General Assembly

Seventy-fourth session
Agenda item 148
**Administrative and budgetary aspects of the financing of
the United Nations peacekeeping operations**

Budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2020 to 30 June 2021

Report of the Secretary-General

Contents

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Summary

The present report contains the budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2020 to 30 June 2021, which amounts to $62,852,300 and represents a decrease of $529,100 (0.8 per cent) compared with the approved budget for the period 2019/20.

During the period 2020/21, the Base will continue to provide services to field missions in the areas of geospatial information systems and information and communications technology services, as well as engineering, environmental technical assistance and supply chain management services. The Base will also deliver services and solutions to other Secretariat entities.

A total of 447 posts and positions are proposed in the period 2020/21, which reflects an increase of one post compared with the approved staffing complement in the period 2019/20. The proposed budget provides for the deployment of 139 international staff, 306 national staff and 2 temporary assistance positions.

The total resource requirements for the Base for the financial period from 1 July 2020 to 30 June 2021 have been linked to the objectives of the Base through the results-based budgeting frameworks, organized according to the functional areas of supply chain functions; geospatial, information and telecommunications technologies; central support; and tenant units. The human resources of the Base, in terms of the number of personnel, have been attributed to the individual functional areas.

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

Financial resources

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

				Variance	
Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Amount	Percentage
Military and police personnel	–	–	–	–	–
Civilian personnel	40 263.7	40 104.6	41 388.5	1 283.9	3.2
Operational costs	41 815.1	23 276.8	21 463.8	(1 813.0)	(7.8)
Gross requirements	**82 078.8**	**63 381.4**	**62 852.3**	**(529.1)**	**(0.8)**
Staff assessment income	6 213.4	6 236.8	6 145.5	(91.3)	(1.5)
Net requirements	**75 865.4**	**57 144.6**	**56 706.8**	**(437.8)**	**(0.8)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**82 078.8**	**63 381.4**	**62 852.3**	**(529.1)**	**(0.8)**

Human resources

	International staff	National staff[a]	Temporary positions[b]	Total
Office of the Director				
Approved 2019/20	7	5	–	12
Proposed 2020/21	7	5	–	12
Central Service				
Approved 2019/20	13	89	–	102
Proposed 2020/21	14	88	–	102
Supply Chain and Operations Service				
Approved 2019/20	30	115	1	146
Proposed 2020/21	30	116	1	147
Service for Geospatial, Information and Telecommunications Technologies				
Approved 2019/20	39	83	–	122
Proposed 2020/21	39	83	–	122
Tenant units				
Approved 2019/20	49	14	1	64
Proposed 2020/21	49	14	1	64
Total				
Approved 2019/20	138	306	2	446
Proposed 2020/21	139	306	2	447
Net change	**1**	**–**	**–**	**1**

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

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

I. Mandate and planned results

A. Overall

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

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

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

4. The Global Service Centre, Brindisi, occupies a total surface area of 368,209 m^2, on which there are 53 buildings provided by the Government of Italy for the exclusive use of the United Nations and 5 buildings constructed by the Base, comprising 19 warehouses, 13 workshops and service buildings, 1 clinic and 25 office and training buildings of various sizes. The United Nations Information and Communications Technology Facility, Valencia, occupies a total surface area of 43,500 m^2, on which there are six buildings provided by the Government of Spain for the exclusive use of the United Nations, comprising three operational and office buildings, one cargo handling facility, one pedestrian access control facility and one vehicle access control facility, and one dining facility constructed by the United Nations.

5. The mandate of UNLB is to provide rapid, effective, efficient and responsible services and solutions for peacekeeping operations. The Base will continue to carry out its core functions in the areas of global technology management, logistics and supply chain management, engineering and environmental technical assistance. In line with the management reform programme of the Secretary-General, UNLB, under the management of the Department of Operational Support and leveraging its mature service-level management framework and reliable track record as a service provider, will position itself as a Secretariat-wide service provider in the areas of technology and supply chain management. UNLB will remain instrumental to service delivery in the areas of information and communications technology (ICT) and supply chain

management, in addition to other secondary specialized areas, such as occupational safety and health. UNLB will be an integral part of the Department of Operational Support client engagement framework in support of the Department's portfolio of services in its mandated areas.

6. The UNLB value proposition, based on a clear focus on its clients, is to enhance service delivery and solutions for field operations and to support the Secretariat and external clients by providing timely, efficient, effective and responsible quality services on a cost-recovery basis.

7. As part of its overall objective, UNLB will, during the budget period, contribute to several expected accomplishments by delivering related key outputs in the following functional areas: (a) Supply Chain and Operations Service; (b) Service for Geospatial, Information and Telecommunications Technologies; (c) Central Service; and (d) Department of Operational Support tenants hosted at UNLB, namely, the Strategic Air Operations Centre and the Field Central Review Bodies Unit. The achievement of the expected accomplishments would ensure the delivery of the Base's mandate, and the indicators of achievement show the measurement of progress made towards such accomplishments during the budget period.

8. The fifth functional area of UNLB covers Department of Peace Operations tenant units that are located at Brindisi (Standing Police Capacity and Justice and Corrections Standing Capacity), which have administrative reporting lines to UNLB but which operationally and functionally report to their respective parent offices within the Department.

9. The human resources of the Base, in terms of the number of civilian personnel, have been attributed to the individual functional areas and locations. Variances in the number of personnel compared with the budget for the period 2020/21 have been explained under the respective areas.

B. Planning assumptions and mission support initiatives

10. A total of 447 posts and positions are proposed in the period 2020/21, which reflects an increase of one post compared with the approved staffing complement in the period 2019/20. The proposed budget provides for the deployment of 139 international staff, 306 national staff and 2 temporary assistance positions. It is proposed that 1 national post be converted into an international post (P-3) within the Property Management Unit of the Central Service, resulting in an increase from 138 to 139 international posts, and that 1 national post be established in the Environmental Technical Support Unit of the Supply Chain and Operations Service, which offsets the reduction of 1 national post in the Central Service as explained above, resulting in a total of 306 national posts. The continuation of two temporary positions, in the Justice and Corrections Standing Capacity unit and the Supply Chain and Operations Service, is proposed. A total of 32 staff will continue to be located at the United Nations Information and Communications Technology Facility, Valencia, while the remaining 415 staff will be assigned to the Global Service Centre, Brindisi.

11. For the period 2020/21, UNLB proposes:

(a) The establishment of one national General Service post in the Environmental Technical Support Unit, Supply Chain and Operations Service;

(b) The conversion of one national General Service post from Property Management Assistant (G-7) to Property Management Officer (P-3), in the Property Management Cell, Central Service;

(c)   The reclassification of one national General Service post from Staff Development Assistant (G-6) to Programme Assistant (G-7), in the Conference and Learning Centre, Central Service;

(d)   The reclassification of one national General Service post from Administrative Assistant (G-6) to Senior Liaison Assistant (G-7), in the Office of the Chief, Service for Geospatial, Information and Telecommunications Technologies, who acts as the head of premises at the United Nations Information and Communications Technology Facility, Valencia.

12.   UNLB consists of: (a) the Office of the Director, which oversees the three Services and administration of the tenant units located at Brindisi; (b) the Central Service, which provides internal administrative and support services for the other Services and tenant units; (c) the Supply Chain and Operations Service, which provides supply chain, engineering and environmental technical assistance to peacekeeping operations, special political missions and other United Nations entities and handles the strategic deployment stocks; (d) the Service for Geospatial, Information and Telecommunications Technologies, which provides ICT services and support to peacekeeping entities and a broader range of Secretariat clients; and (e) tenant units at Brindisi, which have direct operational reporting lines to the Department of Peace Operations and the Department of Operational Support. The main priorities of each of these organizational entities are described in the paragraphs below.

Office of the Director

13.   In the period 2020/21, the Office of the Director will consist of the immediate office of the Director and the Regional Aviation Safety Office. The Office will focus on further consolidation of UNLB into a global service and solution provider, serving field missions and the Secretariat, as well as non-Secretariat entities, on a cost-recovery basis. In line with the Department of Operational Support strategic plan, the Office will prioritize the following areas: client orientation and results; collaboration and partnerships, including with United Nations partners and academic institutions; enhancing business processes through continuous improvement; and fostering a culture of innovation, creativity and staff engagement.

14.   The immediate office of the Director will be responsible for performance and programme management, compliance monitoring, reporting and business intelligence, overseeing the overall management of mandate implementation and compliance with legislative requirements (including the requests and recommendations of legislative bodies, oversight bodies and the Financial Rules and Regulations of the United Nations).

15.   The Liaison Office within the immediate office of the Director will continue to facilitate all UNLB communication with the host Government at the national and regional levels, as well as with the local authorities, while promoting the interests of UNLB with the establishment, nurturing partnerships with relevant actors in the local community and through representational activities. Furthermore, the immediate office of the Director will continue to implement the legal, conduct and discipline functions and provide support for tenant units

16.   The Regional Aviation Safety Office will support the operationalization of United Nations aviation safety policies, standards and procedures by developing and implementing the Department of Operational Support aviation safety programme and business solutions for safety performance monitoring, monitoring safety in operations, assessing safety risks, conducting safety assurance activities and processing safety and technical reports. As an extension of the Aviation Safety Section of the Office of Supply Chain Management of the Department, it will also provide

technical oversight for aviation safety in field missions and continues to be responsible for capacity-building through the development and delivery of United Nations tailored aviation-related training and awareness-raising.

Central Service

17.   In the period 2020/21, the Central Service will continue its role as a centralized corporate support and service provider for UNLB internal operations, including finance and budget, human resources, procurement, property management, facilities management, security and other campus support activities, while providing services to the Secretariat, the United Nations field missions and other external clients in the areas of occupational safety and health and conference and learning.

18.   The Central Service primarily acts in an enabling role, to allow the two service delivery pillars, namely, the Service for Geospatial, Information and Telecommunications Technologies and the Supply Chain and Operations Service, and the tenant units to focus exclusively on their technical service and support functions for their client base.

19.   The Central Service will serve as the operational arm at UNLB by providing, inter alia, occupational safety and health services in terms of operational and technical standards development and support, incident data management, incident response and risk assessments, as well as training development and delivery, for both the safety and health components, to raise awareness of the prevention of work-related incidents. In addition, the Central Service, through the Conference and Learning Centre, delivers a wide range of support in organizing conferences, workshops and other learning activities for external clients.

Supply Chain and Operations Service and strategic deployment stocks

20.   During the period 2020/21, the Supply Chain and Operations Service will continue to provide support to peacekeeping missions, special political missions and other Secretariat entities, including planning, sourcing support and delivery and return functions, in support of the implementation of the global supply chain strategy outlined by the Office of Supply Chain Management and the environmental strategy for field missions.

21.   Sustained progress will continue to be made by the Supply Chain and Operations Service in the following areas: (a) facilitating and supporting the integrated business planning process with field missions and Headquarters to improve responsiveness and efficiency in the global supply chain; (b) providing sourcing support, including standardization of key acquisition and support documents, assessments and on-the-ground support and the development and provision of design and solicitation documents; (c) supporting and facilitating the further implementation of the centralized warehousing standard in missions, such as implementation of the compliance checklist, as well as global training in Umoja warehouse operations, leading to improved efficiency and enhanced inventory control; (d) the development and delivery of tailored supply chain operations and management training for field staff; (e) warehousing and inventory management; (f) maintenance and refurbishment of vehicle assets; and (g) liquidation and start-up support for field missions.

Strategic deployment stocks

22.   The concept of a strategic reserve and so-called start-up kits for peacekeeping operations emerged as a recommendation made by the Panel on United Nations Peace Operations (see A/55/305-S/2000/809, paras. 84–169), to help to address the inability of the United Nations to rapidly deploy peacekeeping operations and achieve an operational capability within a three-month period. In 2020, the rationale and core

reasoning for maintaining a strategic reserve remains sound; however, organizational changes and the changing dynamics of peace operations influence how the strategic reserve should be shaped and operated. In the period 2016/17, the Office of Internal Oversight Services (OIOS) conducted a review of the overall strategic deployment stocks concept (A/71/798), evaluating the effectiveness of governance and management structures, existing policies and procedures and the contribution of strategic deployment stocks to rapid mission start-up and expansion. The report, which concluded with five main recommendations, heavily influenced the drafting of the revised concept of operations (A/72/783, annex III), which was strengthened and resubmitted in the report of the Secretary-General on the UNLB budget for the period 2019/20 (A/73/774, annex III). The General Assembly, in its resolution 73/310, endorsed the recommendation contained in the report of the Advisory Committee on Administrative and Budgetary Questions (A/73/755/Add.9) that the Secretary-General should present to the Assembly for its consideration a separate, comprehensive report on the revised concept of operations for strategic deployment stocks based on a thorough and detailed analysis on all aspects of the management of strategic deployment stocks, including financial implications and enhanced effectiveness and efficiency, as well as on location issues. The developments regarding the evolving purpose of strategic deployment stocks and the review process are described in paragraphs 23 to 38 below. It is anticipated that a separate and comprehensive report on the revised concept of operations will be submitted for inclusion in the second resumed part of the seventy-fifth session of the Assembly.

23. The strategic deployment stocks are critical to implementing the Secretary-General's vision of an agile, responsive and proactive supply chain, as part of the broader management reform, that provides resource efficiencies while also reducing the administrative burdens associated with mission start-ups.

24. The revision and updating of the original strategic deployment stocks concept was the direct result of changes over time, in particular the declining trend in start-ups and the number of peacekeeping operations during the past 10 years, changes in the way in which peace operations are implemented and the introduction of supply chain management. At the core, the revised concept of operations reflected a transition from providing a rapid deployment capability for a single complex peacekeeping mission to a concept involving the following elements:

(a) A transition from an open-ended start-up to a phased, scenario-based start-up, with clearly defined phases from initial support to the gradual handover of the mission's regular supply chain;

(b) A strategic shift from material resources to combined materials and UNLB-led enabling services, providing a strategic deployment capability;

(c) An enhanced composition review incorporating technological advancements across all asset groups;

(d) The optimization of sourcing solutions by asset and service categories based on composition criticality, acquisition lead time, cost efficiencies and similarities of service needs;

(e) The institutionalization of releasing strategic deployment stocks, under clear guidelines, beyond peacekeeping and special political missions to non-peace operation entities in the Secretariat and, potentially, the funds, programmes and specialized agencies of the United Nations.

25. As the Department of Operational Support continues to grow in its global operational support role for all Secretariat entities, UNLB, as part of the Department, has the opportunity to deliver customized supply chain solutions, including strategic deployment stocks, to a broader range of clients in the future. Such expansion will

enable the Base, through the strategic deployment stocks, to offer and deliver cost-effective solutions without prejudice to the main purpose of the strategic deployment stocks.

Enabling capacity

26. The shift of the strategic deployment stocks concept towards a strategic deployment capability is in line with the recommendation in the OIOS report (A/71/798, para 95 (a) (ii)) to consider the desirability of changing strategic deployment stocks from an exclusively material inventory into a service that can provide enabling capacity, and any additional resources that may be required to that end.

27. Further to that recommendation, an increasing range of UNLB capabilities is being proposed and progressively incorporated into the strategic deployment stocks concept, including new technologies (e.g., three-dimensional printing), remote assistance solutions, supply chain capabilities and proven on-site field mission support capabilities. An example of innovative field products is the field remote infrastructure management system developed, tested and made operational by UNLB, which enables field missions to better understand and optimize their consumption of resources, in particular in locations where fuel, energy and water are scarce. Modularized command and communication solutions for the field that have been designed in-house (i.e., the Modular Command Centre and the Modular Technology Centre) are other examples of these capabilities. The Delivery and Return Section and the Planning and Sourcing Support Section both have proven expertise in assisting field offices with design, planning and logistics solutions. Virtual and remote assistance is already being provided to field operations in other areas (e.g., in demand planning). UNLB is looking to develop and lead the provision of additional strategic services to field operations, capitalizing on co-location with the material stocks. This in-house combination will support rapid deployment and cost-effective solutions and facilitate and promote direct and remote specialist support.

