



Seventy-fourth session

Agenda item 148

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

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2018 to 30 June 2019 and budget for the period from 1 July 2020 to 30 June 2021

Report of the Secretary-General

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* Reissued for technical reasons on 8 May 2020.



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Summary

Pursuant to General Assembly resolution [59/296](#), the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations. It presents consolidated information on the budget performance for the period from 1 July 2018 to 30 June 2019, the budget proposals for the period from 1 July 2020 to 30 June 2021 and the status of the Peacekeeping Reserve Fund, pursuant to resolution [49/233 A](#).

The General Assembly did not adopt a resolution on cross-cutting issues during its seventy-third session, at which the Secretary-General presented his previous report on the overview of the financing of the United Nations peacekeeping operations ([A/73/776](#)). However, section XVII of the present report of the Secretary-General provides information on some cross-cutting decisions and requests contained in General Assembly resolutions on the financing of individual peacekeeping operations from the seventy-second and seventy-third sessions, which included cross-cutting decisions on programmatic activities.

For the period from 1 July 2018 to 30 June 2019, total expenditure amounted to \$7,117.0 million against an approved budget of \$7,157.8 million, exclusive of budgeted voluntary contributions in kind, as summarized below.

Financial resource performance

(Millions of United States dollars)

Peacekeeping component	1 July 2018 to 30 June 2019		Variance	
	Apportionment ^a	Expenditure ^b	Amount	Percentage ^b
Missions	6 719.2	6 678.8	40.4	0.6
Regional Service Centre in Entebbe, Uganda ^c	31.4	31.4	–	–
United Nations Logistics Base at Brindisi, Italy ^d	82.5	82.1	0.4	0.4
Support account for peacekeeping operations	324.7	324.7	–	–
Subtotal	7 157.8	7 117.0	40.8	0.6
Voluntary contributions in kind (budgeted)	1.1	0.8	0.3	26.1
Total	7 158.9	7 117.8	41.1	0.6

^a Inclusive of authorities to enter into commitments of \$32.6 million for MINUSMA, \$80.0 million for MONUSCO and \$25.9 million for UNMISS for the 2018/19 period.

^b Variance in expenditure and percentage calculation is due to rounding in millions.

^c Inclusive of \$1,424,400 to be charged against the appropriation for the programme budget for 2020 under section 3, Political affairs, approved by the General Assembly in its resolution [74/264](#).

^d Inclusive of expenditure related to operating and maintenance costs of the enterprise resource planning system (Umoja) in the amount of \$15.8 million.

Financial resources for peacekeeping operations for the period from 1 July 2020 to 30 June 2021 are estimated at \$6,655.2 million, inclusive of proposed resources in respect of UNAMID for the six-month period from 1 July to 31 December 2020. The approved level of resources for the 2019/20 period is \$6,774.1 million, exclusive of the commitment authority in the amount of \$36.4 million requested for MONUSCO.

Financial resource requirements

(Millions of United States dollars)

<i>Peacekeeping component</i>	<i>1 July 2019 to</i>	<i>1 July 2020 to</i>	<i>Variance</i>	
	<i>30 June 2020</i>	<i>30 June 2021</i>	<i>Amount</i>	<i>Percentage^c</i>
Missions	6 326.4	6 191.3	(135.1)	(2.1)
Regional Service Centre in Entebbe ^d	35.4	37.6	2.2	6.4
United Nations Logistics Base at Brindisi	63.4	62.9	(0.5)	(0.8)
Support account for peacekeeping operations ^e	348.9	363.4	14.5	4.2
Subtotal	6 774.1	6 655.2	(118.9)	(1.8)
Voluntary contributions in kind (budgeted)	1.0	1.0	0.0	6.9
Total	6 775.1	6 656.2	(118.9)	(1.8)

^a Exclusive of the request for authority to enter into commitments of 36.4 million for MONUSCO for the 2019/20 period.

^b Reflects resource requirements in respect of UNAMID for a six-month period from 1 July to 31 December 2020.

^c Variance in percentage calculation is due to rounding in millions.

^d Inclusive of \$1,424,400 for the 2019/20 period to be charged against the appropriation for the programme budget for 2020 under section 3, Political affairs, approved by the General Assembly in its resolution [74/264](#).

^e Inclusive of requirements for the period from 1 July 2020 to 30 June 2021 for the enterprise resource planning project (\$13.4 million); post-traumatic stress disorder claims (\$3.5 million); the global service delivery model (\$0.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$20.6 million).

The General Assembly is requested to take note of the present report.

Abbreviations

AMISOM	African Union Mission in Somalia
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MISCA	African-led International Support Mission in the Central African Republic
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNEP	United Nations Environment Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOM	United Nations Assistance Mission in Somalia
UNSOS (formerly UNSOA)	United Nations Support Office in Somalia (formerly, United Nations Support Office for the African Union Mission in Somalia)
UNTSO	United Nations Truce Supervision Organization

I. Introduction

1. Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations. It presents consolidated information on the budget performance for the period from 1 July 2018 to 30 June 2019, the budget proposals for the period from 1 July 2020 to 30 June 2021 and provides information on the Peacekeeping Reserve Fund as at 30 June 2019, in accordance with Assembly resolution 49/233 A.

2. Peacekeeping operations remain one of the most effective multilateral tools available to help to prevent the outbreak of or relapse into conflict and pave the way for sustainable peace. However, peacekeeping operations continue to face increasing challenges, including wide-ranging mandates, reduced resources, increasingly complex political and security environments, and threats that are often targeted at United Nations personnel, while transnational threats across regions continue to affect stability in some host countries. To address this, the Secretary-General launched the Action for Peacekeeping initiative in March 2018 to renew the collective engagement of all stakeholders with United Nations peacekeeping, and he continues to spearhead its implementation.

3. The overall requirements for United Nations peacekeeping operations, in the proposed amount of \$6,655.2 million for the 2020/21 period,¹ are \$118.9 million lower than the level approved for the 2019/20 period and \$502.6 million lower than that approved for the 2018/19 period.² Reductions over recent years are due in large part to changing conditions on the ground, including the closure, drawdown and transition of missions and ongoing efforts by the Secretariat to deliver real efficiencies to Member States. However, in some cases, approved resources are not commensurate with the mandated tasks and/or operational environment.

4. Between the 2018/19 and 2020/21 periods, changing conditions resulted in the closure of MINUJUSTH and the continued planning for the transition of UNAMID. Through the management reform, heads of peacekeeping missions were provided with increased delegation of authority as from 1 January 2019, with an emphasis on transparency, simplification and decentralized decision-making closer to the point of mandate and to programme delivery. Focus areas of operational improvements include better use of emerging technologies, supply chain management and environmental management.

II. Action for Peacekeeping: direction for future operations

5. Since its launch in March 2018, the Action for Peacekeeping initiative has been intended to refocus peacekeeping with realistic expectations, reinforce the security and performance of United Nations peacekeepers, enhance their capacity to protect civilians and mobilize greater support for political solutions and for well-structured, well-equipped and well-trained forces.

6. Over the past year, the Declaration of Shared Commitments on United Nations Peacekeeping Operations – with its 45 commitments that have been endorsed by 152 Member States, as well as by supporting organizations and the Secretariat – has become the core agenda for all peacekeeping-related work of the Secretariat. The Secretariat has identified key deliverables across each of the eight thematic areas for

¹ For further information, see section XIII, Proposed resources for the period from 1 July 2020 to 30 June 2021, which is explained in detail in annex I to the present report.

² For further information, see section XIV, Budget performance for the period from 1 July 2018 to 30 June 2019, which is explained in detail in annex II to the present report.

implementation over a one-year horizon. Field missions also identified specific priority areas for implementation in accordance with their mandates, needs and specific contexts.

7. At MINUSCA, priorities included political solutions, the protection of civilians and safety and security. The implementation of the peace agreement contributed to a reduction in civilian casualties, while a court ruling holding accountable 28 individuals for the killing of civilians and United Nations peacekeepers in Bangassou in 2017 significantly contributed to strengthening accountability for attacks against United Nations peacekeepers. Action for Peacekeeping implementation has also enhanced collaboration among civilian and police and military components. In line with the MINUSMA mandate, priorities included political solutions and the protection of civilians, while the implementation of Action for Peacekeeping has led to the adoption of a proactive, robust, flexible and agile posture and provided a reference framework for understanding and communicating with the local population. At MONUSCO, where the priorities include political solutions, protection, performance and accountability, Action for Peacekeeping implementation has enhanced interlinkages between activities undertaken and the targeted impact. At UNMISS, the Action for Peacekeeping priorities include political solutions and protection, and their implementation resulted in enhanced linkages among existing processes within a common framework and adjustments in operational posture, which led to a more secure environment and improved access to humanitarian assistance for local communities.

8. The priorities for peacekeeping for the 2020/21 period therefore reflect the commitments set out in the eight thematic areas of the Declaration of Shared Commitments on United Nations Peacekeeping Operations (see figure I).

Figure I

Eight thematic areas of the commitments contained in the Declaration of Shared Commitments on United Nations Peacekeeping Operations



9. Increasingly complex operating environments, marked by the use of new digital technologies, spreading malicious information as a weapon of attack, the proliferation of armed groups using terrorist tactics, transnational crime and criminal networks, have become the new normal in many of the environments in which United Nations peacekeeping missions operate. Confronting these challenges entails striving for the right balance between political and coercive approaches.

10. These challenges are manifested in the complex operating environments of the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan, as well as the increasing demand on peacekeeping operations for a more robust posture and increased effectiveness. Going forward, concrete measures in three transformative areas will need to be addressed: strengthening operational protection response and accelerating the transformation of uniformed capabilities; strengthening analysis, planning and engagement; and communications and perceptions.

United Nations Peacekeeping Ministerial Conference

11. The 2019 United Nations Peacekeeping Ministerial Conference, held in New York on 29 March 2019, was attended by 60 ministers and 70 high-level officials from 130 Member States and intergovernmental organizations. Building on ongoing efforts to strengthen peacekeeping operations through Action for Peacekeeping and previous peacekeeping ministerial meetings and summits held in New York, London, Paris and Vancouver, Canada, 46 countries announced new pledges to generate specialized capabilities, including rapidly deployable units, training and capacity-building support and accelerating the full implementation of the women and peace and security agenda. A total of 57 ministers and heads of delegation delivered statements, voicing their support for Action for Peacekeeping and highlighting progress made on relevant commitments in the Declaration of Shared Commitments on United Nations Peacekeeping Operations. The Department of Peace Operations is supporting the preparation of the 2021 Conference, to be held in Seoul, as well as the 2020 United Nations Chiefs of Police Summit, which will be held in New York.

III. Advancing political solutions to conflict

12. Advancing political solutions to conflict is a core part of the deployment of peacekeeping operations. At the same time, such solutions are often elusive, with peacekeeping missions deployed in the face of weak political agreement and stalled peace processes. United Nations Headquarters is working with peacekeeping missions to ensure the centrality of political solutions, while also encouraging peacekeeping missions to pursue deliberative engagement with local, national and regional stakeholders. The establishment of the regional structure in the reform of the peace and security architecture has allowed even more effective collaboration between the different parts of the peace continuum. In addition, strengthening political conflict analysis capacities in peacekeeping missions to address local conflicts and identify regional issues that can threaten or undermine national political processes is a priority. Multidimensional peacekeeping operations continue to prioritize political solutions to enable durable peace and recovery from conflict. They have devoted specific efforts to launch and support the implementation of political processes, in collaboration with partner organizations.

13. MINUSCA will continue to prioritize the implementation of the peace agreement of 2019 through its strong political and security engagement and good offices. It also contributes to fostering peace and stability by providing support for the extension of State authority, including the rule of law, justice and transitional justice mechanisms, and for the elections scheduled to take place in 2020.

14. In South Sudan, UNMISS supported the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan, facilitated by the Intergovernmental Authority on Development (IGAD), by drawing on the good offices of the Special Representative of the Secretary-General and the Mission's political and mediation expertise. UNMISS will continue to protect civilians and support the implementation of the Revitalized Agreement.

15. In the Democratic Republic of the Congo, following the peaceful transfer of power in January 2019, MONUSCO focused its good offices on efforts to maintain stability in the core functions of the State at the national and provincial levels. The Mission also supported national conflict resolution processes, including disarmament, demobilization and reintegration and negotiations between the Government and armed groups. The Mission will continue to adjust its footprint and confront the most pressing issues in the eastern part of the country relating to the protections of civilians, including attacks from the Allied Democratic Forces and support for the Ebola virus disease response.

16. In Mali, MINUSMA continued to play a critical role in supporting the parties in making further progress towards the full implementation of the 2015 Agreement on Peace and Reconciliation in Mali. In 2019, the Government conducted an inclusive national dialogue process to pave the way for political and institutional reforms, as envisaged under the Agreement. In the light of the deteriorating situation in central Mali, MINUSMA enhanced its presence in the area, including through mediation and reconciliation efforts and providing support to the Malian actors. The Mission will continue to support the protection of civilians and the reinvigoration of the peace process, including through support for the deployment of the reconstituted units of the Malian Armed Forces to the northern parts of the country and support for the Joint Force of the Group of Five for the Sahel. The Joint Force will adapt its posture in order to better deliver its mandate.

17. In Darfur, the United Nations continues to support the peaceful resolution of land disputes and intercommunal conflict. For example, during the 2018/19 period, UNAMID trained 220 rural court judges in mediation and dispute resolution, with a significant increase in the number of disputes resolved by rural courts: more than 2,000 cases adjudicated and mediated in 2018, compared with 95 in 2017. In 2020, the United Nations is expected to determine, in consultation with the Government of the Sudan and regional partners, the future configuration of its presence in the Sudan.

18. Peacekeeping mandates in the Middle East, Cyprus and Western Sahara continued to contribute to stability and prevent escalation. UNTSO, UNDOF, UNFICYP and MINURSO carried out observation mandates and built trust between the parties, pending a lasting resolution of the underlying conflicts. Regional security developments continued to have an impact on the operational activities of UNDOF and UNTSO. Several violations of the 1974 Agreement on Disengagement between Israeli and Syrian Forces heightened tension. In southern Lebanon, the focus of UNIFIL remains on prevention through liaison, coordination, conflict prevention and confidence-building activities. With regard to deterrence and prevention, UNIFIL continues to prioritize its patrolling activities. It also continues to work with the parties to facilitate the demarcation of the Blue Line. UNIFIL support for the Lebanese Armed Forces is a key component of the Force's strategy to consolidate peace and to support institution-building and the extension of the authority of the Lebanese State in the south.

19. The contribution of peacekeepers to local conflict management and resolution through community engagement, dialogue and local mediation initiatives has had successful outcomes. Local peace agreements contributed to reducing violence and fostering social cohesion in the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan. To support peacekeeping missions in addressing conflict dynamics, including those relating to transhumance, a local conflict analysis and planning tool has been established to help to improve local conflict analysis and inform interventions. A training of trainers on the tool was conducted to prepare for its further deployment in field offices. In addition, in recognizing the increasing threat of transhumance-related conflicts to civilians, a survey of practice has been conducted to identify missions' good practices and lessons learned.

IV. Implementing the women and peace and security agenda

20. The General Assembly has stressed the need for enhanced efforts to implement the women and peace and security agenda, noting that the meaningful participation of women at all levels is key to the operational effectiveness, success and sustainability of peace processes and peacebuilding efforts. The Department of Peace Operations continued to implement its gender policy, which is focused on its priority outcomes of: (a) strengthening leadership and accountability; (b) improving evidence generation, monitoring and analysis; (c) enhancing partnerships within and outside the United Nations; and (d) strengthening capacity to implement the priority commitments under Action for Peacekeeping. Moreover, the implementation of the women and peace and security agenda is a key priority under Action for Peacekeeping, serving as an important enabler of inclusive political solutions, operational effectiveness and sustaining peace.

21. Investing in high-level political advocacy, technical guidance and strategic partnerships with United Nations entities, women's organizations, the African Union and the European Union has been key to promoting, enhancing and enabling women's participation and leadership in all stages of peace processes and political solutions. This is demonstrated by progress in the Central African Republic, Cyprus, the Democratic Republic of the Congo, Mali, South Sudan and Kosovo.³ For example, in the Central African Republic, joint technical and political efforts by the United Nations and the African Union contributed to having women participate directly in the peace talks held in Khartoum in February 2019 that resulted in the Political Agreement for Peace and Reconciliation in the Central African Republic. In Mali, through sustained advocacy, a working group co-chaired by MINUSMA was established under the Agreement Monitoring Committee, which endorsed recommendations to champion women's full participation in all peace monitoring and implementation mechanisms and the establishment of an independent women's observatory. In Cyprus, UNFICYP brought together women leaders and civil society organizations from Greek Cypriot and Turkish Cypriot communities to formulate common positions, which were ultimately included in the broader peace and security priorities in Cyprus. Furthermore, in 2018, a high-level joint mission from the African Union, the Department of Peace Operations and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was conducted in South Sudan to advocate before the Government and other stakeholders to ensure compliance with the 35 per cent quota on women's full and meaningful participation in transitional and governance structures, as stipulated in the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan. The Department also provided capacity-strengthening training to national security structures and helped to establish gender desks in police stations, including reinforced patrols and surveillance in the Democratic Republic of the Congo and South Sudan, to enhance the prevention of and response to sexual and gender-based violence.

22. To enhance accountability, nine peacekeeping missions have institutionalized the 15 women and peace and security indicators and established a dashboard to monitor and track implementation, progress and results, which has systemized data-driven evidence generation. An analysis of the qualitative and quantitative data and the evidence generated is used to inform decision-making, identify gap areas and enhance accountability. There was an increase in the percentage of mission workplans that include at least one gender-specific goal, for example, from 69 to 91 per cent at MONUSCO, from 70 to 99 per cent at UNIFIL and from 21 to 100 per cent at UNMIK. In Darfur, three women's mediation networks were established to address the root

³ References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

causes of intercommunal conflicts and local conflict resolution, while in the Central African Republic and the Democratic Republic of the Congo there was an increase in women's representation in the formal early warning mechanisms, to 46 and 39 per cent respectively, which are important elements to enhance inclusive protective environments. Furthermore, the Department of Peace Operations, in partnership with UN-Women, developed gender-responsive conflict guidance to inform joint analysis and strategic prioritization for United Nations reconfigurations in Haiti and the Sudan, which also informed the planning directive of the Secretary-General for missions in transition.

23. The Department of Peace Operations continues to engage with the Informal Expert Group on Women and Peace and Security of the Security Council. The Department's analysis and recommendations informed the creation of stronger and more nuanced women and peace and security tasks in mission mandates. In addition, specific priority tasks relating to women and peace and security were included in the mandates of MINUSCA (Security Council resolution [2499 \(2019\)](#)) and MINUSMA (Security Council resolution [2480 \(2019\)](#)).

24. To anchor the priorities of the Department of Peace Operations in this area, a biennial retreat of the senior gender advisers and the heads of gender units from peacekeeping missions was held in February 2019 to share good practices and to formulate cohesive priorities, strategies and approaches to implement the women and peace and security commitments and to enhance accountability.

25. The Department of Peace Operations finalized its women and peace and security resource package with a roll-out at MINUSMA in June 2019. To support this, the Department is finalizing capacity-strengthening and communication strategies, which will promote common standards for capacity-strengthening and advocacy across peacekeeping missions.

Gender parity

26. Following the launch of the system-wide strategy on gender parity in September 2017, all Secretariat departments, offices and missions have developed implementation plans. A separate strategy has been developed for military, police and justice and corrections personnel.

27. The representation of civilian women in the field remains at 29 per cent. At the senior leadership level, there continues to be a commitment by leadership to appoint women. As of December 2019, the percentage of women heads and deputy heads of peacekeeping operations was 35 per cent, with two heads of mission and five deputies.

28. A second global call for heads and deputy heads of United Nations peace operations was launched in June 2019. Since the first campaign, in September 2017, 16 nominees, including 8 women, have been appointed to head or deputy head of mission positions, representing approximately one third of all Special Representative of the Secretary-General/Deputy Special Representative of the Secretary-General appointments in United Nations field missions. Efforts also continue to recruit qualified women to senior leadership positions through the senior women talent pipeline. Since January 2018, 14 members of the pipeline obtained positions at leadership levels.

29. Regarding uniformed personnel in field locations, as of September 2019, the number of women among seconded military officers had increased from the previous year, from 12.3 to 15.1 per cent, and in contingents from 3.9 to 4.4 per cent. The number of women police officers increased from 20 to 26.8 per cent and in formed police units from 8 to 11.1 per cent. Government-provided corrections personnel who are women increased from 25 to 27 per cent.

30. The representation of women in all uniformed components remains dependent on troop-contributing and police-contributing countries. The United Nations continues to encourage troop- and police-contributing countries to deploy more uniformed women to peacekeeping operations.

V. Strengthening the protection provided by peacekeeping operations

31. Protecting civilians is a high priority for United Nations peacekeeping missions. As of 31 December 2019, seven peacekeeping missions held protection of civilians mandates.⁴ The Secretariat continues its efforts to strengthen protection, including the protection of civilians, human rights, child protection and protection against conflict-related sexual violence, by encouraging tailored approaches, taking into account specific threat profiles and the mandates of peacekeeping operations.

32. Peacekeeping operations continued to prioritize monitoring, investigating and reporting on violations of human rights and international humanitarian law, in line with their mandates, with a focus on violations and abuses that constitute threats to civilians, drive continued conflict and undermine the rule of law and sustainable peace. Cooperation of human rights components with police and military components in support of the implementation of protection of civilians and human rights mandates has continued, and good practices for the protection of civilians between United Nations police and human rights components were gathered. Systematic human rights monitoring and reporting at UNMISS identified perpetrators as threats to civilians, and in the Central African Republic, MINUSCA investigations into human rights violations and abuses committed by signatories of the Political Agreement for Peace and Reconciliation in the Central African Republic contributed to the whole-of-mission approach to the protection of civilians and furthered the good offices of the Special Representative of the Secretary-General and the Mission. Through engagement with communities at the local level, MONUSCO, for example, contributed to regularly informing the early warning mechanism of the Mission and to devising operational responses, thus preventing potential harm to civilians.

33. Underpinning the work on protection is the principle that it is an integrated whole-of-mission effort. Missions leverage uniformed components and civilian capacities for prevention, early warning, capacity-building of national authorities, intercommunal dialogue and local conflict resolution, human rights monitoring, investigation and reporting, the provision of physical protection, the establishment of protective environments, and support to national authorities for the investigation and prosecution of serious crimes. Following increased terrorist activity and violence against civilians in the Ménaka and Gao regions in Mali in mid-2019, against a backdrop of limited State presence, MINUSMA has enhanced its presence in the Ansongo district of the Gao region. MINUSMA developed an integrated action plan involving civilian, police and military components to improve engagement with local authorities, Malian defence and security forces and civil society. In December 2019 and January 2020, a decrease in protection of civilian incidents was observed in the region. In South Sudan, the UNMISS military component has undertaken a fundamental shift in its operating concept, utilizing a “hub and spoke” approach to patrolling. Forces have deployed into areas in response to identified hotspots in order to increase confidence and assurances for communities at risk and to deter potential violence. In 2019, the revised Department of Peace Operations policy on the protection of civilians in United Nations peacekeeping was released, which focused on reflecting the diverse contexts in which the protection of civilians mandate is

⁴ MINUSCA, MINUSMA, MONUSCO, UNAMID, UNMISS, UNIFIL and UNISFA.

implemented, emphasized the whole-of-mission approach and the need for enhanced dialogue and engagement on protection in synergy with political strategies, and required a do-no-harm approach in all protection of civilians activities. In 2020, the first protection of civilians handbook will be released, providing operational guidance for all peacekeeping personnel. In the 2020/21 period, these materials will be complemented by the continued development and roll-out of in-mission, context-specific protection of civilians trainings, following trainings in MINUSCA in November 2019 and UNISFA in February 2020.

34. United Nations police play a key role in the protection of civilians and protecting human rights through capacity-building, dialogue and engagement, as well as through the provision of physical protection when required. For example, in the Central African Republic, MINUSCA police support the advanced police posts to protect internally displaced persons and other vulnerable populations. In a number of areas, advanced police posts have helped to address protection of civilians challenges, prevented intercommunal violence, tackled impunity, improved the protection of internally displaced persons and humanitarian access, and supported capacity-building and the redeployment of the internal security forces. The standing police capacity also contributes to the medium- and longer-term protection of civilians by assisting in the development of host-State capacity. In addition, all seven peacekeeping missions with protection of civilians mandates conduct activities to mitigate explosive threats, including mines, explosive remnants of war, improvised explosive devices and unsecured weapons and ammunition.

35. Following the 2017 training needs assessment on the protection of civilians, the Department of Peace Operations has implemented most of the recommendations, including developing scenario-based training for in-mission tabletop exercises and command post exercises in MINUSCA, MONUSCO, MINUSMA, UNMISS and UNAMID, placing 51 external experts on a roster to deliver training to troop- and police contributing countries and mainstreaming key messages into pre-deployment training materials. For the 2020/21 budget year, each peacekeeping mission has been requested to develop a protection training strategy.

36. The Department of Peace Operations also continues to roll out training material on the protection of civilians and child protection. Between January 2018 and June 2019, the Integrated Training Service conducted 16 trainings of trainers and 4 mobile training teams (in English and French) to disseminate specialized training materials on the comprehensive protection of civilians and child protection for military and police personnel. These were delivered with support from both the support account and voluntary contributions.

37. The Department of Peace Operations also provided technical expertise to support the development of the implementation guidelines of the Vancouver Principles on Peacekeeping and the Prevention of the Recruitment and Use of Child Soldiers, which were launched in 2019. Technical support was also provided to country task forces on monitoring and reporting in the Democratic Republic of the Congo and at the regional level (Middle East and North Africa) to identify and leverage lessons learned. Synergies with regional organizations were strengthened, including through a briefing in March 2019 to European Union member States on child protection and peacekeeping.

38. In the 2020/21 period, the Department of Peace Operations will focus on further professionalizing and harmonizing the implementation of the child protection mandate. This will include launching the manual for child protection staff in peace operations and the validation of its training materials. The Department will support its roll-out to five peace operations (MINUSMA, MINUSCA, MONUSCO, UNMISS

and UNAMID), including through the provision of technical assistance to develop roll-out and implementation strategies and matrixes, including specific indicators.

39. The Department will also facilitate specialized training initiatives on child protection aimed at troop- and police-contributing countries based on United Nations specialized training materials; the roll-out of an additional Force Commander directive on child protection; and the operationalization of existing Force Commander directives in three peace operations, including the development of evaluation mechanisms and performance indicators for the implementation of Force Commander and police commissioner directives.

40. As part of efforts to strengthen the provision of guidance to peacekeeping operations with a conflict-related sexual violence mandate, the first policy for United Nations field missions in preventing and responding to conflict-related sexual violence was developed, with the collaboration of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict. The policy outlines core areas of work for field missions and various United Nations partners to effectively prevent and respond to conflict-related sexual violence while ensuring coordination and complementarity among the actors. The policy will be complemented by a handbook, to be released in 2020, providing operational guidance on the prevention of and response to conflict-related sexual violence for all peacekeeping components. The policy and handbook will be rolled out in the 2020/21 period through technical support to dedicated staff and integrated training. Women's protection advisers in peacekeeping missions will continue to lead the implementation of the mandate of the Security Council on conflict-related sexual violence, including the monitoring, analysis and reporting arrangements.

41. Building trust with local populations and improving their understanding of peacekeeping missions and their mandates is critical to the success of the implementation of mandates. This can be achieved through systematic and sustained engagement, including the use of strategic communications and outreach initiatives. Using evidence-based and character-driven narratives, Headquarters and all peacekeeping missions are implementing a communications campaign to demonstrate concrete progress on Action for Peacekeeping and to illustrate the overall impact of and improvement in peacekeeping. Missions continue to frame and implement individual communications strategies to engage local communities using traditional channels and social media and outreach initiatives. For example, as part of its efforts to reach local populations to communicate the protection of civilians mandate of MONUSCO and to counter misperceptions about and the spread of misinformation in the eastern part of the Democratic Republic of the Congo, the Mission renewed its community engagement efforts by improving storytelling and identifying key enablers to expand their reach and foster dialogue with host communities. This approach, to dispel and counter misperceptions, will be replicated in a number of mission settings using data and concrete examples to highlight positive impact and progress.

VI. Supporting effective performance and accountability

Management and operational support to peacekeeping operations

42. As part of wider reform efforts, the new management paradigm of the Secretary-General for the Secretariat came into effect on 1 January 2019 with the creation of two new departments: the Department of Management Strategy, Policy and Compliance and the Department of Operational Support. Both Departments serve

missions and other entities throughout the Organization. The transition and reorganization of functions and staff over the past year was both a major milestone and a foundation for the work ahead.

43. A new framework for the direct delegation of authority from the Secretary-General to heads of entities was launched on 1 January 2019 to empower all Secretariat entities, including peace operations, to be more agile and accountable in responding to operational requirements on the ground.

44. New accountability mechanisms were introduced, including a portal to delegate and track authorities, an accountability framework for monitoring and reporting on the exercise of delegated authority, the introduction of an enterprise tool for self-monitoring by entities and systematic monitoring by the newly established Business Transformation and Accountability Division. In order to support improved performance and transparency, the Division reports to the Secretary-General and heads of entities, including peacekeeping missions, on the exercise of delegated authority. Site visits, including to MINUSCA and MONUSCO, have been undertaken to provide hands-on support. Strategic risk management guidance is also provided to missions on the basis of their reported risk management processes and capacities. The senior managers' compact process has been harmonized across field and non-field entities.

45. The new Field Operations Finance Division was created in the Office of Programme Planning, Finance and Budget of the Department of Management Strategy, Policy and Compliance, which works directly with all peace operations to prepare budget proposals. The streamlining of the budget formulation process has empowered and increased the accountability of heads of missions for formulating and presenting their budgetary proposals to the legislative and expert bodies.

