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Financing of the United Nations peacekeeping forces in the Middle East: United Nations Interim Force in Lebanon

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

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Interim Force in Lebanon (UNIFIL) for the period from 1 July 2020 to 30 June 2021, which amounts to \$483,608,500.

The proposed budget in the amount of \$483,608,500 represents an increase of \$3,505,900, or 0.7 per cent, compared with the apportionment of \$480,102,600 for the 2019/20 period.

UNIFIL will improve operational support to its military personnel to enable them to perform the necessary operational tasks for the implementation of the overall strategic objectives in accordance with Security Council resolution 2485 (2019), in which the Council reaffirmed the commitment to the implementation of the provisions of resolution 1701 (2006) and recalled its previous resolutions on Lebanon, including resolutions 2373 (2017) and 2433 (2018). In this regard, the Force will leverage efficiencies through the revised rations contract; continue to fill vacant posts expeditiously; and continue to replace assets that have passed their economic useful life, which will also ensure the minimum operational and support capabilities that are required to maintain safe and sustainable support services for UNIFIL personnel.

The proposed budget provides for the deployment of up to 15,000 military contingent personnel, 256 international staff and 633 national staff.

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

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

Financial resources

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

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
Military and police personnel	342 269.9	344 856.6	342 443.0	(2 413.6)	(0.7)
Civilian personnel	95 584.0	92 796.0	95 653.0	2 857.0	3.1
Operational costs	36 521.8	42 450.0	45 512.5	3 062.5	7.2
Gross requirements	474 375.7	480 102.6	483 608.5	3 505.9	0.7
Staff assessment income	13 768.6	13 049.7	13 834.7	785.0	6.0
Net requirements	460 607.2	467 052.9	469 773.8	2 720.9	0.6
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	474 375.7	480 102.6	483 608.5	3 505.9	0.7

Human resources^a

	<i>Military contingents</i>	<i>International staff</i>	<i>National staff^b</i>	<i>Temporary positions^c</i>	<i>Total</i>
Executive direction and management					
Approved 2019/20	—	28	16	—	44
Proposed 2020/21	—	26	13	—	39
Components					
Operations					
Approved 2019/20	15 000	31	28	—	15 059
Proposed 2020/21	15 000	31	28	—	15 059
Support					
Approved 2019/20	—	197	589	—	786
Proposed 2020/21	—	199	592	—	791
Total					
Approved 2019/20	15 000	256	633	—	15 889
Proposed 2020/21	15 000	256	633	—	15 889
Net change	—	—	—	—	—

^a Represents highest level of authorized/proposed strength.

^b Includes 48 National Professional Officers and 585 national General Service staff.

^c Funded under general temporary assistance.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Interim Force in Lebanon (UNIFIL) was established by the Security Council in its resolutions [425 \(1978\)](#) and [426 \(1978\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2485 \(2019\)](#), by which the Council extended the mandate until 31 August 2020.
2. The Force is mandated to help the Security Council to achieve the overall objective of restoring international peace and security in southern Lebanon.
3. Within this overall objective, UNIFIL will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are organized according to components (operations and support), which are derived from the mandate of the Force.
4. The expected accomplishments would lead to the fulfilment of the objective of the Security Council within the lifetime of the Force and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNIFIL in terms of the number of personnel have been attributed to the individual components, with the exception of the Force's executive direction and management, which can be attributed to the Force as a whole. Variances in the number of personnel, compared with the budget for the 2019/20 period, have been explained under the respective components.
5. The Security Council, by its resolutions [425 \(1978\)](#) and [426 \(1978\)](#), established a United Nations Interim Force for southern Lebanon for the purpose of confirming the withdrawal of Israeli forces, restoring international peace and security and assisting the Government of Lebanon in ensuring the return of its effective authority in the area.
6. The headquarters for the Force is located in Naqoura, Lebanon. The Force provides administrative, logistic and technical support to substantive and military personnel. The establishment of a UNIFIL office in Tel Aviv, Israel, to provide enhanced liaison and coordination support with the Israeli military and other relevant government authorities, remains a high priority for the Force.

B. Planning assumptions and mission support initiatives

7. The Security Council, in its resolution [2485 \(2019\)](#), requested the Secretary-General to report on all violations of resolution [1701 \(2006\)](#). The Council requested that the Secretary-General also include in his reports prompt and detailed reports on violations of the sovereignty of Lebanon, prompt and detailed reports on the restrictions to the Force's freedom of movement, an enhanced annex on the implementation on the arms embargo, reports on specific areas where UNIFIL does not access and on the reasons behind these restrictions and potential risks to the cessation of hostilities and the Force's response, as well as reports on the implementation of the recommendations of the 2016–2017 strategic review and on additional identified efficiencies to most appropriately fulfil its mandated tasks.
8. In the absence of both parties fulfilling the respective obligations under the resolution, tensions have increased and UNIFIL remains critical to the prevention and maintenance of the cessation of hostilities and the establishment of a safe and stable environment.

9. UNIFIL will maintain a credible and effective force for deterrence, prevention and de-escalation of conflict, with the aim of preserving the cessation of hostilities and assisting the Lebanese Armed Forces in maintaining a stable security environment free of unauthorized armed personnel, assets and weapons south of the Litani River. In addition, pursuant to Security Council resolution [2433 \(2018\)](#), UNIFIL will continue to maintain an enhanced operational presence, within the existing mandate and capability, to safeguard the cessation of hostilities, reduce violations of resolution [1701 \(2006\)](#) and prevent hostile activities from taking place in the area of operations.

10. As outlined in the letter dated 1 August 2019 from the Secretary-General addressed to the President of the Security Council ([S/2019/619](#)), UNIFIL will pursue a comprehensive approach to the implementation of Security Council resolution [1701 \(2006\)](#). To that end, UNIFIL will proactively engage in regular consultation and coordination efforts on mandated activities with the Office of the United Nations Special Coordinator for Lebanon and the United Nations country team.

11. UNIFIL will seek to maintain stability and enhance confidence-building between all parties through strategic liaison and coordination activities, including use of the tripartite mechanism. These activities will aim to address security and military operational issues related to the implementation of Security Council resolution [1701 \(2006\)](#), promote security arrangements that maintain calm and stability, and mitigate and de-escalate tensions. The activities will also promote full respect for the Blue Line in its entirety, including by furthering its visible marking and facilitating the full withdrawal of the Israel Defense Forces from northern Ghajar and the adjacent area north of the Blue Line.

12. UNIFIL will continue to support increasing the capacity, capabilities and presence of the Lebanese Armed Forces Navy through the provision of maritime support to prevent the unauthorized entry of arms or related materials by sea into Lebanon. UNIFIL will also continue to provide technical training and other assistance that will enable the Navy to eventually assume effective control over the security of Lebanese territorial waters. In accordance with the objectives outlined in paragraph 7 of Security Council resolution [2485 \(2019\)](#), UNIFIL will strive to garner appropriate support from the international community and engage with the Government of Lebanon to increase naval capabilities towards the ultimate goal of transitioning responsibilities from the UNIFIL Maritime Task Force to the Lebanese Armed Forces Navy.

13. While an initial transitioning of some tasks from the UNIFIL Maritime Task Force to the Lebanese Armed Forces Navy to prevent the unauthorized entry of arms or related materiel by sea into Lebanon was planned for the 2019/20 period, the Navy faced challenges related to the continued availability of seaworthy operational vessels. As a result, the transitioning of some tasks from the UNIFIL Maritime Task Force to the Navy will continue to be among the priorities of the Force during the 2020/21 period. As such, the Force will maintain the deployment of six maritime vessels and one military contingent unit required for its contingent marine operations, including command and control requirements, compared with the five vessels planned for the 2019/20 period and the repatriation of one military contingent unit, based on operational requirements.

14. Support will be provided to further cooperation efforts with the Lebanese Armed Forces and international stakeholders as part of the strategic dialogue initiative, aimed at enhancing capabilities and capacities of the Lebanese Armed Forces in support of responsibilities under resolution [1701 \(2006\)](#). UNIFIL will continue to support the Lebanese Armed Forces with the deployment of a model regiment, which was formed in 2018, by engaging with the Lebanese Armed Forces and international partners to support required additional accommodation, training modalities and remaining equipment; to facilitate the acquisition of an offshore patrol vessel; to support the

Lebanese Army in mobilizing international assistance as agreed in the follow-up to the ministerial-level meeting known as the Rome II conference; and to support the activities of and equip the Lebanese Armed Forces regional civil-military cooperation centre.

15. UNIFIL will continue collaboration efforts with local authorities and central ministries, following the parliamentary elections held in 2019, in order to achieve the full extension of Lebanese State authority in the area of operations. UNIFIL will also continue to rely on the support of the Government of Lebanon to ensure freedom of movement for the Force in areas of operation.

16. The Security Council, in its resolution [2485 \(2019\)](#), welcomed the drafting of the country's first national action plan on women, peace and security, and encouraged the Government of Lebanon to adopt and implement it. In this regard, UNIFIL will enhance its support to women civil society groups to promote women leadership and participation in decision-making in pursuit of the maintenance and promotion of peace and security.

17. The current focus of UNIFIL is to assist in maintaining an environment conducive for a political process, improve preparedness for the protection of civilians and develop the capacities of the Lebanese Armed Forces. Pursuant to the Action Plan to Improve the Security of United Nations Peacekeepers, UNIFIL has completed all planned work regarding the fortification of United Nations positions to increase force protection standards.

18. The Force continues to review and identify cost-effective support solutions that are responsive to changes in operational requirements and contingent activities. UNIFIL has extended the use of its assets well beyond their normal useful life and condition, thus allowing the Force to reprioritize resources to meet other emerging operational requirements in recent years. The Force has deferred the regular replacement of assets critical to operations that would otherwise have been undertaken as part of a normal preventative maintenance programme. These temporary measures cannot be maintained indefinitely, and the majority of assets in UNIFIL are now past the limits of safe operable condition. Consequently, to provide a safe working environment and to maintain adequate standards in the living conditions of military contingent personnel, the Force continues to review the condition of its assets and will implement the second year of the five-year phased asset replacement plan presented in the context of the approved budget for the 2019/20 period.