28. During the 2018/19 fiscal reporting period, UNLB mission support teams were deployed temporarily to 13 different entity locations, providing a variety of support services related to liquidation, ICT, geographical information systems, procurement and logistics and supply chain planning. Forty-seven staff were deployed for a combined total of 1,394 days. In addition to deployments, UNLB also provided remote support for inventory reconciliation activities; asset liquidation coordination support; sourcing and acquisition support and advice through the clearing house framework; engineering and environmental management support; and specialized support through the preparation of technical documents.

New clients

29. Since the establishment of strategic deployment stocks at UNLB, materials exceeding $579 million have been deployed in support of global United Nations operations: 81.4 per cent, by value, in support of peacekeeping operations, 15.6 per cent in support of special political missions and the remaining 3.0 per cent to support offices away from Headquarters, agencies, funds, programmes and activities backed by trust funds. Statistically, the average annual material release value from the stocks has decreased by 44.2 per cent in the past five years relative to the overall period since inception, averaging $20.2 million.

30. With no negative impact on support for peacekeeping operations as a result of expanding strategic deployment stocks support for non-peacekeeping operations, expansion and marketing to a wider group of clients as a consequence of the Department of Operational Support mandate to assist all Secretariat entities is

considered advantageous to the overall governance of the stocks. Based on Umoja commercial acquisition purchase order data for the three calendar years from 2017 to 2019, peacekeeping operations represent 63 per cent of Secretariat purchasing, followed by Headquarters (19 per cent); offices away from Headquarters represent only 12 per cent of commercial expenditure.

31.   In particular, there is the potential to engage with other clients for synergies in facilities and infrastructure materials (i.e., engineering), ITC equipment and ground transport equipment (e.g., vehicles). UNLB will need to proactively market strategic deployment capabilities to new Secretariat entity clients in these business areas.

32.   Other areas that strategic deployment stocks can support are the high-level initiatives and programmes linked to the Secretary-General's strategies to improve the way in which the United Nations conducts business, many of which influence and are integrated into the fulfilment of respective entity mandates. These strategies relate to the environment, gender, innovation and security. Based on the draft peacekeeping supply chain plan for the financial year 2020/21, $270 million in demand is linked to these strategies and areas associated with materials held in the strategic deployment stocks (e.g., defensive stores, water and wastewater equipment).

Concept of operations

33.   The revised strategic deployment capability concept of operations is a case scenario built on a three-phase mission start-up. Phase I is designed to rapidly establish an initial operating capability with an advance mission headquarters of 350 persons. Phase II expands the mission with up to three regional headquarters of 100 civilian and uniformed personnel, and phase III completes start-up expansion support for a total of 800 substantive, mission support and individual uniformed personnel at the two headquarters levels, including life-support and basic infrastructure for 5,000 deployed uniformed personnel from troop- and police-contributing countries.

Table 1
Revised planning assumption: base case scenario

Organization	Personnel		
	Phase I	Phase II	Phase III
Mission headquarters	350	300[a]	500
Regional headquarters A (hard wall)	0	100	100
Regional headquarters B (tentage)	0	100	100
Regional headquarters C (tentage)	0	100	100
Total deployed at mission	350	600	800
Total deployed during phases	350	250	200
Contingent personnel	0	2 000	5 000

[a] Some 50 personnel from mission headquarters are dispersed to support the three regional headquarters during phase II.

Strategic deployment stocks and supply chain management

34. The strategic capability already forms part of the supply chain planning and sourcing processes and is specifically referenced in the supply chain management strategy of 2015 and the supply chain management blueprints of 2016 and 2017 and incorporated into the provisional supply chain operational guidance and planning released in December 2018. Strategic stocks are factored into the annual global supply chain plans and are a primary sourcing option in the UNLB clearing house role workflow alongside the United Nations reserve and surplus from existing and liquidating missions. Independent of mission start-up or surge requirements, strategic deployment stocks need to be rotated and therefore must be considered as an internal sourcing option to satisfy net demand requirements.[1]

35. The key elements of integrating the strategic deployment stocks with the end-to-end supply chain approach are as follows:

(a) The strategic deployment stocks are identified as a sourcing option during supply chain planning and execution;

(b) Planning for strategic deployment stock replenishment takes place as part of global demand planning, and the visibility of demand helps in forecasting the release and rotation of materials;

(c) Sourcing for strategic deployment stocks is aligned with strategic sourcing, utilizing global system contracts and helping to determine common commodities and services where global system contracts would be advantageous;

(d) The strategic deployment stocks are managed within the Department of Operational Support central warehousing concept, aligned with supply chain management.

36. Umoja is a key enabler of supply chain management and the Umoja portfolio of functions continues to be deployed across the Secretariat. The Umoja Extension 2 demand planning and supply network planning modules will introduce demand and source and delivery planning tools and incorporate the optimization of inventory, including safety stocks. This development will have a positive impact on the strategic deployment stocks as it will provide visibility of demand and, importantly, factor strategic deployment stocks into the sourcing options during the netting (determination of net demand from gross demand) of requirements, leveraging existing assets and inventory before resorting to any external sourcing option.

Rotation

37. The rotation of strategic deployment stocks is fundamental to the operation and management of the concept and was envisaged in and incorporated into the original concept of operations in 2002. Institutionalizing rotation to eliminate loss due to obsolescence, emerging technologies or life expectancy has become more important with the declining number of new peacekeeping missions and rotation opportunities. UNLB rotates stocks through the clearing house framework, requiring the review of 0supply chain plans and the monitoring of commercial acquisitions to consider existing inventory. In principle, items maintained in the strategic deployment stocks for more than one year are targeted for rotation, taking into consideration relevant

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[1] The net demand plan is the output of the demand planning process that represents the entity's net requirements for goods and services. It is derived from the gross demand plan by reflecting the projected holdings of goods (see provisional supply chain operational guidance and planning, effective 15 December 2018).

factors such as shelf life, lead delivery time, the availability of a replenishment mechanism (contract), deployment or replenishment costs and identified demand.

38. It is crucial that the UNLB ensures the effective rotation of strategic deployment stocks and it is therefore beneficial to the Organization to have the option of releasing strategic deployment stocks to existing peacekeeping operations, special political missions, other Secretariat entities, agencies, funds and programmes and possibly other key partners of the United Nations, provided that such support and such an opportunity do not compromise the primary objective of strategic deployment stocks, do not deviate from the Financial Rules and Regulations of the United Nations and uphold the spirit if not the letter of the accounting guidelines for strategic deployment stocks.

Environmental technical assistance for field missions

39. The Department of Operational Support promulgated standard operating procedures on energy infrastructure and waste management plans during the period 2018/19 to enable the fundamental infrastructure changes needed to improve performance. UNLB, with augmented resources available through the Rapid Environment and Climate Technical Assistance project in partnership with the United Nations Environmental Programme (UNEP), continues to support missions in the development of these multi-year plans in the following ways: (a) greater integration into the supply chain management process (e.g., integrated business planning and category management); (b) a focus on training needs assessments and support; and (c) continuing on-the-ground technical assistance to provide technical solutions and to support capacity development in the field. UNLB prioritizes technical assistance resources, available through the Rapid Environment and Climate Technical Assistance project, to support field missions in accordance with the relevant standard operating procedures and environmental risks identified.

40. Energy infrastructure and waste management plans will provide key inputs for proposed budgets across peace operations for the period 2020/21. The resources of the Environmental Technical Support Unit, UNLB and the Rapid Environment and Climate Technical Assistance project will be committed to targeted support for the implementation of approved and/or resourced management plans, across the three technical pillars, to enable sustained risk management, greater operational efficiency and a positive legacy in missions. Prioritization will also be linked with performance on the environment strategy scorecard. Furthermore, during the period 2020/21, there will be greater emphasis on environmental mainstreaming, with a special focus on centralized upstream processes, such as increasing take-back schemes (waste streams collected back by the supplier for reuse, recycling or disposal) in global procurement and incorporating the issue of the environment into policy review.

Environmental activities at the Base

41. UNLB will leverage the ongoing continuous improvement model (plan-do-check-act) embedded within the ISO 14001 certification of environmental management systems and the mission-wide environmental action plan to effectively sustain accredited levels of environmental performance in both Brindisi and Valencia.

42. Driven by the energy performance reported in the environmental scorecards for both 2017/18 and 2018/19, a critical assessment is under way to evaluate potential efficiencies in data centre energy management. The assessment will determine the energy efficiency of equipment and practices within the data centre facilities and provide clear and justifiable guidelines for further improvements. The implementation of recommendations from the assessment will be a priority during the period 2020/21. In pursuing energy efficiency, especially of the data centres, UNLB

will contribute to the targets of the United Nations Secretariat Climate Action Plan 2020–2030. Furthermore, the ongoing roll-out of field remote infrastructure monitoring at Brindisi will enable remote sensing of utilities and critical assets and the subsequent analysis of data to inform decision-making and support business change.

Service for Geospatial, Information and Telecommunications Technologies

43.   The Service for Geospatial, Information and Telecommunications Technologies will continue to provide resilient and innovative geospatial and ICT services, including hosting, monitoring and connectivity support for critical systems, which ensures that staff members in field missions and at Headquarters have access to Umoja and other systems such as videoconferencing, iNeed and email. For redundancy and risk mitigation, the Service is deployed in two locations (Brindisi and Valencia), but provides services as a unified, singular service provider. The success of the Service is underpinned by a strategy involving a combination of a core staffing capacity augmented by a contractual and managed service capacity, which is scalable to the demands for services because the increase in contractual obligations with UNLB customers implies an increase in the contractor base and not an increase in the number of temporary posts. The Service will continue to centre its programmatic activities around a structured benefits realization approach, which allows it to tailor services to different customers for an appropriate cost in relation to the value of the service offered, in order to deliver optimal value to its clients around the world.

44.   In the period 2020/21, the Service will continue to receive its functional guidance from the Office of Information and Communication Technology in relation to the ICT strategy and to support the strategic priorities of the Department of Operational Support through its central role as the resilient operational hub for the support and delivery of technology services and solutions to both field operations and the broader Secretariat. From centralized connectivity, hosting and monitoring services for enterprise systems such as Umoja to geospatial information systems and solutions, robust ICT service management processes and protection against increasing cybersecurity threats, harnessing innovative and emerging technologies and making them operational, the Service has demonstrated its track record in supporting global ICT operations. In line with the Secretary-General's management reform agenda and the ICT strategy for the five-year period from 2014/15 to 2019/20, opportunities exist for the Organization to leverage the Service's existing infrastructure and operational support capacity for a broader range of Secretariat clients to include Headquarters, regional commissions, offices away from Headquarters and United Nations entities on a cost-recovery basis.

45.   For the period 2020/21, the Service will continue its focus on the following key strategic drivers: (a) optimization of core ICT operations, including centralization of systems and solutions in its twin technology centres at Brindisi and Valencia; (b) transitioning of ICT operations to deliver innovation and technology solutions in support of field operations; (c) leadership in the areas of hosting, connectivity and monitoring for field operations, with opportunities for expansion to the broader Secretariat; (d) leadership in the areas of hybrid cloud management and brokerage services; (e) reduction of the overall ICT footprint in the field; (f) maintaining alignment with the Service's existing scalability model and maintaining an optimal combination of core staff and contracted ICT service personnel; (g) contribution to the reduction of the Organizational carbon footprint; and (h) maintenance of the current service management ISO 20000 certification, information security ISO 27000 certification and data centre infrastructures tier III certification as part of continuous service improvement processes and to guarantee adequate quality for end users and the Organization.

46.   In addition, the Service will continue to be engaged in groundwater exploration support activities and in field remote infrastructure monitoring, supporting greater optimization of field infrastructure and resources. It will continue to coordinate the delivery of ICT services, on a cost-recovery basis, to all United Nations entities not supported by the Department of Operational Support, as outlined in further detail below.

47.   The United Nations Information and Communications Technology Facility, Valencia, and the Global Service Centre, Brindisi, will continue to provide resilient ICT and geospatial services to peacekeeping operations and, as appropriate, to the agencies, funds and programmes of the United Nations, on a cost-recovery basis. With the approval of its nomenclature by the General Assembly in its resolution 71/294, the Technology Facility remains an ICT-hosting, connectivity and monitoring cornerstone for the Secretariat and United Nations field missions around the world. Together, the twin technology centres at the Technology Facility in Valentia and the Centre in Brindisi will remain instrumental in supporting the Secretariat enterprise data centre.

48.   The ICT asset base at UNLB remains an area of attention given the ongoing need for asset replacement. Ageing assets give rise to additional exposure regarding the delivery of critical services to clients. As at 30 June 2019, over 58 per cent of ICT assets had passed their useful lives. This percentage is expected to increase to approximately 62 per cent of the asset base on 30 June 2020. The Service has been prioritizing the replacement of its assets through a structured risk-assessment methodology, focusing on the replacement of assets that introduce the greatest risks to service delivery. The Service will continue the asset replacement programme in the period 2020/21 on the same basis.

Scalability model

49.   UNLB has refined the existing scalability model in line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 73/310. The original model presented in the period 2019/20 was developed based on an empirical business unit scalability analysis of the 54 UNLB business units, leveraging the civilian staffing review as the endorsed baseline for resources.

50.   The refinement of the model incorporated the validation and improvement of the existing model and its constituent elements, including validation of the 54 modelled business functions against the known baseline. The proposed improvement has also included rerunning the model against the proposed results-based budgeting outputs and work effort drivers, reflecting on the number of clients and volume of support and UNLB engagement therein. Furthermore, the refinement takes into consideration the effects of the management reform, in particular in the context of the organizational alignment of UNLB under the Department of Operational Support and enhancement of its support for the Department's global Secretariat client entities. The established scalability model and its application will include global Secretariat demand and its associated scale and will remain under regular review and update to ensure continuous scalability between resource requirements and expected deliverables.

51.   The UNLB scalability model is primarily focused on the services provided by UNLB to mandated clients by its two core external service providers, the Service for Geospatial, Information and Telecommunications Technologies and the Supply Chain and Operations Service. The scalability factor for the Central Service is entirely dependent on the scope and volume of administrative support required by two core

external service providers, the Office of the Director and the tenant units hosted at UNLB.

52. Over the past years, UNLB has expanded the services that it delivers, evolving from a traditional and transaction-oriented organization into a mature service provider in the areas of technology and supply chain services capable of providing a wide range of complex support and customized advisory services to its clients.

53. The supply chain strategy being implemented by the Department of Operational Support demands a higher level of data-driven planning and management work that UNLB is introducing across all its supply chain services to meet clients' needs with increased effectiveness and efficiency.

54. There has been an increase in demand for services in the areas of demand planning and sourcing support. UNLB is actively supporting both the Department of Operational Support and field entities in the preparation of demand and acquisition plans with a view to gearing up the planning process in Umoja in the period 2020/21. Moreover, with the adoption of the category management approach in supply chain management, planning and sourcing have assumed a much more strategic dimension well beyond the simple aggregation of demand plans from the client entities. Category management is aimed at providing integrated solutions to clients based on an end-to-end collaborative process engaging multifunctional teams to maximize long-term value for the Organization in partnerships. In particular, as at 2019, UNLB is in charge of a full business area, namely the facilities and infrastructure business area, which includes nine categories of products and services and represents more than $600 million in annual spending. This translates into several additional activities that UNLB is called to lead, including analytical tasks, stakeholder consultations, design and implementation of the category action plan and implementation and monitoring of the plan with a number of partners and stakeholders.

55. Services in the area of environmental technical support have also seen a steady increase in terms of demand. Working with the augmented resources through the Rapid Environment and Climate Technical Assistance project, the Environmental Technical Support Unit supported the promulgation of the standard operating procedures on the development of energy infrastructure management plans and the development of waste management plans for peacekeeping missions. In addition, the Unit provided training for participants from field missions on wastewater treatment, solar power generation, soil remediation and hazardous waste management. The memorandum of understanding with UNEP for activities for the Rapid Environment and Climate Technical Assistance project team is entering phase II of maturity and, by 2022, UNLB is expected to take over related responsibilities by scaling up capacities. The United Nations Secretariat Climate Action Plan adopted in September 2019 will experience a further increase in the scope of work to be performed and be supported by the Unit in the coming years. The task ahead applies not just to the Unit, as sustainable approaches need to be mainstreamed into all other areas of services, namely, supply chain, information and communications and central services, in particular campus and learning support.