46. At the same time, deployment activities for Umoja budget formulation have been rolled out to peace operations. Monitoring and oversight of property management-related activities towards year-end statement of accounts at all peacekeeping missions was also provided, including internal controls for physical annual verification and impairment reviews.

47. To address liquidity and broader structural issues in budget management, a set of measures was developed and proposed to the General Assembly in the report of the Secretary-General on improving the financial situation of the United Nations (A/73/809). The Secretary-General recommended, among other things, the management of cash balances of all active peacekeeping missions in a pool, approving the issuance of assessment letters for peacekeeping operations for the full budget period, the creation of a peacekeeping working capital fund and the temporary suspension of the return of unspent funds for peacekeeping operations. The Assembly approved, in its resolution 73/307, the management of cash balances of all active peacekeeping operations as a pool, while maintaining the balances in separate funds for each mission, and requested the Secretary-General to issue assessment letters for the full budget period approved by the Assembly. As a result, payments to troop- and police contributing countries improved. For example, additional payments of \$216 million were settled early in October 2019, enabled by the ability to cross-borrow among active peacekeeping operations. Procedures have been established to ensure that the lending mission's ability to implement its mandate is not compromised. The prompt payment of claims has a positive impact on the implementation of mandates in terms of improved performance by troop- and police-contributing countries, including the improvement in the deployment and serviceability of contingent-owned equipment. In line with the request of the Assembly pursuant to its resolution 73/307, information on the progress made on the

management of cash balances of active peacekeeping operations is set out in annex IX to the present report.

48. The new Office of Human Resources in the Department of Management Strategy, Policy and Compliance has a dedicated section for field strategy and conditions of service. Through the establishment of the new Administrative Law Division, the appeals and disciplinary work was brought together with the conduct and discipline team, focusing on critical incident response to ensure an integrated approach throughout the Secretariat, including in field operations.

49. Through its new structures, the Department of Operational Support has established a dedicated division to support special situations that include start-up, surge, transition and liquidation, and emergency and crisis situations. Dedicated support to transitions has been provided to UNAMID, MONUSCO and the closure of MINUJUSTH, as well as to the emergency response to the Ebola outbreak in the Democratic Republic of the Congo.

50. The new Uniformed Capabilities Support Division was created within the Office of Supply Chain Management in the Department of Operational Support as a single point of contact for all administrative and logistical issues relating to force generation, memorandums of understanding, contingent-owned equipment and reimbursement. This has expedited the provision of integrated advice and support across issues relating to uniformed personnel. Details on death and disability compensation are provided in annex IV to the present report, including post-traumatic stress disorder claims, while annex V provides information on liabilities to troop- and police-contributing countries for services rendered by troops and formed police units and contingent-owned equipment until 31 December 2019.

51. The co-location and integration of the logistics and procurement functions in the Department of Operational Support has allowed for a wide-ranging effort to improve sourcing, including in missions, as part of a holistic and connected approach to supply chain management.

52. To support heads of missions in the exercise of their delegated authorities in the area of human resources management, the Human Resources Services Division in the Department of Operational Support provides operational support and guidance to peacekeeping missions.

53. Beyond structural changes, the Department of Operational Support has embarked on a path of change to implement the new management paradigm. Numerous improvement initiatives are ongoing, including process redesign and simplification, improvements specific to service delivery, information technology platforms, operational guidance and an overarching change in workplace culture.

54. The Management Client Board, co-chaired by the Under-Secretaries-General for Management Strategy, Policy and Compliance and of Operational Support and including peacekeeping representatives, is fully functional, enabling client entities and the Department of Management Strategy, Policy and Compliance and the Department of Operational Support to exchange feedback on services and support provided by the new management architecture at Headquarters and on issues relating to the implementation of management reform, such as in the delegation of authority and supply chain management.

Performance measurement and management

55. During the reporting period, the Secretariat has continued to strengthen performance and enhance accountability. Performance in peacekeeping operations is a collective effort that involves Member States, the Secretariat and all components of missions. Each has distinct responsibilities for ensuring performance. Significant

efforts have been invested in the development of the comprehensive and integrated performance policy framework requested by the Special Committee on Peacekeeping Operations and presented in June 2019, through which the Secretariat aims to strengthen performance and increase accountability.

56. The comprehensive performance assessment system for peacekeeping continues to be implemented as a priority initiative. By generating information on past and current impact and performance, the system enables mission leadership to make evidence-based strategic decisions. These data will be analysed using a technology platform with dashboards and infographics, which will improve reporting and communications with Headquarters, Member States and other stakeholders. Since August 2018, the comprehensive performance assessment system has been introduced in six missions: MINUSCA, UNMISS, UNIFIL, UNFICYP, MONUSCO and MINUSMA. The system results framework is being used to inform missions' results-based-budgeting frameworks. Over time, this will result in a greater focus placed on impact in the results-based-budgeting framework and inform performance reporting with reliable data and analysis. Lessons learned from these missions have been incorporated to better adapt the system to mission contexts. All missions, except those drawing down, will have introduced the system by July 2020.

57. The Secretariat also supported improved peacekeeping performance through the documentation and dissemination of best practices. For example, the Secretariat conducted after-action reviews of the methodology and process of the reviews by the Secretary-General of MINUSCA, MINUSMA and UNISFA, as well as a separate after-action review on the use of data analytics for strategic reviews. These exercises documented important lessons and best practices on methodological approaches to reviewing peacekeeping operations.

58. With the reforms of the Secretary-General having taken effect in January 2019, procedures, coordination bodies and capacities for knowledge management and organizational learning are being harmonized across the peace and security pillar, underpinned by work to upgrade the joint repository for official guidance and learning products pertaining to United Nations field missions.

59. In addition, the Office for the Peacekeeping Strategic Partnership undertook mandated reviews of four peacekeeping missions, making recommendations on issues of integration and coordination, planning, safety and security, peacekeeping intelligence and situational awareness, operational direction and guidance, protection of civilians and medical matters. The Office will continue to contribute to efforts to improve peacekeeper performance by undertaking General Assembly-mandated reviews of the uniformed components of peacekeeping operations and special investigations, as required, as well as by overseeing implementation of the action plan for improving the security of United Nations peacekeepers. In accordance with the mandate, these activities are all undertaken in the spirit of partnership with troop- and police-contributing countries, legislative bodies and "train and equip" donors.

60. To ensure that risks to mandate implementation are proactively managed throughout the Organization, the enterprise risk management function coordinates the development and implementation of Secretariat-wide risk registers. The cross-cutting risks identified provide information on the major enterprise-wide risks that affect the functioning of the Organization, as well as assist in and guide the conduct of local risk assessments at the mission level, the findings of which inform the decision-making processes. When conducting workshops with focal points, the Business Transformation and Accountability Division focuses on key elements such as the identification of high-priority strategic and operational risks, the role of heads of entities in identifying risk owners from their senior management teams and the

responsibility of risk owners to ensure that control systems are in place and operating effectively to mitigate risks.

Advancing technology and innovation

61. Technology, if properly applied and integrated into United Nations peace operations, has the potential to change the face of peacekeeping. The Organization has already benefited from rapid advances in solutions such as unarmed, unmanned aerial vehicles to detect threats and identify targets; threat detection systems that help to protect forces and the civilian population; integrated intelligence solutions that improve situational awareness; and collaboration platforms that promote information as strategic mission assets. New challenges and opportunities in the areas of signal intelligence, cyber defence, information fusion and big data, and technology for force protection are emerging. United Nations peacekeeping continues to adapt to meet these and other challenges.

62. The Office of Information and Communications Technology and the Department of Operational Support have utilized the Partnership for Technology in Peacekeeping initiative as a comprehensive collaborative framework, bringing together Member States, academia and think tanks with the United Nations and its partners to enable innovative technology solutions in support of field operations. The challenges being addressed focus on the following topics: (a) big data analysis in peace operations; (b) emerging technologies and environmental responsibility; (c) enhancing peacekeeping intelligence practices utilizing technology; (d) improvised explosive devices and their relationship to other asymmetric threats; and (e) telehealth (utilizing technology to enhance the delivery of medical services in challenging environments).

63. United Nations peace operations increasingly need access to information, data and analysis to facilitate enhanced situational awareness, given the hostile environments in which many carry out their mandates. The Unite Aware technology platform, designed to support situational awareness in peace operations, concluded its pilot at MINUSCA in the third quarter of 2019. The platform standardizes the technologies used to collect and manage a broad range of data and information sources in a secure manner and presents that information to non-uniformed and uniformed decision makers through visualization, reporting and analysis instruments. The roll-out of Unite Aware to other peace operations in a phased manner is the key upcoming technology initiative and is expected to have a significant impact. The big data radio mining project being piloted in MINUSMA will utilize an analytic tool designed to provide near real-time feedback on topics discussed on local radio and will provide information on public sentiment on a wide range of topics relevant to mission mandate implementation.

64. Field remote infrastructure monitoring provides peacekeeping operations with an advanced and standardized platform to monitor and optimize the production and use of scarce resources in support of their relevant mandates. The platform supports the early identification of risks in wastewater management and targets consumption behaviour by providing staff with personalized dashboards highlighting personal consumption. There are plans to automate, to the extent possible, data collected, including to support the mission-wide environmental action plans and consolidate data sources to support in-depth analysis to inform decision-making on environmental mainstreaming across all mission operations. Planned pilot initiatives in MINUSMA for innovative solutions that capture and store renewable energy have the potential to transform how electricity is produced and managed in field operations, resulting in a reduction in carbon emissions from fuel consumption. Such systems could save lives in volatile regions by reducing the need to transport fuel, generators and spare parts in convoys through dangerous roads and hazardous conditions.

65. The successful deployment and use of powerful day and night cameras on tethered aerostats and tethered endurance micro unmanned aircraft systems at MINUSMA and MINUSCA have proved effective in remote, unsafe and hazardous areas with major infrastructure issues and limited supply lines. These technology solutions enhance situational awareness and contribute to force protection, peacekeeping intelligence and the protection of civilians.

66. The Office of Information and Communications Technology, through the Partnership for Technology for Peacekeeping, acts as the catalyst in bringing together experts in improvised explosive devices with technologists to explore and examine technology options for supporting their activities. Applying new technology solutions in this area is in the early stages of development.

67. Providing the best health care possible to those who risk their safety in the implementation of United Nations mandates is a priority for the Department of Operational Support. Planning has begun in order to develop an overarching United Nations telehealth system to improve access to health care in United Nations peace operations, irrespective of location. Delivering health-related services through electronic information and telecommunication technology can have a significant impact on the well-being of those deployed in United Nations field operations, improving health care, reducing casualties upon first contact and medical evacuations, with fewer complications. The telehealth system allows long-distance patient and clinician contact, care, advice, reminders, education, intervention, monitoring and remote admissions.

Unmanned aircraft systems

68. The employment of unmanned aircraft systems in missions continues to be an essential operational enabler of mission mandates. Tactical and medium-altitude long-endurance drones are in use in several peacekeeping operations to protect peacekeepers and maintain situational awareness. Smaller unmanned aircraft systems are affordable and, by applying different payloads, can effectively address multiple scenarios. Services to support improvised explosive device disposal teams, perimeter security, surveillance, convoy protection, patrol operations, rescues and evacuation and, 3-D imaging will become regular features in supporting operations.

69. During the 2019/20 period, MONUSCO, through a competitive and exhaustive procurement process, renewed its unmanned aircraft systems capabilities with a new and cost-effective unmanned aircraft systems service that includes improved performance and sensors and that is expected to be fully operational in the first quarter of 2020. MINUSCA continues to deploy smaller unmanned aerial vehicles to improve situational awareness in the field to strengthen the performance of the Mission's force and protect its personnel. For MINUSMA, the assessment of the situation in northern and central Mali and of the Mission's configuration in connection with the implementation of its primary and secondary strategic priorities outlined in Security Council resolution [2480 \(2019\)](#) included a review of requirements for intelligence, surveillance and reconnaissance capabilities to support its force adaptation plan for 2020. Accordingly, the specific operational requirements for unmanned aircraft systems is being reviewed by MINUSMA. Annex III to the present report provides details on the deployment of unmanned aerial systems at MINUSCA, MONUSCO and MINUSMA.

70. During the past two years of the utilization of unmanned aircraft systems, the United Nations has implemented lessons learned in all unmanned aircraft systems contracts, in order to provide a more efficient measurement of the utilization and availability of the unmanned aircraft systems, including a cost-recovery mechanism in case of the low utilization and/or low availability of the contracted services. Under

commercial contracts, a reliability clause has been incorporated, by which the performance of the unmanned aircraft systems is measured by comparing flight hours tasked by a mission with actual flight hours flown. The minimum threshold varies from 92 to 95 per cent of reliability, depending on the nature of the services. In case of deviation from this threshold on a yearly basis, there is a proportional deduction in the annual costs of the mentioned services. In addition, in two commercial contracts at MONUSCO and MINUSMA, service providers are penalized for low performance against the agreed contractual terms. In the case of military letters of assist, there is a cost-recovery formula in the form of two or three different reimbursement rates, which are established on a case-by-case basis on the basis of utilization.

71. The Administration continues its efforts to develop a regulatory framework to improve the generation, procurement and management of the capabilities of unmanned aircraft systems. The current framework includes the promulgation of new manuals on United Nations aviation and procurement and guidelines on use of the capabilities of unmanned aircraft systems, while the forthcoming manual on military aviation units and updated standards of United Nations aviation will include relevant guidance on unmanned aircraft systems. In addition, the unmanned aircraft systems joint cell, comprising experts from various offices in the Department of Peace Operations, the Department of Operational Support and the Office of Information and Communications Technology, was created in 2016 as an interim solution for the integrated management of unmanned aircraft systems within the Secretariat. The unmanned aircraft systems joint cell serves as the main platform to loop in all relevant stakeholders and ensure reflection of lessons learned from best practices.

Enhancing rapid force generation, capabilities and performance of uniformed personnel

72. The Strategic Force Generation and Capability Planning Cell coordinates efforts across the Department of Peace Operations, the Department of Operational Support and the Department of Management Strategy, Policy and Compliance to address capability gaps in assets, training, rapid deployment and overall performance, as well as to promote understanding and communicate capability needs to Member States. In 2019, all new deployments have come from the Peacekeeping Capability Readiness System and have been assessed through the assessment and advisory visit process, demonstrating the institutionalization of the tool and its growing importance in the selection process. During the reporting period, the Department of Peace Operations and the Department of Operational Support organized nine assessment and advisory visits to more than 25 units, as well as visits to verify the readiness and eligibility of the 5 units pledged at the Peacekeeping Capability Readiness System rapid deployment level. This significant effort is crucial to broadening the base of contributors and ensuring appropriate critical capabilities to meet United Nations standards. A total of 267 pledges are registered in the system. The Department of Peace Operations and the Department of Operational Support worked with Member States to verify 11 military and police units at the rapid deployment level of the Peacekeeping Capability Readiness System, with almost 3,000 personnel ready for deployment within 60 days of a request from the Secretariat, an unprecedented development. Accordingly, the Peacekeeping Capability Readiness System increasingly enabled the selection and more rapid deployment of uniformed peacekeeping critical capabilities that are known to meet United Nations standards of training and performance, as well as contingent-owned equipment requirements.

73. In November 2018, the Office of Military Affairs established the military performance evaluation task force to improve military performance management, in order to refine the existing military performance evaluation system and to provide Department of Peace Operations leadership with a dedicated capability to monitor,

analyse and advise on the performance of the military components in peacekeeping operations. The task force has developed, together with Member States, more than 700 task-related standards for infantry, aviation, engineering and specialized units to ensure the highest level of peacekeeping performance and to support the effective delivery of peacekeeping training for all deploying and rotating military units. During 10 pre-deployment visits during the 2018/19 reporting period, the Office validated the accomplishment of standards and provided concrete improvement recommendations to visiting troop-contributing countries. The progress of improvement in these countries is monitored by the Office in close cooperation with Force Commanders. In cooperation with other Headquarters stakeholders, the Office has initiated the revision and standardization of the in-mission evaluation system of military units by Force Commanders, which will be based on developed standards and clearly identified benchmarks. Beginning from early in 2020, force headquarters and sector headquarters will be regularly evaluated on the basis of a process that is being developed by the task force. The development of an evaluation process for individually deployed military personnel in 2020 will complete the full establishment of a comprehensive military evaluation system to ensure continuous improvement in the safety and security of peacekeepers, while at the same time strengthening the support of the military component for the implementation of mandates.

74. The Police Division has established pre-deployment assessments for the operational readiness of all formed police units. Member States are required to conduct pre-deployment training and vet each proposed police officer. Through its formed police unit task force, the Division will continue to verify findings of the regular assessments from missions and heads of police components and evaluate formed police unit shortfalls in contingent-owned equipment and formed police unit capacities. The Division will continue to follow up with Member States on matters such as shortfalls and the replacement of non-serviceable items.

75. The Department of Peace Operations convenes integrated meetings to discuss performance-related issues, including remedial measures, additional training or other mitigation measures by the mission, the Secretariat or the troop- or police-contributing country. The meetings include the relevant senior leadership at Headquarters, including the Under-Secretary-General for Operational Support and the Under-Secretary-General for Management Strategy, Policy and Compliance. This has resulted in decisions, for example, to provide training and capacity-building or to adjust rotation timelines to ensure the preparedness of units. The Department of Peace Operations has also initiated more proactive engagement with troop- and police-contributing countries to provide individual feedback on the performance of their military and formed police units, as well as to receive feedback on Secretariat support for those countries. The feedback is based on the analysis of performance data such as Force Commander evaluations, formed police unit evaluations, contingent-owned equipment and conduct and discipline, and includes data visualizations to provide insight into uniformed performance. This increased collaboration and information-sharing between the Secretariat and Member States has enhanced understanding of performance issues and has been greatly appreciated by the troop- and police-contributing countries, which requested even more regular feedback.

76. The light coordination mechanism utilizes the results of assessment and advisory visits and evaluations, among others, to enable training and capacity-building providers to facilitate training partnerships to improve the preparation of troop- and police-contributing countries for future deployments and enhance the performance of already deployed units. It enhances the efforts of the Secretariat to improve the coordination of training and other capacity-building activities through bilateral or, where relevant, trilateral engagement to deploy personnel with the right mindset, capabilities and equipment to peacekeeping missions. The mechanism

engages with training and capacity-building providers to communicate training gaps, identify opportunities and facilitate training partnerships to improve the performance of troop- and police-contributing countries. For example, with the support of the light coordination mechanism, two Member States deployed a mobile training team each to five MINUSMA troop-contributing countries to train trainers on operating in an improvised explosive device environment, in line with United Nations Military Unit Manuals and the United Nations improvised explosive device disposal standards. In addition, from November 2018 to April 2019, three mobile training teams deployed to three sectors of MINUSMA to provide additional training on improvised explosive device threat mitigation, first aid, casualty evacuation, medical evacuations and additional topics requested by troop-contributing countries. The Mine Action Service⁵ also provided pre-deployment and in-mission training and mentoring to nine infantry battalions and two explosive ordnance disposal companies on improvised explosive device threat awareness, mitigation and disposal. Those measures contributed to more than 50 per cent of devices discovered prior to detonation and a decrease in peacekeeper fatalities from improvised explosive devices, from 24 in 2016 to 8 in 2018 and 5 in 2019, notwithstanding an increase in incidents.

77. The Standing Police Capacity and the Justice and Corrections Standing Capacity, based in Brindisi, Italy, continue to provide rapidly deployable police, justice and corrections experts to peacekeeping operations, in particular during mission start-up, surge, drawdown and transition phases and in supporting legacy and lessons learned reports.

78. Progress has also been made in strengthening the engineering and medical capacities of uniformed peacekeepers under the triangular partnership project, which is administered by the Department of Operational Support. This model brings together the United Nations, Member States with expertise and resources, and troop-contributing countries to strengthen capabilities. In 2019, the United Nations, with the support of Member States, trained 157 personnel from 20 troop-contributing countries in six engineering courses (two of them in situ in host troop-contributing countries) and one field medical course.

Performance of civilian personnel through training

79. Strong and resilient operational capacities are a critical precondition to effective performance and accountability. However, in the peacekeeping operating environment, the building and sustaining of these capacities is challenged at times by the barriers of accessibility, cost and language. For the 2020/21 period, these barriers are to be overcome through a comprehensive programme utilizing cost-effective e-learning methods. The implementation of a comprehensive programme of United Nations training, certification and functional skills development is focused on human resources, finance, procurement and medical support services through online courses. There will also be a dedicated effort to improving language capacities. In this regard, the Department of Operational Support will leverage the linguistic expertise that it has available in the Capacity Development and Operational Training Service to deliver the e-learning modules in English and French. Taken together, it is expected that, by June 2021, access to high-quality and cost-effective capacity development will expand by 34 new e-learning courses. A further 29 courses will also be updated and revised.

80. The Integrated Training Service of the Department of Peace Operations has strengthened its leadership training by including scenario-based exercises that focus

⁵ The Mine Action Service is the specialized entity and coordinator for mine action within the United Nations system, in line with General Assembly resolution [72/75](#) and its subsequent resolutions, and Security Council resolution [2365 \(2017\)](#).

on integrated responses to issues such as crisis management and countering sexual exploitation and abuse. In response to the new and expanded responsibilities of the Department of Operational Support, the two Departments are working together to develop a new programme to support the Secretariat-wide responsibilities of the Department of Operational Support. This programme will replace the Senior Mission Administration and Resource Training Programme, which was discontinued as of 30 June 2019. The goal of the new programme is to foster the growth of a pool of middle and senior managers who are better empowered with functional expertise and skills as business partners and strategic advisers in supporting mandate delivery. The programme will be focused on integrated problem solving for managers involved in administrative or operational support matters and at the point of mandate impact. The pilot will be conducted by 30 June 2020. This programme will also leverage technology to deliver in an interactive e-learning environment led by functional experts, mentors and supplemented by a residential element.

Development of leaders

81. Selecting the right leaders and supporting them as they lead and provide management of peace operations remain a key priority.
82. With respect to the selection of senior leadership on both the civilian and uniformed sides, leadership requirements are monitored closely in the field, and the timely appointment of skilled leaders follows the application of a merit-based process.
83. In addition to the use of scenario-based questions in interviews, the Leadership Support Section has developed additional tools to better assess leadership aptitude and style, which are being incorporated into the overall selection process.
84. Screening mechanisms, involving the Ethics Office, OHCHR and the Conduct and Discipline Service in the Department of Management Strategy, Policy and Compliance continue to be applied to every selection process for civilian and uniformed candidates for senior leadership positions in the field in order to ensure that individuals who are considered for senior leadership positions adhere to the highest standards of ethics, conduct and integrity. The strengthening of these screening mechanisms through a review of associated guidelines and policies is ongoing.
85. The Leadership Support Section is committed to providing support to heads and deputy heads of missions, including through the implementation of a leadership partnering initiative. During the 2018/19 period, eight partnerships between a newly appointed head or deputy head of mission and a mentor (a former or currently serving senior leader) were administered.
86. A survey of the participants conducted in March 2019 reflected overwhelming support for the programme, and the programme will continue in the 2020/21 period.
87. In addition, and with a view to nurturing leadership talent and building a pool of potential candidates for “multi-hatted” positions in peace operations, the Department of Peace Operations is sponsoring candidates to go through the Resident Coordinator Assessment Centre on an annual basis.
88. The implementation of management reform has empowered peacekeeping operations in an unprecedented way through the decentralization of administrative authorities to managers in the field.
89. While strong governance capacities at the senior leadership level are central to the effective exercise of these decentralized authorities, given the complexity of the peacekeeping environment and the relatively high turnover of externally recruited

senior mission leadership, an investment in the development and sustainment of the governance capacities of senior leadership teams is critical.

90. In this regard, an executive governance and resource stewardship programme is being implemented in peacekeeping operations. The programme is built on international best practices and designed to provide senior leadership teams with the support and tools necessary to strengthen organizational governance, drive resource stewardship and strengthen performance.

91. The 2019/20 period has been characterized by the direct delivery of programmes in situ to existing teams, and, by the start of the 2020/21 period, it is expected that the programme will have been delivered in the remaining missions. At that point, delivery will move from in situ delivery in each mission to centralized delivery twice a year to account for the ongoing turnover of senior leadership teams.

92. With the introduction of the new management paradigm, the Secretariat is advancing an empowered management approach in a field-friendly, decentralized management environment. This change relies on a strengthened accountability system, through which performance is better monitored and managed. A new accountability framework for monitoring the exercise of delegated authority was established and comprises 16 key performance indicators and business analytics reports providing real-time support on performance, based on which decision-making is monitored.

93. The senior manager's compact continues to be an essential accountability tool used by the Secretary-General to communicate the priorities of the Organization and of individual senior managers during a specific period and to evaluate senior managers' performance at the end of each such cycle. The 2019 compacts have been enhanced to include additional elements and, to promote transparency, all signed compacts of heads of missions and the end-of-year assessment are published on iSeek.

94. An analysis of achievements both at an individual level and in the aggregate are conducted by the Management Performance Board, which subsequently reports to the Secretary-General. To assist in this process, the Business Transformation and Accountability Division compiles a report outlining the results of the compact cycle, which is aligned with the funding cycle from July to June for peacekeeping missions, and contains detailed information and analysis, in particular on managerial indicators common to all compacts and assessed independently.

95. To strengthen leadership accountability, the Office of Human Resources built on previous experiences with 360-degree feedback programmes for senior leaders and launched a pilot 360-degree feedback programme early in 2019 for a group of leaders at the Under-Secretary-General and Assistant Secretary-General levels across a range of duty stations, including field operations such as MONUSCO, MINURSO and UNFICYP. These feedback programmes provide valuable insight into how leaders are perceived by others, thereby enabling them to adjust their behaviours and actions. There were strong results in the 2019 pilot across the board in terms of active, engaged participation and in terms of high effectiveness ratings. Pending the final evaluation of the pilot programme, a broader roll-out of 360-degree feedback programmes at the leadership level is planned for the 2020/21 period.

96. In addition, the Office of Human Resources has worked closely with the Department of Peace Operations in organizing and delivering the United Nations Leaders Programme for staff at D-1 and D-2 levels in peace operations and the new United Nations System Executive Management Programme for staff at the P-4 and P-5 levels with second reporting officer functions. The United Nations Leaders Programme focuses on transformational and adaptive leadership development with an emphasis on strategic and systems thinking and ethical leadership and includes

coaching, mentoring and online learning resources. The United Nations System Executive Management Programme, which replaced the previous Management Development Programme, is a five-month blended learning programme and is tailor-made for United Nations managers, providing practical tools and knowledge to help them to address complex United Nations realities and deliver results effectively, both in challenging field locations and at Headquarters. In 2019, 6 staff attended the United Nations Leaders Programme and 35 staff from nine peacekeeping missions successfully completed the United Nations System Executive Management Programme.

Supply chain management

97. The integrated “end-to-end” supply chain management function led by the Office of Supply Chain Management continues to be strengthened through improved alignment and development of innovative business processes and solutions, fostering cross-functional collaboration among supply chain stakeholders to provide efficient, agile, client-oriented and accountable services. Since its establishment in January 2019, the Office has operationalized the single point of contact for the troop- and police-contributing countries and strengthened cooperation between procurement and logistics functions, in particular through the implementation of category management for more effective and efficient sourcing of goods and services. The Office has also strengthened its support to client entities by providing global visibility of peacekeeping requirements through the promulgation of the annual supply chain plan and the issuance of a number of operational guidance chapters to facilitate the alignment of field entities with integrated supply chain management processes.

98. Supply chain planning for global requirements of goods and services is continuing to improve the accuracy and validity of missions’ forecasted demands, now enhanced with business intelligence solutions. It employs an annual cross-functional review of the supply chain plans guided by the category management approach, allowing for optimal sourcing solutions, including by leveraging existing reserves, which in turn allows for economies of scale while reducing waste. More reliable and cost-effective delivery of goods is supported by a new approach to global freight forwarding services in development, with initial efforts established in collaboration with the United Nations Children’s Fund. Monthly integrated business planning meetings at the mission level and with Headquarters and the Global Service Centre ensure the integration of business processes, information-sharing and collaboration aimed at developing timely and fit-for-purpose supply chain solutions to advance the implementation of demand, source and delivery plans and ensure that they are kept relevant by continuously adapting them to reflect the dynamic nature of peacekeeping.

99. A comprehensive supply chain performance management framework has been finalized, which ensures a common set of attributes and performance indicators for all supply chain practitioners and functions at Headquarters, service centres and client entities. In a similar vein, supply chain operational guidance is being rolled out progressively to assist client entities in executing their mandates and, when used in conjunction with the performance management framework, will drive improvements. A key deliverable in 2019 was the publication of a revised United Nations Procurement Manual in September.

100. A number of process improvements and technology implementations have already been rolled out, while others are in progress to support more efficient supply chain operations worldwide. These include Umoja Extension 2 modules on demand planning and supply network planning, the expansion of the existing Umoja Extension 2 transportation management functionality, the deployment of an e-tendering solution and the roll-out of an instant feedback system to rate the

performance of vendors in fulfilling their contractual obligations. A comprehensive review of the solicitation process continues, with the implementation of a dashboard to help to assess the solicitation timelines for global systems contracts and identify potential areas of improvement while providing a holistic view of the steps involved in the solicitation process. Furthermore, access to the entire catalogue of global systems contracts is now available to clients globally. While these processes and capabilities are expected to further improve and strengthen overall support to clients, the Office of Supply Chain Management will continue to monitor and oversee data integrity, process standardization and the alignment of new processes and functions with the current and evolving needs of the Organization.

101. Continuous efforts to increase the efficiency and effectiveness of integrated logistics, procurement, uniformed capabilities and enabling outreach support to peacekeeping operations are guided by the goals of the management reform to improve the speed and responsiveness of service delivery, thereby ensuring the effective management of resources for mandate implementation and enhancing transparency and accountability.