19. The review of the asset holdings of the Force in the areas of facilities and infrastructure, ground transportation, air operations, communications and information technology, and medical services showed that over 50 per cent of UNIFIL assets have passed their useful life. In the absence of a phased investment in replacements, it was estimated that over 90 per cent of UNIFIL assets would be beyond their useful life by the 2023/24 period. As a result, the plan aims to bring the critical asset holdings of UNIFIL to operable conditions, which would comply with replacement standards and can be further sustained through regular replacement in future periods. The implementation of the phased asset replacement plan is critical, not only as a measure to avoid operational and safety risks, but also to avoid the need for a significant one-time capital investment for replacements in future periods. The proposed budget for the 2020/21 period provides for the planned replacement of 20 deteriorated prefabricated facilities that are no longer in acceptable condition and 649 obsolete air-conditioning units that must be replaced owing to fire safety concerns, as well as 35 medium general-purpose vehicles, 2 minibuses and 1 armoured vehicle that have been used by the Force well beyond their useful life and mileage threshold. The 2020/21 period will represent the first year of the phased asset replacement plan for the communications and information technology infrastructure that supports the Force's operations, which was based on a one-year extension to maximize the life cycle of the equipment.

20. In addition to the replacement of assets, the Force proposes the construction of a hard-walled facility for military and civilian personnel at the Green Hill camp to eventually replace a set of 15 modular prefabricated facilities. This construction will also improve the living and working conditions and the occupational hygiene and safety of its personnel. The co-location of personnel and the consolidation of equipment and utilities into a single hard-walled facility is anticipated to improve operational synergy and create efficiencies. Taking into consideration the location of the facilities and their proximity to the sea, prefabricated units require replacement more frequently. In that regard, the cost-benefit analysis shows it will be more cost-effective to replace prefabricated facilities with hard-walled facilities, which are expected to have a longer useful life of 40 years, compared with a useful life of 10 years for prefabricated units.

C. Regional mission cooperation

21. UNIFIL will maintain close cooperation with the Office of the United Nations Special Coordinator for Lebanon. The Force will also continue to provide regional leadership and management for the coordination of field technology services, conduct and discipline, HIV/AIDS and oversight activities for UNIFIL, the United Nations Disengagement Observer Force, the United Nations Truce Supervision Organization, the United Nations Peacekeeping Force in Cyprus, the Office of the Special Adviser to the Secretary-General on Cyprus and the Committee on Missing Persons in Cyprus, the Office of the United Nations Special Coordinator for Lebanon and the Office of the United Nations Special Coordinator for the Middle East Peace Process, the United Nations Support Mission in Libya and the United Nations Logistics Base at Brindisi, Italy.

22. UNIFIL will deliver regional field technology services to implement the strategic objectives of reducing service disparities, producing economies of scale and eliminating duplication of effort among the missions in the region. Regional coordination plans aligned with the objectives and specific mandates of these missions will be developed and coordinated with a view to achieving greater synergies in the use of human and material resources.

23. The Regional Conduct and Discipline Section of UNIFIL will continue to implement its regional mandated activities, and in this regard it will improve support provided to missions and support offices in the region. Support will include prevention activities, risk assessments, information campaigns, induction briefings and training. The processing of allegations of misconduct, the mapping of victim assistance services and the establishment of in-country networks to prevent sexual exploitation and abuse will also be facilitated.

24. UNIFIL will coordinate the regional shared services for HIV/AIDS to enhance HIV-related preparedness through the promotion of health, the prevention of risk exposure and the mitigation of the impact on missions, personnel, contributing Member States and host communities among the missions in the region. Specific activities coordinated at the mission, national, regional and international levels will include mandatory HIV orientation sessions, the incorporation of HIV/AIDS issues into mandated tasks, the provision of educational materials, universal safety precautions, the management of post-exposure prophylaxis, voluntary confidential counselling and testing, the promotion of human rights in support of the elimination of HIV-related stigma and discrimination and the analysis of epidemic-related early warnings.

25. UNIFIL will coordinate the regional training network and, where training requirements are common among missions in the region, it will lead the coordination of requests for training support on behalf of the region to minimize duplication of

initiatives. In addition, UNIFIL will continue to provide training to other missions alongside its delivery of internal training programmes.

26. UNIFIL will continue to be supported by the Kuwait Joint Support Office, where one international and two General Service staff are embedded, for the processing of payroll for the Force's national staff and uniformed personnel.

D. Partnerships and country team coordination

27. UNIFIL will continue to cooperate with the United Nations country team under the United Nations strategic framework aiming at strengthening synergies towards a comprehensive approach to the implementation of resolution 1701 (2006). The United Nations strategic framework represents the key shared objectives of the United Nations system and its cooperation framework with Lebanon for the period 2017–2020, which has been extended to 2021. UNIFIL, through joint programmatic initiatives and bilateral cooperation with United Nations agencies, funds and programmes, will continue to contribute to peace and security, and domestic stability and effective governance, which represent two of the three core priorities identified under the framework. With the aim of strengthening synergies towards a comprehensive approach to the implementation of resolution 1701 (2006), UNIFIL, in collaboration with the Office of the United Nations Special Coordinator for Lebanon, will also provide support in strengthening coordination between the Lebanese Armed Forces and troop-contributing countries in support of the strategic dialogue process, and capacity development initiatives in support of the municipal police and civil defence financed through the implementation of quick-impact projects.

28. UNIFIL will continue its participation in inter-agency coordination meetings at the national and regional level and serve as an observer to the humanitarian response and development assistance provided in support of refugees, the host community and local institutions in southern Lebanon. UNIFIL will also continue to participate in thematic working groups on water and sanitation, education, health and livelihoods.

29. UNIFIL will continue to liaise with the Government of Lebanon to promote increased involvement of its ministries and security institutions in southern Lebanon. UNIFIL will also liaise with civil society organizations on specific projects and initiatives for south Lebanon, including child protection, emergency preparedness and environmental protection. Regular coordination meetings related to social and economic development and relevant issues of importance to the local community will be held with municipalities. Regular programme coordination with donors, international and national non-governmental organizations operating in southern Lebanon and with community and religious leaders will also continue.

E. Results-based budgeting frameworks

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

Executive direction and management

31. Overall mission direction and management are to be provided by the Office of the Head of Mission/Force Commander. The proposed staffing complement is set out in table 1.

Table 1
Human resources: executive direction and management

	International staff					Subtotal	National staff ^a	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service			
Office of the Head of Mission/Force Commander								
Approved posts 2019/20	1	1	1	–	1	4	3	7
Proposed posts 2020/21 ^b	1	1	1	–	2	5	4	9
Net change (see table 2)	–	–	–	–	1	1	1	2
Office of the Deputy Force Commander								
Approved posts 2019/20	–	1	1	–	1	3	1	4
Proposed posts 2020/21	–	1	1	–	1	3	1	4
Net change	–	–	–	–	–	–	–	–
Legal Affairs Section								
Approved 2019/20	–	–	2	1	1	4	1	5
Proposed 2020/21	–	–	2	1	1	4	1	5
Net change	–	–	–	–	–	–	–	–
Gender Advisory Unit								
Approved posts 2019/20	–	–	1	–	–	1	2	3
Proposed posts 2020/21	–	–	1	–	–	1	2	3
Net change	–	–	–	–	–	–	–	–
Policy and Best Practices Unit								
Approved posts 2019/20	–	–	1	–	–	1	1	2
Proposed posts 2020/21	–	–	1	–	–	1	1	2
Net change	–	–	–	–	–	–	–	–
HIV/AIDS Unit								
Approved posts 2019/20	–	–	1	1	–	2	3	5
Proposed posts 2020/21 ^c	–	–	–	–	–	–	–	–
Net change (see table 3)	–	–	(1)	(1)	–	(2)	(3)	(5)
Joint Mission Analysis Centre								
Approved posts 2019/20	–	–	3	3	1	7	2	9
Proposed posts 2020/21	–	–	3	3	1	7	2	9
Net change	–	–	–	–	–	–	–	–
Board of Inquiry Unit								
Approved posts 2019/20	–	–	–	–	1	1	1	2
Proposed posts 2020/21 ^b	–	–	–	–	–	–	–	–
Net change (see table 4)	–	–	–	–	(1)	(1)	(1)	(2)
Regional Conduct and Discipline Section								
Approved posts 2019/20	–	–	3	1	1	5	2	7

	International staff						National staff ^a	Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal		
Proposed posts 2020/21	–	–	3	1	1	5	2	7
Net change	–	–	–	–	–	–	–	–
Total posts								
Approved 2019/20	1	2	13	6	6	28	16	44
Proposed 2020/21	1	2	12	5	6	26	13	39
Net change	–	–	(1)	(1)	–	(2)	(3)	(5)

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

^b Reflects unit transfer within executive direction and management.

^c Reflects unit transfer to service delivery management under the support component.

International staff: net decrease of 2 posts

National staff: net decrease of 3 posts

Office of the Head of Mission/Force Commander

Table 2

Human resources: Office of the Head of Mission/Force Commander

Posts					
Change	Level	Functional title	Action	Description	
+1	FS	Administrative Officer	Unit transfer	} From Board of Inquiry Unit	
+1	NGS	Board of Inquiry Assistant	Unit transfer		
Total	+2	(see table 1)			

32. The approved staffing establishment of the Office of the Head of Mission/Force Commander consists of seven posts: one post of Force Commander (Assistant Secretary-General), one post of Principal Coordination Officer (D-1), one post of Political Affairs Officer (P-4), one post of Administrative Assistant (Field Service), one post of Associate Liaison Officer (National Professional Officer), one post of Protocol Assistant (national General Service) and one post of Field Language Assistant (national General Service). The Office provides direct support for the Head of Mission/Force Commander, who has the dual responsibility of representing the Secretary-General in leading the United Nations political engagement efforts in respect of the Force and in leading the command and control of all military operations in the area of operations of UNIFIL. The responsibilities as Head of Mission are to exercise overall authority over the activities of the United Nations in the area of operations, provide political guidance for mandate implementation and set mission-wide operational direction, lead and direct the heads of all UNIFIL components and ensure unity of effort and coherence among all United Nations entities in the area. The responsibilities as Force Commander are to exercise operational control over all military operations and personnel in the UNIFIL area of operations, direct and supervise the senior military officers of the Force and provide political direction and oversight of the strategic dialogue process. The Head of Mission/Force Commander is also the designated official for the security of the staff under the United Nations security management system and their dependants in the area of operations, south of the Litani River.