56. Another emerging scenario is the reduction in the capacity of missions to manage routine logistics operations during liquidation or transition to a new mandate triggered by the scaling down of missions. UNLB provides additional (complementary and supplementary) support and advice to ensure the proper management of United Nations assets and resources. The UNLB logistics support team has been a source of ongoing support to field entities in start-up and liquidation modes. Some 30 staff members, for approximately 1,500 work-days, provided support for the liquidation of the United Nations Mission in Liberia and the United Nations

Mission for Justice Support in Haiti and during the start-up of the Office of the Special Envoy of the Secretary-General for Yemen.

57. There is also growing demand for remote mission support, including the use of augmented reality technologies that can contribute to cost efficiency in a substantial way. UNLB, through its field remote infrastructure monitoring programme, is leveraging Internet of things technologies to support engineering and environmental activities in field operations that produce cost efficiencies and environmental gains. Augmented reality solutions are also being deployed to extend remote technical assistance in engineering and maintenance support.

58. Overall, UNLB, as the operational arm of the Department of Operational Services, continues to evolve as the premier service provider of the Secretariat in the areas of technologies, environment, supply chain and engineering. With the establishment of the new global structure, effective January 2019, UNLB support provision is being expanded from the traditional peacekeeping missions to include special political missions, regional commissions, offices away from Headquarters and resident coordinator offices, in line with the Department's mandate to support a wide range of Secretariat and non-Secretariat entities.

59. Taking into consideration these emerging demand trends and the expanded UNLB client base as part of the Department of Operational Services, it is concluded that a mix of core and contractual personnel remains the basis for the refined scalability of UNLB for the period 2020/21.

Contractors and personnel occupying facilities at Brindisi and Valencia

60. In its resolution 69/309, the General Assembly endorsed the recommendation contained in the report of the Advisory Committee on Administrative and Budgetary Questions (A/69/839/Add.9, para. 55) to request the Secretary-General to include, in future budget submissions regarding UNLB, information on all of the personnel occupying the facilities at Brindisi and Valencia, as well as details on administrative and cost-recovery arrangements, rental and maintenance costs, income received and any other relevant information on the utilization of United Nations premises. The current recovery model results in a reduction in fixed operating costs for each occupant, owing to the economy of scale, whereas incremental or variable costs are directly recovered.

61. During the period 2020/21, UNLB will host support personnel of other entities at Brindisi and Valencia. The cost-recovery framework will enable the recovery of the costs associated with the use of the facilities by non-UNLB support personnel providing support for non-peacekeeping entities with whom the Department of Operational Support maintains a service-level agreement. Costs are recovered for support personnel related to facility services such as cleaning, gardening, security and maintenance. For example, the costs of personnel of the International Computing Centre working on non-Department projects are recovered for facility services.

62. No costs are recovered for personnel of non-UNLB entities, including the United Nations Office for Project Services (UNOPS) and the International Computing Centre, working on projects for the Department of Operational Support and field missions, in accordance with the provisions of contractual arrangements.

63. It is estimated that a total of 546 full-time support personnel from other entities will occupy premises at UNLB, most of whom will provide functions related to communications and information technology, including personnel from the United Nations Field Staff Union, the Umoja master data management team and other United Nations personnel providing other services (see table 2). The requirements for UNLB

contractors are reflected in the present budget, while the other United Nations and external contractors are funded through other funding mechanisms.

Table 2
Analysis of occupancy of contractors and non-United Nations Logistics Base personnel at the premises of the Base, by location

Entity	2018/19 Actual	2019/20 Estimate	2020/21 target			Service-level agreement/cost reimbursement (yes or no)
			Brindisi	Valencia	Total	
International Computing Centre						
Department of Operational Support clients	93	102	54	39	93	No[a]
Non-Department of Operational Support clients	149	142	20	129	149	Yes[b]
Subtotal, International Computing Centre	**242**	**244**	**74**	**168**	**242**	
United Nations Office for Project Services						
Department of Operational Support clients	161	153	38	123	161	No[a]
Non-Department of Operational Support clients	10	10	9	1	10	Yes[b]
Subtotal, United Nations Office for Project Services	**171**	**163**	**47**	**124**	**171**	
Other contractors	102	132	34	68	102	No
Subtotal, other contractors[c]	**102**	**132**	**34**	**68**	**102**	
Other personnel (United Nations posts)[d]						
Umoja master data management personnel	10	10	5	5	10	No
United Nations Field Staff Union	4	4	4	–	4	No
Other personnel	2	9	9	8	17	No
Subtotal, other personnel	**16**	**23**	**18**	**13**	**31**	
Total	**531**	**562**	**173**	**373**	**546**	

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

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

[c] No costs are recovered from entities or contractors working on projects for United Nations peace operations; the costs of the contractors are provided for in the proposed budgets of the individual peace operations.

[d] Other personnel. This category refers to United Nations Secretariat personnel located at UNLB who are not part of the UNLB staffing table. For the period 2020/21, the breakdown of the posts is as follows: Department of Safety and Security, three; extrabudgetary posts, three; Elsie Initiative for Women in Peace Operations project, two; Disarmament, Demobilization and Reintegration Officer, one; Senior Security Sector Reform Officer, one; Standing Police Capacity Officer funded by the Government of Germany, one; Environmental Section post in Department of Operational Support, one; Office of Information and Communications Technology, Valencia, five.

Services provided to other entities and cost recovery

64.   In its report endorsed by the General Assembly in its resolution 70/288, the Advisory Committee on Administrative and Budgetary Questions considered that the Assembly should be provided with a better understanding of the services provided to other Secretariat and non-Secretariat entities and a full picture of the resources made available to UNLB (A/70/742/Add.9, para. 68). It recommended that transparent and comprehensive information on expenditures incurred and income received for all

services provided to other Secretariat and non-Secretariat entities be included, as a matter of routine, in future budget submissions. Any extrabudgetary posts funded through cost-recovery income should also be reflected in the organization chart, with appropriate annotation.

65. During the period 2020/21 period, UNLB plans to maintain service-level agreements with 20 entities, as shown in table 3, under which it provides connectivity services, data storage, telecommunications, data centre hosting services, application hosting, event monitoring, campus and other services, geospatial information systems, ICT security and operational resilience services on a cost-recovery basis using the Umoja service delivery functionality. The costs are based on service rate cards. The income and expenditure for the period 2020/21 are estimated at $9,313,900 compared with $7,824,000 estimated for the period 2019/20. The estimated income and expenditure do not duplicate any proposed resource requirement included in the proposed budget for UNLB for the period 2020/21. An analysis of the expected income is presented by client entity in the table below.

66. It should be noted that no costs are recovered from entities or contractors working on projects for United Nations peacekeeping missions where the costs of the contractors are provided for in the proposed budgets of the individual peacekeeping missions.

Table 3
Analysis of cost-recovery estimates for the period 2020/21

Entity receiving support	Services provided	Amount
Office of Information and Communications Technology	Hosting services (rack space, server hosting, infrastructure as a service and infrastructure support); data storage (provision, replication, backup and operational resilience); application services (Modular-Object-Oriented Dynamic Learning Environment hosting); connectivity services (leased line, Internet, VPN/VDI client access, firewall support and intelligent wide area network); event monitoring; platform services (Citrix access layer); campus services (office space); telecommunications services (videoconferencing services); and Umoja support service	6 647.2
Office for the Coordination of Humanitarian Affairs	Hosting services (rack space, server hosting, infrastructure as a service, cloud and consultancy services); data storage (provision, replication, backup and operational resilience); application services (database and consultancy services); connectivity services (leased line, Internet, VPN/VDI client access, network load balancing, consultancy services, intelligent wide area network and Meraki); and event monitoring	758.8
International Computing Centre	Hosting services (rack space); connectivity services (leased lines, Internet, VPN/VDI client and network connectivity); and campus services (office space)	737.4
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Hosting services (infrastructure as a service, server hosting and consultancy services); data storage (provision, backup, replication and operational resilience); event monitoring; and connectivity services (Internet, VPN site-to-site, VPN/VDI client and network load balancing)	566.1
Department of Economic and Social Affairs	Hosting services (server hosting and infrastructure as a service); data storage (provision and backup); application services (database); connectivity services (Internet, VPN/VDI client access and network load balancing); and event monitoring	172.1
Special Tribunal for Lebanon	Application services (email); connectivity services (leased lines, intelligent wide area network and VPN site-to-site); hosting services (server hosting, infrastructure as a service); and data storage (provision)	111.4

Entity receiving support	Services provided	Amount
United Nations International Residual Mechanism for Criminal Tribunals	Connectivity services (consultancy services, intelligent wide area network and corporate VPN); and telecommunications (voice)	47.7
United Nations Monitoring Mechanism for the Syrian Arab Republic	Connectivity services (consultancy services, intelligent wide area network, corporate VPN and Meraki); telecommunications (voice); hosting services (server hosting); data storage (provision); and application services (database and Unite)	41.9
Office of Administration of Justice	Application services (SharePoint)	27.5
United Nations Assistance to the Khmer Rouge Trials	Hosting services (infrastructure as a service); data storage (provision); connectivity services (VPN/VDI client, consultancy services, intelligent wide area network, corporate VPN and Meraki); and telecommunications (voice)	37.9
United Nations Support Office in Somalia	Application services (email)	76.7
United Nations Office for Project Services	Campus services (office space); application services (database and web hosting); hosting services (server hosting and infrastructure as a service); connectivity (VPN/VDI client); data storage (provision and backup); and event monitoring	24.6
United Nations Regional Centre for Preventive Diplomacy for Central Asia	Connectivity services (network consultancy); data storage (backup); hosting services (server hosting and infrastructure as a service); application services (remote global self-service catalogue); and security services (ICT security and operational resilience)	14.1
World Food Programme	Hosting services (rack space); connectivity services (Internet, network connectivity, microwave connection and consultancy services); telecommunications (voice); and campus services (office space)	23.8
United Nations Interregional Crime and Justice Research Institute	Data storage (backup); and telecommunications (videoconference)	6.9
United Nations Environment Programme[a]	Hosting services (server hosting); data storage (provision and backup); and event monitoring	2.3
United Nations Conference on Trade and Development[a]	Hosting services (rack space); connectivity services (Internet); and event monitoring	11.1
United Nations Children's Fund[b]	Storage and servicing of vehicles	1.0
Department of Safety and Security[b]	Storage and servicing of vehicles	0.3
Office for the Coordination of Humanitarian Affairs[b]	Storage and servicing of vehicles	5.1
Total		**9 313.9**

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

[a] New entities to receive Office of Information and Communications Technology services.

[b] New entities to receive transport support services.

67.   Income recovered through the cost-recovery fund will be used by UNLB to secure ICT resources, facilities and infrastructure required in order to provide services for the clients under the established service-level agreements. Table 4 summarizes the planned expenditures by category and further breaks down the communications and information technology category. During the period 2020/21, the Centre will continue with the Senior Information Systems Officer (P-5) post and one national General Service post to coordinate and manage cost-recovery income received. In addition, an Information Systems Officer (P-2) will be located within the Service and Information Security Management Section.

Table 4
Analysis of cost-recovery estimates for the period 2020/21
(Thousands of United States dollars; budget year is 1 July to 30 June)

Category	Amount	Cost estimates
Civilian personnel		
International staff		320.0
National staff		80.0
Residual capacity to manage delivery of services		
Subtotal		**400.0**
Operational costs		
Travel		20.0
Facilities and infrastructure		684.7
Ground transportation		6.4
Communications and information technology		8 182.8
Acquisition of equipment	1 173.5	
Telecommunications and network services	27.1	
Maintenance and information technology services	5 044.9	
Rental of equipment	419.3	
Acquisition of software	1 518.0	
Spare parts and supplies		
Other supplies, services and equipment		20.0
Subtotal		**8 913.9**
Total requirements		**9 313.9**

Tenant units

68.   UNLB will continue to host and support tenant units, including the Standing Police Capacity and the Justice and Corrections Standing Capacity, which report to the Department of Peace Operations, the Strategic Air Operations Centre, which reports to the Department of Operational Support, and the Field Central Review Bodies Unit, which also reports to the Department of Operational Support. The latter was transferred from the Office of the Director to the tenant units in accordance with the report of the Secretary-General (A/73/774), which was endorsed by the General Assembly in its resolution 73/310.

Standing Police Capacity

69.   The Standing Police Capacity, which comprises 36 posts, will continue to deliver its two core functions, namely the start-up of new police components in peace operations and the provision of assistance to police components in existing peace operations. As requested, it would also conduct operational assessments and monitoring of police components.

70.   The Standing Police Capacity will also continue to respond to requests from the Department of Political and Peacebuilding Affairs, as well as backstopping demands from United Nations agencies, funds and programmes and other partners on a selective basis under the Organization's peacebuilding efforts, for which travel-related costs will be borne by the requesting entity.

71.   In addition, the Standing Police Capacity will continue to contribute to the in-house compilation, collation and analysis of information and statistics and the development of compendiums for the use of United Nations Police in various peace operations. The methodology will, inter alia, be based on field visits, surveys, interviews, meetings, discussions and peer review.

72.   The Standing Police Capacity will also continue to enhance efforts towards more effective preparedness for the start-up of new peace operations and the expansion of existing peace operations; maintaining or upgrading their institutional and operational capacity, including the downsizing and liquidation of existing peace operations; and assistance for the existing police components of peace operations. These enhanced efforts will include quantifiable outputs in terms of assistance missions to police components in existing peace operations, starting up and/or strengthening police components, skills development programmes for Standing Police Capacity experts and support for assessment missions to existing police components. With regard to outreach, the Standing Police Capacity will continue to engage in interaction within the Department of Peace Operations and police components of various peace operations and regional and other partners.

73.   The Standing Police Capacity also projects that it will continue to receive requests for deployments from United Nations peace operations and other partners in the period 2020/21 for operational assessments and monitoring.

Justice and Corrections Standing Capacity

74.   The Justice and Corrections Standing Capacity is the Brindisi-based arm of the Justice and Corrections Service of the Office of Rule of Law and Security Institutions at Headquarters. Comprising six posts and one general temporary assistance position, it will continue to deliver on its two core functions in the period 2020/21, namely providing the start-up capability for justice and corrections components in peace operations and for the planning and early implementation of transitions and reinforcing existing peace operations in the areas of justice and corrections and, where appropriate, other United Nations field presences and entities by providing time-limited and targeted technical assistance. It will further increase its support for justice and corrections components to plan for and implement mandated rule of law-related programmes through the provision of substantive expertise and support in programme implementation and oversight, in order to ensure the effective, coherent and coordinated delivery of rule of law mandated tasks. It will also continue to undertake operational assessments and evaluation of missions in support of justice and corrections components in the field.

75.   In line with the Secretary-General's reform of the peace and security architecture, the Justice and Corrections Standing Capacity will respond to requests from both the Department of Peace Operations and the Department of Peacebuilding and Political Affairs. In line with the Secretary-General's recognition of the contributions of the Justice and Corrections Standing Capacity to the role of the Office of Rule of Law and Security Institutions as a system-wide service provider, as well as the need for more coordinated and coherent rule of law support, it may also be requested to share its expertise with United Nations agencies, funds and programmes, in particular under the auspices of the Global Focal Point for the Rule of Law.