Air operations

102. The Secretariat continues to pursue several efficiency initiatives, with an emphasis on the cost-effectiveness of United Nations aviation. The aim is to continue to reduce annual spending on aviation through the following areas: (a) adjusting the utilization and composition of fleets through the implementation of more cost-effective solutions; (b) analysing military requirements, with a view to potential replacements with more cost-efficient commercial alternatives; (c) the increased utilization of global and regional assets under a centralized management approach; (d) the increased utilization of long-term charter arrangements for the strategic movement of uniformed personnel and the application of these rates as a ceiling for reimbursements for movements under letters of assist; and (e) standby aircraft charter agreements to meet demand for casualty and/or medical evacuations, the transportation of VVIP/VIPs and personnel and cargo in different regions to cover all United Nations field missions. The Department of Operational Support continues to work closely with field missions and the Office of Military Affairs to review military fleets and propose more cost-efficient commercial solutions, where possible, without compromising strategic/operational requirements. Further information regarding air operations, including the utilization of aircraft from January to December 2019, is contained in annex VI to the present report.

103. The Department of Operational Support is conducting a comprehensive study of the roles and responsibilities of the Transportation and Movements Integrated Control Centre located at the Regional Service Centre in Entebbe, Uganda, the Strategic Air Operations Centre located in the United Nations Logistics Base at Brindisi and the Global Procurement Support Section of the Department located in Entebbe, from a perspective of integrated supply chain management. The initial results of the study are expected to be ready by March 2020 and a detailed proposal will be presented to the General Assembly for its consideration and guidance in the 2021/22 budget period.

Programmatic activity

104. The management of programmatic activities funded through peacekeeping budgets are governed by Department of Peacekeeping Operations-Department of Field Support guidelines issued in November 2017. When a mission implements programmatic activities through an implementing partner that is not part of the Secretariat, it enters into a standard memorandum of understanding, included in the guidelines. The memorandums of understanding establish the responsibilities of the

implementing partners and their reporting obligations towards the missions and include a calendar for submitting substantive and financial reports on the implementation of services and related outputs, achievements and financial outcomes. Each memorandum of understanding also requires implementing partners to comply with internal and external audit procedures as set out in the Financial Regulations and Rules of the United Nations and the mission and implementing partners to work together to address any issues regarding the funds provided by the mission under the memorandum of understanding.

105. The Secretariat has disseminated the memorandums of understanding to all missions and provides them with technical assistance, when requested, in collaboration with relevant United Nations funds and programmes, specialized agencies and related organizations.

Representation of troop-contributing and police-contributing countries in the Department of Peace Operations

106. In its resolution [72/262 C](#), the General Assembly requested the Secretary-General to intensify his efforts to ensure proper representation of troop- and police-contributing countries in the relevant new departments, taking into account their contribution to United Nations peacekeeping, and to report thereon in the context of his next overview reports. The proper representation of troop-contributing and police-contributing countries is interpreted to mean the level of representation of troop-contributing and police-contributing countries as an indicator of the staffing, both civilian and active duty seconded officers, in the Professional and higher categories funded from the support account. While the selection of candidates is the result of a highly competitive process, it is the outcome of a combination of eligibility, suitability, consideration for diversity, consideration for meeting the Organization's human resources objectives and targets and due consideration for the contribution of troop-contributing countries.

107. As at 31 December 2019, the representation of troop- and police-contributing countries in the Department of Peace Operations was 97 per cent.

VII. Strengthening the impact of peacekeeping on sustaining peace

Support for rule of law and security institutions

108. Peacekeeping operations work closely with host Governments to perform peacebuilding tasks and develop strategies to address the root causes of conflict. Given that professional, inclusive and accountable rule of law and security institutions are critical to conflict prevention and sustaining peace, the Office of Rule of Law and Security Institutions continues to provide strategic and technical expertise to support peacekeeping operations and advance political processes and institutional reforms. Its efforts help to create the conditions for sustainable peace by strengthening the rule of law, protecting civilians, contributing to the extension of State authority, combating impunity and addressing violent extremism.

109. Building on the vision of the Secretary-General for United Nations policing ([A/74/223](#) and [S/2018/1183](#)) and Security Council resolutions [2185 \(2014\)](#) and [2382 \(2017\)](#), United Nations police will, where mandated, continue to support host States in the reform, restructuring and development of their police and other law enforcement institutions, provide operational support and, in rare circumstances, assume interim policing functions in line with the Strategic Guidance Framework for International Police Peacekeeping. As the focal point for policing and other law

enforcement matters, the Police Division will contribute to improving information-sharing and further strengthen mission structures and coordination arrangements with partners. The Standing Police Capacity, with a base in Brindisi, will also continue to rapidly deploy targeted expertise, in particular in transition settings and in response to emerging demands.

110. Justice and corrections components, supported by the Justice and Corrections Standing Capacity, promote nationally led efforts to ensure accountability for crimes that fuel conflict, contribute to trust-building initiatives, strengthen prison security and re-establish justice and corrections, in line with Security Council resolution [2447 \(2018\)](#). Such efforts include support for the establishment of the Special Criminal Court in the Central African Republic, which held its inaugural session in October 2018 and has since been conducting investigations, supported by MINUSCA. In the Democratic Republic of the Congo, the justice and corrections efforts advance justice through the prosecution support cells by ensuring the prosecution of hundreds of suspects of serious crimes, and the strengthening of the national prison system.

111. Disarmament, demobilization and reintegration components continue to adjust their work to address threats posed by armed groups in increasingly complex settings. The 25-entity Inter-Agency Working Group on Disarmament, Demobilization and Reintegration is launching the revised Integrated Disarmament, Demobilization and Reintegration Standards, responding to the need for cutting-edge policy to tackle drivers of conflict. The Standards offer dynamic, adaptable tools, including community violence reduction and weapons and ammunition management, to optimize disarmament, demobilization and reintegration contributions to sustaining peace. MONUSCO is already using the new approaches to comprehensively address the threats posed by armed groups, while in the Central African Republic and Mali, disarmament, demobilization and reintegration processes facilitate both the socioeconomic reintegration of ex-combatants and their integration into the national defence and security forces. In situations in which a political process is weak or absent, community violence reduction serves as a key stabilization measure. Community violence reduction continues to take place in the Central African Republic, the Democratic Republic of the Congo, Mali and Darfur, and it has been mandated in South Sudan. In 2018/19, disarmament, demobilization and reintegration and community violence reduction combined assisted 38,724 beneficiaries.

112. Peacekeeping operations will continue to mainstream security sector reform into mediation, preventive diplomacy efforts and peace processes. MINUSCA will support the implementation of security sector reform commitments set forth in the Political Agreement for Peace and Reconciliation in the Central African Republic. MINUSMA will prioritize support for the implementation of the defence and security measures of the Agreement on Peace and Reconciliation in Mali. In the Democratic Republic of the Congo, efforts will centre on strengthening the coordination of international support to security sector reform and advancing critical institutional reforms. UNMISS will support the transitional security bodies mandated to develop a politically and financially sustainable security sector in South Sudan.

113. The Mine Action Service advises peace operations on mitigating explosive threats, which protects United Nations personnel and assets, enables mandate implementation, enhances peacekeeping and humanitarian mobility and facilitates sustainable development pursuant to the mandates of 10 peacekeeping operations. Its work in support of peace operations falls into three broad categories: (a) risk mitigation and the clearance of landmines and explosive remnants of war; (b) weapons and ammunition management; and (c) the mitigation of the threats posed by improvised explosive devices. Mine action serves both as a core mandated function of peace operations and an enabler for the implementation of wider mission mandates. For example, through route clearance and verification in Abyei and South Sudan, the

Mine Action Service works alongside national authorities in the Central African Republic, the Democratic Republic of the Congo and Mali to strengthen national capacity in safe and secure weapons and ammunition storage. In Cyprus and Darfur, mine action efforts contribute to confidence-building in the aftermath of conflict. Further information on planned mine action activities for the 2020/21 period is contained in annex VII to the present report.

114. The Global Focal Point for the Rule of Law also continues to serve as an important tool for promoting integrated rule of law assistance in peacekeeping operations, by pooling the expertise of a wide range of United Nations partners, and has proven to be particularly relevant in transition, in which joint programmes, supported by United Nations country teams, deliver coherent human rights, police, justice and corrections support and facilitate a smoother transfer of tasks to national authorities.

Supporting local conflict mitigation

115. Efforts to increase operational coherence in the field when addressing local conflict dynamics have continued with the introduction of the local conflict analysis and planning tool to better support local stakeholders and communities addressing drivers of intercommunal conflicts through integrated interventions by peacekeepers. The tool has been piloted at UNMIK and MONUSCO and is expected to be introduced in all multidimensional peacekeeping operations by 2021.

Development space for community and civil society engagement

116. Civil affairs components continue to play a critical role in engaging communities and local stakeholders in support of mandate implementation and, in particular, in support of ongoing peace processes. In South Sudan, UNMISS has worked with civil society actors to organize a series of workshops bringing together a cross-section of local communities to diffuse tensions and dispel negative perceptions among different ethnic groups.

Managing and implementing stabilization projects

117. Managing and implementing stabilization projects remain fundamental tasks of United Nations peacekeeping missions. Such projects underpin political strategies and address conflict through a comprehensive approach involving both military and non-military tools. Stabilization efforts combine security interventions with the re-establishment of legitimate State authority. They can also include programmatic interventions aimed at social cohesion and reconciliation, justice and rule of law, governance, economic recovery and the restoration of basic service delivery.

118. Three missions are authorized to carry out stabilization activities as part of their tasks. The MONUSCO mandate links stabilization efforts to disarmament, demobilization and reintegration and evolved into a comprehensive, multidimensional approach intended to target the key drivers of conflict at the local level. At MINUSMA, the mandate associates stabilization with the protection of civilians. MINUSCA is working to restore and strengthen basic State structures, along with community violence reduction and security sector reform programmes. Other missions also include elements of stabilization. In South Sudan, UNMISS has reinforced efforts to invest in local stabilization and community resilience through an innovative United Nations voluntary trust fund, with the aim of extending the protection of civilians beyond United Nations-guarded sites. In Darfur, UNAMID considers stabilization to be a combination of community engagement work and disarmament, demobilization and reintegration.

Operational support for transition contexts

119. The experience of the three most recent closures (UNOCI, UNMIL and MINUJUSTH) has yielded significant lessons learned in terms of liquidation and transition, including: (a) the importance of commencing the planning and preparation for drawdown and liquidation as early as possible; (b) the importance of an overall transition process that takes into account significant logistical and administrative challenges; and (c) the need to improve guidance and support on the environmental aspects of mission closure.

120. As part of the preparations for the drawdown of UNAMID, in accordance with the timelines defined by the Security Council, efforts are under way with the host Government, the United Nations country team and other partners, including the African Union, to jointly identify priority areas, activities, capacities and resources to support the host country in forging an inclusive and sustainable peace.

121. Programmatic activities continue to be a useful tool for the implementation of critical mandated activities in transition settings, in collaboration with United Nations and non-United Nations partners, and for enhancing the impact of peacekeeping operations in sustaining peace. In Darfur, the operationalization of the state liaison functions in the capitals of four states has played a critical role in implementing shared transition priorities centred on the rule of law, human rights protection and strengthening national partners. Financed through programmatic funding and supported with collocated UNAMID personnel, the state liaison functions optimize the capabilities and comparative advantages of all relevant actors to enable national actors to take charge of peacebuilding responsibilities and reposition the United Nations country team to remain a viable and effective partner for peace consolidation in Darfur. MINUJUSTH worked closely with the United Nations country team to facilitate a seamless transfer of activities to the United Nations agencies, funds and programmes following the transition from a peacekeeping operation to a special political mission.

122. In response to the request by the Security Council to the Secretary-General ([S/PRST/2018/8](#)), a legacy study on UNMIL was issued at the beginning of 2020 to review the Mission's engagement over the course of its 15-year existence, focusing, among other things, on the implementation of the transition plan, the liquidation of the Mission and efforts made to sustain peacebuilding gains beyond the Mission's closure.

123. Drawing on the lessons from recent peacekeeping mission drawdowns, a guide for senior leadership on field entity closure and associated guidelines was released in English and French in January 2019. These guides emphasize the importance of early engagement with the United Nations country team on the impact of withdrawal on the operations of the country team.

VIII. Improving the safety and security of peacekeepers

Action plan for improving the security of United Nations peacekeepers

124. The Secretariat, through the action plan for improving the security of United Nations peacekeepers, has contributed to a significant and sustained decrease in peacekeeper fatalities due to acts of violence, from 58 fatalities in 2017 to 27 in both 2018 and 2019.

125. The action plan, developed in January 2018 by Headquarters and the five high-risk peacekeeping missions (MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS), contributes directly to initiatives to improve peacekeeper performance.

Implementation of the action plan will continue to be a priority throughout the 2020/21 period.

126. At the strategic level, in February 2019, the Secretariat organized a high-level meeting on Action for Peacekeeping and the action plan in which senior officials from Headquarters, including the Under-Secretaries-General for Peace Operations, Operational Support and Management Strategy, Policy and Compliance, and the leadership of peacekeeping missions discussed Action for Peacekeeping and took stock, assessed progress made and shared best practices in implementing the action plan.

127. The high-level meeting was followed by a workshop in May 2019 that included representatives from all components in the five high-risk missions and Headquarters to review and adjust the action plan. The focus of the workshop was on priority areas of the high-risk missions, namely, base defence and force protection; training and performance evaluation; mobility and flexibility; peacekeeping intelligence; integrated trauma care; and fully integrated planning and operations.

128. Missions have conducted regular inspections and evaluation of units and bases, including through the Force Commander and formed police unit evaluations, improved base defence and force protection, strengthened joint planning, enhanced training to address improvised explosive devices and deployed engagement teams to interact with local communities. Missions have also adopted a leaner, stronger and threat-sensitive footprint to enhance protection and operational impact.

129. At Headquarters, the Office of Military Affairs developed 125 identified actions and subactions, of which 80 are complete and 45 were in progress as at 31 December 2019. A clear framework of performance standards and assessments based on regular performance evaluations of military and police units, including on command and control, protection of civilians, conduct and discipline, and training, has been implemented. Efforts are ongoing to ensure that units joining missions meet the operational readiness standards before they are deployed. New standards have been developed for infantry battalions, engineering units, explosive ordnance disposal units and aviation units.

130. In 2019, the Secretariat, through the Member State-supported stress testing project, sought to improve crisis management and casualty evacuation capabilities in the four high-risk missions through simulation exercises at UNMISS, MINUSCA, MINUSMA and MONUSCO. Those exercises identified an urgent need to strengthen the crisis management capability of missions at the operational level and develop the crisis coordinator capability of mission chiefs of staff and directors and chiefs of mission support. Full-scale casualty evacuation stress tests identified capability gaps along the casualty evacuation chain, including inadequate training and equipment among contingents, the need to streamline casualty evacuation processes and cumbersome tasking procedures. These lessons have informed a redrafting of United Nations policy, which was signed on 13 March 2020.

131. Ensuring accountability for serious crimes against peacekeepers remains a central priority. A greater focus has been given to the provision of support to national authorities in host countries for the investigation and prosecution of these crimes. In the Central African Republic, the Democratic Republic of the Congo and Mali – where 199 peacekeepers have died as a result of malicious acts since 1 January 2013, or 78 per cent of all such casualties – significant progress has been made since October 2018. This includes an increase in the number of alleged perpetrators identified and detained and an increase in the percentage of cases with confirmed national investigations. Consultations have also taken place at senior levels with the Governments of host countries, and a briefing was delivered to troop- and police-contributing countries in June 2019. The sentencing of 28 militia members on

7 February 2020 by the Bangui Court of Appeal in the Central African Republic for an array of violent crimes, including the murder of civilians and 10 peacekeepers, was a demonstration of the continued efforts of national authorities and the Secretariat to combat impunity and ensure accountability.

132. A working group on accountability for serious crimes against peacekeepers was established at Headquarters, under the leadership of the Office for the Peacekeeping Strategic Partnership and the Office of Rule of Law and Security Institutions, with the participation of the Department of Safety and Security, OHCHR, the Office of Legal Affairs, MINUSCA, MINUSMA and MONUSCO. Similar mechanisms were established at MINUSCA, MINUSMA and MONUSCO to provide support to host countries for the investigation and prosecution of serious crimes against peacekeepers. Standard operating procedures on the prevention, investigation and prosecution of serious crimes committed against United Nations personnel in peace operations have been finalized.

133. Implementation of the action plan is a work in progress and will remain a priority in the 2020/21 period, with leadership at Headquarters and missions continuing to prioritize work to strengthen the security of United Nations peacekeepers.

Improving medical standards

134. Medical standards and capabilities have been developed to improve medical response and support in-field missions.

135. Training in support of predeployment standards is ongoing. The United Nations buddy first aid course has been developed and three master trainer courses have been held. (Certified master trainers are authorized to deliver train-the-trainer courses.) The first United Nations field medical assistant course was delivered in October 2019. These skill sets are intended to strengthen immediate life-saving response after an incident.

136. A major review of the casualty evacuation system was completed during 2019, which highlighted the need to focus on the following areas: (a) improve first aid training; (b) improve casualty evacuation procedures; (c) an increase in aeromedical evacuation teams; and (d) more lightweight and highly mobile surgical facilities.

137. Efforts are also under way to strengthen policy and develop standards in other areas. Trainings have been held for Member State participants on new health-care quality and patient safety manuals. Health risk assessments of missions are helping to develop medical support plans aligned with operational behaviour.

138. A hospital performance tool has been developed to monitor compliance with standards and support continuous improvement efforts for medical facilities in the field. Clinical pathways and clinical audit methodologies have also been introduced to drive consistent standards of medical care and ensure that monitoring, feedback and improvement systems are in place.

Occupational safety and health

139. Workplace safety and health incidents and exposures cause more fatalities, injuries and illnesses than malicious acts, although much of the discussion on the protection of peacekeepers has centred on the latter. Increased emphasis has therefore been placed on developing the system-wide occupational safety and health management system outlined by the Secretary-General ([ST/SGB/2018/5](#)).

140. Occupational safety and health capabilities have been enhanced through the ongoing delivery of field occupational safety risk management training to safety and

operational staff of peacekeeping missions and through the delivery of occupational safety and health advice for specific health or safety concerns in missions, including, where needed, on-site visits, which are provided by the global occupational safety and health team.

141. A consolidated occupational safety and health incident-reporting system has been developed and is in its final stages before its roll-out to two trial missions. This system is integrated with the existing medical records system and will allow for the collection and connection of data on incident and outcome for both the safety and medical components. The data collected by the occupational safety and health incident-reporting system will be used to prioritize the development of prevention-based workplace safety policies and standards for missions and allow senior managers to better manage the safety risks of operations.

IX. Improving peacekeeping partnerships

Strategic context

142. Peacekeeping is an international mechanism with partnership at its core. Member States and the United Nations undertook, under the Action for Peacekeeping initiative and the Declaration of Shared Commitments on United Nations Peacekeeping Operations, to strengthen peacekeeping partnerships in the broadest sense, encompassing partnerships with relevant international, regional, and subregional organizations and arrangements with host countries and with current and potential contributing countries. Regional organizations and mechanisms have deployed military or civilian missions before, during or after United Nations peacekeeping operations, requiring considerable coordination and coherence at the strategic and operational levels across all phases of their field presence. Work continued to advance across these various dimensions over the past year with linkages to critical peacekeeping deliverables.

Regional organizations: partnerships for peace and security on the African continent

143. The Support Partnerships Service of the Department of Operational Support manages and supports partnerships that contribute to institutional, strategic or operational objectives, in order to leverage from a broader range of support capacities and solutions among entities. Investment in strengthening support partnerships includes bilateral and trilateral partners, including other United Nations actors and Governments, as well as regional organizations such as the African Union and its operations, for example, AMISOM.

144. The Department of Operational Support continues to operate a partnership programme with the African Union to enhance cooperation in peace operation support matters through the mutual development of knowledge of relevant personnel, a three-month staff exchange programme and the acceptance of African Union personnel in United Nations managerial and support training.

145. In the area of protection functions, including the protection of civilians and child protection, the Department of Peace Operations also aims to leverage existing partnerships and synergies (e.g., with the African Union, the European Union and the North Atlantic Treaty Organization) to identify, integrate and disseminate lessons learned at the regional level and promote further harmonization of military and police practices at the troop-/police-contributing country, regional and global levels.

146. The United Nations will continue to work with the African Union, in particular on addressing peace and security issues on the continent. To this end, it will make full

use of the multiple coordination and consultation mechanisms that have been set up following of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security. These include regular exchanges and consultations at all levels.

147. The United Nations will also continue to partner with the African Union and its regional mechanisms to provide security sector reform perspectives in political processes, such as the African Initiative for Peace and Reconciliation in the Central African Republic, the IGAD-led peace process for South Sudan and the role of the Economic Community of West African States throughout West Africa. The Office of Rule of Law and Security Institutions will also continue to coordinate and share analysis with the European Union on countries of common concern, working collaboratively to rebuild and operationalize the security and defence forces.

International financial institutions

148. The Steering Committee for the United Nations-World Bank Partnership Framework for Crisis-Affected Situations, co-chaired by the Assistant Secretary-General for Peacebuilding Support and the Director of the World Bank Fragility, Conflict and Violence Group, adopted joint priorities for the partnership, which include strengthened collaboration in mission transition contexts. Consultations are ongoing with the World Bank on modalities and tools to implement this priority systematically through strategic engagement, policy initiatives and field-level projects in countries undergoing transitions or engaged in early transition planning. The Department of Peace Operations has also contributed to the World Bank fragility, conflict and violence strategy. This policy will inform the investment by the World Bank in conflict-affected countries, including in peacekeeping settings, in the light of the International Development Association doubling its allocation to countries affected by violent conflict to \$14.4 billion for the period 2017–2020.

Training efforts

149. Training efforts remain guided by the Action for Peacekeeping initiative and the Declaration of Shared Commitments on United Nations Peacekeeping Operations and the action plan for improving the security of peacekeepers. In this regard, the Department of Peace Operations has been working with Member States to provide Member State military planners with the information needed to reach and verify the standards required by the operational readiness assurance and performance improvement policy (2016) and the operational preparation guidelines (2018). In 2018/19, four seminars were held: two for African troop-contributing countries, one for Asian troop-contributing countries and one for Latin American troop contributing-countries. In addition, two national planner courses were held for senior planners from troop- and police-contributing countries to provide them with the knowledge needed to generate, prepare, train, deploy and rotate uniformed contingents.

150. The Department of Peace Operations, with support from Member States, is increasing efforts to develop and roll out integrated in-mission training programmes and exercises, including command post exercises. For the five high-risk missions, scenario-based exercises include casualty evacuation. Trainings of trainers on command post exercises and scenario-based exercises were held for all missions in 2018/19. Mission stress test exercises were held at UNMISS, MINUSCA, MINUSMA and MONUSCO, while Force headquarters command post exercises were conducted at UNMISS and MONUSCO.

151. The Department of Peace Operations also continues to partner with Member State in training institutions to build capacities in thematic areas, for example, on disarmament, demobilization and reintegration (with the integrated disarmament,

demobilization and reintegration training group, co-chaired by the Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding (Egypt) and the Folke Bernadotte Academy (Sweden)), or on improvised explosive device threats, in which the Mine Action Service enhanced the capacity of more than 8,000 AMISOM troops to operate in the high improvised explosive device threat environment of Somalia.

X. Strengthening conduct of peacekeeping operations and personnel

Prevention of misconduct and the enforcement of the United Nations standards of conduct in peacekeeping operations

152. The United Nations is committed to ensuring the highest standards of conduct, professionalism and accountability of all its personnel deployed globally, with the standards of conduct applying to all categories of personnel deployed in peacekeeping missions. The zero-tolerance policy for all forms of misconduct, including sexual exploitation and abuse, remains central to the exercise of the conduct and discipline function, with a focus on accountability and framed by activities directed at prevention, enforcement and remedial action.

153. As measures of prevention, the Organization continues to screen civilian and uniformed personnel for prior misconduct while in the service of the United Nations through the Misconduct Tracking System. The Organization also supports system-wide efforts to implement ClearCheck for screening United Nations personnel dismissed owing specifically to substantiated allegations of sexual exploitation and abuse, and sexual harassment, or who left the Organization with a pending investigation or disciplinary case. Measures are also taken to ensure that troop- and police-contributing countries submit certifications of the delivery of comprehensive predeployment training to their personnel, covering both operational preparation and conduct and discipline. An information flyer has been provided to Member States on the range of options for gaining access to the e-learning programme on prevention of sexual exploitation and abuse for use in national predeployment training initiatives, supporting Member States in their prevention training activities.

154. A misconduct risk management and planning tool, also focused on prevention and expanded from sexual exploitation and abuse to cover all forms of misconduct, has been developed and will be shared with peacekeeping missions and other Secretariat entities to enable a targeted approach to understanding misconduct risks and how best to mitigate such risks. The implementation of Security Council resolution [2272 \(2016\)](#) continues to be a priority.

155. Community-based networks and other reporting mechanisms in peacekeeping operations continue to receive complaints of sexual exploitation or other misconduct, allowing for such complaints to be addressed, as required. Members of community-based networks also support missions in outreach and awareness-raising with local communities on sexual exploitation and abuse.

156. Leaders in peacekeeping missions are accountable for the conduct and discipline of all their personnel. This is reflected through the submission of results of annual quality assurance exercises on the handling of all allegations of misconduct, as well as electronic quarterly and annual reporting on misconduct. The ongoing enhancement of database systems used for recording and tracking allegations of misconduct serve to support these initiatives. The conduct and discipline website includes a live database of allegations, an online reporting form and provides for a subscription service for notifications of updates to the database.

157. Conduct and discipline practitioners were again able to benefit from the continuous learning programme for conduct and discipline personnel in field operations, with invitations to the programme again extended to representatives from both the European Union and the African Union.

158. The Organization has continued to work in partnership with the African Union on the implementation of the compliance framework that the African Union has developed to meet the requirements of Security Council resolutions [2320 \(2016\)](#) and [2378 \(2017\)](#). Key priority areas for cooperation have been identified by both organizations, including the screening of personnel, risk management and case management.

159. Combating sexual exploitation and abuse continues to be based on the approaches of the Secretary-General (see [A/71/818](#) and [A/71/818/Corr.1](#), [A/72/751](#) and [A/72/751/Corr.1](#), and [A/73/744](#)), which focuses on putting victims first, ending impunity, engaging civil society and external partners and improving strategic communications for awareness and transparency. A full update on efforts to prevent and address sexual exploitation and abuse, including data, will be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and abuse.

160. The Conduct and Discipline Service, in the Department of Management Strategy, Policy and Compliance, continues to take measures to ensure that standards of conduct are effectively harmonized and applicable to all categories of United Nations personnel, including personnel deployed by Member States. Action for Peacekeeping has also created an effective framework for engagement between the Department and Member States on the conduct and discipline initiatives mentioned above, as well as broader efforts to ensure compliance with standards of conduct. The Department is an active participant in the peacekeeping performance evaluation processes that are under the leadership of the Department of Peace Operations, which take an integrated approach to performance that includes the conduct and discipline of peacekeeping personnel.

Human rights due diligence policy

161. Implementation of the United Nations human rights due diligence policy advanced during the reporting period. Over the past year, several United Nations peacekeeping missions, including MINUSCA, MINUSMA, MONUSCO and UNMISS, took steps either to establish or strengthen relevant mechanisms, including through conducting more targeted human rights due diligence policy risk assessments, enhancing review and decision processes and implementing tailored risk mitigation measures. In addition, United Nations entities supporting the African Union and ad hoc regional peace operations, including UNSOS, stepped up their efforts to implement the policy in partnership with regional actors in order to strengthen the compliance of recipients of United Nations support with international humanitarian and human rights law. Lastly, under Action for Peacekeeping, discussions on the human rights readiness for troops and police to be deployed in peacekeeping operations will continue, with the aim of enhancing the performance of uniformed components.

Environmental management

162. Effective environmental management is central to responsible engagement with host countries and communities in operational settings. The Department of Operational Support set out a vision for the deployment of responsible missions that achieve maximum efficiency in their use of natural resources and operate at minimum risk to people, societies and ecosystems, contributing to a positive impact in those

respects, wherever possible. The pursuit of responsible deployment continues to be a major organizational priority, in line with General Assembly resolution 70/286, in which the Assembly requested the Secretary-General to continue efforts to reduce the overall environmental footprint of each peacekeeping mission in full compliance with relevant rules and regulations. The Department is now three years into its six-year environment strategy, which spans five pillars: energy, water and wastewater, solid waste, wider impact and an environmental management system. Progress has been made in each pillar in moving forward on agreed strategic approaches and in supporting implementation by missions. Technical assistance has been provided to all peacekeeping missions, remotely and on-the-ground, from the Environmental Technical Support Unit at the United Nations Logistics Base at Brindisi, temporarily supplemented with capacity from the Rapid Environment and Climate Technical Assistance facility, in partnership with the United Nations Environment Programme.

163. In recognition of the paramount importance of ensuring that missions do not cause harm to local communities and ecosystems or United Nations personnel, a site-level (a site being wherever a mission has a physical presence, such as a camp or other installation) risk assessment methodology is used to identify the level of risk in wastewater management and final waste disposal as either minimum, moderate or significant. Where a significant level of risk involving either wastewater management or final waste disposal is identified in even one site in the mission's area of operations, regardless of the total number of sites that a mission may have and its environmental performance in other areas, that mission's score on the environmental scorecard reported to Member States can be nullified, regardless of its overall score across the five pillars, and a risk mitigation plan is immediately initiated. Significant risk was previously identified with regard to wastewater management in some sites for three missions, namely, UNMISS, UNISFA and MONUSCO. While the risk level has been reduced from significant to minimum for UNISFA, given the scope and longer-term actions required to address the situation at UNMISS, the risk mitigation plan remains in place. In MONUSCO, mitigation actions are ongoing and expected to be completed by the end of June 2020.