33. The Principal Coordination Officer advises and supports the Head of Mission/Force Commander in carrying out cross-cutting responsibilities spanning the three-pillar structure of UNIFIL with a view to enhancing the integrated and coherent functioning of the Force. This support focuses on the core mechanisms and processes that enable the integrated delivery of the Force's mandate, in particular, strategic planning as it relates to cross-cutting aspects, policy coordination, senior-level decision-making and information management. The Officer also ensures alignment between substantive priorities and support capacities and liaises with all components of the Force to advise on and ensure the application of best practices for achieving the objectives and priorities of the Force. To this end, the Principal Coordination Officer undertakes a number of managerial, planning, resource stewardship and policy guidance functions on behalf and in support of the Head of Mission/Force Commander, including: (a) supporting the effective direction and management of the Force's activities and components in line with the strategic vision and guidance of the Head of Mission/Force Commander; (b) facilitating the internal management of the Force, including the provision of advice on the development of policies on management issues, including risk management; (c) facilitating the translation of mandates, policy intent and high-level direction of UNIFIL leadership into actionable tasks, and working with the components of the Force to ensure their effective implementation; and (d) overseeing the integrated delivery of the Force's mandate, including programme management, reform and change management, information management and risk management.

34. In this context, it is proposed that the Board of Inquiry Unit, as shown in table 2, be transferred to the immediate Office of the Head of Mission/Force Commander to improve oversight and accountability over inquiry matters and focus on reducing the backlog of cases, with close attention to the relevant case matters being facilitated.

HIV/AIDS Unit

Table 3

Human resources: HIV/AIDS Unit

Posts				
Change	Level	Functional title	Action	Description
-1	P-4	HIV/AIDS Officer	Unit transfer	} To Office of Service Delivery Management
-1	P-3	HIV/AIDS Officer	Unit transfer	
-1	NPO	Assistant HIV/AIDS Officer	Unit transfer	
-1	NGS	Programme Management Assistant	Unit transfer	
-1	NGS	Administrative Assistant	Unit transfer	
Total	-5	(see table 1)		

35. In the context of the harmonization of mission support structures, it is proposed that the HIV/AIDS Unit, as shown in table 3, be transferred from the Office of the Head of Mission/Force Commander in the executive direction and management component to the Medical Services Section within the Office of Service Delivery Management under the support component.

Board of Inquiry Unit

Table 4

Human resources: Board of Inquiry Unit

Posts					
Change	Level	Functional title	Action	Description	
-1	FS	Administrative Officer	Unit transfer	}	To Office of the Head of Mission/Force Commander
-1	NGS	Board of Inquiry Assistant	Unit transfer		
Total	-2	(see table 1)			

36. The proposed transfer of the Board of Inquiry Unit, as shown in table 2, to the Office of the Head of Mission/Force Commander, is described in paragraph 34 of the present report.

Component 1: operations

37. UNIFIL will continue to focus on operational and strategic activities in accordance with the provisions of resolution [2485 \(2019\)](#) to reinforce the cessation of hostilities and provide a stable and secure environment free of unauthorized armed personnel, assets and weapons in the area between the Blue Line and the Litani River. UNIFIL will continue to expand the capacity of the Lebanese Armed Forces through the strategic dialogue process, the provision of technical training, the mobilization of international support for capability development and by assisting in the development of a transition strategy for the eventual transfer of responsibility from the UNIFIL Maritime Task Force to the Lebanese Navy. UNIFIL will continue to facilitate support for the model regiment project and enhance joint civil-military cooperation activities with the Lebanese Armed Forces civil-military coordination centre, which was inaugurated in May 2018. UNIFIL will also continue to support the Lebanese Armed Forces through joint daily operational activities such as patrolling, observation and joint training.

38. UNIFIL will continue to use its unique liaison and coordination arrangements with the Israel Defense Forces and the Lebanese Armed Forces to mitigate and de-escalate tensions along the Blue Line. UNIFIL will also continue to facilitate the tripartite mechanism to promote full respect of the Blue Line, including the holding of discussions on contentious issues with all parties; monitoring, investigating and recording violations of the Blue Line; and visibly marking the Blue Line. UNIFIL will continue to call for the full withdrawal of the Israel Defense Forces from northern Ghajar and an adjacent area north of the Blue Line.

39. UNIFIL will continue to work towards a comprehensive approach in the implementation of resolution [1701 \(2006\)](#). A comprehensive approach aimed at increasing the authority of the State and its security institutions in southern Lebanon will be undertaken through effective coordination between UNIFIL, the Office of the United Nations Special Coordinator for Lebanon, the United Nations country team, and high-level engagements with ministries and authorities. UNIFIL will continue to prioritize relationship-building with the local population through quick-impact projects as confidence-building measures and coordinated strategic communication efforts. The efforts will include community outreach, regular meetings with local authorities and religious leaders and targeted messages in support of the mandated activities of the Force.

40. UNIFIL will continue to undertake the clearance of mines, unexploded ordnance devices and improvised explosive devices from the areas where it is deployed to ensure the safety of its personnel.

*Expected accomplishment**Indicators of achievement*

1.1 Stable and secure environment in southern Lebanon

1.1.1 Absence of air, sea or ground incursions or firing incidents across the Blue Line

1.1.2 Lebanese Armed Forces deployed throughout the entire area south of the Litani River, including the part of the town of Ghajar north of the Blue Line and an adjacent area north of the Blue Line

1.1.3 Area between the Blue Line and the Litani River is free of any armed personnel, assets and weapons, except for those of the Lebanese Armed Forces and UNIFIL

1.1.4 Participation by both parties in tripartite meetings and maintenance of liaison and coordination arrangements

1.1.5 Increase in the area safe from landmines and explosive remnants of war

Outputs

- 1,186,250 independent mobile patrol person-days, to include reserve, quick reaction, reconnaissance, intervention and force protection capabilities
- 923,450 independent observation post person-days
- 550 air patrol hours for the Blue Line patrols and reconnaissance flights within the area of operations
- 810 flight hours for investigation of incidents and operational movements for transport of combat assets, reconnaissance missions, the command and control function, liaison activities and training
- 1,318 naval vessel patrol days to monitor the maritime border of Lebanon, including joint operational exercises with the Lebanese Armed Forces
- 300 flight hours for maritime interdiction patrols and operational activities inside the area of maritime operations
- 237,240 coordinated operational activities person-days with the Lebanese Armed Forces
- Conduct of 950 joint/coordinated exercises, seminars, workshops, lectures and training courses with the land and maritime components of the Lebanese Armed Forces to improve their tactical and operational capabilities and to improve the coordination between UNIFIL and the Lebanese Armed Forces at the operational and tactical levels for enhanced effectiveness of combined operations
- 3 reports of the Secretary-General to the Security Council complemented by ad hoc reporting on specific matters of interest to the Council, as well as regular internal reporting to United Nations Headquarters
- Daily and weekly liaison, communication and exchange of information with both parties on issues requiring immediate attention relating to the implementation of Security Council resolution [1701 \(2006\)](#)
- Tripartite meetings chaired and supported by UNIFIL approximately every six weeks and as required
- Provision on an as-required basis of secretariat support services for meetings of the tripartite subcommittee, including on Blue Line matters, to support the visible marking of the Line on the ground. Support bilateral meetings with the parties as required
- Conduct, on an as-required basis, of investigations into alleged violations of Security Council resolution [1701 \(2006\)](#) and other incidents that risk escalating tensions in the area of operations, and follow-up on the

implementation of recommendations, including actions taken by the parties to prevent similar incidents in the future

- Daily contact with local authorities and community leaders on improving acceptance of the mandated tasks of the Force, including identifying potential areas of conflict between UNIFIL and the local population, addressing relevant complaints and concerns of communities as well as instances when UNIFIL mandate implementation is hindered in the area of operations, and daily strategic messaging in support of confidence-building activities and enhancing the acceptance of the Force by the host community
- Meetings, on a weekly basis and as required, with Lebanese and Israeli authorities, diplomatic representatives and United Nations offices on improving the understanding of the mandate, role and activities of UNIFIL
- 6 briefings to Member States, troop-contributing countries and donor countries on UNIFIL operational issues, cooperation with the Lebanese Armed Forces and enhancing the capacity of the Lebanese Armed Forces for the implementation of Security Council resolution [1701 \(2006\)](#)
- Daily monitoring and analysis of the media coverage of UNIFIL and regional news, including social media, local and international daily newspapers/periodicals and electronic and Internet media reports; and daily morning and afternoon news round-ups, daily and weekly summaries of local, regional and international media, and weekly analysis of media trends pertaining to UNIFIL
- Daily interaction with international and local media, in Lebanon and Israel, organization of media coverage (events, visits, interviews and press briefings) of the activities of the Force, press releases and photo coverage of UNIFIL activities and events, daily updates of the UNIFIL website in English and Arabic and on social media platforms, and use of strategic opportunities (globally and locally) to further increase visibility, reach and support for the work of the mission
- 26 bilingual audio episodes, 50 video stories, 36 short video documentaries and 7 episodes projecting a gender-sensitive approach for broadcast on local radio and television stations, official Internet channels (the UNIFIL website, social media platforms and UNifeed), including the production of radio series and thematic television spots and documentaries on the mandate of the Force, its operations and peacekeeping activities and its coordination with the Lebanese Armed Forces
- Clearance of landmines/unexploded ordnance to provide access lanes for marking of the Blue Line and around United Nations positions
- 420 awareness-raising activities regarding the dangers of landmines/unexploded ordnance, 150 quality assurance monitoring inspections of demining and explosive ordnance disposal units, 12 meetings with the Inter-Agency Working Group in the South and 30 liaison meetings with the Lebanon Mine Action Centre

Expected accomplishment

Indicators of achievement

1.2 Normalization of the authority of the Government of Lebanon in southern Lebanon

1.2.1 All 134 municipalities in the area of operations of UNIFIL will be fully functional, as well as civic and religious institutions

