

193. **In paragraph 149 of its report, the Board recommended that the Administration accept caveats only after mission consultation and adopt a policy that any caveat must be stated by the troop-contributing countries officially and in written form in order to become valid.**

Department responsible:	Department of Peace Operations
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

194. The General Assembly, in its resolution 73/268 B, requested the Secretary-General not to implement this recommendation. The Administration requests the Board to close the recommendation as it has been overtaken by events.

195. **In paragraph 151 of its report, the Board recommended that the Administration submit a proposal to the Working Group on Contingent-Owned Equipment, for consideration by the General Assembly, that performance criteria be included in the memorandums of understanding with the Member States. The Board recommended that the Administration also submit a proposal to the Working Group on Contingent-Owned Equipment, for consideration by the Assembly, to the effect that performance criteria shall be linked to the reimbursement rates.**

Departments responsible:	Department of Operational Support and Department of Peace Operations
Status:	Closure requested
Priority:	High
Target date:	Not applicable

196. The General Assembly, in its resolution 73/268 B, requested the Secretary-General not to implement this recommendation. The Administration requests the Board to close the recommendation as it has been overtaken by events.

197. **In paragraph 153 of its report, the Board recommended that the Administration implement the force generation process in Umoja.**

Departments responsible:	Department of Peace Operations, Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Ongoing

198. The Department of Peace Operations and the Department of Operational Support have initiated a working group to undertake a review and develop a concept note for the implementation of this recommendation.

199. **In paragraph 167 of its report, the Board recommended that the Administration oversee the missions to ensure that redundant and outdated equipment is removed.**

Department responsible:	Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

200. The Contingent-Owned Equipment/Memorandum of Understanding Management Review Board process has been established at the mission and Headquarters levels to handle matters related to the deployment of formed units. Existing procedures require missions to utilize the Review Board's decision-making process to repatriate redundant and outdated equipment and to send recommendations to Headquarters if it requires amending the memorandum of understanding. In the Board's most recent report (A/74/5 (Vol. II)), no cases were identified in which the process did not function effectively. The Administration considers this recommendation to be implemented and requests its closure by the Board.

201. **In paragraph 176 of its report, the Board recommended that the Secretary-General include reliable evacuation and medical care in the compacts of the Special Representatives of the Secretary-General in peacekeeping missions to assure contingents and civilian staff of their security in case of emergency.**

Departments responsible:	Department of Peace Operations and Department of Management Strategy, Policy and Compliance
Status:	Closure requested
Priority:	High
Target date:	Not applicable

202. The Secretary-General has approved the template for the 2020 senior managers' compacts, which incorporate language referring to the Policy on Human Rights in United Nations Peace Operations and Political Missions of 2011. A copy of the template was shared with the Board through the SharePoint platform. The Administration considers this recommendation to be implemented and requests its closure by the Board.

203. **In paragraph 183 of its report, the Board recommended that the Administration review the objectives, processes and staff requirements of integrated operational teams, considering the upcoming new peace and security structure.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	Medium
Target date:	Third quarter of 2020

204. The Administration's comments were reflected in annex II to the Board's report.

205. **In paragraph 185 of its report, the Board further recommended updating the integrated operational teams policy based on this review.**

Department responsible:	Department of Peace Operations
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

206. The Administration's comments were reflected in annex II to the Board's report.

207. **In paragraph 209 of its report, the Board recommended that the Administration analyse the direct and indirect costs associated with the disposal of unserviceable and expired ammunition from troop- and/or police-contributing countries and inform Members States accordingly.**

Departments responsible:	Department of Operational Support and Department of Peace Operations
Status:	Under implementation
Priority:	Medium
Target date:	First quarter of 2021

208. The Administration's comments were reflected in annex II to the Board's report.

209. **In paragraph 217 of its report, the Board recommended that the Administration conduct a comprehensive review of the Operational Ammunition Expenditure Certificates process, with due regard to controls ensuring accuracy, and subsequently rectify deficiencies identified.**

Departments responsible:	Department of Operational Support and Department of Peace Operations
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

210. The Administration's comments were reflected in annex II to the Board's report.

211. **In paragraph 226 of its report, the Board recommended that the Administration establish a compliance control to ensure that its contingent-owned equipment inspectors properly conduct arrival inspections for ammunition and explosives, as specified in the guidelines for the field verification and control of contingent-owned equipment and management of the memorandum of understanding.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Third quarter of 2020

212. This recommendation will be addressed through the ammunition manual, followed by the new field verification guidelines, which will be issued to reflect the decisions of the General Assembly on the 2020 Working Group on Contingent-Owned Equipment. Subject to the Assembly's approval, it is anticipated that the new field verification guidelines will reflect the new ammunition manual, as well as any related reimbursement framework elements.