164. Data collection continues to rely in part on estimation and self-reporting by missions. Efforts remain ongoing to strengthen direct measurement, including through the expanded deployment of real-time sensors that can enable remote monitoring such as the field remote infrastructure monitoring platform, as well as improve processes for data quality and verification. The data collected by all missions in their mission environmental action plan and the resultant scorecards reflect considerable advancement in completing a detailed assessment underpinned by data rather than anecdotal evidence, as well as clear progress in the establishment of environmental management as a core function in missions. While the presence of a significant level of risk anywhere is unacceptable, its identification through the environmental performance and risk framework and the urgent follow-on actions that this triggers at the highest levels of oversight is an important step forward in systematically monitoring and mitigating risk.

165. As the quality of data improves over the coming years, the framework will provide an increasingly robust system for the oversight and strengthening of both performance and progress in relation to environmental management by field operations. Future progress will be measured on an annual basis by comparing performance with the previous year's data.

166. A significant proportion of greenhouse gas emissions come from peacekeeping operations. With the commitment of the Secretariat to reducing absolute carbon emissions by 45 per cent by 2030, the goal can be met only through redoubling efforts in the field. The focus for the coming period will continue to be placed on the reduction in consumption, including through behavioural change, increased

efficiency in power generation and some continued transition to self-generation of electricity through renewable sources.

167. With the ongoing commitment of Member States to sound environmental management and support for environmentally responsible solutions to operations and mandate delivery highlighted in the Action for Peacekeeping initiative and the Declaration of Shared Commitments on United Nations Peacekeeping Operations, and acknowledging joint responsibility for environmental stewardship, efforts to strengthen collaboration with uniformed components are accelerating. Building on General Assembly resolution [71/296](#) endorsing the recommendations of the Working Group on Contingent-Owned Equipment to modernize the contingent-owned equipment requirements of military and police units, including accountability and incentives to reduce their environmental footprint, further proposals have been developed to be presented in the context of the 2020 Working Group. Requirements for power generation for troop- and police-contributing countries will be aligned to mission-specific requirements rather than template solutions. Environmental focal points have been identified within military components across all missions, with regular global engagement to increase awareness of individual and collective responsibilities, and further support efforts to mainstream environmental management across all mission components. Police components will work with environmental focal points to facilitate responsible behaviour, promote compliance with standards and act as champions for the environment, given their close engagement with local communities.

168. Measures to improve the environmental performance of peacekeeping operations are aligned with the broader context of Secretariat and United Nations system-wide environmental sustainability and climate strategies. The Secretariat has developed a climate action plan with ambitious targets, in line with the system-wide environmental sustainability strategy for 2020–2030, and has promulgated a Secretariat-wide environmental policy.

XI. Budget preparation and financial management

Umoja

169. Umoja is an ongoing business transformation initiative, enabling high-quality, cost-effective service delivery for evolving United Nations mandates, including peacekeeping operations. By harmonizing processes and practices and leveraging modern technology, Umoja seeks to maximize the productivity of the United Nations human, financial and material resources. Umoja transcends organizational, geographical and functional barriers, fostering a culture of transparency, accountability, empowerment, sharing and unity across the Organization.

170. Umoja supported the successful implementation of the three-pillar reform agenda of the Secretary-General (management reform, peace and security reform and development reform), which went into effect on 1 January 2019. Umoja enabled the successful creation of new departments and the closure of legacy departments, following an aggressive schedule, as a testimony to its transformational potential and to how well the users have adopted the solution as part of their regular operations.

171. During 2018 and 2019, significant progress was made in developing and deploying Umoja Extension 2 solutions, which are extensive in volume and complexity, covering many new functions in interdependent work streams and introducing several new categories of users. The project also comprehensively replaced Umoja's ageing back-end infrastructure for the first time, including introducing newer technologies to support Umoja Extension 2.

172. Umoja Extension 2 supply chain management has significantly extended the boundaries of existing supply chain modules and processes such as source-to-acquire, logistics execution and property management (warehouse and inventory management). It has introduced new processes for transport planning and transport management, enabling improved and more accurate planning of transportation routes for goods, and efficient real-time tracking of shipments through direct interaction with freight forwarders on a dedicated platform. The Umoja Extension 2 transportation management solution supports the planning and execution of transportation of contingent-owned equipment, uniformed personnel and goods procured commercially. It provides global visibility to the Organization's transportation network and operations, as well as an early warning system for delays. In December 2019, expanded functionality was introduced to cover inter-/intra-mission transport operations, usage of transportation by United Nations resources and transportation capabilities for troop movements involving long-term chartered aircraft. Improvements to the solution are being planned and implemented in 2020 to further enhance the functionality in order to facilitate the management of transportation operations.

173. An even more challenging supply chain solution being developed and deployed is the planning for the demand for goods and services, and determining the sources of supply, referred to as demand planning and supply network planning, respectively. These introduce automated and globalized management of the Organization's acquisition plan, leveraging suppliers' networks on the basis of historical consumption data, safety stocks and automatic replenishment points. With the finalization of contractual terms in September 2019, a plan for the implementation of gross demand, net demand and source planning functionality has been initiated with SAP supply chain management architects and technical experts for delivery of the solution within 2020. Given that this is the first public sector implementation of integrated business planning, the United Nations and SAP are adopting a cautious approach to ensure a successful implementation. Modern supply chain processes will foster economies of scale and reduce lead times in the procurement and shipping of goods, both from vendors and within the Organization, for example, between the United Nations Logistics Base and peacekeeping missions. To enable the new functionality to drive process efficiency and data-driven planning decisions, supply chain master data are also being transformed and enriched to support desired operating models. The solutions are also being deployed using, for the first time, a cloud-based solution integrating with the on-premise Umoja systems in Valencia, Spain, and Brindisi, reflecting a more sophisticated design that would pave the way for greater capabilities in the future for other functions.

174. As the supply chain solutions mature, the Organization can also reap benefits by integrating these processes with other Umoja Extension 2 solutions such as budget formulation and uniformed capability management, to enable improved budgeting of contingent-owned equipment and uniformed personnel requirements, improved planning of uniformed personnel/contingent-owned equipment movements, especially with regard to cargo load lists and arrival/repatriation inspections, and improved management of memorandums of understanding, both in the field and at Headquarters.

175. The Umoja Extension 2 uniformed capabilities management solution will enable military and police planners, force generators, finance officers and logisticians to undertake core activities relating to troop- and police-contributing countries in a common system that automates several labour-intensive processes and eliminates redundant data re-entry, clearly links input and output documents and facilitates reporting on contingent-owned equipment and military and police personnel. It will improve process efficiency through standardized templates for data entry, improved access to centralized data, improved process workflows and streamlined verifications

and payments. The solution also provides for the management of pledges, force generation and selection criteria for and performance evaluation of troop- and police-contributing countries. Release 1 of the solution, deployed in December 2018, set the master data and foundation modules of the solution, including the development of statements of unit requirements, and enhanced the contingent-owned equipment inspection and verification modules, thereby improving the work of contingent-owned equipment units in field missions and further facilitating automation in claims processing. Release 2, deployed in August 2019, featured the memorandum of understanding and the calculation and claims module to facilitate contract management of contingent-owned equipment and reimbursements for claims based on verification reports and ad hoc claims, such as death and disability, damage to contingent-owned equipment due to hostile action and painting/repainting. The focus of Uniformed Capabilities Management in 2020 will be troop strength reporting and payment functionality, as well as the incorporation of the recommendations of the 2020 Working Group on Contingent-Owned Equipment, if approved by the General Assembly.

176. In October 2018, two applications, namely, strategy definition and approval, were launched for 13 peacekeeping missions and entities supporting them as part of the Umoja Extension 2 strategic planning, budgeting and performance management solution, in order to enable the missions to capture, in Umoja, the results-based-budgeting frameworks for peacekeeping budgets for the 2019/20 period. This was followed up in July 2019 by the launch of the performance monitoring application, enabling the assignment of outputs and indicators of achievement to the relevant responsible organizational units for the 2019/20 budgets. The functionality is intended to enable managers to regularly monitor and record progress against objectives and to maintain performance data across financial periods for multi-year trend analyses.

177. In the fourth quarter of 2019, a performance dashboard was also launched as a first phase in six peacekeeping missions to provide a 360-degree view of programmes or frameworks and performance. The result is a series of transparent, comprehensive views of programme and mandate implementation data, linked to the use of resources wherever it can be meaningfully presented. This will be enriched on the basis of experience and extended to all the missions as part of continuous improvement.

178. The budget formulation component of the strategic planning, budget formulation and performance management solution was deployed to all peacekeeping operations in September 2019, including to entities funded through the support account. The budget formulation solution, comprising 33 planning forms, was used as part of the formulation of peacekeeping budgets for the 2020/21 period. The solution further strengthened and streamlined the budget preparation process, reinforcing transparency and consistency. Missions made the transition from using legacy offline budget submission forms to formulating their budgetary requirements in the global Umoja system. During deployment, peacekeeping operations were supported by a hyper-care team comprising personnel from the Office of Programme Planning, Finance and Budget, Umoja and the Department of Operational Support. Prior to going live with the budget formulation solution, mission personnel were provided refresher training and distance learning sessions.

179. The project also rolled out and continues to enhance the implementing partner management solution. This solution encompasses the full life cycle of collaboration with implementing partners, including providing a portal for prospective partners to apply to become eligible partners, and for approved partners to request payments and report progress and other performance details. In December 2018, the Mine Action Service was one of the first entities to use release 1, followed by an enhanced

release 1.1 in July 2019, paving the way for deployment to the entire Secretariat by the end of 2019.

Budget formulation and management

180. In the past two years, the Office of Programme Planning, Finance and Budget has conducted visits to peacekeeping missions to help with budget formulation and to simplify the overall preparation process. Staff have met with the substantive components of missions, as well as mission support divisions, to discuss resource requirements for the year ahead. Once back at Headquarters, the Office continues its outreach through routine and ad hoc videoconferences to provide technical advice and guidance on finance and budget matters, such as the management of authorized staffing tables, resource utilization and major redeployment needs. Because the presentation of realistic budget proposals improves the ability of missions to deliver on mandates, further attention is being given to the identification of major priorities and related resourcing requirements, including through focused discussions with mission leadership, prior to budget submissions by the heads of mission.

181. To strengthen budget management, the Office of Programme Planning, Finance and Budget works closely with missions in monitoring approved resource utilization during budget implementation. The Office provides guidance on the timely utilization of resources, while enhancing adherence to approved appropriations, and helps peacekeeping missions with the heavy workload relating to the financial year-end closure process, when field missions are tasked with a serious reporting obligation that must be delivered within an extremely short period of time. For some peacekeeping missions, accuracy in reporting expenditures can be improved, especially when there has been a period of higher staff turnover. In cases in which familiarization is needed, the Office provides training and guidance on the use of Umoja to peacekeeping missions by videoconferences.

XII. Overview of financial and human resources for peacekeeping operations

Financial status of peacekeeping operations: 2019/20

Active peacekeeping missions

182. During the 2019/20 period, the United Nations has supported 14 active peacekeeping operations, comprising 12 peacekeeping missions funded under individual special accounts; and 2 long-standing peacekeeping missions, UNMOGIP and UNTSO, which were established decades ago under the programme budget. In addition, UNSOS is also funded under an individual account.

183. MONUSCO conducted a strategic review during the 2019/20 period, and the recommendations informed Security Council resolution [2502 \(2019\)](#), on extending the MONUSCO mandate, and the 2020/21 budget proposal. Pursuant to the request made in paragraph 8 of Council resolution [2485 \(2019\)](#), the Secretariat will carry out, by 1 June 2020, an assessment of the continued relevance of UNIFIL resources and options for improving the efficiency and effectiveness between UNIFIL and UNSCOL.

Closing and closed peacekeeping missions

184. UNOCI withdrew from Côte d'Ivoire at the end of June 2017, and the final performance report ([A/74/711](#)) was submitted for consideration by the General Assembly.

185. UNMIL concluded its mandate on 30 March 2018. The report on the final disposition of its assets (A/74/726) has been submitted for consideration by the General Assembly.

186. MINUSTAH concluded its mandate on 15 October 2017, concurrent with the establishment of its successor mission, MINUJUSTH. Those liquidation activities of MINUSTAH not completed by the end of its mandate were carried out by MINUJUSTH. The report on the final disposition of its assets (A/74/729) has been submitted for consideration by the General Assembly.

187. MINUJUSTH concluded its mandate on 15 October 2019. The General Assembly, in its resolution 74/260, approved resources of \$49.1 million for MINUJUSTH for the period from 1 July 2019 to 30 June 2020, which superseded the previously authorized commitment authority in the amount of 49.5 million.

188. Information on the financial position of 29 inactive and closed missions is set out in a separate report of the Secretary-General (A/74/574). The report provides updated information, as at 30 June 2019, on the original report of the Secretary-General (A/66/665), the consideration of which has been deferred by the General Assembly for eight years. As at 30 June 2019, of the 29 closed missions, 5 had net cash deficits in the total amount of \$85.59 million because of outstanding assessed contributions from Member States, as a result of which there were outstanding dues to Member States in the amount of \$62.9 million in respect of claims for contingent-owned equipment and letters of assist. The remaining 24 closed missions had net cash surpluses in the total amount of \$90.0 million.

Synopsis of approved budgets for the 2019/20 period

189. Total proposed budgets in the amount of \$6,637.1 million for peacekeeping operations were presented to the General Assembly at its seventy-third session, including resources for a six-month period of operations from 1 July to 31 December 2019 for MINUJUSTH and UNAMID. The Assembly approved resources of \$6,517.9 million, which provided for annual requirements of all active missions, with the exception of MINUJUSTH and UNAMID, which received an authority to enter into commitments for six months until 31 December 2019, pending a revised budget to be submitted to the Assembly at its seventy-fourth session.

190. At its seventy-fourth session, in its resolution 74/261, the General Assembly approved additional resources of \$130.2 million for the maintenance of UNAMID for the three-month period from 1 January to 31 March 2020. The Assembly, in its resolution 74/260, approved resources of \$49.1 million for MINUJUSTH for the period from 1 July 2019 to 30 June 2020, which superseded the previously authorized commitment authority in the amount of \$49.5 million.

191. The budget proposal of UNAMID for the full 12-month period from 1 July 2019 to 30 June 2020 was presented to the General Assembly in the first resumed session, in March 2020. The Assembly, in its resolution 74/261 B of 31 March 2020, approved additional resources of \$126.3 million for the maintenance of UNAMID. The total approved resources for the maintenance of UNAMID for the period from 1 July 2019 to 30 June 2020 amount to \$514.5 million.

192. In summary, the approved budget for peacekeeping operations for the 2019/20 period amounted to \$6,774.1 million, compared with approved resources for the 2018/19 period of \$7,157.8 million, representing a reduction of \$383.7 million, or 5.4 per cent.

193. The information outlined in paragraphs 189 to 192 above is summarized in table 1.

Table 1
Financial resources approved for the 2019/20 period

(Thousands of United States dollars)

Peacekeeping component	1 July 2018 to 30 June 2019		1 July 2019 to 30 June 2020			Final approved resources
	Apportionment ^a	Expenditure	Proposed budget (seventy-third session of the General Assembly)	Approved resources ^b (seventy-third session of the General Assembly)	Approved resources ^c (seventy-fourth session of the General Assembly)	
MINUJUSTH	121 455.9	121 266.6	51 850.1	49 450.1	(327.2)	49 122.9
MINURSO	52 350.8	52 315.1	56 369.4	56 347.4	–	56 347.4
MINUSCA	930 211.9	900 643.4	925 498.9	910 057.5	–	910 057.5
MINUSMA	1 107 318.9	1 105 667.0	1 149 778.8	1 138 457.9	–	1 138 457.9
MONUSCO	1 194 619.5	1 194 557.2	1 023 267.6	1 012 252.8	–	1 012 252.8
UNAMID	715 522.7	714 977.6	269 920.9	257 970.9	256 534.7	514 505.6
UNDOF	60 295.1	59 037.1	70 092.0	69 409.4	–	69 409.4
UNFICYP	52 938.9	51 556.9	51 410.7	50 785.3	–	50 785.3
UNIFIL	474 406.7	474 375.9	485 178.3	480 102.6	–	480 102.6
UNISFA	263 858.1	259 766.3	267 918.4	260 177.0	–	260 177.0
UNMIK	37 192.7	37 191.7	37 246.7	37 246.7	–	37 246.7
UNMISS	1 150 894.0	1 150 107.1	1 197 334.3	1 183 447.3	–	1 183 447.3
UNSOS	558 152.3	557 382.2	569 506.6	564 558.1	–	564 558.1
Subtotal, missions	6 719 217.5	6 678 844.1	6 155 372.7	6 070 263.0	256 207.5	6 326 470.5
Regional Service Centre in Entebbe	31 438.9	31 436.1	35 708.3	35 386.9	–	35 386.9
United Nations Logistics Base at Brindisi	82 448.9	82 078.8	65 237.2	63 381.4	–	63 381.4
Support account	324 703.5	324 703.5	380 767.5	348 868.0	–	348 868.0
Total resources	7 157 808.8	7 117 062.5	6 637 085.7	6 517 899.3	256 207.5	6 774 106.8

^a Inclusive of authorities to enter into commitments of \$32.6 million for MINUSMA, \$80.0 million for MONUSCO and \$25.9 million for UNMISS for the 2018/19 period.

^b Approved resources: reflects UNAMID and MINUJUSTH authority to enter into commitments for a six-month period from 1 July to 31 December 2019.

^c Approved resources: in respect of additional resources for UNAMID for six months, from 1 January to 30 June 2020 and approved budget for MINUJUSTH, which superseded commitment authority.

Analysis of trends in financial and human resources

194. An overview of the financial and human resources for peacekeeping operations over seven years for the periods from 2014/15 to 2020/21 is shown in table 2.

Table 2
Overview of financial and human resources for peacekeeping operations: 2014/15–2020/21

Peacekeeping component	Actual					Approved	Projected
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Number of ongoing missions and support operations							
Funded by peacekeeping budgets	14	14	14	13	12	12	11
UNSOA/UNSOS	1	1	1	1	1	1	1
UNMOGIP and UNTSO	2	2	2	2	2	2	2
Total, active missions and support operations	17	17	17	16	15	15	14
Financial resources							
(gross, millions of United States dollars)							
Peacekeeping missions and UNSOA/UNSOS	7 900.3	7 614.4	7 354.6	6 984.1	6 678.8	6 326.4	6 191.3
Regional Service Centre in Entebbe	–	–	36.3	32.8	31.4	35.4	37.6
United Nations Logistics Base at Brindisi	66.5	67.1	82.2	80.2	82.1	63.4	62.9
Support account (includes enterprise resource planning project)	324.2	335.9	327.1	325.8	324.7	348.9	363.4
Subtotal, peacekeeping operations budgets	8 291.0	8 017.4	7 800.2	7 422.9	7 117.0	6 774.1	6 655.2
UNMOGIP and UNTSO	41.5	44.7	47.3	49.2	46.9	46.6	46.6
Total, financial resources	8 332.5	8 062.1	7 847.5	7 472.1	7 163.9	6 820.7	6 701.8
Number of personnel							
Uniformed personnel							
United Nations uniformed personnel ^a	127 138	120 957	121 571	106 862	99 072	95 537	92 527
AMISOM uniformed personnel ^a	22 126	22 126	21 586	21 586	21 626	20 626	19 626
Subtotal, peacekeeping operations budgets	149 264	143 083	143 157	128 448	120 698	116 163	112 153
UNMOGIP and UNTSO	197	197	197	197	197	197	197
Total, uniformed personnel	149 461	143 280	143 354	128 645	120 895	116 360	112 350
Civilian personnel							
Civilian personnel in missions and UNSOA/UNSOS ^b	22 542	21 134	19 730	18 241	15 925	14 132	13 872
Civilian personnel in Regional Service Centre in Entebbe	–	–	421	427	406	404	404
Civilian personnel to support missions ^c	1 882	1 913	1 913	1 885	1 872	1 873	1 870
Subtotal, peacekeeping operations budgets	24 424	23 047	22 064	20 553	18 203	16 409	16 146
UNMOGIP and UNTSO	323	323	318	318	309	309	309
Total, civilian personnel	24 747	23 370	22 382	20 871	18 512	16 718	16 455

^a Highest level of personnel authorized.

^b Excludes resources under the United Nations Logistics Base at Brindisi, Italy, and the support account for peacekeeping operations for all periods and the Regional Service Centre in Entebbe, Uganda, for the 2016/17 period onwards. The financial and human resources of the Regional Service Centre in Entebbe were reflected in the budgets of the Centre's client missions from the 2011/12 period to the 2015/16 period.

^c Personnel under the United Nations Logistics Base at Brindisi and the support account for peacekeeping operations at Headquarters.

Analysis of financial resources for peacekeeping operations, by mission

195. Table 3 provides an analysis of the approved financial resources for peacekeeping operations, by mission, as well as Headquarters backstopping and global and regional service centres, for the periods from 2014/15 to 2020/21.

Table 3

Resource requirements for peacekeeping operations, by mission and support: 2014/15–2020/21

(Thousands of United States dollars)

<i>Mission</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21^b</i>
MINUSTAH	500 080.5	380 355.7	345 926.7	90 000.0	–	–	–
MINUJUSTH	–	–	–	88 111.2	121 455.9	49 122.9	–
MINURSO	53 918.4	51 118.3	52 550.4	52 000.0	52,350.8	56 347.4	57 593.3
MINUSCA	628 724.4	839 644.5	920 727.9	903 011.5	930 211.9	910 057.5	948 036.1
MINUSMA	911 038.0	923 305.8	933 411.0	1 091 174.0	1 107 318.9	1 138 457.9	1 196 908.8
MONUSCO	1 424 682.2	1 330 739.3	1 235 723.1	1 189 770.8	1 194 619.5	1 012 252.8	1 087 769.6
UNOCI	493 570.3	402 794.3	171 937.8	–	–	–	–
UNAMID	1 153 611.3	1 102 164.7	1 039 573.2	910 941.2	715 522.7	514 505.6	241 896.6
UNDOF	64 110.9	51 706.2	56 543.5	61 765.5	60 295.1	69 409.4	64 239.1
UNFICYP	58 004.5	52 538.5	54 849.9	54 000.0	52 938.9	50 785.3	52 045.6
UNIFIL	509 554.4	506 346.4	488 691.6	483 000.0	474 406.7	480 102.6	483 608.5
UNISFA	318 925.2	268 256.7	279 924.6	266 700.0	263 858.1	260 177.0	270 747.8
UNMIK	42 971.6	40 031.0	36 486.9	37 898.2	37 192.7	37 246.7	39 827.3
UNMIL	427 267.0	344 659.4	187 139.6	110 000.0	–	–	–
UNMISS	1 097 315.1	1 085 769.2	1 081 788.4	1 136 157.1	1 150 894.0	1 183 447.3	1 190 119.0
UNSOA	489 968.1	513 428.3	–	–	–	–	–
UNSOS	–	–	574 304.9	582 000.0	558 152.3	564 558.1	558 531.3
Subtotal	8 173 741.9	7 892 858.3	7 459 579.5	7 056 529.5	6 719 217.5	6 326 470.5	6 191 323.0
United Nations Logistics Base at Brindisi	70 338.6	67 157.0	82 857.8	81 000.0	82 448.9	63 381.4	62 852.3
Support account	326 047.3	336 495.8	327 380.3	325 800.0	324 703.5	348 868.0	363 420.7
Regional Service Centre in Entebbe ^a	–	–	39 203.6	33 000.0	31 438.9	35 386.9	37 637.6
Total	8 570 127.8	8 296 511.1	7 909 021.2	7 496 329.5	7 157 808.8	6 774 106.8	6 655 233.6

Source: Approved budgets from 2014/15 to 2019/20 for peacekeeping and the budget reports of the Secretary-General for the 2020/21 period.

^a Inclusive of requirements of \$741,400 for the 2016/17 period, \$686,900 for the 2017/18 period, \$595,500 for the 2018/19 period and \$1,424,400 for the 2019/20 period to be charged against the appropriation for the programme budget under section 3, Political affairs.

^b Proposed resources: requirements in respect of UNAMID for a six-month period from 1 July to 31 December 2020.

Comparative analysis of resource requirements for peacekeeping operations in net present value

196. The annual overall resource requirements for peacekeeping operations, restated in net present value terms, are shown in the comparison in table 4 and figure II.

Table 4

Resource requirements for peacekeeping operations in net present value: 2011/12–2020/21

(Millions of United States dollars)

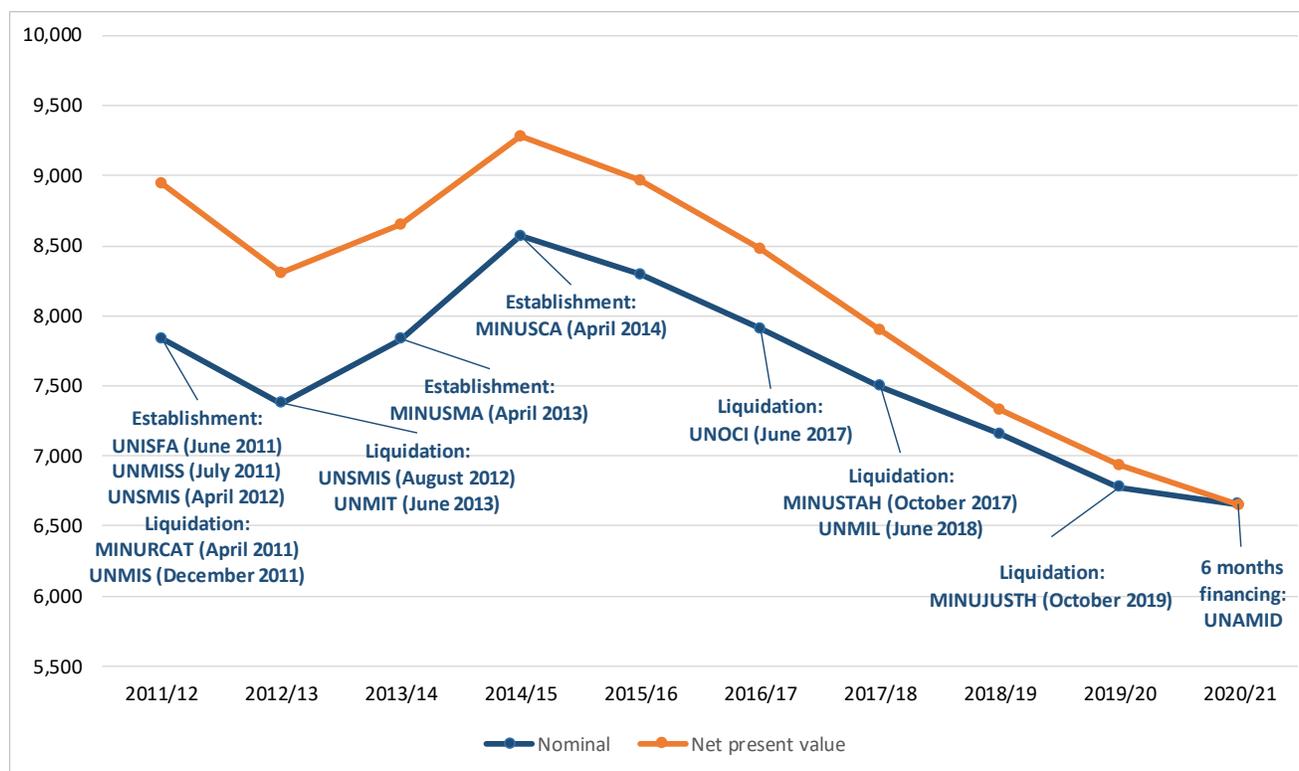
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Nominal	7 835.3	7 375.1	7 833.3	8 570.1	8 296.5	7 909.0	7 496.3	7 157.8	6 774.1	6 655.2
Net present value	8 946.8	8 304.4	8 650.7	9 279.5	8 968.0	8 479.0	7 900.1	7 327.2	6 934.4	6 655.2

Source: Approved budgets from 2011/12 to 2019/20 for peacekeeping operations and the budget reports of the Secretary-General for the 2020/21 period.

Figure II

Resource requirements for peacekeeping operations in net present value: 2011/12–2020/21

(Millions of United States dollars)



197. When inflationary factors are taken into account by restating annual resource requirements, based on the January 2020 value of the United States dollar as shown in table 4 and figure II, the decrease in the resource requirements from the 2014/15 period onward is more pronounced. The proposed budget for peacekeeping operations for the 2020/21 period is seen to be significantly lower than the net present value amount of the approved resources for the 2011/12 period.

Financial resources by groups of expenditure and support components

198. Figure III below depicts the financial resources by groups of expenditure and support components for seven years, from the 2014/15 period through to the proposed resource requirements for the 2020/21 period.