1.2.2 Enhanced support for the involvement of the Government of Lebanon, and its ministries and institutions, in southern Lebanon

1.2.3 Prevention, by the Lebanese Armed Forces, of the presence of any authority outside the jurisdiction of the Lebanese State

1.2.4 Strengthening of the civil-military coordination capacity of the Lebanese Armed Forces

Outputs

- Bimonthly meetings with Lebanese authorities at the central level, including service-related ministries, on the extension of the authority of the Government of Lebanon in southern Lebanon and with central or regional governmental institutions responsible for the provision of public services to communities in southern Lebanon, in support of implementation of national priorities and strategies
 - Advice to, and coordination with, the Office of the United Nations Special Coordinator for Lebanon, other United Nations offices, agencies, funds and programmes, diplomatic representatives and non-governmental organizations, and liaison with potential donors, on an integrated and comprehensive approach to the implementation of Security Council resolution 1701 (2006) and other resolutions and on the overall situation in southern Lebanon, in particular the security situation in the UNIFIL area of operations
 - Liaison and coordination, through meetings and working groups, with United Nations agencies and international and local non-governmental organizations operating in southern Lebanon on programme implementation, information-sharing and contingency planning, including with regard to recovery, development and other cross-cutting issues
 - Conduct of contingency planning regarding the protection of civilians, including gender-specific aspects
 - Advice to local authorities on the development of project proposals for funding by external donors, technical advice on project management and other special initiatives that contribute to better discharge of local governance responsibilities
 - Coordination with and provision of assistance to the Lebanese Armed Forces to enhance its capacity through the strategic dialogue process, specifically focusing on the model regiment project, the strengthening of the naval capabilities of the Lebanese Armed Forces Navy and enhancing civil-military coordination and communication activities
 - 25 quick-impact projects to support the extension of State authority, improve access to basic services, support the operations of the Force and acceptance of the mandate of the Force by the host community, and promote conflict management and trust-building initiatives
 - Meetings, awareness-raising campaigns, events and community outreach activities supported by strategic messaging to foster partnerships between local authorities/institutions/groups and international and local non-governmental organizations, UNIFIL components and United Nations agencies to further United Nations goals; support, extend and improve capacity development, dissemination of information and awareness-raising training
 - 1 public perception survey in the area of operation of UNIFIL
 - 23,350 outreach pocket cards and 25,000 tri-folded brochures (20,000 in Arabic and 5,000 in English) printed and distributed at quarterly public information campaigns with corresponding press briefings, events and releases, radio episodes and video spots, photo coverage and exhibitions/dissemination, and regular news media feeds on the mandate and activities of UNIFIL
 - 3 issues/75,000 copies of the outreach magazine in English and Arabic on the activities of UNIFIL and the United Nations agencies throughout the area of operations for the local population, local authorities, institutions, media outlets and the international community, and 22,000 copies in Arabic and 1,000 in English of the yearly calendar
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Table 5
Human resources: component 1, operations

Category	Total							
I. Military contingents								
Approved 2019/20								15 000
Proposed 2020/21								15 000
Net change								–
II. Civilian staff								
International staff								
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal	National staff ^a	Total
Office of the Deputy Head of Mission and Director of Political and Civil Affairs								
Approved posts 2019/20	–	2	4	2	3	11	1	12
Proposed posts 2020/21	–	2	4	2	3	11	1	12
Net change	–	–	–	–	–	–	–	–
Tripartite Coordination Unit								
Approved 2019/20	–	–	3	–	–	3	–	3
Proposed 2020/21	–	–	3	–	–	3	–	3
Net change	–	–	–	–	–	–	–	–
Beirut Office								
Approved posts 2019/20	–	–	1	–	–	1	2	3
Proposed posts 2020/21	–	–	1	–	–	1	2	3
Net change	–	–	–	–	–	–	–	–
Strategic Communications and Public Information Section								
Approved 2019/20	–	–	2	3	2	7	13	20
Proposed 2020/21	–	–	2	3	2	7	13	20
Net change	–	–	–	–	–	–	–	–
Civil Affairs Section								
Approved 2019/20	–	1	3	4	1	9	12	21
Proposed 2020/21	–	1	3	4	1	9	12	21
Net change	–	–	–	–	–	–	–	–
Subtotal, civilian staff								
Approved posts 2019/20	–	3	13	9	6	31	28	59
Proposed posts 2020/21	–	3	13	9	6	31	28	59
Net change	–	–	–	–	–	–	–	–
Total, I and II								
Approved 2019/20	–	3	13	9	6	31	28	15 059
Proposed 2020/21	–	3	13	9	6	31	28	15 059
Net change	–	–	–	–	–	–	–	–

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

Component 2: support

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

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.1 Rapid, effective, efficient and responsible support services for the mission	<p>2.1.1 Percentage of approved flight hours utilized (excluding search and rescue, medical/casualty evacuation) (2018/19: 97 per cent; 2019/20: ≥ 90 per cent; 2020/21: ≥ 90 per cent)</p> <p>2.1.2 Average annual percentage of authorized international posts vacant (2018/19: 5.9 per cent; 2019/20: ≤ 5 per cent; 2020/21: 4.5 percent ± 3 per cent)</p> <p>2.1.3 Average annual percentage of female international civilian staff (2018/19: 34 per cent; 2019/20: ≥ 37 per cent; 2020/21: ≥ 38 per cent)</p> <p>2.1.4 Average number of days for roster recruitments to candidate selection for international candidates (2018/19: 26 working days from closing of job opening; 2019/20: ≤ 101 calendar days from posting of job opening; 2020/21: 78 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)</p> <p>2.1.5 Average number of days for post-specific recruitments to candidate selection for international candidates (2018/19: 107 working days from closing of job opening; 2019/20: ≤ 120 calendar days from posting of job opening; 2020/21: ≤ 120 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)</p> <p>2.1.6 Overall score on the Administration's environmental management scorecard (2018/19: 82; 2019/20: 100; 2020/21: 100)</p> <p>2.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2018/19: 86 per cent; 2019/20: ≥ 85 per cent; 2020/21: ≥ 85 per cent)</p> <p>2.1.8 Compliance with the field occupational safety risk management policy (2018/19: 80 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)</p>

2.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2018/19: 1,877; 2019/20: $\geq 1,800$; 2020/21: $\geq 1,850$)

2.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2018/19: 2 per cent; 2019/20: ≤ 20 per cent; 2020/21: ≤ 20 per cent)

2.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2018/19: 100 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)

2.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2018/19: 99 per cent; 2019/20: ≥ 95 per cent; 2020/21: ≥ 95 per cent)

Outputs

Service improvements

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

Audit, risk and compliance services

- Implementation of pending audit recommendations, as accepted by management

Aviation services

- Operation and maintenance of a total of 7 rotary-wing aircraft
- Provision of a total of 1,360 planned flight hours (500 from commercial providers, 860 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, and casualty and medical evacuation
- Oversight of aviation safety standards for 7 aircraft and 24 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$483.6 million, in line with delegated authority
- Support for the finalization of annual financial statements for the Force in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

Civilian personnel services

- Provision of human resources services for up to 889 authorized civilian personnel (256 international staff and 633 national staff), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 1,430 civilian personnel participants, and support to out-of-mission training for 133 civilian personnel participants

- Support for the processing of 105 in-mission and 109 outside-mission travel requests for non-training purposes and 133 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 52 mission sites with 1,456 prefabricated and 963 solid buildings
- Implementation of 9 construction, renovation and alteration projects, including maintenance of 100 km of access roads to military positions
- Operation and maintenance of 150 United Nations-owned generators and 15 small solar farms of 363 kW in total, as well as 2 electricity connections in Beirut from a local provider
- Operation and maintenance of United Nations-owned water supply and treatment facilities (15 wells/boreholes at 13 locations and 11 water treatment and purification plants at 9 locations), in addition to 3 water wells contracted from local providers
- Provision of cleaning, ground maintenance and pest control at 10 sites, and provision of laundry and catering services at 1 site
- Provision of sewage disposal from 52 positions, including operation and maintenance of 21 United Nations-owned sewage treatment plants in 14 locations and 80 technical septic systems throughout the mission and solid waste collection and disposal at 45 sites

Fuel management services

- Management of supply and storage of 20.5 million litres of fuel (615,820 litres for air operations, 4,228,636 litres for ground transportation and 15,633,012 litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 31 locations

Geospatial, information and telecommunication technology services

- Provision of and support for 918 handheld portable radios, 668 mobile radios for vehicles and 196 base station radios
- Operation and maintenance of 1 radio production facility
- Operation and maintenance of a network for voice, fax, video and data communication, including 3 very small aperture terminals, 2 phone exchanges and 66 microwave links, and provision of 110 satellite and 800 mobile phone service plans
- Provision of and support for 1,115 computing devices and 283 printers for an average strength of 1,069 civilian and uniformed end users, in addition to 845 computing devices and 77 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 54 local area networks (LAN) and wide area networks (WAN) in 54 sites
- Analysis of geospatial data covering 1,500 km², maintenance of topographic and thematic layers and production of 300 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (1 level I-plus hospital) and support for contingent-owned medical facilities (15 level I clinics, 1 level I-plus hospital) in 16 locations
- Maintenance of medical evacuation arrangements to 5 medical facilities (1 level III, 4 level IV) inside the mission area and 2 outside the mission area (2 level IV)

Supply chain management services

- Provision of planning and sourcing support for an estimated \$40.5 million in the acquisition of goods and commodities in line with delegated authority

- Receipt, management and onward distribution of up to 4,242 tons of cargo and 63,081 passengers within the mission area, including rotation of troop contingents and land and air movements
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold value with a total historical cost of \$127.5 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 15,000 authorized military personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 48 military units at 55 geographical sites, as well as 6 Maritime Task Force vessels for self-sustainment at Beirut seaport
- Supply and storage of rations, combat rations and water for an average strength of 9,169 members of military contingents
- Support for the processing of claims and entitlements for an average strength of 10,155 military and police personnel
- Support for the processing of 670 in-mission and 38 outside-mission travel requests for non-training purposes and 5 travel requests for training-purposes