76.   The Special Committee on Peacekeeping Operations noted the continued demand for assistance by the Justice and Corrections Standing Capacity and recognized the need for strengthening its capacity (A/72/19, para. 233). Demand for its support continues to outweigh its current capacities and has prevented it from responding to all requests for assistance. In that context, OIOS, in its audit of the

Justice and Corrections Standing Capacity, noted in paragraph 25 of its report 2019/063 that the travel and training budget had been decreased by almost two thirds between the 2014/15 and 2018/19 periods, despite the fact that the number of deployments in 2018 was 50 per cent higher. Therefore, the capacities of the Justice and Corrections Standing Capacity should be maintained at least at their current levels to be able to provide essential substantive and planning capacities to new missions and/or existing operations, including those drawing down and in or nearing transition, such as the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the African Union-United Nations Hybrid Operation in Darfur (UNAMID), as gradual staff reductions usually increase the demand for Justice and Corrections Standing Capacity deployments to facilitate smooth transitions. In addition, the United Nations Integrated Office in Haiti, which was established by the Security Council in its resolution 2476 (2019) and has a mandate to assist the Government of Haiti in strengthening the justice sector and supporting the continued, progressive transition of development actors in terms of the rule of law, will demand support and resources from the Justice and Corrections Standing Capacity.

Strategic Air Operations Centre

77.   The Strategic Air Operations Centre, which comprises 10 posts, will continue to deliver its three main functions, namely exercising global operational control for all out-of-mission flights and providing strategic air support for all clients, exercising global fleet management for the overall United Nations air fleet and providing technical administration for the real-time United Nations global tracking system, strategic air movement of contingent personnel and standby aircraft charter agreement.

Field Central Review Bodies

78.   Field Central Review Bodies, which comprise 11 posts, will continue to deliver its mandated functions of reviewing international recruitment cases and conducting reference verification for candidates selected to serve in United Nations field missions.

Proposed resource requirements by location: Brindisi and Valencia

79.   In paragraph 15 of its resolution 70/288, the General Assembly reiterated its request that the Secretary-General provide in future budget submissions a breakdown of resource requirements and expenditures for UNLB and for the secondary active telecommunications facility in Valencia. Table 5 reflects provisions included in the proposed budget for the period 2020/21 in the respective locations. Annex II to the present report contains a chart that presents the organizational structure of and the posts at each location. It should be noted that the staffing establishment in the Valencia location comprises solely posts of the Service for Geospatial, Information and Telecommunications Technologies.

80.   The General Assembly, in its resolution 71/294, endorsed the recommendation in the report of the Advisory Committee on Administrative and Budgetary Questions (A/71/836/Add.10, para. 40) that the Secretary-General include in future budget proposals a breakdown of the detailed staffing at both the Brindisi and Valencia locations. The current budget proposal for the period 2020/21 contains the requested information for each post movement (see section I.E below).

Table 5
Proposed resource requirements for the period 2020/21, by location

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

				Percentage of total	
	Brindisi[a]	Valencia	Total	Brindisi	Valencia
Category	(1)	(2)	(3)=(1)+(2)	(4)=(1)÷(3)	(5)=(2)÷(3)
Civilian personnel					
International staff	18 905.6	1 779.7	20 685.3	91	9
National staff	18 954.9	1 325.5	20 280.4	93	7
General temporary assistance	422.8	0.0	422.8	100	0
Subtotal	**38 283.3**	**3 105.2**	**41 388.5**	**92**	**8**
Operational costs					
Consultants	239.5	22.0	261.5	92	8
Official travel	631.9	59.1	691.0	91	9
Facilities and infrastructure	4 071.3	1 957.9	6 029.2	68	32
Ground transportation	381.4	22.1	403.5	95	5
Air operations	6.4	0.0	6.4	100	0
Communications and information technology	6 530.0	6 341.2	12 871.2	51	49
Medical	81.2		81.2	100	0
Other supplies, services and equipment	937.7	182.1	1 119.8	84	16
Subtotal	**12 879.4**	**8 584.4**	**21 463.8**	**60**	**40**
Gross requirements	**51 162.7**	**11 689.6**	**62 852.3**	**81**	**19**

Variances in financial resource requirements

81.   The proposed budget for the period 2020/21 reflects a decrease of $0.5 million (0.8 per cent) compared with the approved amount of $63.4 million for the period 2019/20. The decreased requirements are mainly attributable to the removal of the maintenance of the troop contribution management and enterprise identity management systems, previously included in the UNLB budget under the communications and information technology category, which are proposed for inclusion in the support account in the period 2020/21, partly offset by an increase in salaries for both international and national staff owing to revised salary scales and the depreciation of the United States dollar against the euro.

C.   Regional mission cooperation

82.   The Regional Aviation Safety Office will continue to enhance regional mission cooperation through capacity-building by delivering United Nations tailored aviation-related training programmes and awareness-raising.

D.   Partnerships, country team coordination and integrated missions

83.   UNLB will support, upon request, the Department of Peace Operations, the Department of Operational Support, the Department of Political and Peacebuilding Affairs and the agencies, funds and programmes of the United Nations system for the

implementation of the field occupational safety risk management policy through the provision of training and learning activities aimed at focusing on the prevention of work-related incidents.

84.   Ad hoc support for missions will continue to be provided at the request of the Department of Operational Support and the Department of Peace Operations. In addition, the Office for the Coordination of Humanitarian Affairs is provided with warehousing services under a memorandum of understanding. Furthermore, the Department of Safety and Security is provided with warehousing and asset management services based on a similar agreement.

85.   UNLB will provide the United Nations Humanitarian Response Depot, which is managed by the World Food Programme (WFP), with telephony and data services support. In addition, it will continue to collaborate with WFP in areas of common interest, such as aviation, services and training, as well as provide logistical support, when required, to WFP airlifts, including ground handling.

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

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

88.   The Director of UNLB will continue to serve as the designated area security coordinator for all United Nations system offices in the area, including the United Nations Humanitarian Response Depot, UNOPS and the International Computing Centre. The Chief of Service of the United Nations Information and Communications Technology Facility, Valencia, will continue to serve as the head of premises and area security coordinator for the Technology Facility and designated official a.i. for Spain.

E.   Results-based budgeting frameworks

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

Expected accomplishments	*Indicators of achievement*
1.1 Rapid, effective, efficient and responsible operational and technical support services for client missions	1.1.1 Percentage of mission clients expressing satisfaction with supply chain and operations services (2018/19: 92.5 per cent; 2019/20: 85 per cent; 2020/21: 95 per cent)
	1.1.2 Percentage of mission acquisition plans that are reviewed and analysed to support the preparation of an integrated demand plan for the Department of Operational Support (2018/19: 100 per cent; 2019/20: 90 per cent; 2020/21: 100 per cent)

1.1.3 Percentage of mission sourcing requests for single items in strategic deployment stocks and the United Nations reserve solved within 2 working days and, for multiple items and mission surplus, within 5 working days (2018/19: 95 per cent; 2019/20: 95 per cent; 2020/21: 95 per cent)

1.1.4 Percentage of mission requests for strategic deployment stocks and United Nations reserve items ready within 30 days from the stock transfer order date to the freight order date (2018/19: 64 per cent; 2019/20: 95 per cent; 2020/21: 95 per cent)

1.1.5 Percentage of strategic deployment stocks and equipment maintained, repaired and tested within 15 working days of the work order date (2018/19: 100 per cent; 2019/20: 98 per cent; 2020/21: 100 per cent)

1.1.6 Percentage of United Nations reserve vehicles and equipment refurbished within 90 days (2018/19: not applicable; 2019/20: 97 per cent; 2020/21: 100 per cent)

1.1.7 Percentage of mission requests for mission support teams deployed within 15 working days of approval date (2018/19: 77.4 per cent; 2019/20: 95 per cent; 2020/21: 95 per cent)

1.1.8 Percentage of mission clients expressing satisfaction with geospatial, information and telecommunications technologies services (2018/19: 98.4 per cent; 2019/20: 92 per cent; 2020/21: 92 per cent)

1.1.9 Availability of centrally hosted United Nations field applications (2018/19: 99.9 per cent; 2019/20: 99.8 per cent; 2020/21: 99.8 per cent)

1.1.10 Availability of the wide area network and underpinning enterprise data centre infrastructure (2018/19: 100 per cent; 2019/20: 99.5 per cent; 2020/21 99.5 per cent)

1.1.11 Percentage of ICT incidents addressed in line with service-level agreement standards (2018/19: 97.4 per cent; 2019/20: 95 per cent; 2020/21: 95 per cent)

1.1.12 Efficiency of use of satellite capacity measured in bits per Hz (2018/19: 2.9; 2019/20: 2.8; 2020/21: 3.0)

1.1.13 Percentage of strategic air movements centrally controlled and monitored (2018/19: 100 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)

1.1.14 Percentage of widebody aircraft movements and troop rotations managed, tasked, controlled and monitored (2018/19: not applicable; 2019/20: 100 per cent; 2020/21: 100 per cent)

1.1.15 Percentage of on-ground environmental technical assistance requests fulfilled in support of 12 field missions in the areas of energy, water and wastewater and solid waste management within 90 days (2018/19: not applicable; 2019/20: 95 per cent; 2020/21: 95 per cent)

Outputs

Supply chain services

- Provision of technical and operational support for 5 peacekeeping operations in the areas of planning and design of engineering projects and 5 completed tender packages, including all technical documents as required by clients

- Provision of 2 global reports and quarterly review reports for demand planning to support the preparation of an integrated demand plan for the Department of Operational Support

- Provision of technical advice for 80 cases for engineering and for transport and general supply goods and services within standard operating procedure timelines

- Annual review of strategic deployment stocks composition to meet peacekeeping operations start-up requirements

- Maintenance, repair and testing of approximately 703 vehicles, comprising strategic deployment stock, United Nations reserve vehicles and UNLB vehicles, and approximately 815 items of other equipment, such as generators and office equipment, and 2,195 supply items, which are part of the strategic deployment stocks and the United Nations reserve

- Acquisition and coordination of 14 technical and supply chain training course sessions

- Review and approval of a preliminary asset disposal plan for a liquidating mission within 10 working days, for UNAMID

- Coordination of asset disposal for one peacekeeping mission (UNAMID)

- Provision of on-site logistics operations and environmental management, engineering and other support for field missions through the deployment of 30 mission support teams

- Provision of quarterly review reports on collated contract compliance and performance data

Geospatial, information and telecommunications technology services

- Maintenance and update of 5 global databases (OGI, BASE, CARTO, Datastore_01 and RST) and common operational/mission operational geospatial information (COGI/MOGI) and geovisualization standards

- Production of 200 maps (thematic, topographical and base) and 80 location intelligence and geoanalytics; provision of 30 groundwater and subsurface services (field surveys, desk study, mass grave and infrastructure detection)

- Provision, maintenance and support of the United Nations Clear Map; global United Nations maps services (6 components: United Nations field street map, United Nations Image Maps, United Nations operational map, United Nations globe, United Nations Maps Directions, and search); 3 geospatial platforms through the UNLB Geospatial Information System Cloud (the content management system United Nations GeoPortal and geospatial development and hosting); 75 web mapping services; 5 mission-specific solutions; and 3 Unite Aware Maps solutions in support of the situation awareness programme

- Support for 1,300 users of geospatial services provided to peacekeeping and political missions, the Secretariat and agencies, funds and programmes

- Operation, maintenance and support of 194 centrally hosted applications (such as Umoja), including set-up and testing of disaster recovery capability for approximately 65,000 users in peacekeeping and political missions

- 5 new applications testing services per year

- Maintenance of 2 International Organizations for Standardization certifications, on information technology service management (ISO/IEC 20000) and information security (ISO/IEC 27001:2013)

- Operation, maintenance and support of 2 certified data centres at two geographical locations, providing hosting services, virtual data centres, virtual desktop infrastructure, underlying infrastructure for email and hybrid cloud brokerage and management for 75,000 users

- Operation and management of 10 infrastructure support systems required for hosting and connectivity of the integrated Umoja enterprise resource planning solution, including access-layer support for up to 22,000 users

- Maintenance, update and improvement of 14 information technology service management processes

- Maintenance and update of 1 Service for Geospatial Information and Telecommunications Technologies global services disaster recovery plan, and management and coordination of 5 disaster recovery exercises for global support systems

- Operation, management and configuration of a global event monitoring service for 14 peace operations (including the Regional Service Centre in Entebbe, Uganda, UNLB and UNSOS)

- Coordination, management and update of 2 ICT compliance assessments in accordance with organizational policies and standards

- Review and coordination of corrective actions for firewall rule configurations for 4 global network management firewalls

- Coordination of 5 Service for Geospatial Information and Telecommunications Technologies global infrastructure security assessments per year

- Delivery of wide area network connectivity services to more than 300 sites worldwide (client missions and other United Nations offices), connecting more than 50,000 end users through satellite links, private leased-line connectivity and virtual private connectivity over the Internet

- Operation, maintenance and support of infrastructure to provide centralized digital radio connectivity services to more than 35,000 radio users in 10 United Nations entities (peacekeeping missions, service centres and political missions) as follows: the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Multidimensional Integrated Stabilization Mission in Mali, MONUSCO, the Regional Service Centre in Entebbe, the United Nations Assistance Mission in Afghanistan, UNAMID, UNLB, the United Nations Interim Security Force for Abyei, the United Nations Mission in South Sudan (UNMISS) and the United Nations Support Mission in Libya

- Operation, maintenance and support of infrastructure to provide videoconference bridging services to peacekeeping missions and other United Nations offices, delivering on average 1,500 videoconference events and connecting 5,000 end points each month

- Operation, maintenance and support of infrastructure to provide inter-mission and international telephone call services to 27 client missions and other United Nations offices, capable of establishing an average 400,000 telephone calls per month

- Quarterly failover test of the satellite and network critical components between Brindisi and Valencia to ensure the effectiveness of resilience and resolve any detected issues within the same quarter

- Operation, maintenance and support of infrastructure to manage high-efficiency satellite links with dynamically allocated capacity based on user demand to up to 250 field locations

- Establishment of communications links within 24 hours upon arrival of ICT equipment and Global Service Centre ICT personnel at start-up and surge missions

- Provision of project management office support, monthly and weekly reports, and performance of project assurance for 50 projects registered in the project server tool

- Provision of full project management services for 20 projects of various types and scales based on enterprise, regional, mission and Service for Geospatial Information and Telecommunications Technologies requirements

- 2 workshops on the project management framework for project managers

- Organization of 2 virtual meetings for the innovation focal points in field missions, 1 of them on a semi-annual basis

- Development, enhancement, deployment, support and management of 4 technology solutions (in relation to unmanned aircraft, software-defined high frequency radio, a video content management system and telehealth medical services), to be implemented in field missions

- Development of training materials for 4 courses on technology solutions adopted by the United Nations Military Signals Academy

Conference and learning services

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

- Organization, management and delivery of 3 training programmes and 12 classroom sessions addressed to UNLB staff members in accordance with the training plan

- Maintain completion of mandatory training courses: 90 per cent minimum compliance rate for all mandatory courses

Regional aviation safety services

- Provision of aviation safety-related training to Department of Operational Support and field mission personnel and the Supply Chain Management Aviation Safety Programme, including 4 classroom training courses (2 aviation safety induction, 1 aviation risk management and 1 aircraft inspection performance evaluation and carrier assessment report), and facilitation of distance-learning courses upon request from the field missions

- Provision of 3 aviation safety assessment visits to the affiliated missions: 1 to the United Nations Interim Force in Lebanon, 1 to the United Nations Assistance Mission for Iraq and 1 to the United Nations Peacekeeping Force in Cyprus

- Provision of operational performance support to the Department of Operational Support's aviation safety programme, including the development of aviation safety system modules to replace the aviation inspection and recommendations module (Lotus Notes database)

Strategic air operations services

- Operational tasking, coordination and monitoring of 100 per cent of air operations conducted with 2 widebody aircraft assigned to the Strategic Air Operations Centre in support of all peacekeeping missions' troop rotations

- Centralized control and monitoring of 100 per cent of strategic air movements (up to 350 movements), through the global tracking system, to maintain strategic fleet awareness and effective control over operating costs

- Cost-benefit analysis and aircraft selection for 100 per cent of requested strategic air support operations

- Issuance of 12 master table reports on the utilization and efficiency of the widebody aircraft

- Issuance of 12 air fleet performance reports on the utilization of the strategic fleet, for business intelligence and cost analysis