Figure III

Financial resources by major groups of expenditure and support: 2014/15–2020/21

(Millions of United States dollars)

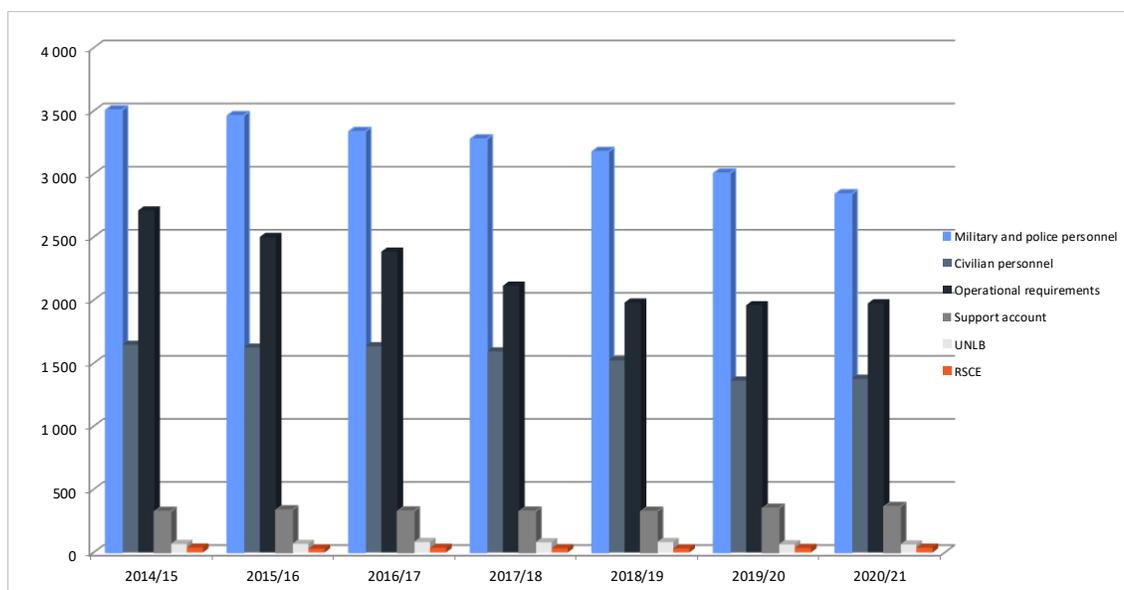


Table 5

Proportion between major groups of expenditure in resource requirements for peacekeeping missions: 2014/15–2020/21

(Percentage)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Military and police personnel	44.6	45.6	45.4	46.9	47.3	47.5	45.9
Civilian personnel	20.9	21.4	22.2	22.8	21.6	21.5	22.2
Operational costs	34.5	33.0	32.4	30.3	31.1	31.0	31.9

199. As depicted in figure III and table 5, military and police personnel costs represent 45.9 per cent of the resource requirements for peacekeeping missions in 2020/21, compared with approximately 47 per cent during the past three years. A moderate increase is seen under group II, civilian personnel, representing 22.2 per cent in the 2020/21 period. Group III, operational costs, increased slightly, from 31.0 to 31.9 per cent of the resource requirements for peacekeeping operations in the 2020/21 period. The changes reflect a budget reduction from the 2019/20 period to the 2020/21 period in the amount of \$164.6 million, or 5.5 per cent, under military and police personnel, while the budget for civilian personnel increased by \$33.5 million, or 2.0 per cent.

Comparative analysis of financial resources for support to peacekeeping operations

200. Table 6 provides a comparison of the financial resources for the Headquarters backstopping under the support account for peacekeeping operations, the United Nations Logistics Base at Brindisi and the Regional Service Centre in Entebbe, against the financial resources for peacekeeping missions since the 2014/15 period.

Table 6
Financial resources of the support account, the United Nations Logistics Base at Brindisi and the Regional Service Centre in Entebbe, compared with missions under peacekeeping budgets: 2014/15 to 2020/21

(Millions of United States dollars)

<i>Peacekeeping component</i>	<i>2014/15 (actual)</i>	<i>2015/16 (actual)</i>	<i>2016/17 (actual)</i>	<i>2017/18 (actual)</i>	<i>2018/19 (actual)</i>	<i>2019/20 (approved)</i>	<i>2020/21 (projected)</i>
Peacekeeping missions, UNSOS	7 861.7	7 584.7	7 354.6	6 984.1	6 678.8	6 326.4	6 191.3
Regional Service Centre in Entebbe	38.6	29.7	36.3	32.8	31.4	35.4	37.6
United Nations Logistics Base at Brindisi	66.5	67.1	82.2	80.2	82.1	63.4	62.9
Support account ^a	303.3	303.8	309.4	299.1	292.7	303.9	321.2
Support account ratio	3.86	4.01	4.21	4.28	4.38	4.80	5.19
Field support^b ratio	5.19	5.28	5.82	5.90	6.08	6.37	6.81

Source: Actual expenditures from budget performance report from 2014/15 to 2018/19 for peacekeeping operations, the approved budget for the 2019/20 period and the budget reports of the Secretary-General for the 2020/21 period.

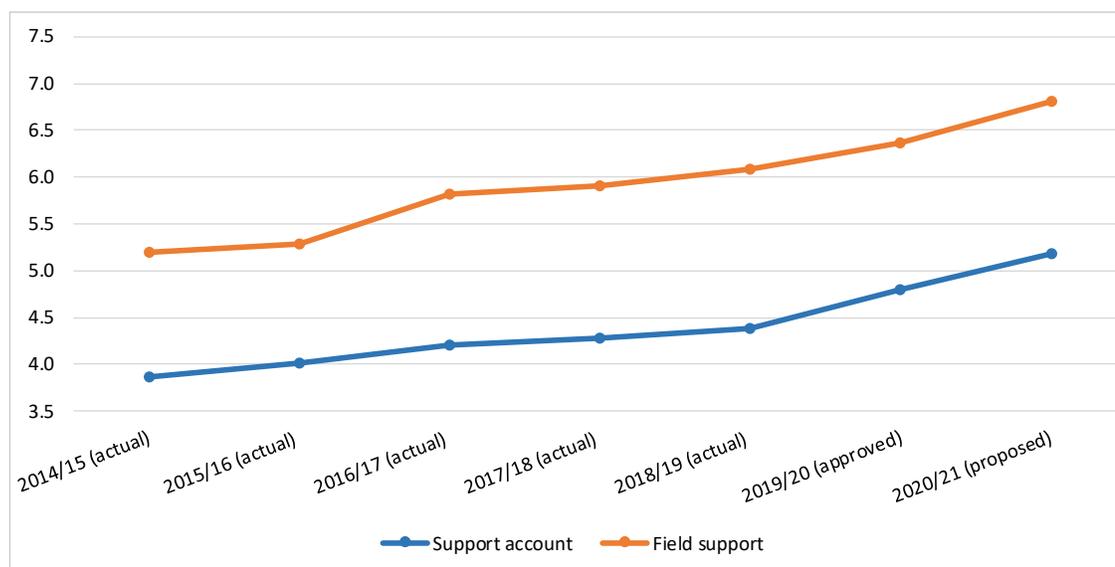
^a Excludes expenditure and resource requirements for the enterprise resource planning system, the global service delivery model, claims for post-traumatic stress disorder, the Global Shared Service Centres, the Peacekeeping Capability Readiness System and the maintenance and support costs for the enterprise resource planning system.

^b Field support ratio: support account for peacekeeping operations, the Regional Service Centre in Entebbe and the United Nations Logistics Base at Brindisi, compared with peacekeeping missions (percentage).

201. The support ratios in table 6 are depicted in figure IV.

Figure IV
Ratio of the support account and field support ratio: 2014/15–2020/21

(Percentage, compared with operations under peacekeeping mission budgets)



Analysis of financial performance of peacekeeping operations

202. Table 7 provides an analysis of the overall financial performance for peacekeeping operations for the periods from 2014/15 to 2018/19.

Table 7

Overview of financial performance for peacekeeping operations: 2014/15–2018/19

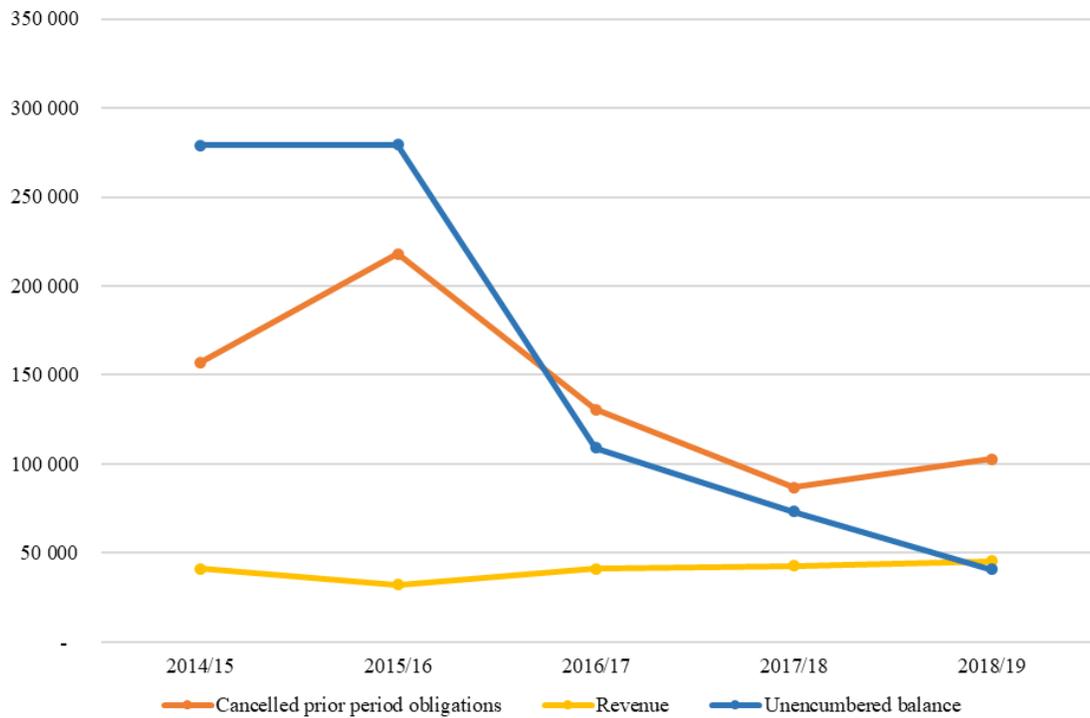
(Thousands of United States dollars)

Category	2014/15	2015/16	2016/17	2017/18	2018/19
Expenditure	8 290 994.8	8 017 343.9	7 800 177.9	7 422 882.2	7 117 062.5
Unencumbered balance	279 133.0	279 167.2	109 011.5	73 447.3	40 746.8
Unencumbered balance as a percentage of expenditures	3.4	3.5	1.4	1.0	0.6
Cancelled prior-period obligations	157 056.3	218 120.4	130 593.0	86 758.6	102 660.9
Revenue	41 286.5	32 293.4	41 125.4	42 976.1	45 413.5

Source: reports of the Secretary-General on the financial performance of peacekeeping operations.

203. Figure V shows the historical trend in the overall level of unencumbered balances, cancelled prior-period obligations and revenue for peacekeeping operations for the periods from 2014/15 to 2018/19. The decline in the overall level of unencumbered recent years is noticeable.

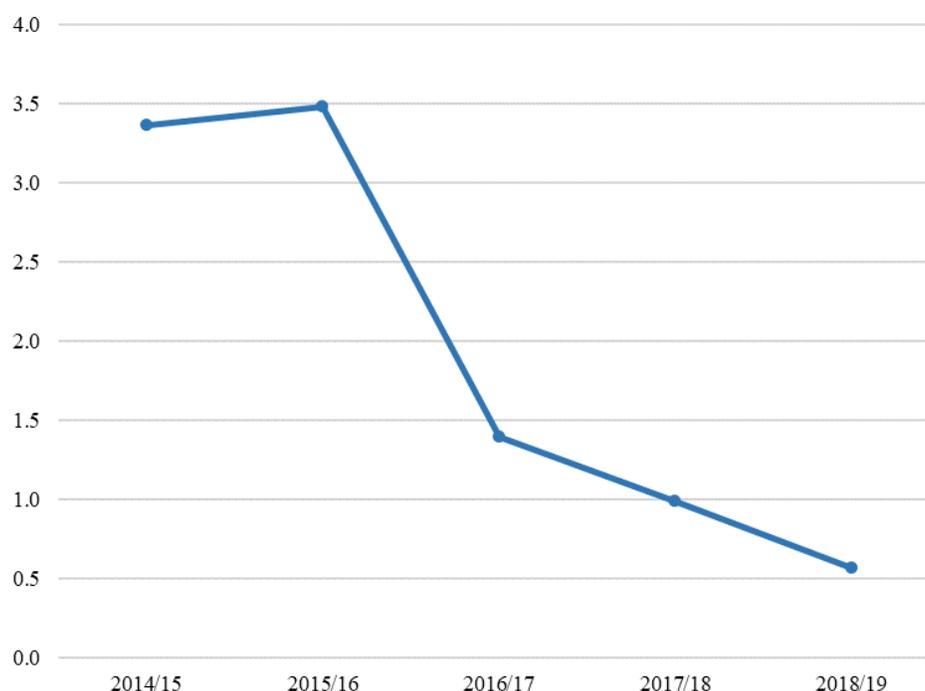
Figure V
Unencumbered balances, cancelled prior-period obligations and revenue: 2014/15–2018/19
 (Thousands of United States dollars)



Unencumbered balances

204. The unencumbered balances as a percentage of expenditures similarly demonstrated a steady decline over the past five years, as illustrated in figure VI.

Figure VI
**Percentage of unencumbered balance, compared with expenditures:
 2014/15–2018/19**



205. The unencumbered balance for the 2018/19 period decreased by 44.5 per cent and the expenditure for the 2018/19 period reduced by 4.1 per cent, compared with the 2017/18 period. The 0.6 per cent unencumbered balance experienced for the 2018/19 period stems mainly from the unencumbered balance of MINUSCA in the amount of \$29.6 million.

206. MINUSMA, MONUSCO and UNMISS, in addition to their approved budgets for the period, received authorities to enter into commitments. These resulted from changes in mandates by the Security Council, deteriorating security environments and other substantial changes in the cost parameters and assumptions applied in the budget, which had a significant impact on the capacity of missions to implement their mandates, and the consequential need for additional resources, as reflected in table 8.

Table 8
Performance of financial resources approved under the authority to enter into commitments in the 2018/19 period

(Thousands of United States dollars)

Peacekeeping component	Apportionment approved (seventy-second session of the General Assembly)	Commitment authority	Final approved	Expenditures	Variance	
					Amount	Percentage
MINUSMA	1 074 718.9	32 600.0	1 107 318.9	1 105 667.0	1 651.9	0.1
MONUSCO	1 114 619.5	80 000.0	1 194 619.5	1 194 557.2	62.3	–
UNMISS	1 124 960.4	25 933.6	1 150 894.0	1 150 107.1	786.9	0.1
Total		138 533.6			2 501.1	

207. As reflected in table 8, an amount of \$138.53 million was approved for the 2018/19 period relating to the authorities to enter into commitments for three peacekeeping missions. The overall utilization of the commitment authorities amounted to \$138.47 million and the unutilized balance was \$0.06 million.

Cancellation of prior-period obligations

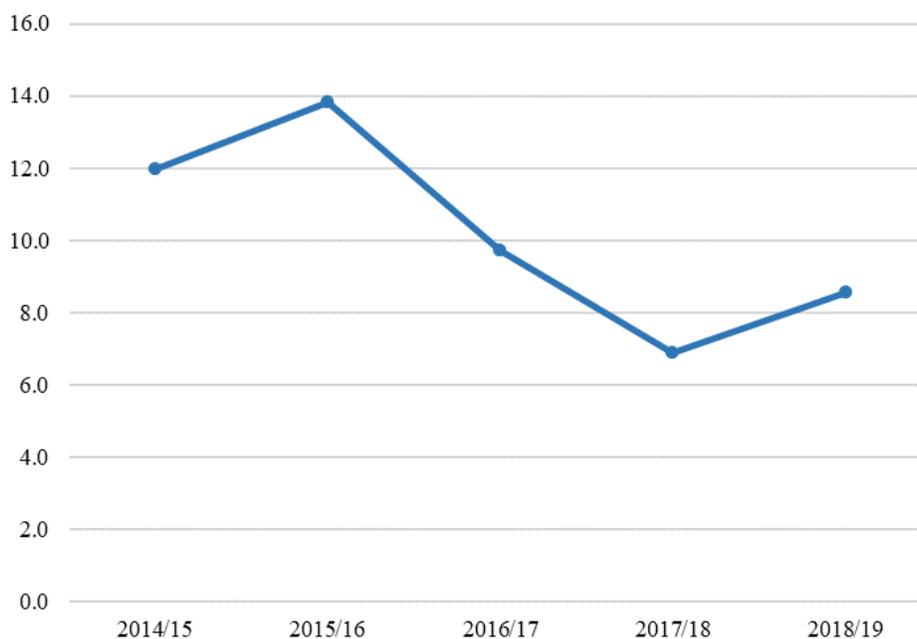
208. The level of cancellation of prior-period obligations has remained between 6 and 10 per cent in the past three financial periods, compared with 12 to 14 per cent in the 2014/15 and 2015/16 periods. Nevertheless, the amount of cancelled prior-period obligations increased from \$86.8 million in the 2017/18 period to \$102.7 million in the 2018/19 period. The trend is illustrated in figure VII. The increase in the 2018/19 was due mainly to an increase at UNSOS (from \$3.9 million in the 2017/18 period to \$26.8 million in the 2018/19 period) resulting primarily from: (a) ground transportation (\$8.7 million), owing mainly to provisions in the 2017/18 period for the purchase of armoured vehicles, which could not be delivered on time; (b) facilities and infrastructure (\$6.3 million), owing mainly to security-related delays in construction projects at the airport in Mogadishu; (c) military contingents (\$6.2 million), owing mainly to provision in the 2017/18 period relating to arbitration claims for a previous rations contractor, for which the arbitration had not finished within the following 12 months, resulting in the cancellation of the obligation; and (d) information technology (\$0.6 million), owing mainly to equipment that could not be delivered on time.

209. It should be noted that, for peacekeeping operations, the absolute value of cancelled prior-period obligations in any given year can comprise obligations raised in respect of reimbursements to troop- and police-contributing countries for up to four years, which is the permissible period according to financial regulation 5.5 of the Financial Regulations and Rules of the United Nations.

Figure VII

Cancellation of prior-period obligations, compared with unliquidated obligations: 2014/15–2018/19

(Percentage)



Redeployments of resources by group of expenditure

210. Figures VIII.A to VIII.C illustrate the level of redeployment by group of expenditure for the five years, from the 2014/15 period to the 2018/19 period.

211. The overarching and consistent trend for redeployment of approved resources for peacekeeping operations over the past five years is to cover higher-than-budgeted civilian personnel costs under group II. The solution has been to reprioritize resources approved for operational costs, under group III, which for several missions has meant the deferral to future periods or the cancellation of activities and projects. In the 2018/19 period, the inward redeployment was also required for military and police personnel under group I.

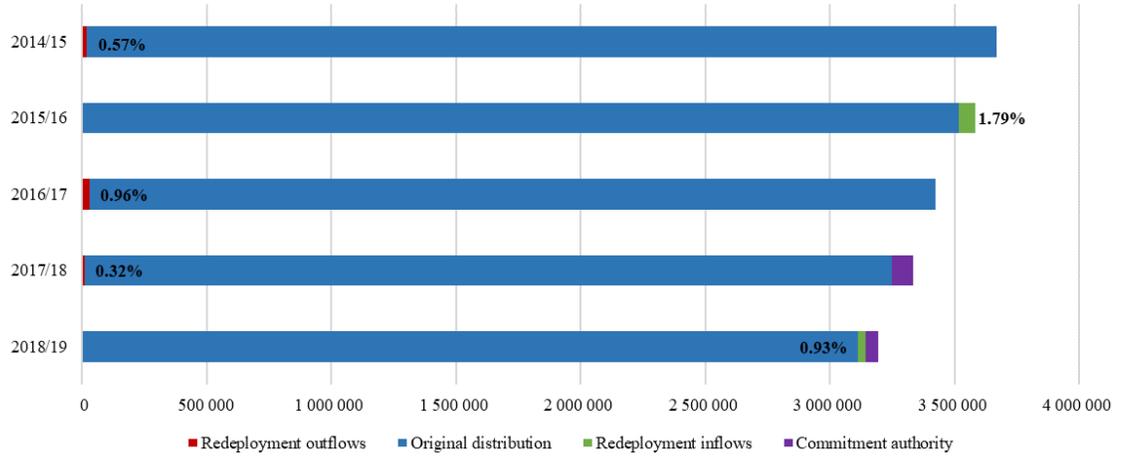
212. In the 2018/19 period, the inward redeployment was attributable mainly to additional requirements for civilian personnel costs at MONUSCO, MINUSMA, UNAMID and UNMISS and for military and police personnel costs at MONUSCO and MINUSMA.

213. The redeployment of approved resources from group III, operational costs, representing 5.4 per cent of the original appropriation in the 2018/19 period, was possible as a result of reduced requirements for air operations, including the implementation of cost-efficiency measures, the mobilization of fewer aircraft and flight hours and the non-deployment and non-availability of helicopters.

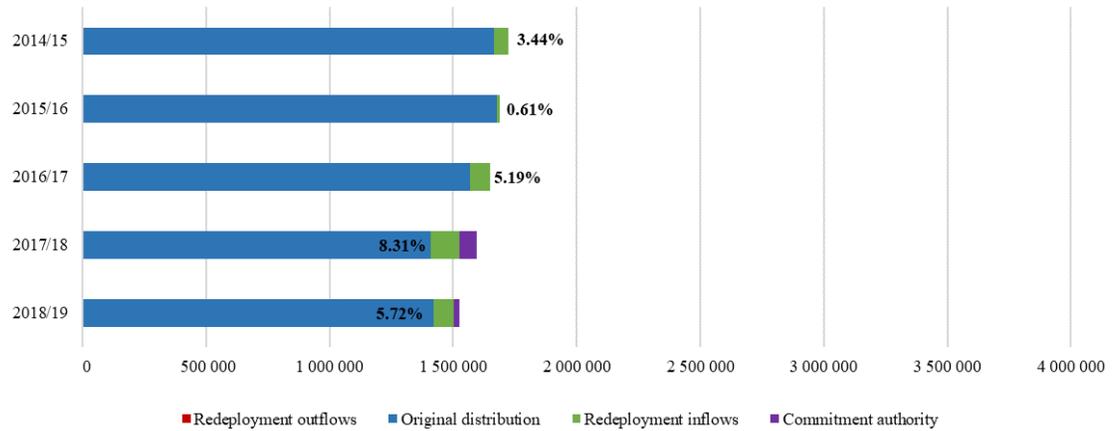
214. Continuing the trend from the 2017/18 period, in the 2018/19 period there was also an inflow of \$138.5 million to all groups of expenditures relating to the authority to enter into commitments approved for MONUSCO (\$80.0 million), MINUSMA (\$32.6 million) and UNMISS (\$25.9 MILLION), as described above.

Figure VIII
Redeployments by group of expenditure: 2014/15–2018/19
 (Thousands of United States dollars)

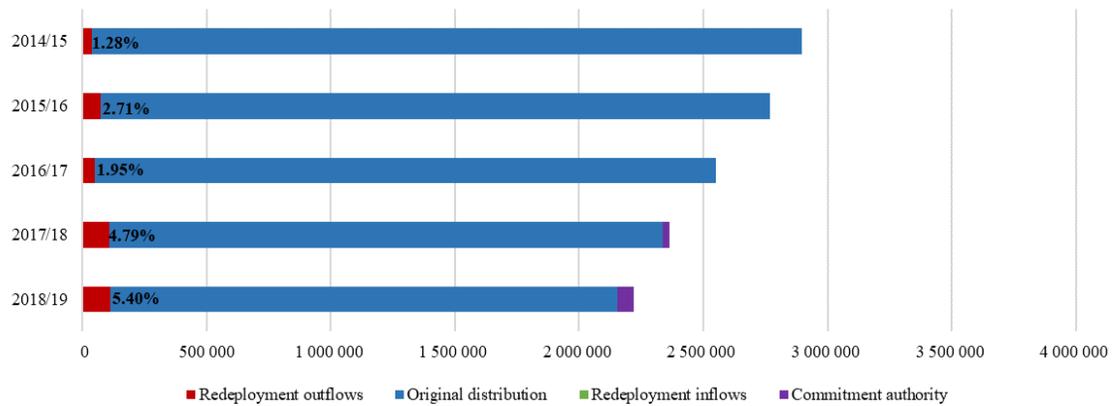
A. Group I: military and police personnel



B. Group II: civilian personnel



C. Group III: operational costs

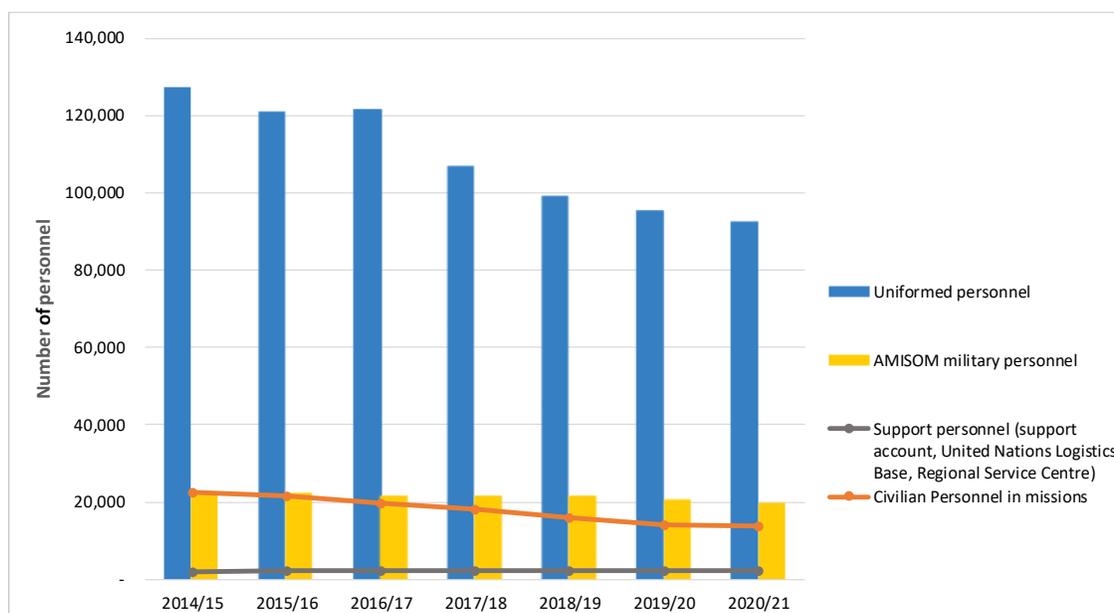


Analysis of human resources for peacekeeping operations

215. Figure IX shows the historical trend in the level of military and civilian personnel in peacekeeping field operations, as well as in Headquarters backstopping, the United Nations Logistics Base at Brindisi and the Regional Service Centre in Entebbe.

Figure IX

Overview of uniformed and civilian personnel in peacekeeping operations: 2014/15–2020/21

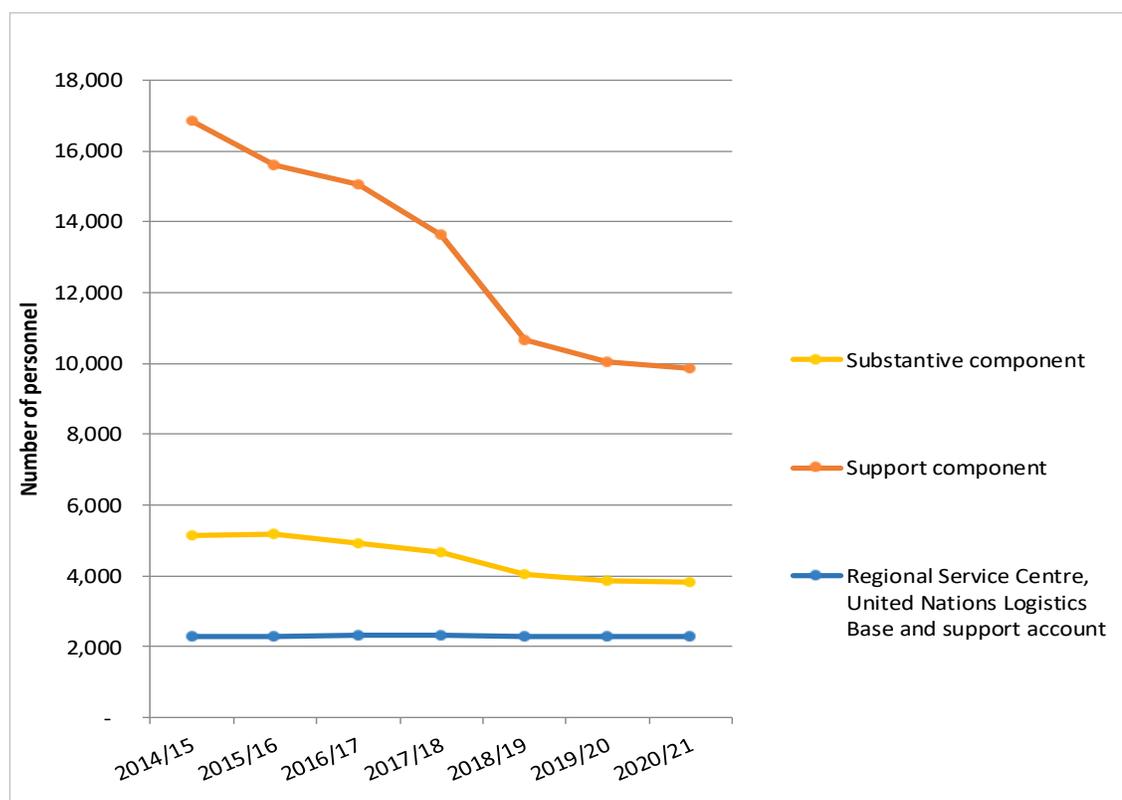


Source: Approved peacekeeping budgets, 2014/15 to 2019/20 and proposed budgets for 2020/21.

216. The decrease in authorized troop strength from the 2016/17 period onward is attributable mainly to the reduction in authorized strength in UNAMID pursuant to Security Council resolutions [2363 \(2017\)](#) and [2429 \(2018\)](#) and to the closure of UNOCI, UNMIL, MINUSTAH and MINUJUSTH. Similarly, the total number of civilian personnel in peacekeeping missions has also been reduced over the same period, reflecting in part the closure of the four peacekeeping missions, but also the reconfiguration of large missions, including UNAMID, MINUSCA and MONUSCO, in recent years.