Vehicle management and ground transportation services

- Operation and maintenance of 781 United Nations-owned vehicles (407 light passenger vehicles, 136 special-purpose vehicles, 10 ambulances, 26 armoured personnel carriers, 33 armoured vehicles and 169 other specialized vehicles, trailers and attachments), 2,562 contingent-owned vehicles and 3 workshop and repair facilities, as well as provision of transport and shuttle services

Security

- Provision of 24-hour security services for the entire mission area, including 24-hour security liaison/escort support for senior mission staff and visiting high-level officials
- Conduct of mission-wide site security assessments, security risk assessments, security plans and residential surveys
- Conduct of 24 information sessions on security awareness, secure approaches in field environments in the south Litani River area and contingency plans for United Nations staff members and their dependents and visitors/delegations
- Conduct of 10 induction security-training sessions for all UNIFIL staff members and 6 sessions for the personnel of the Observer Group Lebanon
- Conduct of 12 primary fire evacuation and fire training sessions for fire wardens (1 fire drill per zone per year)
- Conduct of 6 aviation fire safety exercises and fire safety inspections of UNIFIL premises and aviation sites

Conduct and discipline

- Implementation of a conduct and discipline programme for all military and civilian personnel, including training, prevention, monitoring and recommendations on remedial actions where misconduct has occurred

Gender

- Implementation of the UNIFIL women and peace and security action plan
- Implementation of a comprehensive gender integration plan at the strategic, operational and tactical levels in both the military and civilian components

- Basic gender mainstreaming and conflict-related sexual violence training to all mission civilian and military staff
- Technical assistance to the Government of Lebanon in the preparation and implementation of the national action plan on Security Council resolution [1325 \(2000\)](#)

HIV/AIDS

- Conduct of mandatory orientation and induction training sessions for 12,000 UNIFIL military and civilian personnel and dependants
- Training and supervision of 50 culturally and gender-sensitive peer educators selected from UNIFIL personnel
- Design and distribution of 9 types of customized material developed for HIV/AIDS information, education and communication
- Training and orientation of 50 multidisciplinary health-care workers on guidelines, protocols and procedures relating to HIV/AIDS services, universal safety precautions, HIV testing and post-exposure prophylaxis
- Maintenance of the provision of on-demand static and mobile voluntary confidential counselling and testing services, including campaigns against stigma and discrimination, to all UNIFIL personnel
- Conduct of 3 capacity-building training programmes for the most HIV/AIDS-vulnerable populations in UNIFIL
- Conduct of 3 regional support activities for other missions in the region depending on the availability of financial resources to facilitate travel and daily subsistence allowance of UNIFIL HIV/AIDS teams to those missions

External factors

Several factors may affect the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian context not foreseen in the planning assumptions; other instances of force majeure; and changes in the mandate during the reporting period

Table 6
Human resources: component 2, support

	International staff							
Civilian staff	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal	National staff ^a	Total
Security Section								
Approved posts 2019/20	–	–	2	1	35	38	30	68
Proposed posts 2020/21	–	–	2	1	35	38	30	68
Net change	–	–	–	–	–	–	–	–
Mission Support Division								
Office of the Director of Mission Support								
Approved posts 2019/20	–	1	2	–	4	7	27	34
Proposed posts 2020/21	–	1	2	–	4	7	27	34
Net change	–	–	–	–	–	–	–	–
Operations and resource management								
Approved posts 2019/20	–	1	11	11	42	65	107	172
Proposed posts 2020/21	–	1	11	11	42	65	107	172
Net change	–	–	–	–	–	–	–	–

<i>Civilian staff</i>	<i>International staff</i>						<i>National staff^a</i>	<i>Total</i>
	<i>USG–ASG</i>	<i>D-2–D-1</i>	<i>P-5–P-4</i>	<i>P-3–P-2</i>	<i>Field Service</i>	<i>Subtotal</i>		
Service delivery management								
Approved posts 2019/20	–	1	9	8	34	52	324	376
Proposed posts 2020/21 ^b	–	1	10	9	34	54	327	381
Net change (see table 7)	–	–	1	1	–	2	3	5
Supply chain management								
Approved posts 2019/20	–	–	4	3	28	35	101	136
Proposed posts 2020/21	–	–	4	3	28	35	101	136
Net change	–	–	–	–	–	–	–	–
Total, Mission Support Division								
Approved 2019/20	–	3	26	22	108	159	559	718
Proposed 2020/21	–	3	27	23	108	161	562	723
Net change	–	–	1	1	–	2	3	5
Total, component 2								
Approved 2019/20	–	3	28	23	143	197	589	786
Proposed 2020/21	–	3	29	24	143	199	592	791
Net change	–	–	1	1	–	2	3	5

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

^b Reflects transfer of HIV/AIDS Unit from executive direction and management.

International staff: net increase of 2 posts

National staff: net increase of 3 posts

Service delivery management

Table 7
Human resources: Office of Service Delivery Management

Posts				
Change	Level	Functional title	Action	Description
+1	P-4	HIV/AIDS Officer	Unit transfer	} From HIV/AIDS Unit
+1	P-3	HIV/AIDS Officer	Unit transfer	
+1	NPO	Assistant HIV/AIDS Officer	Unit transfer	
+1	NGS	Programme Management Assistant	Unit transfer	
+1	NGS	Administrative Assistant	Unit transfer	
Total	+5	(see table 3)		

42. The proposed transfer of the HIV/AIDS Unit (5 approved posts) to the Office of Service Delivery Management of the Mission Support Division from the Office of the Head of Mission/Force Commander is set out in table 3 and described in paragraph 35 above.

II. Financial resources

A. Overall

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

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4) = (3) - (2)	(5) = (4) ÷ (2)
Military and police personnel					
Military observers	—	—	—	—	—
Military contingents	342 269.9	344 856.6	342 443.0	(2 413.6)	(0.7)
United Nations police	—	—	—	—	—
Formed police units	—	—	—	—	—
Subtotal	342 269.9	344 856.6	342 443.0	(2 413.6)	(0.7)
Civilian personnel					
International staff	45 874.1	46 221.8	46 826.5	604.7	1.3
National staff	48 989.0	46 148.2	48 400.5	2 252.3	4.9
United Nations Volunteers	—	—	—	—	—
General temporary assistance	720.9	426.0	426.0	—	—
Government-provided personnel	—	—	—	—	—
Subtotal	95 584.0	92 796.0	95 653.0	2 857.0	3.1
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	53.8	59.5	125.3	65.8	110.6
Official travel	641.2	742.9	742.9	—	—
Facilities and infrastructure	15 069.7	18 146.0	18 617.0	471.0	2.6
Ground transportation	4 426.4	5 352.6	5 857.2	504.6	9.4
Air operations	6 754.1	6 746.6	7 300.3	553.7	8.2
Marine operations	45.5	79.2	113.6	34.4	43.4
Communications and information technology	5 212.0	6 507.0	7 876.4	1 369.4	21.0
Medical	1 063.4	1 088.6	1 088.5	(0.1)	—
Special equipment	—	—	—	—	—
Other supplies, services and equipment	2 755.8	3 227.6	3 291.3	63.7	2.0
Quick-impact projects	499.9	500.0	500.0	—	—
Subtotal	36 521.8	42 450.0	45 512.5	3 062.5	7.2
Gross requirements	474 375.7	480 102.6	483 608.5	3 505.9	0.7
Staff assessment income	13 768.6	13 049.7	13 834.7	785.0	6.0
Net requirements	460 607.2	467 052.9	469 773.8	2 720.9	0.6
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	474 375.7	480 102.6	483 608.5	3 505.9	0.7

B. Non-budgeted contributions

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	5 012.3
Total	5 012.3

^a Represents land and premises provided by the Government of Lebanon, including UNIFIL House in Beirut, an evacuation centre in Tyre, premises in South Litani, movement control offices at the seaport and airport, the UNIFIL headquarters in Naqoura and military positions, as well as services, value-added tax refunds and duty waivers.

C. Efficiency gains

44. The cost estimates for the period from 1 July 2020 to 30 June 2021 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Rations	1 915.6	Reduction in the cost for rations as a result of a new contract established with a lower ceiling man rate
Total	1 915.6	

D. Vacancy factors

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

(Percentage)

<i>Category</i>	<i>Actual 2018/19</i>	<i>Budgeted 2019/20</i>	<i>Projected 2020/21</i>
Military and police personnel			
Military contingents	31.4	31.4	32.3
Civilian personnel			
International staff	5.9	5.5	5.5
National staff			
National Professional Officers	14.3	15.0	10.4
National General Service staff	7.0	8.0	7.2

46. The proposed vacancy factor for military personnel takes into account the planned deployment level of 10,155 within the authorized strength of 15,000 personnel. For military personnel, the assumptions considered for the proposed vacancy factor include the current fiscal year-to-date average vacancy rate, historical deployment patterns and the planned deployment based on commitments made by

contributing countries. For civilian personnel, the proposed vacancy factors reflect current fiscal year-to-date average vacancy rates, historical incumbency patterns and current recruitment activities in their final stages.

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

47. Requirements for the period from 1 July 2020 to 30 June 2021 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of \$106,594,500, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Military contingents (estimated)</i>		
Major equipment	73 366.2		
Self-sustainment	33 228.3		
Total	106 594.5		
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to the mission area			
Extreme environmental condition factor	0.6	1 July 2017	7 August 2017
Intensified operational condition factor	0.8	1 July 2017	7 August 2017
Hostile action/forced abandonment factor	3.7	1 July 2017	7 August 2017
B. Applicable to the home country			
Incremental transportation factor	0.0–4.0		

F. Training

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Official travel	
Official travel, training	205.7
Other supplies, services and equipment	
Training fees, supplies and services	379.7
Total	585.4

49. The number of participants planned for the period from 1 July 2020 to 30 June 2021, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>
Internal	427	686	528	981	787	902	25 020	20 170	21 682
External ^a	35	42	72	29	32	61	11	7	5
Total	462	728	600	1 010	819	963	25 031	20 177	21 687

^a Includes United Nations Logistics Base and outside the mission area.