Field Central Review Bodies Unit and reference verification services

- Facilitation of 260 reviews of the evaluation criteria for new job openings and recruitment cases

- Completion of reference checks for up to 1,000 candidates selected for appointment

Occupational safety services

- Provision and delivery of 3 field occupational safety and health training courses to United Nations field personnel

- Receipt and review of 200 occupational safety incident reports from field missions and duty stations and subsequent recording of incident reports in the Department of Operational Support global occupational safety incident reporting system

- Completion of 1 comprehensive occupational safety risk assessment at UNLB workplaces and subsequent development and implementation of corrective action plan

- Coordination with and technical reporting line maintained to the Health-Care Management and Occupational Safety and Health Division of the Department of Operational Support, and its field safety officer and programme manager, through a minimum of 52 coordination interactions and reporting transactions per year, through email, teleconference, videoconference, report submission and/or information exchange, and production of 1 annual occupational safety incident statistical report covering all reporting for the Department of Operational Support, field operations and duty stations

- Development of a minimum of 6 operational and technical standards relating to occupational safety and health per year

- Provision of fact-finding, board of inquiry and response operations following an occupational safety and health incident or event, at a minimum of once per year, contingent upon the occurrence of an incident or events warranting such support services

- Maintenance of websites and social media platforms relating to occupational safety and health, including operational and technical communications with the occupational safety and health network community of practice, through a minimum of 12 website and/or social media updates, upgrades or activities, including posts, communications or dissemination of information on related content

- Provision of technical support services, remotely or on-site, regarding occupational health and safety programme development and implementation to the Secretariat and United Nations field operations

Expected accomplishments	Indicators of achievement
1.2 Rapid, effective, efficient and responsible campus services	1.2.1 Average annual percentage of authorized international posts vacant, excluding tenant units, within the target range (2018/19: 21 per cent; 2019/20: 15 per cent ± 3 per cent; 2020/21: 15 per cent ± 3 per cent)
	1.2.2 Average annual percentage of female international civilian staff (2018/19: 29 per cent; 2019/20: ≥ 40 per cent; 2020/21: ≥ 41 per cent)
	1.2.3 Average number of days for roster recruitments to candidate selection for international candidates (2018/19: not applicable; 2019/20: ≤ 101 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7; 2020/21: ≤ 78 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7)
	1.2.4 Average number of days for post-specific recruitments, from closing of the job opening to candidate selection, for international candidates (2018/19: not applicable; 2019/20: ≤ 120; 2020/21: ≤ 120 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7)
	1.2.5 Overall score on the Department of Operational Support environment management scorecard (2018/19: 87 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)
	1.2.6 Percentage of all ICT incidents resolved within the established targets for high, medium and low criticality (2018/19: 85 per cent; 2019/20: > 85 per cent; 2020/21 > 85 per cent)
	1.2.7 Compliance with the field occupational safety risk management policy (2018/19: 100 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)
	1.2.8 Overall score on property management index, based on 20 underlying key performance indicators out of 2,000 maximum (2018/19: 1,867; 2019/20: ≥ 1,800; 2020/21: ≥ 1,800)

Outputs

Service improvements

- Implementation of the 2020/21 UNLB mission-wide environmental action plan in line with the Organization's environment strategy for field missions

- Support for the implementation of the Department of Operational Support's supply chain management strategy and blueprint

Audit, risk and compliance

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

Budget, finance and reporting

- Provision of budget, finance and accounting services for a budget of $62.8 million, in line with delegated authority

- Finalization of annual financial statements for UNLB in compliance with the International Public Sector Accounting Standards (IPSAS) and the Financial Regulations and Rules of the United Nations

Civilian personnel

- Provision of human resources services to a maximum strength of 447 civilian personnel (139 international staff, 306 national staff, 2 temporary positions) as well as 3 extrabudgetary posts, 4 staff from the United Nations Field Staff Union, 10 Umoja master data management/personnel data management staff, 3 Department of Safety and Security staff and 6 other posts (2 engineers funded by the Elsie Initiative for Women in Peace Operations/extrabudgetary; 1 Administrative Assistant, funded by the Government of Germany; 1 Disarmament, Demobilization and Reintegration Officer; 1 Senior Security Sector Reform Officer; and 1 Environmental Engineer) including through 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 438 civilian personnel, and support for outside-mission training for 138 civilian personnel

- Support for processing of 34 in-mission and 118 outside-mission travel requests for non-training purposes and 138 travel requests for training purposes for civilian personnel

Conduct and discipline

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

Geospatial, information and telecommunications technology services

- Provision and support of 110 handheld portable radios, 15 mobile radios for vehicles and 15 base station radios

- Operation and maintenance of network connectivity for voice, fax, video and data communications, including 1 clustered phone exchange and 2 microwave links, as well as provision of 3 mobile telephone service plans and support and maintenance of 2 local area networks at 2 sites

- Provision and support of 1,268 computing devices (laptops, virtual desktop infrastructure and tablets) for an average strength of 1,027 civilian end users, including contractual personnel, and for training rooms and conference rooms

- Support and maintenance of 2 campus local area networks at two sites (Brindisi and Valencia) and 287 wide area network sites

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 76 buildings at 2 sites

- Implementation of approved construction, renovation and alteration projects at 2 sites (9 at Brindisi and 2 at Valencia)

- Operation and maintenance of 6 United Nations-owned generators, 3 diesel uninterrupted power supply system and 4 solar power plants, in addition to electricity services contracted from local providers, at 2 sites

- Operation and maintenance of United Nations-owned water supply facilities (1 borehole at Brindisi) in addition to services contracted from local providers

- Provision of waste management services, including liquid and solid waste collection and disposal, at 2 sites

- Provision of cleaning, ground maintenance, pest control and laundry services at 2 sites, as well as catering services at 2 sites

Fuel management

- Management of supply and storage of 121,000 litres of petrol (65,000 litres for ground transportation and 56,000 litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities at Brindisi

Supply chain management

- Provision of planning and sourcing support for an estimated $4.9 million in acquisition of goods and commodities, in line with delegated authority

- Receipt, management and onward distribution of up to 25,000 kg of cargo within the mission area

- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below threshold, in line with delegated authority, with a total historical cost varying between $190 million and $240 million

Vehicle management and ground transportation services

- Operation and maintenance of 134 United Nations-owned vehicles, trailers and attachments, 1 workshop and repair facility and provision of transport and shuttle services, at 2 sites

Medical services

- Operation and maintenance of 1 United Nations-owned level I clinic

- Provision of 1,500 consultations with a nurse for civilian personnel and United Nations visitors and trainees at Brindisi, including nursing assessment and treatment, travel medicine consultations and appropriate referral to the next level of care

- Conduct of 1 health risk assessment of specific work-related health hazards, such as noise, ergonomics, chemical and biological agents, including a survey, screening and an action plan

- Conduct of 1 health promotion campaign, such as on cardiovascular health, diabetes, mental health or women's health

Security and safety services

- Ensure 100 per cent security for staff and eligible dependants as well as enable the safe and secure conduct of the programmes and activities of United Nations system organizations at both Brindisi and Valencia

Environmental management

- Maintenance of ISO 14001:2015 environmental management system certification for UNLB

- Provision of leadership to the technical pillars (energy, water and wastewater and solid waste) of the Department of Operational Support environmental strategy for field missions, including a minimum of 30 videoconferences held with counterparts at field missions

Expected accomplishments	Indicators of achievement
1.3 Policing, rule of law and training support provided by the tenant units to peacekeeping missions and other field operations	1.3.1 Prompt processing of requests for deployment by the Standing Police Capacity within seven working days of their receipt (2018/19: 100 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)
	1.3.2 Rapid deployment of staff members and teams of the Standing Police Capacity within 21 working days of approval (2018/19: 100 per cent; 2019/20: 90 per cent; 2020/21: 80 per cent)
	1.3.3 Satisfactory accomplishment of agreed terms of reference for deployments by the Standing Police Capacity (2018/19: not applicable; 2019/20: 90 per cent; 2020/21: 90 per cent)
	1.3.4 Deployment of staff members of the Justice and Corrections Standing Capacity to new, adjusted or transitioning operations within 30 days of relevant Security Council resolution or request (2018/19: 92 per cent; 2019/20: 90 per cent; 2020/21: 90 per cent)
	1.3.5 Satisfactory accomplishment of agreed terms of reference for deployments of the Justice and Corrections Standing Capacity (2018/19: 100 per cent; 2019/20: 90 per cent; 2020/21: 90 per cent)

Outputs

Standing Police Capacity

- Provision of 10 assistance missions to police components in existing peace operations in support of national law enforcement capacity-building and operational activities

- Establishment or strengthening of police components in 2 new and/or downsizing/liquidating police components in existing peace operations

- Provision of 4 assessment missions in support of peace operations

- Provision of support for 2 police-contributing countries, including at their peace operations-related training centres, to prepare their officers for the implementation of the strategic guidance framework, when deployed

- Provision of 1 training programme for the field missions in the area of the rule of law and on other cross-cutting issues

- Participation in 4 annual international police conferences on peacekeeping and related policing issues

- Participation in 14 peacekeeping and relevant policing expertise skills development training programmes to upgrade the skills of Standing Police Capacity members to meet the growing demands for operational technical support

Justice and Corrections Standing Capacity

- 6 deployments to field operations for reinforcement of justice and corrections components for up to 3 months

- 5 operational assessment and evaluation missions in support of justice and corrections components in field operations

- Outreach activities, including publication of 4 articles and conduct of 3 visits to other rapidly deployable capacities/international organizations

- Preparation and issuance of 8 end-of-mission, trip and/or assessment reports to provide updated information on achievements and impacts and to highlight strategic recommendations and follow-up actions after deployment to field missions

External factors

Several factors may have an impact on the ability to deliver proposed outputs as planned, including: changes in the political, security, economic and humanitarian context or weather conditions not foreseen in the planning assumptions; other instances of force majeure; changes in mandate during the reporting period; variance in host Government compliance with the provisions of the status-of-forces or mission agreement; delays in signing by Member States of memorandums of understanding and letters of assist regarding the deployment of uniformed personnel and equipment; gaps in capabilities generated by troop- or police-contributing countries; cash shortages due to delays in the provision of assessed contributions by Member States; inability to obtain all necessary clearances for the employment of selected civilian staff candidates; changes in currency exchange rates not foreseen in the budget; changes in local prices not foreseen in the budget

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

Office of the Director

91. Overall direction and management of UNLB is provided by the Office of the Director. Table 6 reflects the breakdown, by organizational unit, of the 12 posts proposed for the 2020/21 period. There is no change in staffing requirements compared with the approved budget for the 2019/20 period.

Table 6
Human resources: Office of the Director

| | International staff | | | | | | | United | |
Civilian staff	*USG–ASG*	*D-2–D-1*	*P-5–P-4*	*P-3–P-2*	*Field Service*	*Subtotal*	*National staff[a]*	*Nations Volunteers*	*Total*
Immediate office of the Director									
Approved posts 2019/20	–	1	3	1	–	5	5	–	10
Proposed posts 2020/21	–	1	3	1	–	5	5	–	10
Net change	–	–	–	–	–	–	–	–	–
Regional Aviation Safety Office									
Approved posts 2019/20	–	–	1	1	–	2	–	–	2
Proposed posts 2020/21	–	–	1	1	–	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Total, executive direction and management									
Approved 2019/20	–	1	4	2	–	7	5	–	12
Proposed 2020/21	–	1	4	2	–	7	5	–	12
Net change	–	–	–	–	–	–	–	–	–

a Includes National Professional Officers and national General Service staff.

Central Service

92. The Central Service will continue to provide support services to internal entities at the two UNLB locations. Table 7 reflects the breakdown, by organizational unit, of the 102 posts proposed for the 2020/21 period, which is the same number as that approved for the 2019/20 period. All posts will continue to be located at Brindisi. Explanations for the proposed post actions and changes to the organizational structure are provided in the paragraphs below.

Table 7
Human resources: Central Service

	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Chief of Central Service									
Approved 2019/20	–	–	1	–	–	1	7	–	8
Proposed 2020/21	–	–	1	–	–	1	7	–	8
Net change	–	–	–	–	–	–	–	–	–
Conference and Learning Centre									
Approved 2019/20	–	–	–	–	–	–	7	–	7
Proposed 2020/21	–	–	–	–	–	–	7	–	7
Net change		–	–	–	–	–	–	–	–
Campus Support Cell									
Approved 2019/20	–	–	–	–	1	1	27	–	28
Proposed 2020/21	–	–	–	–	1	1	27	–	28
Net change	–	–	–	–	–	–	–	–	–
Human Resources Unit									
Approved 2019/20	–	–	1	1	1	3	9	–	12
Proposed 2020/21	–	–	1	1	1	3	9	–	12
Net change	–	–	–	–	–	–	–	–	–
Procurement Unit									
Approved 2019/20	–	–	1	1	1	3	11	–	14
Proposed 2020/21	–	–	1	1	1	3	11	–	14
Net change	–	–	–	–	–	–	–	–	–
Finance and Budget Unit									
Approved 2019/20	–	–	1	1	2	4	9	–	13
Proposed 2020/21	–	–	1	1	2	4	9	–	13
Net change	–	–	–	–	–	–	–	–	–
Security Office									
Approved 2019/20	–	–	–	1	–	1	8	–	9
Proposed 2020/21	–	–	–	1	–	1	8	–	9
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Property Management Cell									
Approved 2019/20	–	–	–	–	–	–	7	–	7
Proposed 2020/21	–	–	–	1	–	1	6	–	7
Net change	**–**	**–**	**–**	**1**	**–**	**1**	**(1)**	**–**	**–**
Occupational Safety and Health Cell									
Approved 2019/20	–	–	–	–	–	–	4	–	4
Proposed 2020/21	–	–	–	–	–	–	4	–	4
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total, Central Service									
Approved 2019/20	–	–	4	4	5	13	89	–	102
Proposed 2020/21	–	–	4	5	5	14	88	–	102
Net change	**–**	**–**	**–**	**1**	**–**	**1**	**(1)**	**–**	**–**

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

International staff: increase of 1 post

National staff: decrease of 1 post

93. The Central Service provides support services for the operation of UNLB, including the delivery of internal functions from its nine organizational sections, as follows: the Office of the Chief, the Procurement Unit, the Finance and Budget Unit, the Occupational Safety and Health Cell, the Campus Support Cell, the Human Resources Unit, the Conference and Learning Centre, the Security Office and the Property Management Cell.

Property Management Cell

94. Currently, the Property Management Cell is headed by a Senior Property Management Assistant (G-7), and includes six other national General Service staff. It is proposed that one post of Senior Property Management Assistant (G-7) be converted to Property Management Officer (P-3).

95. The Property Management Cell is mandated to provide centralized control of inventory management system data accuracy for four UNLB mandated inventories; full accountability for property plant and equipment and financial inventories; and robust internal control of inventory management system transactions. The Cell acts as the primary point and adviser to the Director of UNLB on all property management policies, compliance and performance-related activities and as the overall authority for UNLB inventory management system data accuracy. The Cell also performs administrative and secretariat functions for UNLB Claims and Local Property and Survey Boards in line with delegated authority. The delegation of authority for property management includes responsibility for four inventories (UNLB operational inventory, strategic deployment stocks inventory, United Nations reserve inventory and IPSAS reserve inventory established in compliance with IPSAS), exceeding $210 million in capitalized value as of December 2019. Key responsibilities include internal oversight and control, accountability, the management of the fixed-asset register, write-off and claims processing, quality assurance, property surveys and

secretarial functions for the Local Property Survey Board. In view of the changes resulting from Umoja Extension 2, the number of property records managed through Umoja access assigned to property management staff has greatly increased, and as of the time of writing exceeded 23,000 asset and equipment records. As a result of the 2017 civilian staffing review, the post of Property Management Officer was reassigned to the Supply Chain and Operations Service during the 2018/19 period. In a management letter, the Board of Auditors made observations with regard to property management and recommended that adequate resources be allocated to the Cell, including one post of Property Management Officer. The Head of the Cell is currently a national General Service staff member (G-7), as recommended by the civilian staff review, and has been performing the regular property management tasks. However, following the organizational reform, additional functions, namely property management performance reporting and monitoring of the volume and complex mix of the inventories, is expected to be performed by UNLB. The additional fixed-asset function for annual financial reporting requires higher capacity and a level of skills and competencies above the G-7 level. Therefore, to meet these additional responsibilities, and following the recommendations of the Board of Auditors, UNLB proposes that the post of Senior Property Management Assistant (G-7) be converted to Property Management Officer (P-3).