217. As shown in figure X, the requirements for human resources in backstopping entities (the support account, the United Nations Logistics Base at Brindisi and the Regional Service Centre in Entebbe) have remained stable, compared with mission support components, which have declined.

Figure X
Overview of civilian personnel under mission support component at peacekeeping operations: 2014/15–2020/21



Source: Approved staffing tables, 2014/15–2019/20 periods, and proposed staffing tables for the 2020/21 period.

Recruitment of staff in the field

218. In March 2019, the Secretariat launched an initiative focused on streamlining, improving and innovating the recruitment process. The first set of tools to expedite the average recruitment timeline was rolled out in August 2019. Further changes will be rolled out in 2020 as part of an iterative process of continuous improvement. Efforts have also begun to identify ways to expedite the onboarding of selected candidates.

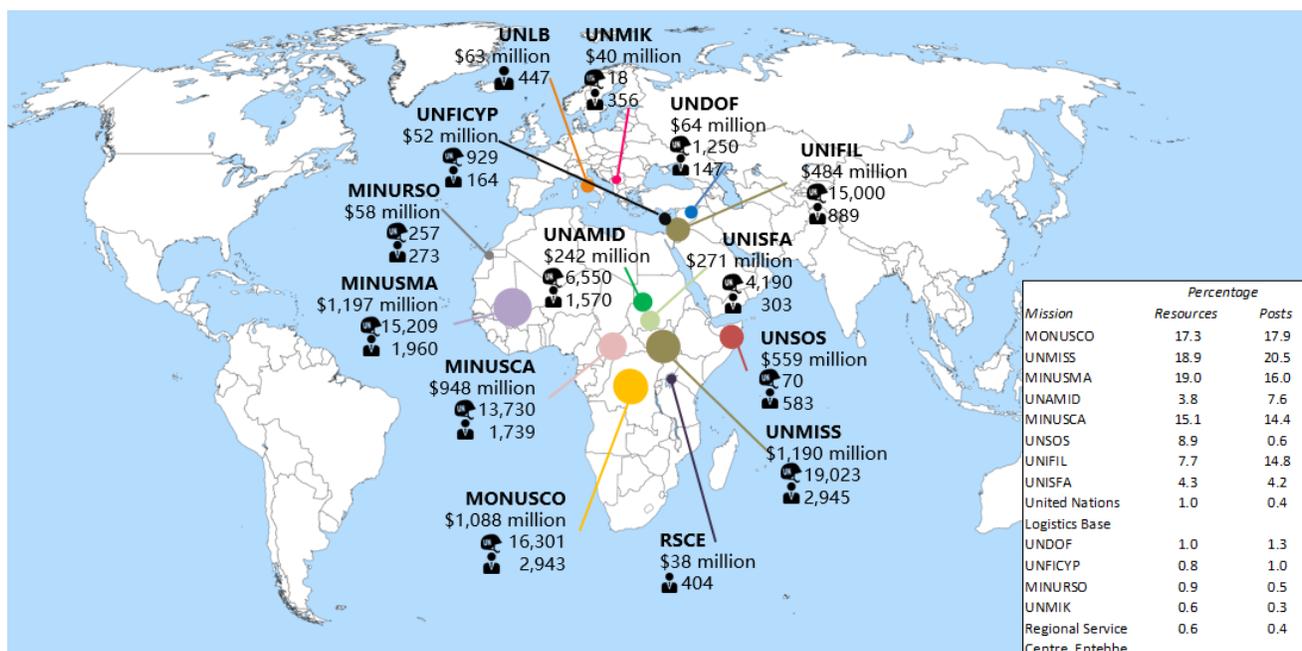
219. The expert panel project will continue in the 2020/21 period. The roster-based recruitment system to fill field positions was established on the basis of General Assembly resolution 63/250, and, in its resolution 70/286, the Assembly requested that every effort be made to reduce the recruitment lead time for staff in field missions. The expert panel assesses and recommends candidates who have applied against generic job openings for posts in field missions in order to reduce the administrative timeline on individual hiring managers and to enhance the quality and integrity of the recruitment process by centralizing the assessment. To this effect, a cost-sharing model will continue, with each active peacekeeping mission contributing in accordance with its size. The funding covers the costs of travel and daily subsistence allowance for panel members, occupational group managers and the use of retirees. Each mission submits its share of funding in its proposed budget document. The expert panel project continues to replenish the roster in different job families each year.

XIII. Proposed resources for the period from 1 July 2020 to 30 June 2021

220. For the 2020/21 period, the geographical focus of United Nations peacekeeping is expected to remain on Africa and the Middle East, where difficult and volatile regional, political, operational and security environments will require a high intensity of operational and political engagement, as well as sufficient, well-equipped and capable military and police components.

221. The geographic distribution of uniformed personnel and civilian personnel in the 2020/21 period is provided in figure XI.

Figure XI
Geographic distribution of uniformed and civilian personnel



222. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2020 to 30 June 2021, inclusive of the Regional Service Centre in Entebbe, the United Nations Logistics Base at Brindisi and the support account, are currently estimated at \$6,655.2 million, excluding voluntary contributions in kind.

223. The proposed resource requirements for the 2020/21 period are summarized and compared with the 2019/20 period in table 9, followed by an analysis of the main factors giving rise to the overall variance in levels, compared with the prior year shown in table 10.

224. For UNAMID, the financing arrangements are proposed as a request to enter into commitments in the amount of \$241.9 million for a six-month period from 1 July to 31 December 2020, pending a decision of the Security Council on the mandate of the Operation. In accordance with established budgetary procedures, the Secretary-General will review the financial implications for the 2020/21 period arising from the final decisions of the Council and revert to the General Assembly with a detailed budget proposal for the 2020/21 period during the main part of the seventy-fifth session of the Assembly. MINUJUSTH concluded its mandate on 15 October 2019

and liquidation period in the 2019/20 period. Accordingly, no budget proposal has been presented for MINUJUSTH for the 2020/21 period.

225. Excluding UNAMID and MINUJUSTH, the budget proposals for continuing peacekeeping missions with full-year budget proposals amount to \$6,413.3 million for the 2020/21 period, which represents a net increase of 3.3 per cent (or \$202.9 million), compared with the apportionment for the 2019/20 period for these missions. The increase relates mainly to increases in three budget proposals: MONUSCO (\$75.5 million), MINUSMA (\$58.5 million) and MINUSCA (\$38.0 million). These higher requirements are attributable to United Nations police personnel and updated civilian cost parameters in MONUSCO; higher aviation costs and updated civilian cost parameters in MINUSMA; and additional United Nations Volunteers and general temporary assistance positions in MINUSCA to support the electoral process.

Table 9

Financial resource requirements for the 2020/21 period, compared with the 2019/20 period

(Millions of United States dollars; budget year is from 1 July 2020 to 30 June 2021)

Category	Apportionment ^{a,b} (2019/20)	Cost estimates (2020/21) ^{c,d}	Variance	
			Amount	Percentage
	(1)	(2)	(3)=(2)-(1)	(4)=(3)÷(1)
Military and police personnel	3 005.7	2 841.1	(164.6)	(5.5)
Civilian personnel	1 668.8	1 702.3	33.5	2.0
Operational costs	2 054.7	2 069.6	14.9	0.7
Peacekeeping contributions to corporate initiatives ^e	44.9	42.2	(2.7)	(6.0)
Gross requirements	6 774.1	6 655.2	(118.9)	(1.8)
Staff assessment income	161.0	163.6	2.6	1.6
Net requirements	6 613.1	6 491.6	(121.5)	(1.8)
Voluntary contributions in kind (budgeted)	1.0	1.0	–	6.9
Total requirements	6 775.1	6 656.2	(118.9)	(1.8)

Note: Variance in percentage calculation is due to rounding in millions.

^a Inclusive of \$348.9 million for the support account for peacekeeping operations, \$63.4 million for the United Nations Logistics Base at Brindisi and \$35.4 million for the Regional Service Centre in Entebbe.

^b Exclusive of authority to enter into commitments approved in the amount of \$36.4 million for MONUSCO for the 2019/20 period.

^c Reflects requirements in respect of UNAMID for a six-month period from 1 July to 31 December 2020.

^d Inclusive of \$363.4 million for the support account for peacekeeping missions, \$62.9 million for the United Nations Logistics Base at Brindisi and \$37.6 million for the Regional Service Centre in Entebbe.

^e Reflects requirements in the support account for peacekeeping operations for the enterprise resource planning project, post-traumatic stress disorder claims, the global service delivery model, the Peacekeeping Capability Readiness System and maintenance and support costs for the enterprise resource planning system.

Analysis of major variances

Table 10
Main factors for variance in resource requirements

<i>Group of expenditure</i>	<i>Main factors for variance</i>
Military and police personnel (decrease \$164.6 million)	<p>The overall decrease is attributable mainly to: (a) the 6-month provision for UNAMID for the 2020/21 period, compared with a 12-month budget in the 2019/20 period; (b) the provision for lower deployment levels of military contingents at UNMISS, MONUSCO and UNISFA; and (c) a reduction in costs of rations due to new contractual arrangements at UNSOS and UNMISS</p> <p>The overall decrease is offset in part by the higher expected deployment of police personnel at MONUSCO</p>
Civilian personnel (increase \$33.5 million)	<p>The overall increase is attributable mainly to: (a) the application of a lower vacancy rate at UNMISS, MINUSMA, MINUSCA, UNISFA, UNIFIL and the Regional Service Centre at Entebbe; (b) the revised salary scales, including in MINUSMA, UNISFA, UNIFIL and the Regional Service Centre; (c) an increase in the post-adjustment multiplier, including at UNMISS, UNISFA and in the support account; (d) the higher common staff costs, including at MINUSMA and UNISFA; and (e) the proposed establishment of new posts and positions at UNISFA, UNMISS and MINUSMA</p> <p>The overall increase is offset in part by reduced requirements for UNAMID owing to the 6-month provision the 2020/21 period</p>
Operational costs (increase \$14.9 million)	<p>The increase is attributable mainly to: (a) improving security systems at MINUSMA; (b) higher costs of communications and information technology at MONUSCO and MINUSCA; (c) facilities and infrastructure work, including construction, at MONUSCO and UNSOS; and (d) higher requirements for air operations at MINUSMA and UNSOS</p> <p>The overall increase is offset in part by reduced costs associated with: (a) the 6-month provision for UNAMID for the 2020/21 period; (b) lower costs of communications and information technology at MINUSMA; and (c) lower requirements for air operations at MONUSCO</p>

226. Table 11 provides information on resource requirements by mission from the 2019/20 period to the 2020/21 period.

227. A detailed analysis of the proposed resource requirements for the 2020/21 period by category of expenditure is presented in annex I to the present report.

Table 11
Proposed resource requirements by peacekeeping operation component: 2020/21

(Thousands of United States dollars; budget year is from 1 July 2020 to 30 June 2021)

<i>Peacekeeping component</i>	<i>Apportionment (2019/20)^a</i>	<i>Proposed budget (2020/21)^b</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUJUSTH	49 122.9	–	(49 122.9)	(100.0)
MINURSO	56 347.4	57 593.3	1 245.9	2.2
MINUSCA	910 057.5	948 036.1	37 978.6	4.2
MINUSMA	1 138 457.9	1 196 908.8	58 450.9	5.1

Peacekeeping component	Apportionment (2019/20) ^a	Proposed budget (2020/21) ^b	Variance	
			Amount	Percentage
MONUSCO	1 012 252.8	1 087 769.6	75 516.8	7.5
UNAMID	514 505.6	241 896.6	(272 609.0)	(53.0)
UNDOF	69 409.4	64 239.1	(5 170.3)	(7.4)
UNFICYP	50 785.3	52 045.6	1 260.3	2.5
UNIFIL	480 102.6	483 608.5	3 505.9	0.7
UNISFA	260 177.0	270 747.8	10 570.8	4.1
UNMIK	37 246.7	39 827.3	2 580.6	6.9
UNMISS	1 183 447.3	1 190 119.0	6 671.7	0.6
UNSOS	564 558.1	558 531.3	(6 026.8)	(1.1)
Subtotal	6 326 470.5	6 191 323.0	(135 147.5)	(2.1)
United Nations Logistics Base at Brindisi	63 381.4	62 852.3	(529.1)	(0.8)
Regional Service Centre in Entebbe ^c	35 386.9	37 637.6	2 250.7	6.4
Support account for peacekeeping operations ^d	348 868.0	363 420.7	14 552.7	4.2
Subtotal	6 774 106.8	6 655 233.6	(118 873.2)	(1.8)
Voluntary contributions in kind (budgeted)	956.4	1 022.0	65.6	6.9
Total	6 775 063.2	6 656 255.6	(118 807.6)	(1.8)

^a Exclusive of authority to enter into commitments of \$36.4 million for MONUSCO for the 2019/20 period.

^b The proposed resources in respect of UNAMID for the 2020/21 period reflect requirements for a six-month period from 1 July to 31 December 2020.

^c Inclusive of \$1,424,400 for the 2019/20 period to be charged against the appropriation for the programme budget for 2020 under section 3, Political affairs, approved by the General Assembly in its resolution [74/264](#).

^d Inclusive of requirements for the period from 1 July 2020 to 30 June 2021 for: the enterprise resource planning project (\$13.4 million); post-traumatic stress disorder claims (\$3.5 million); the global service delivery model (\$0.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$20.6 million).

228. A detailed analysis of the proposed resource requirements for the 2020/21 period by peacekeeping mission is presented in annex I to the present report.

Analysis of civilian personnel: 2020/21

229. Tables 12 and 13 provide an analysis of proposed staffing levels for the 2020/21 period, compared with the approved levels in the 2019/20, and the proposed abolishment, establishment and reclassification of posts and positions in the 2020/21 period.

Table 12
Analysis of proposed staffing levels for the 2020/21 period, compared with the approved levels in the 2019/20 period

Mission	2019/20 approved					2020/21 proposed					Variance				
	International	National	Temporary	United Nations Volunteers	Subtotal	International	National	Temporary	United Nations Volunteers	Subtotal	International	National	Temporary	United Nations Volunteers	Subtotal
MINUJUSTH	166	186	1	13	366	–	–	–	–	–	(166)	(186)	(1)	(13)	(366)
MINURSO	82	163	–	18	263	82	163	–	18	263	–	–	–	–	–
MINUSCA	685	607	40	227	1 559	688	607	70	266	1 631	3	–	30	39	72
MINUSMA	817	903	2	197	1 919	826	908	2	205	1 941	9	5	–	8	22
MONUSCO	720	1 725	59	346	2 850	720	1 725	61	347	2 853	–	–	2	1	3
UNAMID ^a	530	878	97	68	1 573	527	872	97	68	1 564	(3)	(6)	–	–	(9)
UNDOF	52	88	4	–	144	53	90	4	–	147	1	2	–	–	3
UNFICYP	38	121	2	–	161	39	123	2	–	164	1	2	–	–	3
UNIFIL	256	633	–	–	889	256	633	–	–	889	–	–	–	–	–
UNISFA	165	86	1	34	286	177	86	1	39	303	12	–	–	5	17
UNMIK	113	219	–	24	356	113	219	–	24	356	–	–	–	–	–
UNMISS	920	1 426	42	446	2 834	924	1 446	42	455	2 867	4	20	–	9	33
UNSOS	368	189	–	20	577	368	189	–	20	577	–	–	–	–	–
Subtotal	4 912	7 224	248	1 393	13 777	4 773	7 061	279	1 442	13 555	(139)	(163)	31	49	(222)
United Nations Logistics Base at Brindisi	138	306	2	–	446	139	306	2	–	447	1	–	–	–	1
Regional Service Centre in Entebbe	131	267	–	6	404	127	271	–	6	404	(4)	4	–	–	–
Support account	967	398	62	–	1 427	959	396	68	–	1 423	(8)	(2)	6	–	(4)
Total	6 148	8 195	312	1 399	16 054	5 998	8 034	349	1 448	15 829	(150)	(161)	37	49	(225)

^a The proposed human resources requirement in respect of UNAMID cover a six-month period from 1 July to 31 December 2020.

Table 13
Post actions: abolishment, establishment and reclassification in the 2020/21 period

	<i>2019/20 approved number of posts and positions</i>	<i>Under- Secretary- General</i>	<i>Assistant Secretary- General</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Field Service</i>	<i>National Professional Officers</i>	<i>National General Service</i>	<i>United Nations Volunteers</i>	<i>Total net change</i>	<i>2020/21 proposed number of posts and positions</i>
MINUJUSTH	366	–	(1)	(2)	(5)	(11)	(37)	(39)	–	(72)	(47)	(139)	(13)	(366)	
MINURSO	263	–	–	–	–	–	1	–	–	(1)	–	–	–	–	263
MINUSCA	1 559	–	–	–	1	–	7	23	–	1	–	1	39	72	1 631
MINUSMA	1 919	–	–	–	–	–	–	1	–	8	–	5	8	22	1 941
MONUSCO	2 850	–	–	–	(1)	1	–	1	–	–	1	–	1	3	2 853
UNAMID ^a	1 573	–	–	–	–	–	–	(1)	–	(2)	–	(6)	–	(9)	1 564
UNDOF	144	–	–	–	–	–	–	–	–	1	1	1	–	3	147
UNFICYP	161	–	–	–	–	–	1	–	–	–	2	–	–	3	164
UNIFIL	889	–	–	–	–	–	–	–	–	–	–	–	–	–	889
UNISFA	286	–	–	1	–	–	8	3	–	–	–	–	5	17	303
UNMIK	356	–	–	–	–	–	–	–	–	–	–	–	–	–	356
UNMISS	2 834	–	–	–	–	1	–	1	2	–	2	18	9	33	2 867
UNSOS	577	–	–	–	–	–	–	–	–	–	–	–	–	–	577
United Nations Logistics Base at Brindisi	446	–	–	–	–	–	–	1	–	–	–	–	–	1	447
Regional Service Centre in Entebbe	404	–	–	–	–	–	–	(3)	(1)	–	4	–	–	–	404
Support account	1 427	–	–	–	–	(2)	1	1	(1)	(2)	–	(1)	–	(4)	1 423
Total	16 054	–	(1)	(1)	(5)	(11)	19	(12)	–	(67)	(37)	(121)	49	(225)	15 829

^a The proposed human resources requirements in respect of UNAMID cover a six-month period from 1 July to 31 December 2020.

Factors contributing to changes in resource requirements

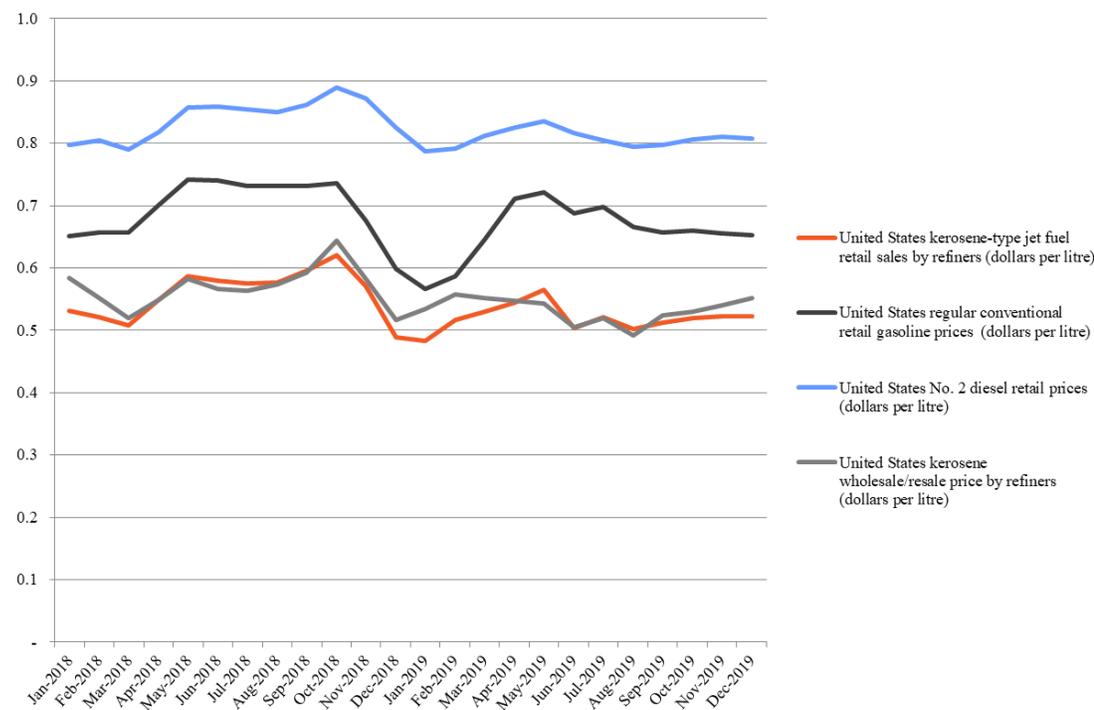
Impact of changing fuel prices on estimated requirements

230. The trend in fuel prices observed from January 2018 to December 2019 has remained relatively stable. The estimated fuel prices included in the proposed budgets are calculated on the basis of average rates during a six-month period, so as to moderate the effects of significant outliers. As is the case with most commodities, fuel prices fluctuate depending on supply and demand in different areas, including seasonal demand and weather conditions.

231. The monthly fluctuations in fuel prices for the past two years are shown in figure XII.

Figure XII
Average fuel prices from 1 January 2018 to December 2019

(United States dollars)



Exchange rate fluctuations during the previous year

232. Figures XIII and XIV reflect the performance of the dollar against the euro and the CFA franc during the period from January to December 2019. Both currencies depreciated between 1 January 2019 and 1 December 2019 by 3.8 per cent, compared with the dollar. The dollar also strengthened against other currencies, such as the South Sudanese pound, over the course of 2019.

233. The proposed resource requirements for the 2020/21 period were estimated using the most recent exchange rates prevailing at the time of budget finalization, which were the 31 December 2019 rates.

Figure XIII
Performance of the dollar against the euro: 2019 calendar year

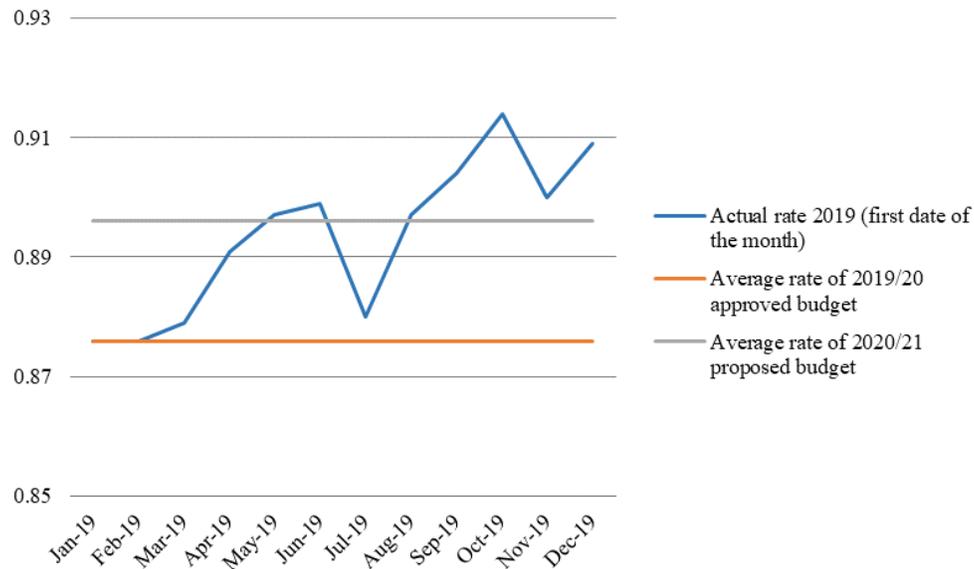
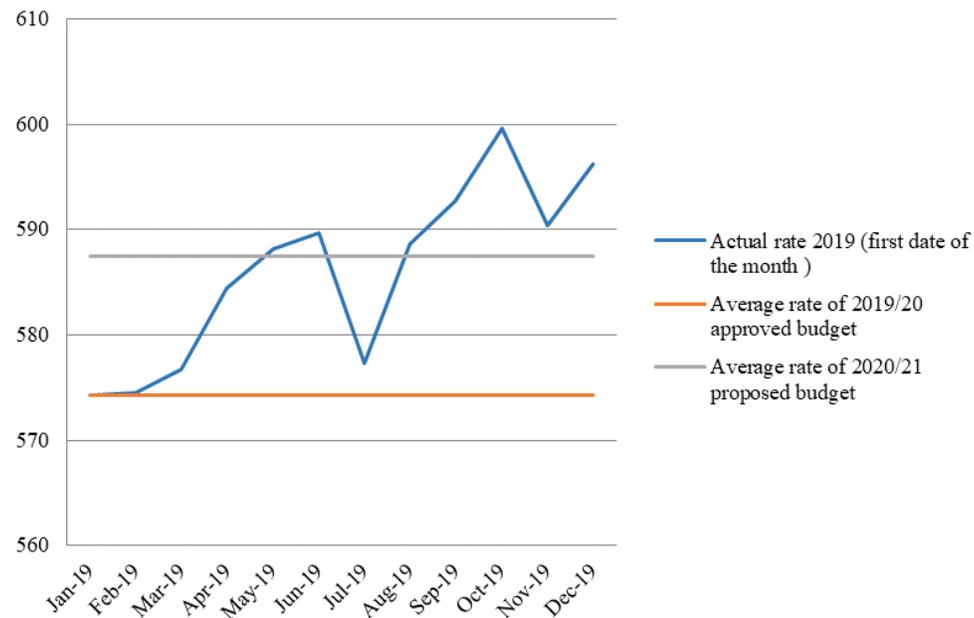


Figure XIV
Performance of the dollar against the CFA franc: 2019 calendar year



Human resources: vacancy factors

234. Vacancy rates with respect to the computation of personnel costs are based on actual personnel deployment for the 2018/19 period and the first half of the 2019/20 period, as well as the projected changes in mission levels of personnel and mission-specific circumstances in relation to the deployment of uniformed personnel and the recruitment of civilian staff. For military and police personnel, the variables considered for the proposed delayed deployment factors include the current fiscal year-to-date average vacancy rates, as well as historical deployment patterns and planned deployment, as applicable. For civilian personnel, the proposed vacancy

factors take into account the most recent vacancy rates and current fiscal year-to-date average vacancy rates, as well as historical incumbency patterns, recruitment plans and proposed changes in the composition of staff, as applicable.

Planned vacancy rates for the 2020/21 period

235. Information on vacancy rates for each mission is provided in table 14.

Table 14
Planned and actual vacancy rates

(Percentage)

Mission	International staff			National Professional Officers			National General Service staff		
	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21
MINUJUSTH	9.0	26.8	–	8.5	25.4	–	4.3	21.9	–
MINURSO	7.3	7.0	7.0	–	–	–	1.9	2.0	2.0
MINUSCA	13.2	13.0	13.0	8.4	8.4	8.5	10.9	15.4	6.5
MINUSMA	10.1	10.3	8.5	16.3	16.0	16.0	16.1	16.0	13.2
MONUSCO	12.3	18.0	11.4	19.8	22.0	17.6	6.3	11.2	4.1
UNAMID	10.2	8.0	12.0	6.9	5.0	–	2.9	7.0	1.0
UNDOF	7.8	8.0	8.8	–	–	50.0	9.1	5.0	5.0
UNFICYP	5.0	7.0	4.2	–	25.0	14.0	1.7	2.5	2.0
UNIFIL	5.9	5.5	5.5	14.3	15.0	10.4	7.0	8.0	7.2
UNISFA	11.3	15.0	8.0	–	–	–	10.8	12.0	10.0
UNMIK	16.1	10.0	10.0	3.0	3.0	–	1.1	1.0	1.0
UNMISS	5.4	7.0	5.0	5.1	5.0	4.0	3.6	5.0	4.0
UNSOS	8.1	8.0	9.0	21.1	22.0	20.0	9.3	8.0	9.0
Regional Service Centre	16.0	13.0	11.0	13.8	10.0	8.0	13.3	10.0	8.0
United Nations Logistics Base	21.2	17.0	16.0	–	–	–	6.3	6.0	5.0
Support account	10.5	11.4	8.5	–	11.4	8.5	12.6	13.3	13.6

Mission	Temporary international staff			Temporary National Professional Officers			Temporary national General Service staff		
	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21
MINUJUSTH	–	–	–	–	–	–	–	–	–
MINURSO	–	–	–	–	–	–	–	–	–
MINUSCA	19.4	19.0	16.5	–	1.0	–	85.7	15.0	25.0
MINUSMA	–	14.0	–	–	–	–	–	–	–
MONUSCO	34.5	18.0	–	–	50.0	11.0	1.2	10.5	4.1
UNAMID	6.3	8.0	–	–	2.0	–	6.3	13.0	1.0
UNDOF	75.0	50.0	25.0	–	–	–	–	–	–
UNFICYP	–	25.0	–	–	–	–	–	–	–
UNIFIL	50.0	–	–	–	–	–	–	–	–

Mission	Temporary international staff			Temporary National Professional Officers			Temporary national General Service staff		
	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21
UNISFA	100.0	15.0	10.0	–	–	–	–	–	–
UNMIK	–	–	–	–	–	–	–	–	–
UNMISS	3.1	7.0	7.0	10.0	5.0	5.0	–	–	–
UNSOS	–	–	–	–	–	–	–	–	–
Regional Service Centre	–	–	–	–	–	–	–	–	–
United Nations Logistics Base	14.3	15.0	–	–	–	–	–	–	–
Support account	17.2	25.9	13.5	–	–	–	–	30.0	10.0

Mission	United Nations Volunteers – international			United Nations Volunteers – national		
	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21	Actual average 2018/19	Budgeted 2019/20	Projected 2020/21
MINUJUSTH	46.2	68.8	–	–	–	–
MINURSO	22.2	20.0	20.0	–	–	–
MINUSCA	6.0	9.6	12.5	2.3	2.0	2.0
MINUSMA	19.6	17.8	18.3	–	10.0	17.0
MONUSCO	19.4	14.7	9.6	36.4	36.4	18.2
UNAMID	5.4	2.0	4.0	–	–	–
UNDOF	–	–	–	–	–	–
UNFICYP	–	–	–	–	–	–
UNIFIL	–	–	–	–	–	–
UNISFA	–	3.0	3.0	–	–	–
UNMIK	20.8	11.0	11.0	–	–	–
UNMISS	10.9	11.0	13.0	–	–	–
UNSOS	10.0	5.0	10.0	–	–	–
Regional Service Centre	16.7	10.0	–	–	–	–
United Nations Logistics Base	–	–	–	–	–	–
Support account	–	–	–	–	–	–

Civilian personnel incumbency trends

236. Vacancy rates applied in the budgets for the 2020/21 period for peacekeeping operations are based on current and projected incumbency patterns. As can be seen in table 14, this has resulted in some variances to the actual average vacancy rates from the 2018/19 period and the approved rates for the 2019/20 period.