50. During the 2020/21 period, UNIFIL will decrease the participation of international staff, taking into consideration the stabilizing staffing levels and the non-recurrent internal training for performance management and competency-based interviews. Participation by military and police personnel, as well as national staff, in internal training will increase in the areas of soft skills and technical proficiency. Both international and national staff participation will increase for external courses related to medical training and strategic communications to provide mission personnel with the unique and requisite skills to achieve preparedness in dealing with emergency trauma and handling mass casualties caused by non-traditional weapons; efficiency in medical inventory management and stock control; and efficiency in the use of new technology in communications.

51. Training courses will primarily cover the areas of HIV/AIDS; technology applications used in the administrative, finance and budget, human resources and performance management functions of the Force; staff development in the areas of leadership, performance, strengthening competencies and communications and information technology applications and skills; supply/property management; security; and substantive areas.

G. Mine detection and mine-clearing services

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	1 217.1

53. The estimate of \$1,217,100 for the services of the Mine Action Service in Lebanon provides for the costs of engaging two international and six national contractual personnel, including travel and operating costs, under an agreement with the United Nations Office for Project Services to support and enable the mine action activities of UNIFIL within the area of operations. In that respect, the Mine Action Service will work with the UNIFIL Head of Mission/Force Commander and the military personnel of UNIFIL to provide training support, validation, quality assurance monitoring, technical advice and safety briefings, as required. This will ensure safety and efficiency in demining operations. In addition, the Mine Action Service will provide risk education activities regarding landmines and other explosive remnants of war through awareness sessions on the risks of hazardous items for

United Nations personnel, humanitarian actors operating under the United Nations umbrella and local communities in support of UNIFIL activities in Southern Lebanon.

H. Quick-impact projects

54. The estimated resource requirements for quick-impact projects for the period from 1 July 2020 to 30 June 2021, compared with previous periods, are as follows:

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>	<i>Number of projects</i>
1 July 2018 to 30 June 2019 (actual)	499.9	43
1 July 2019 to 30 June 2020 (approved)	500.0	25
1 July 2020 to 30 June 2021 (proposed)	500.0	25

55. For the 2020/21 period, UNIFIL, together with non-governmental organizations, the United Nations country team and other partners, will continue to work on quick-impact projects that aim at providing immediate tangible benefits for the lives of the local inhabitants in order to foster a conducive environment for the effective implementation of its mandate. The projects will support communities across three substantive areas: 10 projects for the extension of State authority, civic education and capacity-building; 7 projects for conflict management and confidence-building initiatives; and 8 projects that provide communities with access to basic services.

III. Qana incident

56. In paragraph 14 of its resolution [72/299](#), the General Assembly reiterated its request to the Secretary-General to take the measures necessary to ensure the full implementation of paragraph 8 of resolution [51/233](#), paragraph 5 of resolution [52/237](#), paragraph 11 of resolution [53/227](#), paragraph 14 of resolution [54/267](#), paragraph 14 of resolution [55/180 A](#), paragraph 15 of resolution [55/180 B](#), paragraph 13 of resolution [56/214 A](#), paragraph 13 of resolution [56/214 B](#), paragraph 14 of resolution [57/325](#), paragraph 13 of resolution [58/307](#), paragraph 13 of resolution [59/307](#), paragraph 17 of resolution [60/278](#), paragraph 21 of resolution [61/250 A](#), paragraph 20 of resolution [61/250 B](#), paragraph 20 of resolution [61/250 C](#), paragraph 21 of resolution [62/265](#), paragraph 19 of resolution [63/298](#), paragraph 18 of resolution [64/282](#), paragraph 15 of resolution [65/303](#), paragraph 13 of resolution [66/277](#), paragraph 13 of resolution [67/279](#), paragraph 13 of resolution [68/292](#), paragraph 14 of resolution [69/302](#), paragraph 13 of resolution [70/280](#) and paragraph 14 of resolution [71/307](#), stressed once again that Israel must pay the amount of \$1,117,005 resulting from the incident at Qana on 18 April 1996, and requested the Secretary-General to report on this matter to the Assembly at its seventy-third session. Pursuant to the requests made in those resolutions, the amount has been recorded under accounts receivable in the special account for UNIFIL, and the Secretariat has transmitted 25 letters to the Permanent Mission of Israel on the subject, the most recent of which was dated 5 February 2020, to which no response has been received.

IV. Analysis of variances¹

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

	<i>Variance</i>	
Military contingents	(\$2 413.6)	(0.7%)

• External: change in market price levels/inflation

58. The reduced requirements are attributable primarily to: (a) the application of a higher vacancy rate of 32.3 per cent for military contingent personnel in the computation of the standard reimbursement and allowances, rations and contingent-owned equipment, resulting from the repatriation of one military contingent unit based on operational requirements, compared with the vacancy rate of 31.4 per cent applied in the approved budget for the 2019/20 period; and (b) the lower ceiling man rate for rations compared with the rate applied in the approved budget for the 2019/20 period, resulting from the engagement of a new vendor with more favourable rates.

59. The reduced requirements are offset in part by increased requirements for: (a) contingent marine operations owing to the deployment of six maritime vessels, compared with five vessels provided for in the approved budget for the 2019/20 period, based on operational requirements; (b) travel on emplacement, rotation and repatriation owing to the higher rate per hour for chartered flights reflected in the revised contract, compared with the rate in the former contract applied in the approved budget for the 2019/20 period; and (c) freight and deployment of contingent-owned equipment owing to the repatriation of a military contingent unit.

	<i>Variance</i>	
International staff	\$604.7	1.3%

• Cost parameters: change in salary rates

60. The increased requirements are attributable primarily to the higher rates for international staff salaries based on the revised salary scale and the higher rate for common staff costs based on actual average monthly expenditure for the current period, compared with the rates applied in the approved budget for the 2019/20 period.

	<i>Variance</i>	
National staff	\$2 252.3	4.9%

• Management: change in vacancy rates

61. The increased requirements are attributable primarily to: (a) the application of lower vacancy rates of 10.4 per cent for National Professional Officers and 7.2 per cent for national General Service staff in the computation of national staff costs, compared with 15.0 and 8.0 per cent, respectively, applied in the approved budget for the 2019/20 period; (b) the appreciation of the Lebanese pound against the United States dollar, resulting in the applied exchange rate of 1,508.0 Lebanese pounds per United States dollar, compared with the exchange rate of 1,514.5 Lebanese pounds per United States dollar applied in the approved budget for the 2019/20 period; and

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

(c) the higher rates for national staff salaries based on the revised salary scale, compared with the rates applied in the approved budget for the 2019/20 period.

	<i>Variance</i>	
Consultants and consulting services	\$65.8	110.6%

• **Management: same inputs and same outputs**

62. The increased requirements are attributable to the engagement of an individual consultant to conduct the annual public perception survey and focus groups, which was previously included under public information services based on the engagement of a service provider under the communications and information technology budget class in the approved budget for the 2019/20 period.

	<i>Variance</i>	
Facilities and infrastructure	\$471.0	2.6%

• **Management: reduced inputs and same outputs**

63. The increased requirements are attributable primarily to the proposed construction of a hard-walled facility for military and civilian personnel at the Green Hill camp to eventually replace multiple (15) modular prefabricated facilities to improve the living and working conditions and the occupational hygiene and safety of its personnel, and, through the co-location of personnel and the consolidation of equipment and utilities into a single facility, to improve operational synergy and create efficiencies. The increased requirements are offset in part by the lower anticipated average cost of fuel for generators of \$0.578 per litre for 15.6 million litres, compared with \$0.641 per litre for 14.7 million litres included in the approved budget for the 2019/20 period.

	<i>Variance</i>	
Ground transportation	\$504.6	9.4%

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

64. The increased requirements are attributable primarily to the acquisition of a higher number of 38 vehicles (35 medium general-purpose vehicles, 2 minibuses, 1 armoured vehicle) scheduled for replacement in line with the second year of the five-year phased asset replacement, compared with 20 vehicles included in the approved budget for the 2019/20 period; and (b) the higher acquisition costs for the scheduled replacement of light passenger vehicles compared with the acquisition costs of the light passenger vehicles included in the approved budget for the 2019/20 period. The increased requirements are offset in part by the lower anticipated average cost of fuel for vehicles of \$0.578 per litre for 4.2 million litres, compared with \$0.641 per litre for 4.1 million litres included in the approved budget for the 2019/20 period.

	<i>Variance</i>	
Air operations	\$553.7	8.2%

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

65. The increased requirements are attributable primarily to: (a) the acquisition of a fire truck to replace a truck acquired in 2003 that has experienced electrical malfunctions, to ensure the occupational safety of personnel; and (b) higher costs for the rental and operation of rotary-wing aircraft associated with positioning costs in accordance with the terms anticipated in a new contract for a replacement helicopter,

compared with the contractual costs applied in the approved budget for the 2019/20 period.

	<i>Variance</i>	
Marine operations	\$34.4	43.4%

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

66. The increased requirements are attributable to the anticipated acquisition of the higher number of 38 sea containers as a consequence of the higher number of acquisitions to be transported to the Force's area of operations, compared with 35 containers included in the approved budget for the 2019/20 period.

	<i>Variance</i>	
Communications and information technology	\$1 369.4	21.0%

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

67. The increased requirements are attributable primarily to the acquisition of fixed network equipment and personal computer devices to replace those items that are scheduled for replacement in line with the first year of the five-year phased asset replacement plan for communications and information technology, for which a provision was not included in the approved budget for the 2019/20 period.