213. **In paragraph 227 of its report, the Board recommended that the Administration review all inventories of ammunition and explosives held by military/police units in missions for compliance with the guidelines for the field verification and control of contingent-owned equipment and management of the memorandum of understanding, and update missing information in particular on the date of expiration.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Third quarter of 2020

214. Please refer to the Administration's comments above relating to the Board's recommendation in paragraph 226 of its report for the period ended 30 June 2018 (A/73/5 (Vol. II), chap. II).

215. **In paragraph 232 of its report, the Board recommended that the Administration establish key performance indicators that measure qualitative aspects of missions' contingent-owned equipment programmes, such as, but not limited to, the proper conduct of verification inspections and control activities.**

Departments responsible:	Department of Operational Support and Department of Peace Operations
Status:	Under implementation
Priority:	Medium
Target date:	Ongoing

216. Based on the work of the Uniformed Capabilities Support Division to provide quantitative performance metrics derived from electronic contingent-owned equipment system (eCOE) reports required for reimbursement purposes, and to track

the quarterly submission of eCOE reports through key performance indicators, the Department of Operational Support is developing qualitative metrics for the force commanders ultimately in charge of the in-mission evaluation of military units, which will include the quantitative data provided by the Uniformed Capabilities Support Division on contingent-owned equipment, logistics support and welfare and health and hygiene shortfalls, among others, and help to determine its operational readiness impact on the contingent or force.

217. **In paragraph 254 of its report, the Board recommended that the Administration develop guidance for missions regarding standardized internal controls, verification procedures and related tests to be performed by each mission stakeholder to ensure accurate troop-strength reporting and subsequently monitor the actual implementation in all missions.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	High
Target date:	Fourth quarter of 2020

218. This recommendation will be addressed through the deployment of troop strength reporting functionalities in the Umoja Uniformed Capabilities Management System, which is currently scheduled for deployment by the end of 2020. The Administration is coordinating with relevant stakeholders to determine protocols and procedures-based business requirements, including the force deployment schedule, as a part of force planning.

219. **In paragraph 266 of its report, the Board recommended that the Administration must centrally approve field missions' use of their air operations budgets for strategic flights to implement a centralized air operations authority and coordination for increased efficiency and cost-effectiveness.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Closure requested
Priority:	High
Target date:	Not applicable

220. The General Assembly, in its resolution 73/268 B, requested the Secretary-General not to implement this recommendation. The Administration requests the Board to close the recommendation as it has been overtaken by events.

221. **In paragraph 273 of its report, the Board reiterated its recommendation, endorsed by the General Assembly, to delegate coordination and tasking authority for all peacekeeping and special political missions' strategic air operations to the Strategic Air Operations Centre. The Board expects implementation without further delay (A/72/5 (Vol. II), chap. II, para. 119).**

Department responsible:	Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

222. The General Assembly, in its resolution 73/268 B, requested the Secretary-General not to implement this recommendation. The Administration requests the Board to close the recommendation as it has been overtaken by events.

223. **In paragraph 280 of its report, the Board recommended that the Administration ensure continuity of Strategic Air Operations Centre operations by maintaining the reporting lines to the Air Transport Section as they are now, and using the expertise of the present staff. The Board also recommends that the Administration submit a proposal in this regard detailing the costs of moving the Strategic Air Operations Centre away from the current location and identifying the impact on field missions' air operations in the light of earlier recommendations of the Board as endorsed by the General Assembly.**

Department responsible:	Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

224. The General Assembly, in its resolution 73/268 B, requested the Secretary-General not to implement this recommendation. The Administration requests the Board to close the recommendation as it has been overtaken by events.

225. **In paragraph 285 of its report, the Board reiterated its recommendation that the Administration implement the letter of assist process in Umoja (A/72/5 (Vol. II), chap. II, para. 140)**

Departments responsible:	Department of Operational Support, Department of Peace Operations and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Third quarter of 2020

226. Please refer to the Administration's comments above relating to the recommendation in paragraph 140 of the Board's report for the period ended 30 June 2017 (A/72/5 (Vol. II), chap. II).