237. International staff and national staff comprise 89 per cent of civilian personnel, and the change in vacancy rates are briefly described below.

238. For international staff, the vacancy rates applied for the 2020/21 period are lower for MINUSMA, MONUSCO, UNMISS, UNFICYP, UNISFA, the Regional Service Centre in Entebbe and the support account compared with both the actual average for the 2018/19 period and the approved rates for the 2019/20 period, while the vacancy rates are higher for UNDOF and UNSOS.

239. For National Professional Officers, the vacancy rates applied for the 2020/21 period are lower for MONUSCO, UNIFIL, UNMIK, UNMISS, UNSOS and the Regional Service Centre in Entebbe compared with both the actual average for the 2018/19 period and the approved rates for the 2019/20 period, while the vacancy rates are higher for MINUSCA and UNDOF.

240. For national General Service staff, the vacancy rates applied for the 2020/21 period are lower for MINUSCA, MINUSMA, MONUSCO, UNISFA and the Regional Service Centre in Entebbe, compared with both the actual average for the 2018/19 period and the approved rates for the 2019/20 period, while the vacancy rates are higher for the support account.

Civilian staff costs

241. For the 2020/21 period, budgetary rates for international staff net salaries and staff assessment were determined using the revised base salary scale for the Professional and higher categories, as approved by the General Assembly in its resolution 74/255 B, effective 1 January 2020. The scale reflects the consolidation, on a “no-loss/no-gain basis”, of 1.21 multiplier points into the net base salaries in effect under the salary scale as of 1 January 2020. The net base salary scale for staff in the Field Service category has also been revised, effective 1 January 2020. The post adjustment multiplier for each duty station for January 2020 was applied to the net base salary rates. The actual expenditures of common staff costs and net salaries for the period from 1 January to 31 December 2019 were used to calculate the percentage of common staff costs applied to the proposed budgets for the 2020/21 period.

242. With regard to national staff, the most recent salary scales are used for net salary and staff assessment, with the percentage of common staff costs to net salary based on past trends applied to the average grade and step of national staff in missions.

XIV. Budget performance for the period from 1 July 2018 to 30 June 2019

2018/19: synopsis of financing and performance for the period

243. The General Assembly approved resources of \$6,689.4 million, inclusive of authority to enter into commitments for six months until 31 December 2018, in respect of UNAMID in amounts not to exceed \$385.7 million.

244. At its seventy-third session, the General Assembly approved a revised budget for UNAMID for the period from 1 July 2018 to 30 June 2019 in the amount of \$715.5 million, based on a strategic review of the Mission and a revised Security Council mandate (Council resolution [2429 \(2018\)](#)).

245. In addition, during the financial period, the Advisory Committee on Administrative and Budgetary Questions and the General Assembly authorized the Secretary-General to enter into commitment in respect of:

- (a) MINUSMA, in the amount of \$32.6 million;
- (b) MONUSCO, in the amount of \$80.0 million;

(c) UNMISS, in the amount of \$25.9 million.

246. In total, the approved resources for peacekeeping operations for the 2018/19 period amounted to \$7,157.8 million. The information above is summarized in table 15.

Table 15
Financial resources approved for the 2018/19 period

(Thousands of United States dollars)

<i>Peacekeeping component</i>	<i>1 July 2018 to 30 June 2019</i>			
	<i>Apportionment approved (seventy-second session of the General Assembly)</i>	<i>Apportionment approved (seventy-third session of the General Assembly)</i>	<i>Commitment authority</i>	<i>Final approved</i>
MINUJUSTH	121 455.9	–	–	121 455.9
MINURSO	52 350.8	–	–	52 350.8
MINUSCA	930 211.9	–	–	930 211.9
MINUSMA	1 074 718.9	–	32 600.0	1 107 318.9
MONUSCO	1 114 619.5	–	80 000.0	1 194 619.5
UNAMID	385 678.5	329 844.2	–	715 522.7
UNDOF	60 295.1	–	–	60 295.1
UNFICYP	52 938.9	–	–	52 938.9
UNIFIL	474 406.7	–	–	474 406.7
UNISFA	263 858.1	–	–	263 858.1
UNMIK	37 192.7	–	–	37 192.7
UNMISS	1 124 960.4	–	25 933.6	1 150 894.0
UNSOS	558 152.3	–	–	558 152.3
Subtotal, missions	6 250 839.7	329 844.2	138 533.6	6 719 217.5
United Nations Logistics Base at Brindisi	82 448.9	–	–	82 448.9
Regional Service Centre in Entebbe	31 438.9	–	–	31 438.9
Support account	324 703.5	–	–	324 703.5
Total, resources	438 591.3	–	–	438 591.3
Total appropriation	6 689 431.0	329 844.2	138 533.6	7 157 808.8

247. As shown in table 16, the total approved budget for the period from 1 July 2018 to 30 June 2019 amounted to \$7,157.8 million, inclusive of the support account, the Regional Service Centre in Entebbe and the United Nations Logistics Base at Brindisi, exclusive of budgeted voluntary contributions in kind. The related expenditure amounted to \$7,117.1 million, resulting in an overall unencumbered balance of \$40.7 million, or 0.6 per cent.

Table 16
Financial position and performance for the 2018/19 period

(Thousands of United States dollars)

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUJUSTH	121 455.9	121 266.6	189.3	0.2
MINURSO	52 350.8	52 315.1	35.7	0.1

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUSCA	930 211.9	900 643.4	29 568.5	3.2
MINUSMA	1 107 318.9	1 105 667.0	1 651.9	0.1
MONUSCO	1 194 619.5	1 194 557.2	62.3	–
UNAMID	715 522.7	714 977.6	545.1	0.1
UNDOF	60 295.1	59 037.1	1 258.0	2.1
UNFICYP	52 938.9	51 556.9	1 382.0	2.6
UNIFIL	474 406.7	474 375.9	30.8	–
UNISFA	263 858.1	259 766.3	4 091.8	1.6
UNMIK	37 192.7	37 191.7	1.0	–
UNMISS	1 150 894.0	1 150 107.1	786.9	0.1
UNSOS	558 152.3	557 382.2	770.1	0.1
Subtotal, missions	6 719 217.5	6 678 844.1	40 373.4	0.6
United Nations Logistics Base at Brindisi	82 448.9	82 078.8	370.1	0.4
Regional Service Centre in Entebbe	31 438.9	31 436.1	2.8	–
Support account	324 703.5	324 703.5	–	–
Subtotal	7 157 808.8	7 117 062.5	40 746.3	0.6
Voluntary contributions in kind (budgeted)	1 111.2	821.6	289.6	26.1
Total requirements	7 158 920.0	7 117 884.1	41 035.9	0.6

248. The overall budget implementation rate in the 2018/19 period was 99.4 per cent (compared with 99.0 per cent for the 2017/18 period). The unencumbered balance of \$40.7 million reflects mainly underexpenditure for:

(a) MINUSCA (\$29.6 million), attributable mainly to lower costs for rations; higher-than-budgeted rates of unserviceability and non-deployment of contingent-owned equipment; lower costs of air travel relating to emplacement of uniformed personnel resulting from the use of a long-term charter agreement, compared with the budgeted airfare through commercial carriers; the reconfiguration of the fleet; the reduction in the number of helicopters; changes in the operational requirements; and lower costs for helicopters that were not operational;

(b) UNISFA (\$4.1 million), attributable mainly to the unserviceability of two military aircraft, a lower contractual price for a helicopter, a cost-sharing arrangement with UNMISS, higher-than-anticipated flight cancellations and lower-than-planned average monthly deployment levels pursuant to Security Council resolutions by which the Council decided to reduce the authorized troop ceiling;

(c) MINUSMA (\$1.7 million), attributable mainly to the Mission's implementation of cost-efficiency measures to optimize its fleet and flight operations, related lower fuel consumption, lower commercial freight costs, a delay in the implementation of the disarmament, demobilization and reintegration programme and other programmatic activities, and the postponement of the planned expansion of the Mission's secure network camp protection system;

(d) UNFICYP (\$1.4 million), attributable mainly to a lower number of deployed military staff officers, lower costs of euro-denominated budget items, lower actual costs for travel on emplacement, rotation and repatriation, the lower-than-budgeted common staff costs and the unavailability of operational aircraft for parts of the reporting period;

(e) UNDOF (\$1.3 million), attributable mainly to lower costs of rations, lower costs of euro-denominated budget items, a higher-than-budgeted actual average vacancy rate for military contingents, higher actual rates of unserviceability and the non-deployment of contingent-owned major equipment.

249. During the reporting period, several Security Council decisions had a significant impact on the scope and size of the mandates of peacekeeping operations and levels of resources, in some cases giving rise to additional resource requirements and necessitating redeployments, which included, for example:

(a) The decision to request MINUSCA to assist authorities of the Central African Republic in the preparation and delivery of peaceful presidential, legislative and local elections in the 2020/21 period by providing good offices and security, operational, logistical and, as appropriate, technical support, in particular to facilitate access to remote areas, and by coordinating international electoral assistance (Council resolution [2499 \(2019\)](#));

(b) The Council requesting the Secretary-General to continue to take all appropriate additional measures to review and enhance the safety and security of MINUSMA personnel, in line with the action plan developed by the Mission in this regard, including through: (i) improving the Mission's intelligence and analysis capacities; (ii) providing training, knowledge and equipment to counter explosive devices; (iii) improving logistics in mission, in particular by securing the MINUSMA logistical supply routes; (iv) enhancing the protection of camps; (v) implementing more effective casualty and medical evacuation procedures; (vi) taking active and effective measures to improve the planning and functioning of the Mission's safety and security facilities and arrangements; and (vii) securing long-term rotation schemes for critical capabilities and exploring innovative options to promote partnerships between equipment and troop- and police-contributing countries (Council resolution [2480 \(2019\)](#));

(c) The increase in the deployment of uniformed personnel towards the ceiling of 17,000 troops at UNMISS (Council resolutions [2304 \(2016\)](#), [2327 \(2016\)](#), [2392 \(2017\)](#), [2406 \(2018\)](#) and [2459 \(2019\)](#)). The Council requested the Secretary-General to take the steps necessary to expedite force and asset generation and to conduct a military and capability study subsequent to the parties to the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan negotiating permanent security arrangements (resolution [2459 \(2019\)](#)). The Secretary-General requested additional resources for the 2018/19 period for the arrival of additional uniformed personnel;

(d) The Council supporting the two-pronged approach for UNAMID, focusing on peacekeeping activities in the Jebel Marra and stabilization activities in other parts of Darfur. In this connection, the Council decided to reduce the authorized ceiling for troops over the course of the mandate renewal period (Council resolution [2429 \(2018\)](#)), and the adoption of that resolution on 13 July 2018 necessitated a revised budget for UNAMID during the 2018/19 period.

250. A detailed analysis of the budget performance for the 2018/19 period, by class of expenditure and by peacekeeping mission component, is presented in annex II to the present report.

XV. Cash liquidity analysis

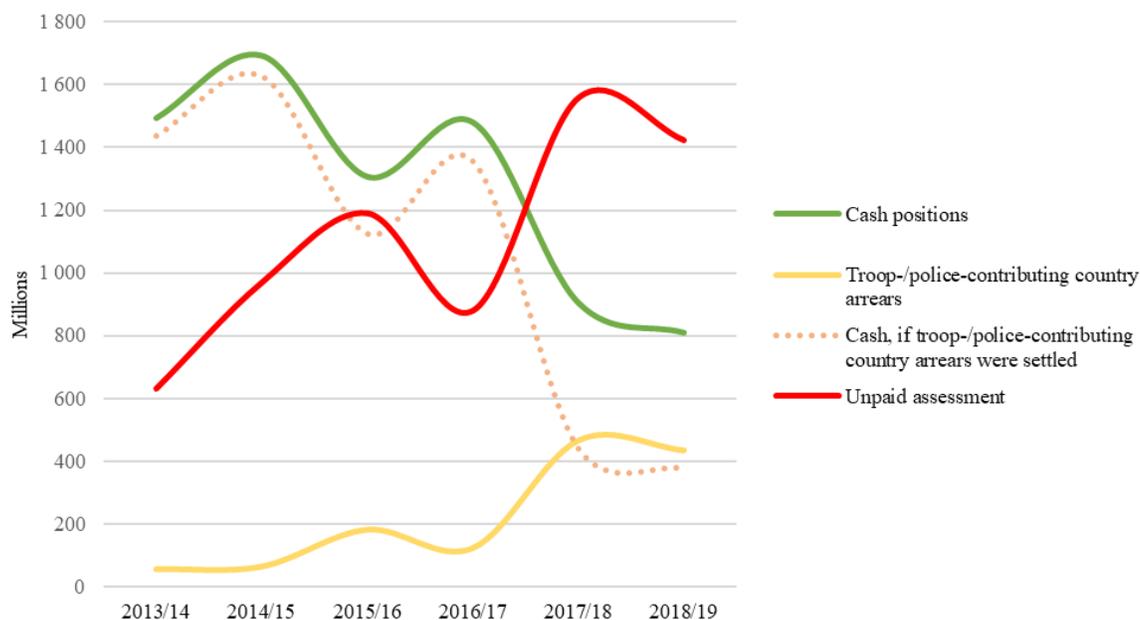
2018/19 period

251. In the 2018/19 period, the Secretary-General presented a report on improving the financial situation of the United Nations (A/73/809), in which it was highlighted that peacekeeping operations frequently face cash constraints that force the Organization to postpone the settlement of its obligations to troop- and police-contributing countries in order to ensure adequate cash to pay the salaries of staff and individual contractors and the bills of commercial vendors to avoid disruptions in services. The primary cause of that deterioration is the delayed payments of assessed contributions from Member States.

252. At the end of the two most recent completed financial periods (2017/18 and 2018/19), the cash liquidity situation has become more challenging with an increase in the level of unpaid assessments, even as the total level of assessments on Member States for peacekeeping has gradually decreased since the 2014/15 period.

253. Figure XV presents the unpaid assessment, cash position and the arrears in the settlement of liabilities to troop- and police-contributing countries as at 30 June for the 13 peacekeeping operations that were active in the 2018/19 period: MONUSCO, UNMISS, MINUSMA, MINUSCA, UNISFA, UNSOS, UNAMID, MINUJUSTH (MINUSTAH included from 2017/18 and prior), UNFICYP, UNMIK, MINURSO, UNIFIL and UNDOF.

Figure XV
Cash liquidity analysis



254. Troop- and police-contributing countries are usually paid on a quarterly basis, subject to the availability of cash in the specific peacekeeping mission. Payments to all troop- and police-contributing countries are made on the same day with respect to each peacekeeping mission. When cash reserves are inadequate, payments to troop- and police-contributing countries are delayed, and ad hoc payments may be released later when cash becomes available and the backlog of outstanding balances is high. In the two most recent financial periods, the level of liabilities in arrears to troop- and police-contributing countries increased to a level above \$400 million as at 30 June,

compared with below \$200 million in the four periods from 2013/14 to 2016/17. This represents the situation before the management of cash balances of active operations as a pool was approved, on a trial basis, by the General Assembly in its resolution [73/307](#).

255. Table 17 below presents data used in figure XV.

Table 17

Outstanding contributions as at year-end: 2013/14–2018/19

(Millions of United States dollars)

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Assessment	6 502	7 435	7 383	7 356	7 050	6 876
Unpaid assessment	632	970	1 191	881	1 558	1 423
Unpaid assessment/assessment (percentage)	9.7	13.0	16.1	12.0	22.1	20.7
Cash position	1 493	1 692	1 307	1 480	906	811
Troop-/police-contributing country arrears	56	64	182	124	467	435

2019/20 period

256. Since July 2019, there has been partial improvement in the ability to manage the cash situation of peacekeeping operations following the decisions of the General Assembly, in its resolution [73/307](#), to approve the management of cash balances of all active peacekeeping operations as a pool and to issue assessment letters for the full budget period approved by the Assembly.

257. The ability to manage the cash balances of all active peacekeeping operations as a pool has, cumulatively, facilitated payments to troop- and police-contributing countries in the total amount of \$465.9 million during the period from 1 July 2019 to 31 January 2020. These payments were enabled by the ability to temporarily borrow cash among active peacekeeping operations. This has been elaborated upon in annex IX to the present report.

258. The impact of including in the assessment letter the estimated budget for the full budget period for which the mandate has not yet been approved by the Security Council has been positive, given that 42 Member States made contributions in part or in full for one or more operations between July 2019 and February 2020. This new arrangement has resulted in \$311.6 million being received earlier than usual, adding to the liquidity of 10 peacekeeping missions. As at 29 February 2020, there were three operations with mandates still to be renewed before the end of June 2020, namely, UNMISS (expires 15 March 2020), UNISFA (expires 15 May 2020) and UNSOS (expires 31 May 2020). The net assessment relating to these three operations amounts to \$449.7 million, of which \$78.9 million has been received as an advance collection under the new arrangement.

259. The Financial Regulations and Rules of the United Nations provide for the payment of contributions within 30 days. Unlike the regular budget, peacekeeping operations do not have a working capital fund. The Peacekeeping Reserve Fund, which was established by the General Assembly at the level of \$150 million, is available only to support new missions and the expansion of existing ones and has not been utilized since 2014. The budgetary methodology also assumes timely payment and, therefore, provides for the credit return of budgetary savings at the end of each fiscal year.

260. It should be noted that the General Assembly did not approve two of the measures proposed in the report of the Secretary-General on improving the financial

situation of the United Nations (A/73/809), namely, to create a peacekeeping working capital fund of \$250 million and to temporarily suspend the return of unspent funds for peacekeeping operations. For the 2018/19 period, the credits to be returned to Member States amounted to \$143.4 million, inclusive of the cancellation of prior-period commitments. The working capital fund and the suspension of credits would both have provided temporary liquidity for normal operational requirements, including payments to troop- and police-contributing countries.

261. While the Secretary-General, in his report on improving the financial situation of the United Nations, proposed a set of measures to address both the liquidity and broader structural problems that constrain budget management, the Organization relies on Member States to provide adequate resources and to pay their contributions on time and in full. As at 29 February 2020, the outstanding contributions from Member States to the active peacekeeping missions was at a level of \$2,723.9 million. This level compares unfavourably with the level that existed as of the end of February 2019, of \$2,606.0 million, or an increase of \$117.9 million in unpaid assessments.

262. While the ability to manage the cash balances of active peacekeeping operations as a pool and the introduction of the issuance of assessment letters for the full budget period have provided some liquidity relief to the management of active peacekeeping operations during the budget period, the liquidity situation in the last quarter of the fiscal year for the active peacekeeping operations will remain challenging owing to the increasing levels of unpaid assessments. Further delays in the payment of contributions could jeopardize the continuity of some missions' operations and timely and full payments to troop- and police-contributing countries.

XVI. Status of the Peacekeeping Reserve Fund as at 30 June 2019

263. The Peacekeeping Reserve Fund was established by the General Assembly in its resolution 47/217 to serve as a cash-flow mechanism to ensure the rapid deployment of peacekeeping operations. In accordance with that resolution, the initial level of the Fund was set at \$150 million. The Assembly, in its resolution 49/233 A, decided to limit the utilization of the Fund to the start-up phase of new peacekeeping operations or the expansion of existing ones, or for unforeseen and extraordinary expenditures relating to peacekeeping.

264. As reflected in the financial statements for the 12-month period from 1 July 2018 to 30 June 2019, the level of the Peacekeeping Reserve Fund as at 30 June 2019 was \$155.8 million, comprising the reserve of \$150.0 million and an accumulated surplus of \$5.8 million. As in the 2017/18 period, no new loans were made to active peacekeeping missions during the financial year ended 30 June 2019. As at 30 June 2019, there were outstanding advances to MINURCA in the amount of \$12.8 million, which have remained unpaid since February 2000 owing to insufficient cash resources.

265. The balance of the Peacekeeping Reserve Fund in excess of the authorized level is available to meet the financing of the support account for peacekeeping operations. An amount of \$2.0 million, representing the excess of the authorized level in respect of the financial period ended 30 June 2018, was approved by the General Assembly in its resolution 73/308 to be applied to the support account for the period from 1 July 2019 to 30 June 2020. The application of the remaining surplus balance of \$3.8 million, subject to approval by the Assembly, will be proposed in the context of the budget for the support account for peacekeeping operations for the period from 1 July 2020 to 30 June 2021.

XVII. Implementation of the requests of the General Assembly in its resolution 72/290 and cross-cutting requests in financing resolutions of individual peacekeeping operations during the seventy-third session

266. The General Assembly, in its resolution 72/290, underlined that all programmatic activities must be directly linked to the mandates of a mission. When a mission decides to implement programmatic activities through an implementing partner that is not part of the Secretariat, the accountability framework is provided by entering into a standard memorandum of understanding, included in the Department of Peacekeeping Operations-Department of Field Support guidelines of November 2017 (annex F). Under the memorandum of understanding, the responsibilities of the implementing partners and their reporting obligations towards the missions are established. These include a calendar for submitting to the mission substantive and financial reports on the implementation of services and related outputs, achievements and financial outcome. It is also required under the memorandum of understanding that implementing partners comply with its internal and external audit procedures as set out in its financial regulations and rules and that, on that basis, the mission and the implementing partners should cooperate to rectify any issues with respect to activities relating to the funds provided by the mission under the memorandum of understanding. Furthermore, with respect to accountability standards, the template memorandum of understanding includes the provisions regarding due care and diligence in the performance of services by the implementing partners and the responsibility for claims brought by any third party. The Secretariat has disseminated the memorandum of understanding to all missions and provides them with technical assistance, when requested, in collaboration with relevant United Nations agencies, funds and programmes. Details on the proposed resources requirements in respect of the 2020/21 period for mine action, disarmament, demobilization and reintegration activities, community violence reduction programmes and other programmatic activities are presented in annex VIII to the present report.

267. The General Assembly implemented a number of cross-cutting requests in the financing resolutions of individual peacekeeping operations during the seventy-third session. Peacekeeping operations have responded to these requests in their budget proposals for the 2020/21 period and budget performance reports for the 2018/19 period. For example, the Assembly noted that the various programmatic activities, financed through assessed contributions, of peacekeeping missions must be linked directly to Security Council mandates and reflect the evolution of those mandates. Peacekeeping operations confirmed that each mission ensures that programmatic activities are fully aligned with Council mandates.

XVIII. Action to be taken by the General Assembly

268. **The General Assembly is requested to take note of the present report.**

Annex I

Analysis of proposed resources for the period from 1 July 2020 to 30 June 2021

Table 1

Proposed requirements for the 2020/21 period by class of expenditure

(Thousands of United States dollars; budget year is from 1 July 2020 to 30 June 2021)

Class of expenditure	Apportionment (2019/20) ^a	Cost estimates (2020/21)	Variance	
			Amount	Percentage
	(1)	(2)	(3)=(2)-(1)	(4)=(3)÷(1)
Military and police personnel				
Military observers	65 975.3	67 999.8	2 024.5	3.1
Military contingents	2 567 116.2	2 429 199.6	(137 916.6)	(5.4)
United Nations police	119 033.1	116 383.9	(2 649.2)	(2.2)
Formed police units	253 568.3	227 506.2	(26 062.1)	(10.3)
Subtotal	3 005 692.9	2 841 089.5	(164 603.4)	(5.5)
Civilian personnel				
International staff	1 178 041.0	1 192 158.0	14 117.0	1.2
National staff	365 070.3	369 929.6	4 859.3	1.3
United Nations Volunteers	69 579.7	77 046.9	7 467.2	10.7
General temporary assistance	43 388.1	49 719.1	6 331.0	14.6
Government-provided personnel	12 695.0	13 450.0	755.0	5.9
Subtotal	1 668 774.1	1 702 303.6	33 529.5	2.0
Operational costs				
Civilian electoral observers	—	—	—	—
Consultants and consulting services	8 265.7	8 288.2	22.5	0.3
Official travel	34 670.1	34 513.3	(156.8)	(0.5)
Facilities and infrastructure	538 702.2	593 841.7	55 139.5	10.2
Ground transportation	90 782.0	96 546.1	5 764.1	6.3
Air operations	615 848.9	619 079.2	3 230.3	0.5
Marine operations	4 077.1	4 186.1	109.0	2.7
Communications and information technology	312 808.0	293 854.4	(18 953.6)	(6.1)
Medical	32 280.4	33 580.3	1 299.9	4.0
Special equipment	—	—	—	—
Other supplies, services and equipment	406 075.1	373 220.7	(32 854.4)	(8.1)
Quick-impact projects	11 200.0	12 500.0	1 300.0	11.6
Subtotal	2 054 709.5	2 069 610.0	14 900.5	0.7
Enterprise resource planning project	19 376.9	13 381.3	(5 995.6)	(30.9)
Post-traumatic stress disorder claims	—	3 545.4	3 545.4	—
Global service delivery model	868.5	868.5	—	—
Peacekeeping Capability Readiness System	3 881.6	3 881.6	—	—
Umoja maintenance and support cost	20 803.3	20 553.7	(249.6)	(1.2)
Gross requirements	6 774 106.8	6 655 233.6	(118 873.2)	(1.8)
Staff assessment income	160 990.9	163 581.2	2 590.3	1.6
Net requirements	6 613 115.9	6 491 652.4	(121 463.5)	(1.8)
Voluntary contributions in kind (budgeted)	956.4	1 022.0	65.6	6.9
Total requirements	6 775 063.2	6 656 255.6	(118 807.6)	(1.8)

^a Exclusive of the request for authority to enter into commitments of \$36.4 million for MONUSCO for the 2019/20 period.