V. Actions to be taken by the General Assembly

68. The actions to be taken by the General Assembly in connection with the financing of UNIFIL are:

(a) **Appropriation of the amount of \$483,608,500 for the maintenance of the Force for the 12-month period from 1 July 2020 to 30 June 2021;**

(b) **Assessment of the amount in subparagraph (a) above at a monthly rate of \$40,300,708 should the Security Council decide to continue the mandate of the Force.**

VI. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions [70/286](#) and [73/322](#), including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution [70/286](#))

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Requests the Secretary-General to ensure that the results-based budget framework adequately permits consideration of the progress of each mission towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the mission (para. 15).	The results-based budget framework reflects outputs related to the latest strategic focus of UNIFIL brought by Security Council resolutions 2373 (2017) and 2485 (2019) . As such, it reflects the expansion of coordinated activities between UNIFIL and the Lebanese Armed Forces, progress in the deployment of the Lebanese Armed Forces in the south, the extent of the Force's tripartite and bilateral engagement with the parties to prevent tensions, incidents and escalation, and the Force's enhanced visible presence and operational tempo with regard to the implementation of paragraph 12 of resolution 1701 (2006) .
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20).	The current ratio of international to national staff posts in the mission support component for UNIFIL in the 2019/20 period is 1:3.52. The staffing levels in UNIFIL were evaluated against the context of the evolving regional dynamics and current security environment in which UNIFIL operates to ensure the appropriateness of its staffing structure for effective mandate implementation. A mission review panel, with equal representation from the administration and the national staff union at UNIFIL headquarters, ensures that the integrity of the recruitment process is upheld, that applications and profiles of applicants are reviewed based on the pre-approved evaluation criteria and that the applicable procedures are followed. A policy briefing on recruitment and career support was provided to staff members at UNIFIL headquarters and in the sectors as part of the Human Resources Section client action plan.
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24).	The Gender Advisory Unit reports directly to the Head of Mission/Force Commander.
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender	UNIFIL has endeavoured to steadily improve gender representation throughout the Force's civilian staffing

Decision/request

imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25).

Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31).

Action taken to implement decision/request

component. The average overall female staff representation has increased from 26 per cent in 2009 to 30 per cent as at 31 December 2019. There have been notable improvements in the National Professional Officer category, in which 50 per cent of staff are women, as well as in the Professional category at levels P-2, P-3 and P-4, with 48 per cent female representation. Concerted efforts by UNIFIL continue, with particular attention to levels P-5 and above, which have improved from 12 per cent in 2009 to 33 per cent as at 31 December 2019, but which remain short of gender parity. In this regard, at the D-1 and D-2 level, UNIFIL is actively seeking female candidates for all upcoming vacancies, noting the gender parity (50 per cent female representation) at the D-2 level as at 31 December 2019. Regarding the number of women within the uniformed personnel category, the Head of Mission continues to encourage troop-contributing countries to increase the representation of women in the military component.

UNIFIL will continue its environmentally sound waste management and power generation systems, with a focus on the following during the 2020/21 period:

(a) Solar-generated power for perimeter security lights at UNIFIL headquarters, to be followed by headquarters of battalions in future periods. UNIFIL plans to install solar panels, which will produce clean energy for the Force;

(b) Replacement of aged, dilapidated prefabricated ablution units in remote UNIFIL locations with hard-walled structures that are durable and will eliminate the frequent breakages experienced and their attendant contamination and health risks;

(c) Strengthening the Engineering and Facility Maintenance Section's water and wastewater sanitation capacity, including its technical capability to supervise and manage solid waste management contracts, with an operational focus on waste segregation, recycling and reuse to minimize the Force's environmental impact. UNIFIL continues to replace lightbulbs with new technology lights, synchronize generators, replace old technology air conditioners, install solar panels and security perimeter lights and gradually install double roofing for accommodation. In addition, the Force continues to outsource the advanced sampling and testing for the soil, air, borehole water and treated wastewater that is discharged into the sea or reused for irrigation to reduce risks of pollution and ensure compliance with the Administration's policies and with the host country's environmental standards. UNIFIL is working towards increasing its in-house basic testing capabilities by purchasing some testing kits and related reagents for

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

Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42).

water to implement a robust cost-effective verification programme aiming at maintaining the water quality.

To maintain the 10-1-2 casualty response requirements, particularly for casualty evacuation, the Aviation Section conducts regular training exercises to cover all aspects of casualty responses. These include various tabletop exercises, as well as simulation exercises at the UNIFIL headquarters and sector levels, including with representatives from the Office of the United Nations Special Coordinator for Lebanon, the Office for the Coordination of Humanitarian Affairs of the Secretariat and the Office of the United Nations High Commissioner for Refugees.

Simulation exercises involve troops of multiple nationalities who speak different languages and have had different training, who must achieve all training objectives when faced with situations that include difficult communications, linguistic barriers, varying standards of medical training and so on. The exercises involve all aspects of medical support made available by UNIFIL, from combat medics on the ground through to the level I clinics, the level I-plus hospitals and the aero-medical evacuation team, as well as contracted hospitals. Multiple scenarios are used, which vary the number and severity of casualties in each exercise.

The UNIFIL medical support component ensures the operational medical framework is in place to maintain the 10-1-2 casualty response time frame. In addition, all new joining staff are required to attend a mandatory presentation during induction training to familiarize themselves with the Force's medical support system and response to emergency medical situations. The Medical Services Section conducts first-aid training as part of the tabletop and simulation exercises and it holds regular workshops and meetings to share knowledge and implement best practices. Comprehensive standard operating procedures have been developed on all medical issues relevant to the Force and these are updated on a regular basis to remain current and informative.

The Force continues to manage an extensive major maintenance and renovation programme to maintain its infrastructure, which comprises a rolling, multi-year programme of replacement and ad hoc alterations to meet standards of accommodation and environmental requirements. The plan for hard-walled accommodation to replace prefabricated buildings is reflected in the proposed budget for the 2020/21 period.

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

Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43).

Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 45).

Recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all planned projects, and requests the Secretary-General to enhance the impact of these projects while addressing underlying challenges (para. 55).

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

UNIFIL has instigated centralized requisitioning, in accordance with the Administration's supply chain management strategy, as promulgated across all peacekeeping operations. As such, inventory holdings in the Force, as well as strategic deployment stock holdings at the United Nations Logistics Base, are checked prior to initiating purchase orders. The Force completed the implementation of the physical inventory reconciliation and optimization project in June 2019. UNIFIL maintains robust internal control procedures over acquisitions to ensure checks are undertaken, as well as projecting overall requirements based on consumption trends.

In full compliance with the United Nations Procurement Manual, UNIFIL invites local vendors, as well as international vendors, to submit bids for tenders for the supply of materials to UNIFIL. Selection of vendors and award of contracts conform to the Financial Regulations and Rules of the United Nations and local participation is strongly encouraged. The majority of minor construction projects or works in UNIFIL are outsourced to local or national contractors.

Quick-impact projects are planned in a timely manner and approved resources are obligated at an early stage to enable full implementation during the performance period. Local implementing partners are regularly advised concerning the need for timely and responsible implementation of projects in line with agreed timelines. Implementing partners are required to provide reports describing progress in project implementation and to enumerate possible difficulties and challenges, if likely to be encountered. Project closure reports submitted by implementing partners must highlight the impact for local beneficiaries. Civil affairs staff, in conjunction with civil-military cooperation counterparts, also monitor implementation of quick-impact projects on a regular and sustained basis, and record observations in monitoring reports. To enhance the impact of the projects, those that benefit residents of more than one village are implemented in partnership with other organizations/entities in line with the national strategy.

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

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/70/742 and General Assembly resolution 70/286)

Request/recommendation

The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31).

The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46).

The Advisory Committee recalls the General Assembly's request in its resolution 69/307 that the Secretary-General reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials (see A/68/782, para. 120). The Committee also looks forward to the finalization of the updated environmental management and waste management policies and trusts that specific implications relating to the impact of those policies in field missions will be included in the next overview report, along with an update on the implementation of the Rapid Environment and Climate Technical Assistance Facility project and the continuing efforts to introduce renewable energy technology alternatives in peacekeeping operations (para. 94).

In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings cited above, together with the additional observations and recommendations made in paragraphs 119 to 138 below, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116).

The Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and the United Nations Logistics Base, particularly for

Action taken to implement request/recommendation

UNIFIL continues to closely monitor the level and frequency of redeployments, which occur on an exceptional basis and are documented, justified, verified and executed in accordance with the delegation of financial authority.

UNIFIL remains committed to filling the four posts that have been vacant for two years or longer. Of the four posts, one candidate has been selected and is in the process of onboarding. For the remaining three posts, recruitment is at the initial stage. Recruitment had been delayed owing to a temporary recruitment freeze to mitigate overexpenditures against the approved budgets for prior periods.

The Force continues to reduce its overall environmental footprint through the implementation of energy-saving projects such as the installation of solar panels and the replacement of obsolete lighting and air conditioners.

The Force maintains 22 wastewater treatment plants and more than 80 septic systems to dispose of wastewater in an environmentally friendly manner at all its locations. Further, to eliminate/reduce frequent breaks and possible leaks of wastewater and thus the risk of contamination, in addition to enhancing the hygiene of the environment, the Force has recently constructed 9 solid ablution units and proposes the construction of 21 additional units during the next two financial periods.

The UNIFIL Aviation Section has continuously sought improvements in efficiency and effectiveness. Annual planned flight hours have been systematically reviewed, resulting in an optimization of 97 per cent utilization of its approved resources during the 2018/19 period.

For the 2020/21 period, UNIFIL does not propose to undertake any major multi-year projects valued at \$1 million and above. The Force implements a rolling major maintenance and refurbishment/renovation programme that envisages periodic preventative

*Request/recommendation**Action taken to implement request/recommendation*

those projects spanning more than one budgetary cycle. Details for multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request, and those projects valued at \$1 million or more should be clearly identifiable within the budget request (para. 157).

The Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles (para. 160).

maintenance of all its physical infrastructure. During the period, the Force will construct hard-walled accommodation to reduce the cost of the frequent replacement and extensive maintenance of prefabricated buildings. The Force has a standing project management committee as recommended by United Nations Headquarters guidelines for the governance of major construction projects.

The outcome of the analysis was the possibility of replacing between 17 and 20 per cent of the UNIFIL light passenger fleet of vehicles, depending on specific operational requirements, with sedan-type, multipurpose and alternative-type vehicles. Furthermore, following a review of its assets and noting the operational capabilities and requirements needed for mission-specific infrastructures and terrains, UNIFIL has identified 35 medium general-purpose vehicles, 2 minibuses, 1 armoured vehicle and 1 fire truck that have far exceeded their useful life and mileage thresholds. UNIFIL proposes the replacement of these 38 vehicles and 1 fire truck in the 2020/21 period, with the same type of vehicles, in accordance with the second year of the vehicle replacement plan.

Financing of the United Nations peacekeeping forces in the Middle East: United Nations Interim Force in Lebanon

([A/73/755/Add.2](#) and General Assembly resolution [73/322](#))

*Request/recommendation**Action taken to implement request/recommendation*

The Advisory Committee trusts that all mission-specific recommendations of the Board of Auditors accepted by the Secretary-General will be implemented expeditiously (para. 4).