Conference and Learning Centre

96. Currently, the Conference and Learning Centre is headed by a Staff Development Assistant (G-6), and includes six other General Service staff. It is proposed that the post of Staff Development Assistant (G-6) be reclassified to Senior Programme Assistant (G-7). The Centre reports directly to the Chief of Central Services (P-5).

97. The Centre, building on its extensive track record and demonstrated expertise, offers a unique range of conference and event management services in a well-established and cost-effective environment. Services include the delivery of a wide range of support activities and the hosting of various conferences, learning and training activities for field missions, Secretariat offices, agencies, funds and programmes.

98. Since the establishment of the Centre in 2000, clients of the Centre have increased from peacekeeping staff to include the offices of the Secretariat and the agencies, funds and programmes of the United Nations in 2019. The number of hosted events has increased from 22 in 2000 to 200 events in 2019. The Centre has a high visibility profile, as it hosts conferences, workshops, training courses and official visits at UNLB, including for dignitaries and diplomats, external partners such as university representatives, and representatives of the local community.

99. The role of the Chief of the Conference and Learning Centre (Staff Development Assistant (G-6)), has evolved considerably over the past several years in terms of complexity, volume and scope. The scope of the function has also expanded to cover conference and event management, staff development and communications. In the area of training, the incumbent is the training focal point and is responsible for all training-related operations. The incumbent's role has evolved from acquiring training services from external providers to designing and delivering training courses, including customized and digital learning programmes based on staff members' needs, and preparing training reports. Moreover, the incumbent is responsible for the preparation of the communications plan and its execution through graphic products, videos, pictures and social media management. The staffing of the Centre has also expanded from five in the 2012/13 period to seven in the 2019/20 period, putting six staff members under direct supervision of the incumbent.

Supply Chain and Operations Service

100. The Supply Chain and Operations Service will continue to provide supply chain management services to peacekeeping missions, including planning, sourcing support and delivery and return functions.

Table 8
Human resources: Supply Chain and Operations Service

	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Chief, Supply Chain Service									
Approved 2019/20	–	1	1	–	–	2	10	–	12
Proposed 2020/21	–	1	1	–	–	2	10	–	12
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Planning and Sourcing Support Section									
Approved 2019/20	–	–	–	–	–	–	1	–	1
Proposed 2020/21	–	–	–	–	–	–	1	–	1
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Planning Support Unit									
Approved 2019/20	–	–	1	3	–	4	11	–	15
Proposed 2020/21	–	–	1	3	–	4	11	–	15
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Sourcing Support Unit									
Approved 2019/20	–	–	2	7	2	11	7	–	18
Proposed 2020/21	–	–	2	7	2	11	7	–	18
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Field Contracts Management Unit									
Approved 2019/20	–	–	–	1	–	1	2	–	3
Proposed 2020/21	–	–	–	1	–	1	2	–	3
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Environmental Technical Support Unit									
Approved 2019/20	–	–	1	2	–	3	2	–	5
Proposed 2020/21	–	–	1	2	–	3	3	–	6
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**
Approved temporary positions[b] 2019/20	–	–	–	1	–	1	–	–	1
Proposed temporary positions[b] 2020/21	–	–	–	1	–	1	–	–	1
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Subtotal, Environmental Technical Support Unit									
Approved 2019/20	–	–	1	3	–	4	2	–	6
Proposed 2020/21	–	–	1	3	–	4	3	–	7

	International staff						National staff[a]	United Nations Volunteers	Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal			
Net change	–	–	–	–	–	–	**1**	–	**1**
Subtotal, Planning and Sourcing Support Section									
Approved 2019/20	–	–	4	14	2	20	23	–	43
Proposed 2020/21	–	–	4	14	2	20	24	–	44
Net change	–	–	–	–	–	–	**1**	–	**1**
Delivery and Return Section									
Office of the Chief, Delivery and Return Section									
Approved 2019/20	–	–	1	–	–	1	–	–	1
Proposed 2020/21	–	–	1	–	–	1	–	–	1
Net change	–	–	–	–	–	–	–	–	–
Logistics Support Unit									
Approved 2019/20	–	–	–	–	2	2	3	–	5
Proposed 2020/21	–	–	–	–	2	2	3	–	5
Net change	–	–	–	–	–	–	–	–	–
Customer Service Unit									
Approved 2019/20	–	–	–	–	–	–	5	–	5
Proposed 2020/21	–	–	–	–	–	–	5	–	5
Net change	–	–	–	–	–	–	–	–	–
Strategic Deployment Stocks Unit									
Approved 2019/20	–	–	1	1	–	2	2	–	4
Proposed 2020/21	–	–	1	1	–	2	2	–	4
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Delivery and Return Customer Service Cell, Strategic Deployment Stocks Unit and Logistics Support Unit									
Approved 2019/20	–	–	2	1	2	5	10	–	15
Proposed 2020/21	–	–	2	1	2	5	10	–	15
Net change	–	–	–	–	–	–	–	–	–
Central Warehousing Unit									
Approved 2019/20	–	–	1	1	–	2	50	–	52
Proposed 2020/21	–	–	1	1	–	2	50	–	52
Net change	–	–	–	–	–	–	–	–	–
Central Maintenance and Repair Unit									
Approved 2019/20	–	–	1	–	1	2	22	–	24
Proposed 2020/21	–	–	1	–	1	2	22	–	24
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Delivery and Return Section									
Approved 2019/20	–	–	4	2	3	9	82	–	91

	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Proposed 2020/21	–	–	4	2	3	9	82	–	91
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total, Supply Chain and Operations Service									
Approved 2019/20	–	1	9	16	5	31	115	–	146
Proposed 2020/21	–	1	9	16	5	31	116	–	147
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**
General temporary assistance, Supply Chain and Operations Service									
Approved 2019/20	–	–	–	1	–	1	–	–	1
Proposed 2020/21	–	–	–	1	–	1	–	–	1
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total, excluding general temporary assistance, Supply Chain and Operations Service									
Approved 2019/20	–	1	9	15	5	30	115	–	145
Proposed 2020/21	–	1	9	15	5	30	116	–	146
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**1**	**–**	**1**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

National staff: increase of 1 post

101. The Supply Chain and Operations Service comprises the Planning and Sourcing Support Section and the Delivery and Return Section and is supported by the Office of the Chief. It is proposed that the Service will comprise 147 posts and positions in 2020/21 (146 regular posts and 1 general temporary assistance position) compared with 146 posts and positions approved for 19/20 (145 regular posts and 1 general temporary assistance position). The proposed increase reflects the strengthening of environmental management capacity. Explanations for the proposed post actions are provided in the paragraphs below.

Environmental Technical Support Unit

102. Currently, the Environmental Technical Support Unit consists of five posts and positions as follows: one P-4, three P-3 (one of which is a general temporary assistance position) and two national General Service posts. It is proposed that the Unit be augmented through the establishment of one national General Service post of Engineering Assistant (water and wastewater environmental engineering specialist).

103. This post, together with the existing post of Environmental Engineer (P-3), will form the core technical support for the water and wastewater pillar of the environment strategy. Since the launch of the strategy, support to this pillar has been through ad hoc resources from within the Unit, augmented through the Rapid Environment and Climate Technical Assistance project. The organizational structure within the Unit consisting of one P-3 post and the General Service post will ensure sustained wastewater management efforts across peacekeeping, building on the momentum of the past decade. With the establishment of this post, each of the three technical pillars (energy, water and wastewater and solid waste) will be supported by a team of two staff (one Professional and one General Service) to ensure that adequate dedicated

technical assistance capacity is available in UNLB ahead of the end of the strategy period and the Rapid Environment and Climate Technical Assistance project.

104. Implementation of the environment strategy will enter phase II of its six-and-a-half year implementation period in the 2020/21 period. As is evident from the overall Department of Operational Support environmental scorecard, derived from mission-wide environmental action plans, in order to achieve sustained wastewater risk management across peacekeeping, there is a need for centralized infrastructure and treatment. Efforts to mitigate wastewater risk since 2010 have been focused on relatively immediate but short-term solutions, at great cost. While the Organization has mobilized large numbers of relatively small and complex modular wastewater treatment plants, that equipment will be approaching the end of its life cycle soon and appropriate infrastructure will need to be in place before the equipment reaches critical plant failure. Furthermore, the solutions that have been developed need to support a positive legacy when missions are returned to their host countries.

105. During 2019/20, the Unit will develop operational guidance to support mission-specific wastewater management plans. The proposed national General Service post will support the Professional post in providing expertise with regard to the implementation of these plans from the 2020/21 period onward, towards the strategic objective of reducing the level of risk to personnel, local communities and ecosystems from wastewater management practices. With significant wastewater risk continuing in two missions (MONUSCO and UNMISS), it is critical that sufficient dedicated capacity be available to support missions in preventing this risk in the future and develop and implement risk mitigation plans where required. Given that the reputational risk in this area is significant, missions need greater support, frequent engagement and guidance to be able to prioritize water and wastewater management in the face of increasing insecurity, competing priorities and financial pressures. Therefore, a single post is insufficient to enable the transition from a reactive to a proactive stance in the area of water and wastewater management.

Service for Geospatial, Information and Telecommunications Technologies

106. At present, the approved staffing of the Service consists of the following five organizational units and 122 posts: (a) the Office of the Chief (30 posts); (b) the Client Solutions Delivery Section (25 posts); (c) the Infrastructure Operations Section (53 posts); (d) the Service and Information Security Management Section (9 posts); and (e) the Technology Development, Design and Planning Section (5 posts).

107. Table 9 reflects the breakdown, by organizational unit and location, of the 122 posts proposed for the 2020/21 period, which is the same total number of posts approved for the 2019/20 period. Explanations for the proposed organizational structure and related post actions are provided in the paragraphs below.

Table 9
Human resources: Service for Geospatial, Information and Telecommunications Technologies

	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Service for Geospatial, Information and Telecommunication Technologies, Brindisi									
Office of the Chief									
Approved 2019/20	–	–	–	–	–	–	21	–	21
Proposed 2020/21	–	–	–	–	–	–	21	–	21
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff[a]	United Nations Volunteers	Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal			
Client Solutions Delivery Section									
Approved 2019/20	–	–	4	6	2	12	13	–	25
Proposed 2020/21	–	–	4	6	2	12	13	–	25
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Infrastructure Operations Section									
Approved 2019/20	–	–	2	2	7	11	28	–	39
Proposed 2020/21	–	–	2	2	7	11	28	–	39
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Service and Information Security Management Section									
Approved 2019/20	–	–	2	–	2	4	1	–	5
Proposed 2020/21	–	–	2	–	2	4	1	–	5
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Technology Development, Design and Planning Section									
Approved 2019/20	–	–	–	–	–	–	–	–	–
Proposed 2020/21	–	–	–	–	–	–	–	–	–
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total, Service for Geospatial Information and Telecommunications Technologies, Brindisi									
Approved 2019/20	–	–	8	8	11	27	63	–	90
Proposed 2020/21	–	–	8	8	11	27	63	–	90
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Service for Geospatial, Information and Telecommunication Technologies, Valencia									
Office of the Chief									
Approved 2019/20	–	1	1	–	1	3	6	–	9
Proposed 2020/21	–	1	1	–	1	3	6	–	9
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Client Solutions Delivery Section									
Approved 2019/20	–	–	–	–	–	–	–	–	–
Proposed 2020/21	–	–	–	–	–	–	–	–	–
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Infrastructure Operations Section									
Approved 2019/20	–	–	2	–	3	5	9	–	14
Proposed 2020/21	–	–	2	–	3	5	9	–	14
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Service and Information Security Management Section									
Approved 2019/20	–	–	1	–	–	1	3	–	4
Proposed 2020/21	–	–	1	–	–	1	3	–	4

	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Net change	–	–	–	–	–	–	–	–	–
Technology Development, Design and Planning Section									
Approved 2019/20	–	–	1	–	2	3	2	–	5
Proposed 2020/21	–	–	1	–	2	3	2	–	5
Net change	–	–	–	–	–	–	–	–	–
Total, Service for Geospatial Information and Telecommunications Technologies, Valencia									
Approved 2019/20	–	1	5	–	6	12	20	–	32
Proposed 2020/21	–	1	5	–	6	12	20	–	32
Net change	–	–	–	–	–	–	–	–	–
Total, Service for Geospatial, Information and Telecommunication Technologies									
Approved 2019/20	–	1	13	8	17	39	83	–	122
Proposed 2020/21	–	1	13	8	17	39	83	–	122
Net change	–	–	–	–	–	–	–	–	–

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

Office of the Chief, Service for Geospatial, Information and Telecommunications Technologies – United Nations Information and Communications Technology Facility, Valencia

108. Currently, the Office of the Chief consists of nine posts and positions as follows: one D-1, one P-4, three Field Service and six General Service posts. It is proposed that the post of Administrative Assistant (G-6) be reclassified to Senior Liaison Assistant (G-7).

109. Over the past 10 years, as the functions and responsibilities of the United Nations Information and Communications Technology Facility, Valencia, have evolved, the role and function of the Administrative Assistant (G-6), supporting the Chief, who also acts as the Head of Premises, have changed significantly in terms of increased complexity and work impact. The duties of the Administrative Assistant have become high-profile and sensitive, with the incumbent liaising directly with external and host country authorities, including Spanish ministries, embassies, consulates, local authorities, institutions, associations and the community at large, in direct support of the Head of Premises.

110. It is therefore proposed that the post of Administrative Assistant (G-6) be reclassified to Senior Liaison Assistant (G-7) to support the Head of Premises at Valencia in his role of establishing and maintaining effective working relationships and partnerships with the host Government and authorities at all levels. A dedicated Senior Liaison Assistant is needed to provide a steady and reliable communication structure with the host country authorities at different levels, external entities at the local and national levels and United Nations entities. The incumbent will prepare and present business cases for new outreach projects with a view to promoting the Sustainable Development Goals of the United Nations, review and analyse data from different internal and external sources and identify potential cooperation opportunities with the host country, academia and professional institutions, as well as non-governmental and civil organizations and associations, to establish and maintain positive relationships. Given the importance of the interactions led by the incumbent,

it is imperative that the function be reclassified to the appropriate level with the adequate functional title. Effectively mirroring the functions of a similar post approved for Brindisi, also classified at the G-7 level, the reclassification of Administrative Assistant (G-6) to Senior Liaison Assistant (G-7) is proposed.

Tenant units

Table 10
Human resources: tenant units

	International staff						National staff[a]	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Standing Police Capacity									
Approved 2019/20	–	1	17	14	2	34	2	–	36
Proposed 2020/21	–	1	17	14	2	34	2	–	36
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Justice and Corrections Standing Capacity									
Approved 2019/20	–	–	3	2	–	5	1	–	6
Proposed 2020/21	–	–	3	2	–	5	1	–	6
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Approved temporary positions[b] 2019/20	–	–	1	–	–	1	–	–	1
Proposed temporary positions[b] 2020/21	–	–	1	–	–	1	–	–	1
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Subtotal, Justice and Corrections Standing Capacity									
Approved 2019/20	–	–	4	2	–	6	1	–	7
Proposed 2020/21	–	–	4	2	–	6	1	–	7
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Strategic Air Operations Centre									
Approved 2019/20	–	–	1	3	3	7	3	–	10
Proposed 2020/21	–	–	1	3	3	7	3	–	10
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Field Central Review Bodies Unit									
Approved 2019/20	–	–	1	2	–	3	8	–	11
Proposed 2020/21	–	–	1	2	–	3	8	–	11
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total, tenant units									
Approved 2019/20	–	1	23	21	5	50	14	–	64
Proposed 2020/21	–	1	23	21	5	50	14	–	64
Net change	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**

[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

111. The tenant units, comprising four organizational units located at Brindisi, have an operational and technical reporting line to the Department of Peace Operations and the Department of Operational Support. The posts are funded from the UNLB budget and will retain an administrative reporting line to the Office of the Director. The tenant units provide a range of services to peacekeeping and other field operations, including capacity for police, justice and corrections in the area of the rule of law and air transportation services, as well as the functions of field central review bodies.