227. **In paragraph 297 of its report, the Board recommended that the Administration take stock of its policy framework and business processes, and analyse how these can be aligned and simplified to improve transparency and accountability. The Administration should use the SAP software's standard functionalities to the best possible extent and avoid customizing Umoja.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	High
Target date:	Second quarter of 2020

228. The Administration is continuing to maintain the policy portal to ensure that it has up-to-date information on the Organization's management regulatory framework. The Administration will also assess the portal for any improvements to enhance the users' experience.

229. **In paragraph 335 of its report, the Board recommended that the Administration guide and oversee mission implementation of the instructions on property management, and take action in case of non-compliance. This includes ensuring the alignment of functions, Umoja roles and (sub)delegations of authority, and the appropriate composition of the Local Property Survey Board.**

Department responsible:	Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

230. The Administration concurs with the need to monitor the property management subdelegations within entities to ensure that they are issued only for qualified United Nations officials in accordance with the delegation document. The monitoring should be performed by the heads of entity as a first line of defence and by the Business Transformation and Accountability Division in the Department of Management Strategy, Policy and Compliance as a second line of defence. On the issue of compliance with the specified composition of Local Property Survey Boards, the Department of Management Strategy, Policy and Compliance has initiated a discussion on the implementation of a monitoring mechanism.

231. **In paragraph 360 of its report, the Board recommended that the Administration review its vendor management, with due regard to good common industry standards, and subsequently assign clear responsibilities for the prioritized rectification of deficiencies identified.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

232. The Administration is making arrangements to undertake a comprehensive review of the current vendor management practices.

233. **In paragraph 375 of its report, the Board recommended that the Administration consider publishing tenders for goods and services instead of solely publishing the request for expression of interest.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2020

234. The Administration is in the process of conducting a review that involves several factors, such as appropriate e-tendering solutions, confidentiality requirements and a best practices review across the United Nations system.

235. **In paragraph 385 of its report, the Board recommended that the Administration analyse the lessons learned with the request for proposal method for long-term air charter services and use the results to develop a strategy to fully implement the request for proposal method.**

Department responsible:	Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

236. The General Assembly, in its resolution 73/268 B, requested the Secretary-General not to implement this recommendation. The Administration requests the Board to close the recommendation as it has been overtaken by events.

237. **In paragraph 387 of its report, the Board recommended that the Administration use the lessons learned and develop a template that supports missions to document their air-service requirements based solely on logistical capabilities instead of requesting specific aircraft types. The statement of work for the request for proposal should be based on this template.**

Department responsible:	Department of Operational Support
Status:	Closure requested
Priority:	Medium
Target date:	Not applicable

238. The General Assembly, in its resolution 73/268 B, requested the Secretary-General not to implement this recommendation. The Administration requests the Board to close the recommendation as it has been overtaken by events.

239. **In paragraph 393 of its report, the Board recommended that the Procurement Division, together with involved stakeholders, review its active contracts with a focus on product IDs and take corrective action to ensure that the goods available through contracts are clearly identifiable and can be reflected accurately in the inventory and financial statements.**

Department responsible:	Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Second quarter of 2020

240. The Administration's comments were reflected in annex II to the Board's report.

241. **In paragraph 407 of its report, the Board recommended that the Administration amend the policy for rosters with the objective to facilitate roster-building, management and data cleansing.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

242. This recommendation is being implemented in the context of the revision of the staff selection system.

243. **In paragraph 417 of its report, the Board recommended that the Administration review the recruitment process to increase transparency and simplify and shorten the procedure.**

Departments responsible:	Department of Management Strategy, Policy and Compliance and Department of Operational Support
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

244. This recommendation is also being implemented in the context of the revision of the staff selection system.

245. **In paragraph 425 of its report, the Board recommended that the Administration review and compare current mission support staffing at the section and subsection level across all missions and advise missions in cases of significant deviations.**

Departments responsible:	Department of Operational Support and Department of Management Strategy, Policy and Compliance
Status:	Under implementation
Priority:	Medium
Target date:	Fourth quarter of 2020

246. There are multiple external and internal drivers that have an impact on staffing, including the rest and recuperation cycle and the level of the security at each location. The Department of Operational Support has responsibility for advising entities on organizational design, staffing reviews (if requested) and operational workforce planning. However, heads of entities are fully responsible for the tactical or short-range planning of their respective entities, which is usually undertaken once per year as part of the budget formulation process. The Department of Operational Support is finalizing a staffing review toolkit, which will streamline the staffing review process and enable entities of the Secretariat to conduct their own staffing reviews that complement their delegation of authority.

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