The Advisory Committee recalls the General Assembly's request, expressed consistently in its resolutions on peacekeeping budgets, that the Secretary-General ensure that vacant posts be filled expeditiously ([A/71/836](#), para. 108). The Advisory Committee also reiterates its view that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates. In cases where the proposed budgeted rates differ from the actual rates at the time of budget preparation, clear justification should be provided in related documents for the rates used ([A/70/742](#), para. 45) (para. 17).

The Advisory Committee stresses that the continuing requirement for posts that have been vacant for two years or longer should be reviewed and the posts either proposed for retention with rejustification or abolishment

UNIFIL provided updates and relevant supporting documentation to the Board of Auditors on the implementation of all outstanding recommendations for the 2018/19 period and is currently awaiting the Board's evaluation on the actions taken by the Force.

UNIFIL remains committed to filling all vacant posts expeditiously, taking into consideration the approved budgeted vacancy rates for all categories of posts.

See response above.

in subsequent budget proposals ([A/69/839](#), para. 67, see also General Assembly resolution [66/264](#)). For the post which has been reclassified and the two posts for which candidates have been interviewed, the Committee trusts that updated information on their recruitment status will be provided at the same time (para. 18).

The Advisory Committee notes the low level of female representation, particularly at the senior levels among the international category and in the national General Service category and encourages the Force to increase female representation (para. 32).

UNIFIL continues to make efforts to ensure gender parity. All available and cleared female candidates are given due consideration. Hiring managers are required to provide extensive justifications when female candidates are not selected. While UNIFIL exceeds the target of 40 per cent in the representation of women in non-senior Professional categories (53 per cent of staff at the P-4 level are women), the challenge in selecting more female candidates at the senior level is owing to the limited number of cleared female candidates on available rosters, in particular for technical and security functions. As at 31 December 2019, UNIFIL had selected nine female international candidates, including the Director of Mission Support at the D-2 level. While the representation of women in the national General Service category stands at 25 per cent, gender balance has been achieved within the National Professional Officer category of staff, 50 per cent of whom are women. Regarding the number of women within the uniformed personnel category, the Head of Mission continues to encourage troop-contributing countries to increase representation.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

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

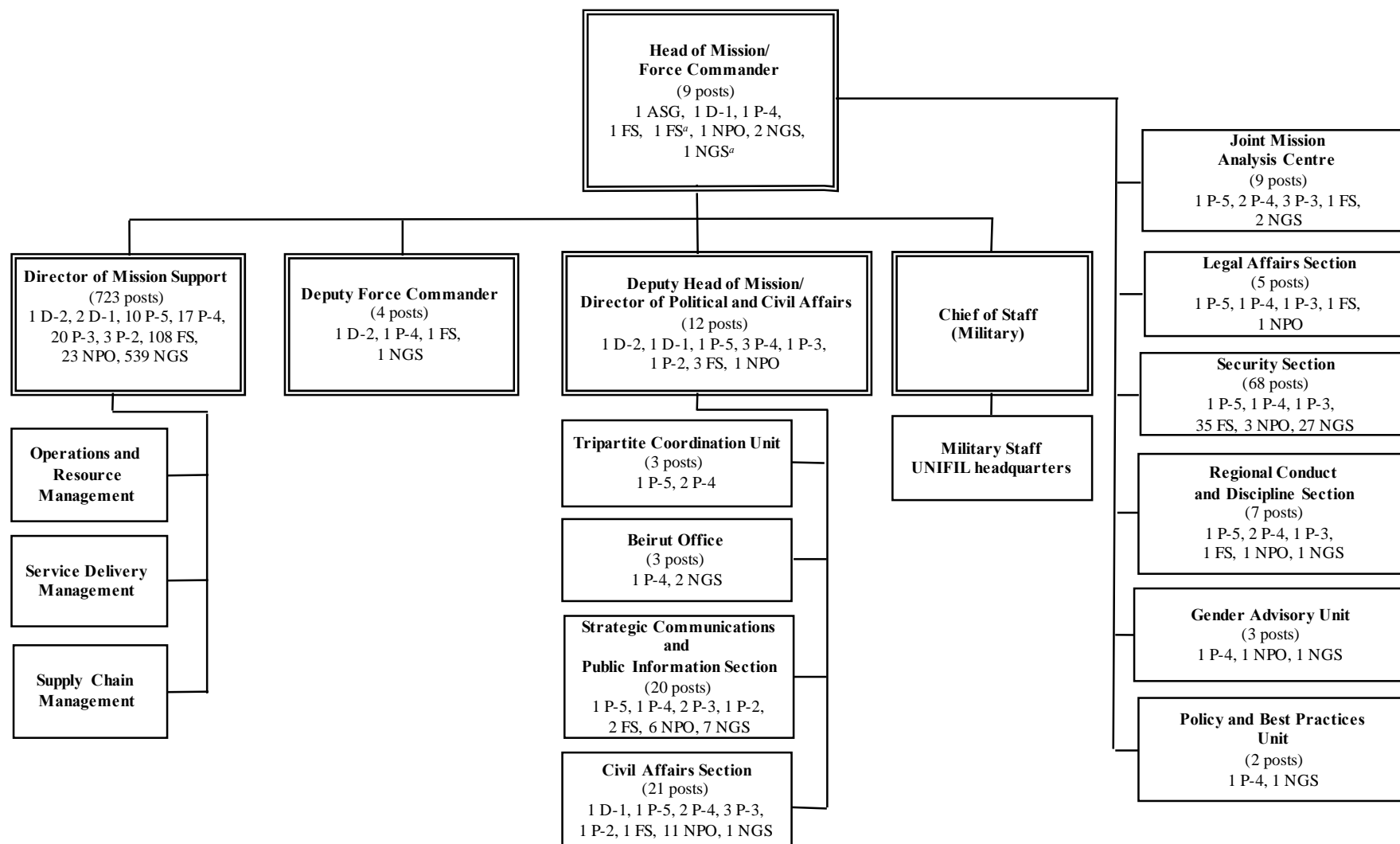
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations, rules and policies.

- **Management:** variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

Annex II

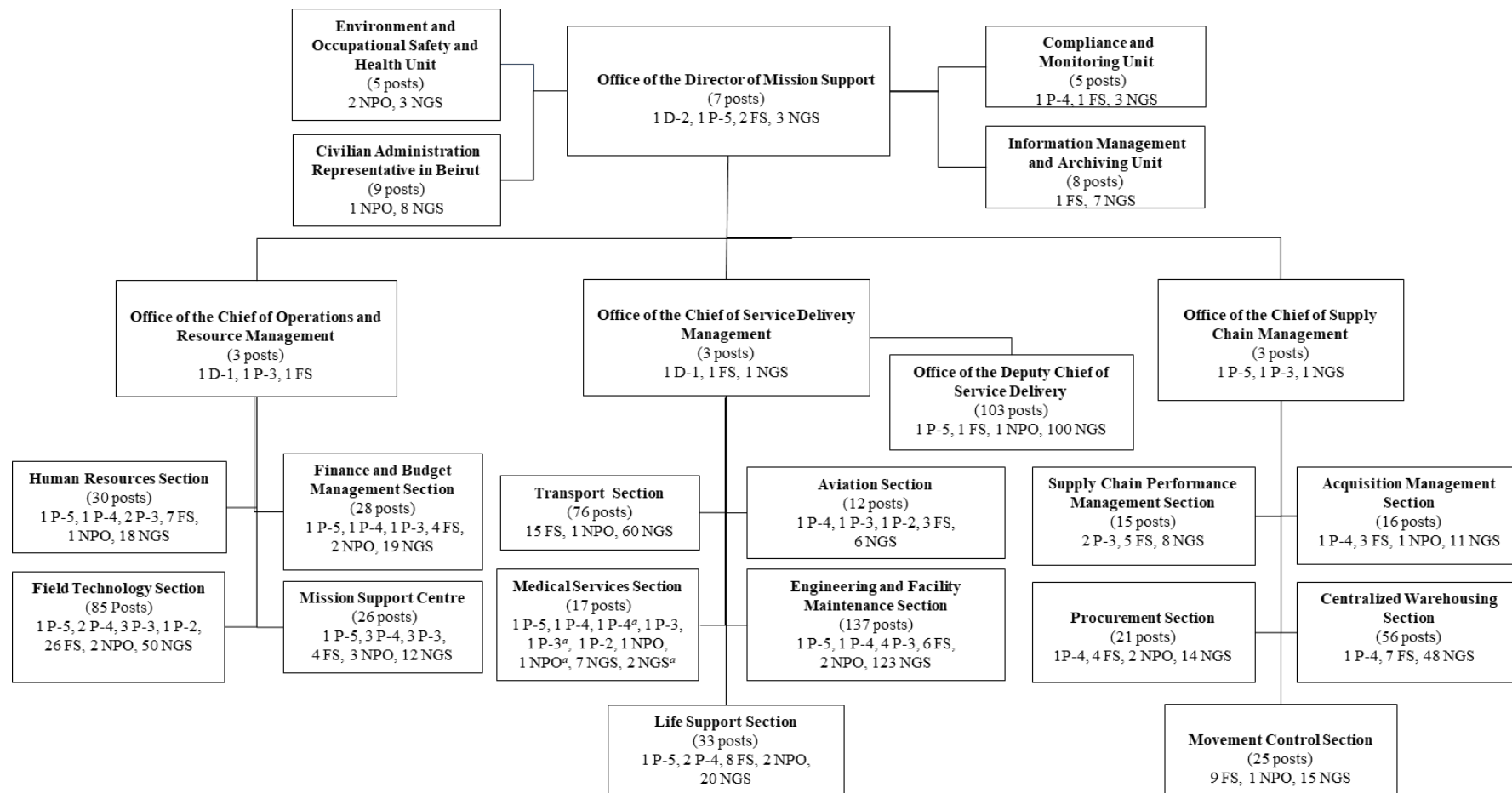
Organization charts

A. Operations



^a Inward unit transfer (Board of Inquiry Unit).

B. Mission Support Division



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

^a Inward unit transfer (HIV/AIDS Unit).

Map