112. The four tenant units will comprise 64 posts and positions in the 2020/21 period, which is the same total number as approved for the 2019/20 period.

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)
Civilian personnel					
International staff	17 946.9	19 604.1	20 685.3	1 081.2	5.5
National staff	19 745.9	20 274.7	20 280.4	5.7	0.0
United Nations Volunteers	–	–	–	–	–
General temporary assistance	2 570.9	225.8	422.8	197.0	87.2
Government-provided personnel	–	–	–	–	–
Subtotal	**40 263.7**	**40 104.6**	**41 388.5**	**1 283.9**	**3.2**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants and consulting services	327.6	347.2	261.6	(85.6)	(24.7)
Official travel	752.0	653.3	691.0	37.7	5.8
Facilities and infrastructure	6 553.2	5 628.3	6 029.2	400.9	7.1
Ground transportation	506.0	436.4	403.5	(32.9)	(7.5)
Air operations	35.9	–	6.4	6.4	–
Marine operations	7.9	–	–	–	–
Communications and technology	32 182.4	15 095.0	12 871.1	(2 223.9)	(14.7)
Medical	41.8	45.8	81.2	35.4	77.3
Special equipment	–	–	–	–	–
Other supplies, services and equipment	1 408.3	1 070.8	1 119.8	49.0	4.6
Quick-impact projects	–	–	–	–	–
Subtotal	**41 815.1**	**23 276.8**	**21 463.8**	**(1 813.0)**	**(7.8)**
Gross requirements	**82 078.8**	**63 381.4**	**62 852.3**	**(529.1)**	**(0.8)**
Staff assessment income	6 213.4	6 236.8	6 145.5	(91.3)	(1.5)
Net requirements	**75 865.4**	**57 144.6**	**56 706.8**	**(437.8)**	**(0.8)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**82 078.8**	**63 381.4**	**62 852.3**	**(529.1)**	**(0.8)**

B. Non-budgeted contributions

113. 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)

Category	Estimated value
Memorandum of understanding[a]	5 534.3
Voluntary contributions in kind (non-budgeted)	–
Total	**5 534.3**

[a] Inclusive of office buildings, workshops, warehouse structures and open spaces provided by the Government of Italy, valued at $3,189,503, and office buildings, operational buildings and open spaces provided by the Government of Spain, valued at $2,344,815.

C. Vacancy factors

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

Global Service Centre, excluding tenant units

(Percentage)

Category	Actual 2018/19	Budgeted 2019/20	Projected 2020/21
Civilian personnel			
International posts	21.2	17.0	16.0
National posts	6.3	6.0	5.0
Temporary positions[a]			
International	14.3	15.0	0.0
National[b]	–	–	–

[a] Funded under general temporary assistance.
[b] No national general temporary assistance positions are proposed in the 2020/21 period.

115. The proposed vacancy rates for UNLB, presented in the tables above, are based on the approved rates for the current period, the actual average vacancy rates from July to November 2019 and projected recruitments as follows: (a) 16.0 per cent for international posts, compared with a 15.2 per cent actual rate for the period from July to December 2019; (b) zero per cent for two international positions funded under general temporary assistance, compared with a 50 per cent actual rate for the period from July to December 2019; and (c) 5.0 per cent for national posts, compared with a 5.2 per cent actual rate for the period from July to December 2019.

D. Training

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

(Thousands of United States dollars)

Category	Estimated amount
Consultants	
Training consultants	53.4
Official travel	
Official travel, training	158.0
Other supplies, services and equipment	
Training fees, supplies and services	398.7
Total	**610.1**

117. 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)

	International staff			National staff		
	Actual 2018/19	Planned 2019/20	Proposed 2020/21	Actual 2018/19	Planned 2019/20	Proposed 2020/21
Internal	90	347	181	178	391	257
External	22	35	48	34	58	90
Total	**112**	**382**	**229**	**212**	**449**	**347**

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

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

III. Analysis of variances[2]

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

	Variance	
International staff	1 081.2	5.5%

• **Cost parameters: revised salary scale**

121. The variance is attributable mainly to: (a) higher common staff costs of 61 per cent applied in the proposed budget for the period 2020/21, compared with 50.8 per cent applied in the period 2019/20, owing to an increase in expenditures for education, assignment and settlement grants; (b) the planned deployment of 139 international staff in the 2020/21 period compared with 138 approved in the 2019/20 period; and (c) the application of a lower planned vacancy rate of 16 per cent in the 2020/21 period compared with an approved rate of 17 per cent in the 2019/20 period. The increase was offset in part by a reduction in international salaries, owing to the decrease in the post adjustment multiplier to 26.3 per cent applied in the proposed budget for the period 2020/21, compared with the post adjustment multiplier of 27.2 per cent applied in the proposed budget for the period 2019/20.

	Variance	
General temporary assistance	197.0	87.2%

• **Cost parameters: vacancy rates**

122. The increased resource requirements are attributable mainly to the application of a lower vacancy rate of zero per cent in the 2020/21 period compared with the approved vacancy rate of 15 per cent in the 2019/20 period. In addition, the new post of Environmental Engineer (P-3) approved in the 2019/20 period is budgeted at zero per cent vacancy for the 2020/21 period instead of 50 per cent for the 2019/20 period, as the recruitment was completed in January 2020.

	Variance	
Consultants and consulting services	(85.6)	(24.7%)

• **Cost parameters: nature of expenditures**

123. The decreased resource requirements are attributable mainly to the realignment of the requirement for recruitment of individual contractors for development of new and improvement of existing modules for aviation safety programme integrated data, which were previously budgeted under other supplies, services and equipment based on the nature of expenditures.

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

	Variance	
Official travel	37.7	5.8%

- **Management: additional outputs and inputs**

124. The increased resource requirements are attributable mainly to: (a) the additional official travel to be undertaken by the Strategic Air Operations Centre, the Office of the Director, the Liaison Office, the Conduct and Discipline Unit and the Legal Office in performance of their mandated tasks; and (b) the inclusion of two trips for the annual workshop on the remote infrastructure monitoring of facilities, which focuses on the implementation of the monitoring technology. The proposed provision for official travel and the modality of face-to-face interaction is considered essential for the implementation of the UNLB mandate. The increased resource requirements are offset in part by a decreased requirement for official travel for training.

	Variance	
Facilities and infrastructure	400.9	7.1%

- **Cost parameters: nature of expenditures**

125. The increased resource requirements are attributable mainly to the realignment of the requirement for the leasing of photocopiers/printers to the present budget class, which had been budgeted under communications and information technology.

	Variance	
Ground transportation	(32.9)	(7.5%)

- **Cost parameters: nature of expenditures**

126. The decreased requirements are attributable mainly to the realignment of the acquisition of workshop tools and supply equipment, which had been previously budgeted under the present budget class, to facilities and infrastructure, based on the nature of expenditures.

	Variance	
Air operations	6.4	–

- **Cost parameters: nature of expenditures**

127. The requirements are attributable mainly to the realignment of the requirement for an air tracking system, which had previously been budgeted under other supplies, services and equipment, to the present budget line.

	Variance	
Communications and information technology	(2 223.9)	(14.7%)

- **Management: realignment of resources**

128. The reduced requirements are attributable mainly to the following: (a) the proposed transfer of $1,660,500 for the maintenance of the troop-contribution management and enterprise identity management systems, which had been budgeted under the present budget line, to the support account; (b) $309,700 for the leasing of

photocopiers/printers, which had been budgeted under the present budget line, being reflected under facilities and infrastructure; (c) $165,300, owing to the lower projected utilization of contractual services; and (d) $164,300, owing to the lower volume of replacement of ICT equipment due to the reprioritization of resources. The reduced requirements are offset in part by the inclusion of Umoja costs in the amount of $46,500 and the impact of the depreciation of the United States dollar against the euro of $21,200.

	Variance	
Medical	35.4	77.3%

• **Cost parameters: nature of expenditures**

129. The increased requirements are attributable mainly to the realignment of the rental of medical equipment from facilities and infrastructure to the present budget class, based on the nature of expenditures.

IV. Actions to be taken by the General Assembly

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

   (a)   **To appropriate the amount of $62,852,300 for the maintenance of the United Nations Logistics Base for the 12-month period from 1 July 2020 to 30 June 2021;**

   (b)   **To prorate the amount in subparagraph (a) among the budgets of the individual active peacekeeping operations to meet the financing requirements of the United Nations Logistics Base for the period from 1 July 2020 to 30 June 2021.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/286 and 73/310, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

Decision/request	Action taken to implement decision/request
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report (para. 22).	UNLB continues to review and improve work processes to reduce recruitment lead times. This included the provision of training sessions to hiring managers on the staffing system and the Inspira talent-management platform, the periodic provision of recruitment-status reports to substantive offices and regular meetings with hiring managers to discuss the status and actions.
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25).	UNLB will continue to strive for improved gender parity within its staffing establishment.
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).	UNLB, working with the augmented resources through the Department of Operational Support-UNEP partnership (the Rapid Environment and Climate Technical Assistance project), supported the promulgation of standard operating procedures on the development of energy infrastructure management plans and the development of waste management plans for peacekeeping missions, which included guidance and templates to support the realization of the energy and waste management objectives of the environment strategy.
	Site-level waste and energy assessments within every mission will inform specific improvement and risk management actions and support investment decisions.

Decision/request	*Action taken to implement decision/request*
	Under the overall guidance of the Department of Operational Support, UNLB continues to provide technical assistance to field missions in their implementation of the standard operating procedures and of their energy infrastructure management and waste management plans. Concurrently, technical assistance is being extended from UNLB to field missions to support the annual implementation of major infrastructure projects in these areas.
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).	UNLB takes note of the request of the General Assembly. There are no construction projects proposed for the 2020/21 period.
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43).	The UNLB Supply Chain and Operations Service, as part of the Office of Supply Chain Management, is exercising clearing house roles within the scope of related delegations of authority in the area of asset management. Designated officials in field missions (acquisition management), prior to undertaking procurement activities, verify with UNLB (global asset management team) the availability of required assets in strategic deployment stocks and United Nations reserve stocks. The UNLB global asset management team also systematically informs all missions about the availability of mission surplus. To ensure effective stewardship and prioritization of organizational resources, the objective is to further strengthen this process and ensure that, when missions develop their demand, source and delivery plans, they consider existing reserves such as mission surplus, United Nations reserves and strategic deployment stocks as a preferred sourcing option to fulfil missions' supply chain demand for goods and services.
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).	The related responses of all peacekeeping operations, including UNLB, to address issues raised in paragraphs 70, 71, 76 and 79 to 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.

Decision/request	*Action taken to implement decision/request*
Welcomes the determination of the Secretary-General to fully implement the United Nations policy of zero tolerance of sexual exploitation and sexual abuse, and requests the Secretary-General to report on the results achieved and challenges encountered in the next report (para. 71).	The related responses of all peacekeeping operations, including UNLB, to address issues raised in paragraphs 70, 71, 76 and 79 to 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.
Stresses the importance of training all personnel for the prevention of sexual exploitation and sexual abuse, as part of the predeployment training, as well as in mission training and awareness-raising programmes, and requests the Secretary-General to expedite the deployment of the e-learning programme (para. 81).	UNLB confirms full implementation of the training to all personnel.

Financing of the United Nations Logistics Base at Brindisi

(Resolution 73/310)

Decision/request	*Action taken to implement decision/request*
Emphasizes the importance of the accountability system of the Secretariat, and requests the Secretary-General to continue to strengthen risk management and internal controls in the management of peacekeeping budgets and to report thereon in the context of his next report (para. 5).	UNLB engages the senior management team as the steering committee to review and endorse its budget proposals submitted by programme managers and manage budget implementation during the financial year.
	Pending the implementation of a risk-control matrix for the Secretariat entities, the budget implementation is also monitored through management dashboards. The Department of Management Strategy, Policy and Compliance has launched management dashboards in all Secretariat departments in the areas of budget and finance, human resources, procurement and travel. On a monthly basis, the dashboards provide useful insights into data originating in enterprise systems such as Umoja, Inspira and Human Resources Insight. They provide information on the actual expenditure and level of staff as compared with the approved resources. The information generated is reviewed by the Director of UNLB, the senior management team and the programme managers to aid them in the management of budgets and decision-making. The information is also supplemented by the budget implementation report, an internal document issued on a monthly basis, which breaks down actual implementation rates by budget lines within the groups of expenditure.

Decision/request	Action taken to implement decision/request
Also emphasizes the importance of overall budgetary performance in peacekeeping operations, and requests the Secretary-General to continue to implement the recommendations of the relevant oversight bodies and to report thereon in the context of the performance reports (para. 6).	During the 2018/19 reporting period, UNLB utilized 99.6 per cent of the approved budget. Funds had to be reprioritized and redeployed from group II, civilian personnel, to group III, operational costs, to cover the replacement of ICT equipment, repairs, maintenance and improvement to infrastructure and buildings of UNLB, and the settlement of outstanding claims from former individual contractors. The implementation of recommendations of the Board of Auditors and OIOS are addressed in the relevant segments of the present report.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/70/742)

Request/recommendation	Response
The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31).	UNLB takes note of the recommendation and confirms that redeployments, as a resource reprioritization mechanism, are carried out in full compliance with the applicable rules and regulations and administrative instructions covering the management of allotments.
The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46).	UNLB takes note of the recommendation and confirms its full implementation. As at 31 December 2019, there were two posts that had been vacant for more than two years. The recruitment process of one post has been finalized and the staff member was onboarded on 27 January 2020, while the job opening for the other post was closed on 18 January 2020 and candidates are under review.
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 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).	The environmental performance and risk management scores based on mission-wide environmental action plan data were included in the 2018/19 performance report.

Request/recommendation	*Response*
The Advisory Committee notes that details concerning possible scalability models applicable to the resource requirements for the UNLB and the support account for peacekeeping operations have not yet been submitted to the General Assembly for its consideration. In this regard, the Committee looks forward to receiving details relating to the workforce planning exercise to be conducted in UNLB and to the review of the overall capacity of the support account, at the time of its review of the peacekeeping budget proposals for the 2017/18 period (para. 112).	UNLB used the refined scalability model in the presentation of its staffing for the 2020/21 period, as discussed in paragraphs 49 to 59 of the present report.
As an overall observation concerning the management of air operations, the Advisory Committee considers that the underlying causes of the observations and shortcomings highlighted in the paragraphs below are interrelated and require a coordinated effort by the relevant offices at Headquarters and by UNLB and the Regional Service Centre, as well as at the level of the individual peacekeeping missions (para. 118).	In April 2017, the Secretary-General directed heads of mission and senior United Nations leadership to engage on a project towards increasing the efficiency and cost-effectiveness of the United Nations aviation system. In this context, a Headquarters working group, in close consultation with field missions, conducted a comprehensive review of the Organization's air operations. The review set the stage for a cost-effective fleet, implemented under the continued oversight and scrutiny of and cooperation among the relevant offices at Headquarters and in UNLB, the Regional Service Centre and individual peacekeeping missions. The initiative yielded very positive financial results.
The Advisory Committee regrets that the overview report contains no details relating to an assessment of the roles and activities of the different offices handling the management and oversight of air operations for United Nations field missions (para. 130).	The Department of Operational Support is undertaking a comprehensive review of the Strategic Air Operations Centre, the Transportation and Movements Integrated Control Centre and the Global Procurement Support Section. The target date for completion of the review is March 2020, and is to be followed by a comprehensive proposal for consideration by the General Assembly at its seventy-fifth session.
In view of the need for better oversight and management of air operations, as evidenced by the observations and recommendations made in paragraphs 122 and 126 above, as well as the ongoing deficiencies identified by the Board of Auditors, specifically with respect to the role of the Air Transport Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre, the Committee is of the view that this comprehensive assessment is overdue. The Committee recommends, therefore, that the General Assembly request the Secretary-General to expedite completion of his assessment of the roles and responsibilities of the offices handling the management and oversight of air operations for peacekeeping missions and report comprehensively thereon in his next overview report (para. 131).	See the response to paragraph 130 above.

Request/recommendation	Response
The Advisory Committee looks forward to receiving additional details on the implementation and impact of the electronic fuel management system in the next overview report of the Secretary-General (para. 147).	The electronic fuel management system is fully implemented and operational at UNLB. It is installed at the only fuel station at UNLB, which issues an average of 62,000 litres of fuel for vehicles and generators per annum.
The Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and UNLB, particularly for those projects spanning more than one budgetary cycle. Details of multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request, and those projects valued at $1 million or more should be clearly identifiable within the budget request (para. 157).	UNLB takes note of the recommendation and confirms that there are no multi-year projects (above $1 million) included in the proposed resource requirements for the 2020/21 period. However, UNLB continues to monitor projects through an established project management group and an online global portfolio platform for all major projects, including projects below $1 million.
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).	UNLB replaced six electric vehicles and three pickup-type vehicles with nine multipurpose vehicles in 2019.

(A/73/755/Add.9)

Request	Response
Accordingly, the Advisory Committee recommends that the General Assembly request the Secretary-General to include, in future submissions, disaggregated information on the resource requirements and organizational structures of the Service for Geospatial, Information and Telecommunications Technologies in Brindisi and Valencia (para. 9).	UNLB takes note of the recommendation and confirms its full application. In the present budget proposal, UNLB has revised the presentation of staffing requirements and organizational chart to clearly indicate numbers by location. The presentation of resources has been ongoing based on segregated values for Brindisi and Valencia.
The Advisory Committee notes that the proposed updated revised concept of operations for strategic deployment stocks does not provide a complete picture of the financial implications (para. 12).	The lack of enabling capacity was identified by OIOS (see A/71/798) as a major gap in the deployment of a peacekeeping operation, especially during the period from the authorization of the mandate of a mission by the Security Council to the point when the enablers from troop-contributing countries or commercial contractors are deployed to the mission and reach full operational capability. During the conceptual review of strategic deployment stocks, a need was identified to bridge gaps in enabling services using a range of options, including third-party commercial solutions for: (a) the construction of mission and sector headquarters; (b) facilities management; (c) ground exploration; and (d) the training of United Nations personnel. Maintaining the option of a third-party commercial solution requires additional resources, including, inter alia, standby costs, training, auditing

Request	Response
	and contract management capability, which will be considered as part of the separate report on the revised strategic deployment stocks concept of operations anticipated to be included in the second resumed part of the seventy-fifth session of the General Assembly.
Accordingly, the Advisory Committee recommends that the General Assembly request the Secretary-General to review the specific parameters and cost estimates for individual categories of commodities and make adjustments as appropriate (para. 13).	The calculation of bulk fuel for vehicles in the context of strategic deployment stocks, as presented in the previous budget report (A/73/774), was based on the standard ratio parameters (i.e., to fuel daily 500 United Nations-owned and 1,000 contingent-owned vehicles at the standard ratio of 20 litres per day for a total of 30,000 litres of fuel per day). There were no fuel reserves presented, as the strategic deployment stocks do not contain fuel reserves, but only stock limited to the capacity of fuel trucks, which were planned to transport the locally procured fuel within the mission area.
	The unmanned aircraft proposed in the same report were of a non-military nature and proposed to be used in peacekeeping operations to enhance the safety and security of personnel, such as during patrol monitoring and camp surveillance. Making such aircraft available in the strategic deployment stocks would increase the readiness level with regard to the deployment of essential support to field operations.
In view of the foregoing, the Advisory Committee considers it premature to proceed with the implementation of the revised concept of operations of strategic deployment stocks at this stage. Accordingly, the Committee recommends that the General Assembly request the Secretary-General to present for its consideration a separate, comprehensive report on the revised concept of operations for strategic deployment stocks based on a thorough and detailed analysis on all aspects of the management of strategic deployment stocks, including financial implications and enhanced effectiveness and efficiency, as well as on location issues (para. 15).	UNLB is in the process of revising the concept as recommended by the Advisory Committee and endorsed by the General Assembly in its resolution 73/310, and anticipates including it in the second resumed part of the seventy-fifth session of the Assembly.
The Advisory Committee assesses that the parameters of the scalability model should be refined to further clarify the relationship between the workload and full-time equivalent requirements, and that additional information should be provided in future submissions in order to understand how the scalability model is being applied. In addition, there is a need to ensure a consistent approach in applying the scalability model to estimate resource requirements, in particular staffing levels, as well as requirements for individual consultants and consulting services. The Committee recommends that the General Assembly request the Secretary-General to	UNLB will continue to apply the outcome of the comprehensive civilian staffing review of 2017 in future budgetary requirements, in particular for staffing levels and for the engagement of consultants and individual contractors.

Request	Response

fully justify proposed changes to staffing levels and contractual personnel in his future reports, inter alia, on the basis of the parameters of the scalability model, including information on the changes in the scope of activities and level of workload (para. 19).

The Advisory Committee is of the view that the roles and responsibilities of the different entities responsible for implementing environmental projects and providing technical support and expertise should be clarified to ensure that there is no duplication or overlapping of functions. The Advisory Committee recommends that the General Assembly request the Secretary-General to include in his next report details on the roles and responsibilities of the different actors involved in environmental management (para. 21).

The environment strategy is underpinned by five pillars. UNLB leads, and is accountable for, the three technical pillars (energy, water and wastewater and solid waste). The Environment Section in the Office of the Under-Secretary-General for Operational Support is accountable for the overall coordination of support to field missions in their implementation of the environment strategy, including day-to-day leadership for the two other pillars (wider impact and environmental management systems).

The strategy implementation across peacekeeping is augmented by the partnership with UNEP through the Rapid Environmental and Climate Technical Assistance project, and the provision of technical assistance to missions is prioritized in accordance with a promulgated standard operating procedure. Each pillar follows an annual workplan that specifies activities, outputs and acceptance criteria and assigns responsibilities.

The implementation of the environment strategy requires strong coordination and engagement across a range of entities at both Headquarters and in the field, which is achieved through close interaction at all levels. This interaction occurs:

(a)   At the tactical level, through monthly working group meetings in each pillar that are chaired by members of a field advisory committee on the environment;

(b)   Within the core team (environment and engineering in UNLB and at Headquarters, together with the Rapid Environmental and Climate Technical Assistance project);

(c)   At the strategic level through regular reporting by the Environment Section to the Under-Secretary-General for Operational Support, and monthly meetings with directors of the Department of Operational Support, chaired by the Under-Secretary-General, as well as meetings with the field advisory committee on the environment.

At the tactical level, field missions are accountable for resources and the implementation of specific projects, as well as for monitoring and reporting performance that is tracked by the mission-wide environmental action plan. While all field missions that manage their

Request	Response
	own facilities and infrastructure participate in the environmental performance and risk management framework, peacekeeping operations also report on their annual environmental management scorecard to Member States.
The Advisory Committee also considers that further information should be provided on expected and achieved decreases in energy consumption as well as efficiency gains through the implementation of each project (para. 22).	There are challenges to developing accurate cost benefit analyses regarding renewable energy. These include the lack of reliable baseline data in missions, and the difficulty of determining a payback period given the 12-month budget cycle and the uncertainty of funding for subsequent periods. The dynamic and complex nature of field operations also precludes the development of a standard cost-benefit profile.
	While significant progress has been made in improving data collection and analysis in the mission-wide environmental action plans that feed into the planning and budgeting processes, data collection, including on energy production and consumption, relies in many cases on estimation and self-reporting by missions. Efforts are under way to implement metering across all missions to enhance these efforts. Additional time and effort are required before a robust baseline is available across missions, which is anticipated to be achieved by June 2020. As the quality continues to improve over the coming years, this will provide a better and more reliable basis for carrying out cost-benefit analyses.
	To address these challenges, the Department of Operational Support promulgated a standard operating procedure on the development of energy infrastructure management plans in December 2018; missions are currently developing these plans with technical assistance from UNLB and the Rapid Environmental and Climate Technical Assistance project. The standard operating procedure establishes a relatively standard and cost-effective process for prioritizing, developing and implementing mission-level infrastructure energy management and project plans and communicating these plans to stakeholders. The Department is pursuing the mission energy infrastructure management plans, as a priority, ahead of the next budget submission for 2020/21.
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	UNLB is committed to ensuring that vacant posts are filled expeditiously, and that budgeted vacancy rates are based, as much as possible, on actual vacancy rates.

Request	Response
actual rates at the time of budget preparation, clear justification should be provided in related budget documents for the rates used (A/70/742, para. 45) (para. 32).	
With regard to the implementation of the second and final phase of the recommendations of the civilian staffing review, the Advisory Committee considers that after completion of the ongoing restructuring exercises, there is a need for a period of stabilization and an assessment of the effectiveness of the reorganized structures (para. 33).	UNLB proposed to maintain the status quo of the approved organizational structure for 2019/20 during the 2020/21 period.
The Advisory Committee recommends that the General Assembly request the Secretary-General to review the budget presentation of bank charges, and provide better estimates of such charges in his next report (para. 37).	UNLB takes note of the Advisory Committee's recommendation and is carefully reviewing the provision for its bank charges through consistent monitoring and the comprehensive analysis of the historical trends of its expenditures.
The Advisory Committee notes the very low rate of compliance, and recalls that the General Assembly, on a number of occasions, has expressed concern at the low rate of compliance with the advance purchase policy directive. The Committee reiterates that stronger efforts are required, in particular in areas where travel can be planned (see also A/73/779, para. 16) (para. 38).	UNLB intensified its efforts to ensure compliance with the advance-purchase policy and has issued an administrative instruction to all staff in this respect. The implementation is continuously monitored. During the past two years, the percentage of trips compliant with the advance purchase policy has increased from 21 per cent in the 2017/18 period to 42 per cent in the 2018/19 period.
The Advisory Committee notes with concern the very low level of female representation, particularly in the senior levels (P-5 and above) of the Professional and higher category and in the Field Service category, and encourages UNLB to intensify its efforts to achieve gender balance among its civilian staff (para. 40).	UNLB continues to actively engage stakeholders of the recruitment process with a view to increasing the level of female representation at all levels, particularly at senior levels. Service chiefs are regularly provided with statistics on gender representation by area. As at 30 June 2017, the average rate of women serving at the international level in UNLB was 23.9 per cent. As at 30 June 2018, that rate had increased to 25.8 per cent, and as at 30 June 2019 it had increased again to 28.8 per cent.
Taking into account its observation above, the Advisory Committee recommends that the General Assembly request the Secretary-General to present for its consideration a separate, comprehensive report on the revised concept of operations for strategic deployment stocks based on a thorough and detailed analysis on all aspects of the management of strategic deployment stocks, including financial implications and enhanced effectiveness and efficiency, as well as on location issues (para. 43).	UNLB anticipates the submission of a separate and comprehensive report on the revised concept of operations for inclusion in the second resumed part of the seventy-fifth session of the General Assembly.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources

- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post

- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office

- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially

- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission

- **Post conversion**: three possible options for post conversion are as follows:

    - *Conversion of general temporary assistance positions to posts*: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature

    - *Conversion of individual contractors or individuals on procurement contracts to national staff posts*: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts

    - *Conversion of international staff posts to national staff posts*: approved international staff posts are proposed for conversion to national staff posts

B. Terminology related to variance analysis

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

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External**: variances caused by parties or situations external to the United Nations

- **Cost parameters**: variances caused by United Nations regulations, rules and policies

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

Annex II

Organization chart

Regional Aviation Safety Office
(2 posts)
1 P-4, 1 P-3

Immediate Office of the Director, UNLB
(10 posts)
1 D-2, 3 P-4, 1 P-3, 5 NGS

Standing Police Capacity
(36 posts)
1 D-1, 3 P-5, 14 P-4, 14 P-3, 2 FS, 2 NGS

Justice and Corrections Standing Capacity
(7 posts and positions)
1 P-5, 2 P-4, 1 P-4,[d] 2 P-3, 1 NGS

Strategic Air Operations Centre
(10 posts)
1 P-4, 3 P-3, 3 FS, 3 NGS

Field Central Review Bodies Unit
(11 posts)
1 P-4, 2 P-3, 8 NGS

Central Service
Office of the Chief
(8 posts)
1 P-5, 7 NGS

- **Procurement Unit**
  (14 posts)
  1 P-4, 1 P-3, 1 FS, 11 NGS

- **Human Resources Unit**
  (12 posts)
  1 P-4, 1 P-3, 1 FS, 9 NGS

- **Budget and Finance Unit**
  (13 posts)
  1 P-4, 1 P-3, 2 FS, 9 NGS

- **Conference and Learning Centre**
  (7 posts)
  1 NGS,[b] 6 NGS

- **Campus Support Cell**
  (28 posts)
  1 FS, 27 NGS

- **Security Office**
  (9 posts)
  1 P-3, 8 NGS

- **Occupational Safety and Health Cell**
  (4 posts)
  4 NGS

- **Property Management Cell**
  (7 posts)
  1 P-3,[c] 6 NGS

Supply Chain and Operations Service
Office of the Chief
(12 posts)
1 D-1, 1 P-4, 10 NGS

- **Planning and Sourcing Support Section**
  (1 post)
  1 NGS

- **Planning Support Unit**
  (15 posts)
  1 P-4, 3 P-3, 11 NGS

- **Sourcing Support Unit**
  (18 posts)
  2 P-4, 7 P-3, 2 FS, 7 NGS

- **Environmental Technical Support Unit**
  (7 posts)
  1 P-4, 2 P-3, 1 P-3,[d] 2 NGS, 1 NGS[a]

- **Field Contracts Management Unit**
  (3 posts)
  1 P-3, 2 NGS

- **Delivery and Return Section**
  (1 post)
  1 P-5

- **Customer Service Unit**
  (5 posts)
  5 NGS

- **Strategic Deployment Stocks Unit**
  (4 posts)
  1 P-4, 1 P-3, 2 NGS

- **Central Warehousing Unit**
  (52 posts)
  1 P-4, 1 P-3, 50 NGS

- **Logistics Support Unit**
  (5 posts)
  2 FS, 3 NGS

- **Central Maintenance and Repair Unit**
  (24 posts)
  1 P-4, 1 FS, 22 NGS

Service for Geospatial, Information and Telecommunications Technologies
Office of the Chief
(30 posts + 2 XB)
Brindisi: 21 NGS
Valencia: 1 D-1, 1 P-5,[e] 1 P-4, 1 FS, 1 NGS,[b] 5 NGS, 1 NGS[c]

- **Client Solutions Delivery Section – Brindisi**
  (25 posts)
  1 P-5, 3 P-4, 3 P-3, 3 P-2, 2 FS, 13 NGS

- **Client Solutions Delivery Section – Valencia**
  (no posts)

- **Service and Information Security Management Section – Brindisi**
  (5 posts)
  2 P-4, 2 FS, 1 NGS

- **Service and Information Security Management Section – Valencia**
  (4 posts + 1 XB)
  1 P-5, 1 P-2,[e] 3 NGS

- **Infrastructure Operations Section – Brindisi**
  (39 posts)
  1 P-5, 1 P-4, 2 P-3, 7 FS, 28 NGS

- **Infrastructure Operations Section – Valencia**
  (14 posts)
  2 P-4, 3 FS, 9 NGS

- **Technology Development, Design and Planning Section – Brindisi**
  (no posts)

- **Technology Development, Design and Planning Section – Valencia**
  (5 posts)
  1 P-4, 2 FS, 2 NGS

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

[a] New post.
[b] Reclassified/reassigned post.
[c] Converted post.
[d] Funded under general temporary assistance.
[e] Financed through extrabudgetary mechanism.