Table 2
Main factors contributing to the variances in resource requirements for the 2020/21 period
by class of expenditure

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
Military observers	<p>The increased requirements of \$2.0 million are attributable mainly to: (a) MONUSCO (\$1.1 million) and MINUSCA (\$0.5 million) stemming from the proposed application of a lower delayed deployment factor; and (b) UNISFA (\$0.5 million) resulting from higher cost estimates for the mission subsistence allowance due to the anticipated sharing of accommodation, resulting in a reduced deduction for accommodation from the monthly subsistence allowance</p> <p>The overall increase is offset in part by UNAMID (\$0.7 million), owing to the 6-month provision for UNAMID, compared with a 12-month approved budget for the 2019/20 period</p>
Military contingents	<p>The decreased requirements of \$137.9 million are attributable mainly to: (a) the 6-month provision for UNAMID (\$73.0 million); (b) the provision for lower deployment levels at UNMISS, MONUSCO and UNISFA; (c) a reduction in costs of rations due to a new contractual arrangements at UNSOS and UNMISS; and (d) lower self-sustainment requirements under contingent owned-equipment and a reduction in travel on emplacement, rotation and repatriation at UNSOS</p> <p>The overall decrease is offset in part by increased requirements at MINUSMA (\$7.0 million), owing to higher costs for contingent-owned equipment resulting from the reconfiguration of the force and higher costs of rations under a new contractual arrangement</p>
United Nations police	<p>The decreased requirements of \$2.6 million are attributable mainly to: (a) the 6-month provision for UNAMID (\$7.9 million); (b) MINUSMA (\$5.8 million) due to the lower number of personnel entitled to a mission subsistence allowance owing to the anticipated provision of United Nations accommodation, as well as the application of a higher vacancy rate; and (c) the closure of MINUJUSTH in the 2019/20 period (\$5.6 million)</p> <p>The overall decrease is offset in part by increased requirements at: (a) MONUSCO (\$15.2 million) due to the higher number of deployed United Nations police personnel, in line with the increase in the authorized ceiling decided by the Security Council in its resolution 2502 (2019); and (b) UNMISS (\$1.8 million) owing to the provision for a higher average deployment level</p>
Formed police units	<p>The decreased requirements of \$26.1 million are attributable mainly to: (a) the 6-month provision for UNAMID (\$31.3 million); (b) the closure of MINUJUSTH in the 2019/20 period (\$9.7 million); (c) MINUSCA (\$1.8 million) owing to the lower costs of reimbursement of contingent-owned equipment for accommodation resulting from the United Nations-provided accommodation in the 2020/21 period and lower costs of rations based on the historical average price; and (d) UNSOS (\$1.5 million) resulting from reduced freight costs, given that contingent-owned equipment is expected to be fully deployed during the 2019/20 budget period</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
	The overall decrease is offset in part by increased requirements at MONUSCO (\$12.8 million) and UNISFA (\$6.3 million) attributable to the higher deployment of formed police unit personnel, in line with Security Council resolutions
International staff	<p>The increased requirements of \$14.1 million are attributable mainly to: (a) a higher post adjustment multiplier at UNMISS and UNISFA; (b) the application of a lower vacancy rate at UNMISS, MINUSMA and UNISFA and the support account; (c) the proposed establishment of 11 posts at UNISFA, 9 at MINUSMA and 4 at UNMISS; and (d) higher rates for international salaries based on the revised salary scale and higher common staff costs based on actual average monthly expenditure at MINUSMA, UNISFA and in the support account</p> <p>The overall increase is offset in part by: (a) the 6-month provision for UNAMID (\$58.2 million); and (b) the closure of MINUJUSTH in the 2019/20 period (\$13.0 million)</p>
National staff	<p>The increased requirements of \$4.9 million are attributable mainly to: (a) higher rates for national staff salaries based on the revised salary scale at UNMISS, MINUSMA, UNIFIL and the Regional Service Centre in Entebbe; (b) lower vacancy rates based on current and projected incumbency patterns at UNMISS, MINUSMA, MINUSCA, UNIFIL and the Regional Service Centre in Entebbe; (c) the proposed establishment of two National Professional Officer and 18 national General Service posts at UNMISS; 5 national General Service posts at MINUSMA and the conversion of 4 international posts to National Professional Officer posts at the Regional Service Centre in Entebbe; (d) the appreciation of the Lebanese pound against the dollar at UNIFIL; and (e) the impact of the application of an updated single rate of danger pay for national staff at MINUSCA</p> <p>The overall increase is offset in part by: (a) the 6-month provision for UNAMID (\$20.1 million); and (b) the closure of MINUJUSTH in the 2019/20 period (\$2.0 million)</p>
United Nations Volunteers	<p>The increased requirements of \$7.5 million are attributable mainly to: (a) the proposed establishment of 39 positions to support the electoral process at MINUSCA, 9 United Nations Volunteer positions at UNMISS, 8 United Nations Volunteer positions at MINUSMA; (b) the application of a higher rates for programme support costs; and (c) higher monthly living allowances at MINUSCA and UNMISS</p> <p>The overall increase is offset in part by UNAMID (\$1.7 million) owing to the 6-month provision for UNAMID</p>
General temporary assistance	The increased requirements of \$6.3 million are attributable mainly to: (a) the proposed establishment of 30 international temporary positions to support the electoral process, in line with Security Council resolution 2499 (2019) , at MINUSCA (\$7.0 million); and (b) the establishment of six temporary positions, a lower vacancy rate and a higher post-adjustment multiplier in the support account

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
	The overall increase is offset in part by: (a) the 6-month provision for UNAMID (\$3.3 million); and (b) the closure of MINUJUSTH in the 2019/20 period (\$2.0 million)
Government-provided personnel	<p>The increased requirements of \$0.8 million are attributable mainly to the application of lower vacancy rates at MINUSMA and UNMISS</p> <p>The overall increase is offset in part by decreased requirements owing to: (a) the closure of MINUJUSTH in the 2019/20 period (\$0.4 million); and (b) the application of higher vacancy rates in the computation of the mission subsistence allowance and the estimated lower one-way flight price per person at MINUSCA (\$0.2 million)</p>
Consultants and consulting services	<p>The increased requirements of \$22,500 are attributable mainly to the engagement of experts to enhance the capacity of UNMISS to provide support for the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan</p> <p>The overall increase is offset in part by: (a) UNSOS (\$0.2 million) owing to the anticipated increased ability to utilize skills and experience that are available within its own staff during the 2020/21 budget period; and (b) the 6-month provision for UNAMID (\$0.2 million)</p>
Official travel	<p>The decreased requirements of \$0.2 million are attributable mainly to (a) the closure of MINUJUSTH in the 2019/20 period (\$1.2 million); and (b) the 6-month provision for UNAMID (\$1.0 million)</p> <p>The overall decrease is offset in part by increased requirements at: (a) MINUSMA (\$0.8 million) owing to a higher number of trips to participate in senior management meetings and subject matter conferences and the participation of civilian staff in capacity development courses in their relevant areas of expertise; (b) MONUSCO (\$0.7 million) stemming from an increase in the number of military observers and United Nations police and an increase in the assessment and planning missions to develop programme initiatives with the Government of the Democratic Republic of the Congo and the country team in the context of the transition; and (c) MINUSCA (\$0.6 million) due to the higher number of trips for technical and logistical support and higher costs for training activities to support the Mission's initiatives</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
Facilities and infrastructure	<p>The increased requirements of \$55.1 million are attributable mainly to: (a) MINUSMA (\$42.6 million) attributable to higher costs for construction, alteration, renovation and major maintenance services and the acquisition of additional safety and security equipment, higher security services and increased maintenance services owing to the contract for the end-to-end operation and maintenance of water supply and wastewater treatment systems and the outsourced cleaning services; (b) MONUSCO (\$14.0 million) resulting from the reimbursement of claims for ammunition to troop-contributing countries, the planned construction of three additional camps for the three formed police units and the planned construction of a hospital in Beni, the proposed acquisition of prefabricated facilities, ablution units, air conditioners and accommodation units to rebuild the Mission's compound in Beni, and increased requirements for residential security due to the increase in the number of uniformed personnel; and (c) UNSOS (\$10.5 million) owing to the increased requirement for generator fuel and construction materials, field defence supplies and safety and security equipment in support of the elections and firefighting equipment for the airport in Mogadishu</p> <p>The overall increase is offset in part by: (a) the 6-month provision for UNAMID (\$8.7 million); (b) the closure of MINUJUSTH in the 2019/20 period (\$6.6 million); (c) MINUSCA (\$3.6 million) owing to the absence of non-recurrent provisions for prefabricated structure, lower costs of security services based on the terms of a new letter of assist and the lower costs of construction following the completion of projects in the 2019/20 period; and (d) UNDOF (\$3.3 million) owing to non-recurrent one-time costs for the reconstruction of the two United Nations positions included in the approved budget for the 2019/20 period and lower rental costs due to the relocation of staff to UNDOF accommodation</p>
Ground transportation	<p>The increased requirements of \$5.8 million are attributable mainly to: (a) MONUSCO (\$4.0 million) owing to estimated mobilization fees for the new fuel turnkey contract that will be put in place in July 2020, the need to replace 40 light passenger vehicles and 2 special purpose vehicles that are past life expectancy, increased requirements for spare parts due to the age and mechanical condition of the fleet, and the rental of buses for the rotation of military contingents; (b) MINUSMA (\$2.9 million) due to the rental of vehicles to provide electoral support to the Government of Mali for a seven-month period; and (c) MINUSCA (\$2.5 million) resulting from the anticipated higher consumption of fuel based on current consumption trends</p> <p>The overall increase is offset in part by decreased requirements for: (a) the 6-month provision for UNAMID (\$1.9 million); and (b) UNSOS (\$1.0 million) due to reduced requirements for petrol, oil and lubricants</p>
Air operations	<p>The increased requirements of \$3.2 million are attributable mainly to: (a) MINUSMA (\$18.9 million) resulting from higher costs for the rental and operation and the associated land and ground handling charges owing to the reconfiguration and expansion of the fleet to 49 aircraft; (b) UNSOS (\$9.8 million) attributable mainly to the requirement for an additional helicopter to support AMISOM, and security-related</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
	<p>requirements for air operations support systems and equipment at the airports in Kismayo and Mogadishu; (c) MINUSCA (\$7.34 million) stemming from higher costs for the rental and operation of helicopters and associated fuel consumption owing to the anticipated deployment of 3 additional helicopters; and (d) UNMISS (\$3.6 million) stemming from higher provision for rental and operation of fixed-wing aircraft and helicopters, one-time provisions for painting and positioning of helicopters, and the planned replacement of air operations equipment</p> <p>The overall increase is offset in part by decreased requirements for (a) the 6-month provision for UNAMID (\$20.8 million); and (b) MONUSCO (\$14.6 million) owing to lower costs of rental and operation of aircraft as a result of the repatriation of three helicopters, lower cost per hours in a new letter-of-assist arrangement for a fixed-wing aircraft and an overall lower number of flight hours and, relatedly, a reduction in fuel</p>
Marine operations	<p>The increased requirements of \$0.1 million are attributable mainly to: (a) the acquisition of sea containers required for the freight of various assets such as engineering supplies, equipment, commodities and vehicles to each Mission's area of operation at MINUSMA, MINUSCA and MINURSO; and (b) the purchase of replacement motors and delivery charges relating to the delivery of seven boats at UNSOS</p> <p>The overall increase is offset in part by decreased requirements at UNMISS (\$1.0 million) owing to the anticipated establishment of warehouses in Juba and other field locations, which are expected to limit the use of sea containers as storage facilities for Mission assets</p>
Communications and information technology	<p>The decreased requirements of \$19.0 million are attributable mainly to: (a) MINUSMA (\$27.5 million) owing to lower costs for the maintenance of communications and information technology equipment and support services; (b) the 6-month provision for UNAMID (\$7.6 million); and (c) UNSOS (\$2.8 million) due to decreased requirements for equipment, services and spare parts</p> <p>The overall decrease is offset in part by increased requirements for: (a) the cost of communications services in support of a geolocation threat analysis unit based on the estimated letter of assist at MONUSCO; (b) the proposed expansion of bandwidth to support United Nations applications, higher support services due to the implementation of safer and more reliable cellular services and higher estimates of spare parts based on the expenditure trend at MINUSCA; and (c) the acquisition of fixed network equipment and personal computer devices scheduled for replacement, in line with the first year of the five-year phased asset replacement plan at UNIFIL</p>
Medical	<p>The increased requirements of \$1.3 million are attributable mainly to increased requirements for medical services owing to higher projected unit costs per hospital inpatient admissions based on actual costs for 2018/19 at UNSOS</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
	The overall increase is offset in part by decreased requirements for lower costs for medical services based on the historical expenditure pattern for hospitalization services and for medical equipment owing to the availability of existing stocks at MINUSMA (\$0.7 million)
Other supplies, services and equipment	The decreased requirements of \$32.9 million are attributable mainly to: (a) the 6-month provision for UNAMID (\$35.8 million); (b) the closure of MINUJUSTH in the 2019/20 period (\$5.3 million); (c) the absence of the triennial Working Group on Contingent-Owned Equipment in the support account (\$1.6 million); and (d) UNDOF (\$0.9 million) attributable to lower requirements for individual contractors following the reconstruction of the two United Nations positions in the 2019/20 period and the lower cost of freight due to lower levels of acquisition
	The overall decrease is offset in part by increased requirements at: (a) MINUSMA (\$6.2 million) due to the engagement of additional individual contractual personnel and higher freight and related costs owing to the Mission's acquisition plan; (b) MINUSCA (\$2.0 million) resulting from higher costs for individual contractual personnel due to the costs for cleaning services that are anticipated to be undertaken by individual contractual personnel, and higher overall costs for the engagement of individual contractual personnel based on the terms of the current contract with the United Nations Office for Project Services and the engagement of implementing partners; and (c) MONUSCO (\$2.3 million) stemming from an increase in programmatic activities in support of the rule of law and security institutions, additional activities relating to mine action and support for the development of sustainable and credible national capacity, and the proposed increase in support for the Armed Forces of the Democratic Republic of the Congo in the context of joint operations
Quick-impact projects	The increased requirements of \$1.3 million are attributable mainly to: (a) MINUSMA (\$0.8 million) owing to the proposed implementation of additional quick-impact projects to support the increased activities of the Mission's force in central Mali in the context of Security Council resolution 2480 (2019); and (b) UNMISS (\$0.5 million) resulting from the planned implementation of additional quick-impact projects to support the rehabilitation and reconstruction of entities relating to rule of law institutions in South Sudan

Table 3
Proposed resource requirements for quick-impact projects for the 2020/21 period by peacekeeping mission

(Thousands of United States dollars)

	<i>MINUSCA</i>	<i>MINUSMA</i>	<i>MONUSCO</i>	<i>UNDOF</i>	<i>UNIFIL</i>	<i>UNISFA</i>	<i>UNMISS</i>	<i>Total</i>
Quick-impact projects	3 000.0	4 800.0	1 500.0	200.0	500.0	500.0	2 000.0	12 500.0

Note: While typically represented under a similar group of expenditures, quick-impact projects are not characterized as programmatic activities. Quick-impact projects are used by United Nations peacekeeping operations to establish and build confidence in the mission, its mandate and the peace process, thereby improving the environment for effective mandate implementation.

Table 4
Proposed resource requirements for the 2020/21 period by peacekeeping component

(Thousands of United States dollars; budget year is from 1 July 2020 to 30 June 2021)

Peacekeeping component	Apportionment (2019/20)	Proposed budget (2020/21)	Variance	
			Amount	Percentage
MINUJUSTH	49 122.9	–	(49 122.9)	(100.0)
MINURSO	56 347.4	57 593.3	1 245.9	2.2
MINUSCA	910 057.5	948 036.1	37 978.6	4.2
MINUSMA	1 138 457.9	1 196 908.8	58 450.9	5.1
MONUSCO ^a	1 012 252.8	1 087 769.6	75 516.8	7.5
UNAMID ^b	514 505.6	241 896.6	(272 609.0)	(53.0)
UNDOF	69 409.4	64 239.1	(5 170.3)	(7.4)
UNFICYP	50 785.3	52 045.6	1 260.3	2.5
UNIFIL	480 102.6	483 608.5	3 505.9	0.7
UNISFA	260 177.0	270 747.8	10 570.8	4.1
UNMIK	37 246.7	39 827.3	2 580.6	6.9
UNMISS	1 183 447.3	1 190 119.0	6 671.7	0.6
UNSOS	564 558.1	558 531.3	(6 026.8)	(1.1)
Subtotal	6 326 470.5	6 191 323.0	(135 147.5)	(2.1)
United Nations Logistics Base at Brindisi	63 381.4	62 852.3	(529.1)	(0.8)
Regional Service Centre in Entebbe ^c	35 386.9	37 637.6	2 250.7	6.4
Support account for peacekeeping operations ^d	348 868.0	363 420.7	14 552.7	4.2
Subtotal	6 774 106.8	6 655 233.6	(118 873.2)	(1.8)
Voluntary contributions in kind (budgeted)	956.4	1 022.0	65.6	6.9
Total	6 775 063.2	6 656 255.6	(118 807.6)	(1.8)

^a Exclusive of the request for authority to enter into commitments of \$36.4 million for MONUSCO for the 2019/20 period.

^b The proposed resources in respect of UNAMID for the 2020/21 period reflect requirements for a six-month period from 1 July to 31 December 2020.

^c Inclusive of \$1,424,400 for the 2019/20 period to be charged against the appropriation for the programme budget for 2020 under section 3, Political affairs, approved by the General Assembly in its resolution 74/264.

^d Inclusive of requirements for the period from 1 July 2020 to 30 June 2021 for: the enterprise resource planning project (\$13.4 million); post-traumatic stress disorder claims (\$3.5 million); the global service delivery model (\$0.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$20.6 million).

Table 5
Main factors contributing to variances in resource requirements for the 2020/21 period by peacekeeping component

Peacekeeping component	Main factors for variance
MINURSO	The proposed budget of \$57.6 million represents an increase of 2.2 per cent (\$1.2 million), compared with the approved budget for the 2019/20 period. The increased requirements are attributable mainly to: (a) higher operational costs due mainly to ground transportation (\$0.5 million) resulting from the replacement of 10 passenger vehicles, the provision for additional driving and dispatch services, four additional vehicle technicians and the higher

requirements for spare parts to address the deterioration of fleet due to age and operating environment, as well as the increased provision for official travel (\$0.1 million); (b) a 5 percentage point lower vacancy rate for military observers (\$0.3 million); and (c) the application of higher step levels of General Service to reflect the most recent composition of staff (\$0.2 million)

MINUSCA

The proposed budget of \$948.0 million represents an increase of 4.2 per cent (\$38.0 million), compared with the approved budget for the 2019/20 period. The increased requirements are attributable mainly to: (a) communications and information technology (\$7.6 million) resulting mainly from the proposed expansion of the bandwidth to support United Nations applications, higher support services due to implementation of safer and more reliable cellular services, and higher estimates of spare parts based on the expenditure trend; (b) air operations (\$7.4 million) stemming from higher costs for the rental and operation of helicopters and associated fuel consumption owing to the anticipated deployment of three additional helicopters; (c) general temporary assistance (\$7.0 million) owing to the proposed establishment of 30 international and 1 national temporary positions to support the electoral process, in line with Security Council resolution [2499 \(2019\)](#), and the application of a lower vacancy rate; (d) United Nations Volunteers (\$5.6 million) attributable to the proposed establishment of 37 positions to support the electoral process, and the application of a higher rates for programme support costs and for living allowance; and (e) international staff (\$5.6 million) stemming from higher salaries based on the revised salary scale, the higher common staff costs and the proposed establishment of 2 new posts

The increased requirements are offset in part by decreased requirements for facilities and infrastructure (\$3.5 million) owing to the absence of non-recurrent provisions for prefabricated structure, lower costs of security services based on the terms of a new letter of assist and the lower costs of construction following the completion of projects in the 2019/20 period

MINUSMA

The proposed budget of \$1,196.9 million represents an increase of 5.1 per cent (\$58.5 million), compared with the approved budget for the 2019/20 period. The increased requirements are attributable mainly to: (a) facilities and infrastructure (\$42.6 million) attributable to higher costs for construction, alteration, renovation and major maintenance services and the acquisition of additional safety and security equipment, in line with Security Council resolution [2480 \(2019\)](#), higher security services for the installation and maintenance for the new and more economical camp surveillance and protection systems to replace the Mission's former secure network and increased maintenance services owing to the contract for end-to-end operation and maintenance of water supply and wastewater treatment systems and the outsourced cleaning services; (b) air operations (\$18.9 million) resulting from higher costs for the rental and operation and associated land and ground handling charges owing to the reconfiguration and expansion of the fleet from 42 to 49 aircraft; (c) international staff (\$10.9 million) owing to the application of the lower vacancy rate, higher rates for international salaries based on the revised salary scale and higher common staff costs based on actual average monthly expenditure and the proposed establishment of 9 new posts; and (d) military contingents (\$7.0 million) owing to higher

costs for contingent-owned equipment resulting from the reconfiguration of the force and higher costs of rations under a new contract

The increased requirements are offset in part by reduced requirements with respect to: (a) communications and information technology (\$27.5 million) because of the lower costs for the maintenance of communications and information technology equipment and support services; and (b) United Nations police (\$5.8 million) due to the lower number of personnel entitled to the mission subsistence allowance owing to the anticipated provision of United Nations accommodation, and the application of a higher vacancy rate for United Nations police

MONUSCO

The proposed budget of \$1,087.8 million represents an increase of 7.5 per cent (\$75.5 million), compared with the approved budget for the 2019/20 period

The increased requirements are attributable mainly to: (a) international staff (\$22.3 million) owing to the application of a lower vacancy rate and an increase in the post adjustment multiplier; (b) United Nations police (\$15.2 million) due to the higher number of deployed United Nations police personnel, in line with the increase in the authorized ceiling decided by the Security Council in its resolution [2502 \(2019\)](#); (c) national staff (\$14.5 million) stemming from the application of lower vacancy rates and an increase in the estimated average salary costs and staff assessment based on the revised salary scales, the application of a higher average step level and higher common costs based on historical pattern; (d) facilities and infrastructure (\$14.0 million) resulting from the reimbursement of claims for ammunition to troop-contributing countries, the planned construction of three additional camps for the three formed police units and the planned construction of a hospital in Beni, the proposed acquisition of prefabricated facilities, ablution units, air conditioners and accommodation units to rebuild the Mission's compound in Beni and increased requirements for residential security due to the increase in the number of uniformed personnel; and (e) formed police units (\$12.8 million) attributable to the higher proposed deployment of formed police unit personnel, in line with resolution [2502 \(2019\)](#), in which the Council agreed to a temporary deployment of an additional 360 personnel of formed police units

The increased requirements are offset in part by reduced requirements with respect to: (a) air operations (\$14.6 million) owing to lower costs of rental and operations as a result of the repatriation of three helicopters, lower cost per hours in a new letter of assist for a fixed-wing aircraft and an overall lower number of flight hours and, relatedly, a reduction in fuel; and (b) military contingents (\$11.5 million) due to lower proposed average deployment of troops, in line with the reduction in the authorized troop ceiling decided by the Security Council in its resolution [2502 \(2019\)](#)

UNAMID

The proposed financial resources of \$241.9 million reflect requirements for the 6-month period from 1 July to 31 December 2020 and represents a decrease of \$272.6 million compared with the approved full-year budget for the 2019/20 period

UNDOF

The proposed budget of \$64.2 million represents a decrease of 7.4 per cent (\$5.2 million), compared with the approved budget for the 2019/20 period. The reduced requirements are attributable primarily to: (a) facilities and

Peacekeeping component Main factors for variance

infrastructure (\$3.3 million) owing to non-recurrent one-time costs for the reconstruction of the two United Nations positions included in the approved budget for the 2019/20 period and lower rental costs due to the relocation of staff to UNDOF accommodation; (b) military contingents (\$1.5 million) resulting from non-recurrent one-time costs for the emplacement of a new infantry company and their contingent-owned equipment, which was included in the approved budget for the 2019/20 period, deductions for absent or non-functional equipment for newly deployed infantry company, a lower price for bottled water stemming from new contractual terms and lower costs of contingent-owned equipment for self-sustainment due to an anticipated reconfiguration; and (c) other supplies, services and equipment (\$0.9 million) attributable to lower requirements for individual contractors following the reconstruction of the two United Nations positions in the 2019/20 period and lower cost of freight due to lower levels of acquisition

UNFICYP

The proposed budget of \$52.0 million represents an increase of 2.5 per cent (\$1.3 million), compared with the approved budget for the 2019/20 period. The increased requirements are attributable primarily to: (a) facilities and infrastructure (\$0.8 million) resulting from the costs for construction of a perimeter fence to protect the Force's personnel and assets, and the refurbishment of an integrated training centre, higher costs for utilities and waste disposal services, replacement stand-by generator equipment, and higher costs for security services; (b) international staff (\$0.2 million) owing to lower vacancy rates, higher salaries based on the revised salary scale and the proposed establishment of one new post; and (c) national staff (\$0.2 million) owing to higher common staff costs based on actual average expenditure in 2019, lower vacancy rates and the proposed establishment of two new posts

UNIFIL

The proposed budget of \$483.6 million represents an increase of 0.7 per cent (\$3.5 million), compared with the approved budget for the 2019/20 period. The increased requirements are attributable mainly to: (a) national staff (\$2.3 million) attributable to the application of a lower vacancy rate, the appreciation of the Lebanese pound against the dollar and the higher rates for national staff salaries based on the revised salary scale; (b) communication and information technology (\$1.4 million) owing to the acquisition of fixed network equipment and personal computer devices scheduled for replacement, in line with the first year of the five-year phased asset replacement plan, for which a provision was not included in the approved budget for the 2019/20 period; and (c) international staff (\$0.6 million) due the higher rates for international salaries based on the revised salary scale and the higher rate for common staff costs based on actual average monthly expenditure

The overall increased requirement is offset in part by decreased requirements for military contingents (\$2.4 million) attributable to the application of a higher vacancy rate and lower costs of rations resulting from the engagement of a new vendor with more favourable rates

UNISFA

The proposed budget of \$270.7 million represents an increase of 4.1 per cent (\$10.6 million), compared with the approved budget for the 2019/20 period. The increased requirements are attributable mainly to: (a) international staff (\$9.5 million) owing to the increased post adjustment multiplier, the application of a lower vacancy rate based on current and projected incumbency patterns, the proposed establishment of 11 posts and higher

common staff costs; (b) facilities and infrastructure (\$7.9 million) resulting mainly from the construction of prefabricated structures for formed police unit personnel expected to deploy in Todach, alteration, renovation and maintenance of existing incomplete and ageing sites, and the acquisition of equipment to comply with the Force-wide environmental action plan; and (c) formed police units (\$6.3 million) attributable to the deployment of two additional formed police units, in line with Security Council resolutions [2469 \(2019\)](#) and [2497 \(2019\)](#)

The overall increased requirements are offset in part by reduced requirements for military contingents (\$11.8 million) and United Nations police (\$0.8 million), attributable mainly to the reduction of the authorized ceilings in accordance with Security Council resolutions [2469 \(2019\)](#) and [2497 \(2019\)](#)

UNMIK

The proposed budget of \$39.8 million represents an increase of 6.9 per cent (\$2.6 million), compared with the approved budget for the 2019/20 period. The increased requirements are attributable mainly to: (a) international staff (\$2.0 million) owing to higher common staff costs, mainly as a result of the reclassification in the hardship level of the Pristina and the Mitrovica duty stations, and the cost provision relating to the Chief Legal Officer (D-1) post supported by the General Assembly in its resolution [73/318](#) (with no provision made in the 2019/20 period); (b) national staff (\$0.4 million) attributable to the application of a higher step level to more accurately reflect the composition of national General Service, and the application of lower vacancy rates; and (c) facilities and infrastructure (\$0.3 million) attributable to the replacement of air quality monitoring equipment, the acquisition of solar water heaters, the replacement of containers at three repeater sites and the construction of hard walls in the Mitrovica Regional Office

UNMISS

The proposed budget of \$1,190.1 million represents an increase of 0.6 per cent (\$6.7 million), compared with the approved budget for the 2019/20 period. The increased requirements are attributable mainly to: (a) international staff (\$18.8 million) owing to the increased post adjustment multiplier, the application of a lower vacancy rate based on current and projected incumbency patterns and the proposed establishment of four posts; (b) air operations (\$3.6 million) stemming from a higher provision for the rental and operation of fixed-wing aircraft and helicopters due to the understatement of requirements of a fixed-wing aircraft in the 2019/20 period, one-time provisions for the painting and positioning of helicopters, and the planned replacement of air operations equipment; and (c) national staff (\$2.3 million) resulting from the application of the latest salary scale, a lower vacancy rate based on current and projected incumbency patterns and the proposed establishment of two National Professional Officer and 18 national General Service posts

Peacekeeping component Main factors for variance

UNSO	<p>The increased requirements are offset in part by reduced requirements for: (a) military contingents (\$20.7 million) owing to lower costs for rations as a result of new contractual arrangements and the provision for a lower average strength of 14,292 military contingent personnel based on current and projected deployment patterns, compared with 14,613 provided for in the approved resources for the 2019/20 period; and (b) lower costs under facilities and infrastructure (\$1.9 million) owing mainly to lower requirements for maintenance services, a lower unit cost of fuel and a lower requirement for generators and electrical equipment</p> <p>The proposed budget of \$558.5 million represents a decrease of 1.1 per cent (\$6.0 million), compared with the approved budget for the 2019/20 period. The decreased requirements are attributable mainly to: (a) military contingents (\$26.0 million) due to a reduction in the costs of rations owing to a new contract and a reduction in travel on emplacement, rotation and repatriation; and (b) decreased requirements under communications and information technology (\$2.8 million) for equipment, services and spare parts</p> <p>The overall decreased requirement is offset in part by increased requirements for: (a) facilities and infrastructure (\$10.5 million) owing to the increased requirement of generator fuel and construction materials, field defence supplies and safety and security equipment in support of the elections and firefighting equipment for the airport in Mogadishu; (b) air operations (\$9.8 million) attributable mainly to the requirement for an additional helicopter to support AMISOM and security-related requirements for air operations support systems and equipment at the airports in Kismayo and Mogadishu; (c) international staff (\$2.6 million) due to the application of the vacancy rate for continuing posts for 18 posts approved in the 2019/20 period and the application of the latest effective salary scales and detailed step levels; and (d) medical services (\$2.5 million) due to higher costs for hospital admission</p>
United Nations Logistics Base at Brindisi	<p>The proposed budget of \$62.9 million represents a decrease of 0.8 per cent (\$0.5 million), compared with the approved budget for the 2019/20 period. The decrease in requirements is attributable mainly to: (a) communications and information technology (\$2.2 million) owing to the transfer of the maintenance costs relating to the troop contribution management and enterprise identity management systems to the support account budget in the 2020/21 period, lower requirements for contractual services and the replacement of equipment</p> <p>The overall decreased requirement is offset in part by increased requirements for: (a) international staff (\$1.1 million) owing to higher common staff costs, one additional international post and a lower vacancy rate; and (b) general temporary positions (\$0.2 million) due to lower average vacancy rates applied</p>
Regional Service Centre in Entebbe	<p>The proposed budget of \$37.6 million represents an increase of 6.4 per cent (\$2.3 million), compared with the approved budget for the 2019/20 period. The increase in requirements is attributable mainly to: (a) national staff (\$1.9 million) owing to the conversion of four international posts to National Professional Officer posts, an increase in national salaries effective 1 September 2019, the application of a higher step level for national General Service staff and the application of a lower vacancy rate; and (b) international staff (\$0.5 million) due to the revised salary scale, higher common staff costs and lower vacancy rates</p>

*Peacekeeping component**Main factors for variance*

Support account
for peacekeeping
operations

The proposed budget of \$363.4 million represents an increase of 4.2 per cent (\$14.6 million), compared with the approved budget for the 2019/20 period. Besides the core support account, the proposal includes peacekeeping contributions for organizational initiatives, namely, the enterprise resource planning project, the Peacekeeping Capability Readiness System, the global service delivery model project, Umoja maintenance and support costs, and the newly proposed provisions for the settlement of post-traumatic stress disorder claims for uniformed personnel and for the maintenance of IT applications (previously in the budget for the United Nations Logistics Base at Brindisi). The increase in overall requirements is attributable mainly to: (a) standard adjustments in staff costs based on updated vacancy rates, common staff costs and post adjustment (\$16.6 million); (b) the provision for the settlement of post-traumatic stress disorder claims (\$3.5 million); (c) provisions for the maintenance of IT applications (the troop contribution management and enterprise identity management systems), which were previously reflected in the budget of the United Nations Logistics Base; (d) an increase in standard provisions for rent (\$1.4 million); and (e) higher provisions for after-service health insurance (\$0.3 million)

These increases are offset in part by reduced requirements for: (a) a reduction in the provision for the enterprise resource planning project (\$6.0 million); (b) an absence of the periodic requirement for the triennial Working Group on Contingent-Owned Equipment (\$1.1 million); and (c) a net decrease of four posts and general temporary assistance positions and a decrease for official travel

Annex II

Analysis of budget performance for the period from 1 July 2018 to 30 June 2019

Table 1

Budget performance for the 2018/19 period by class of expenditure

(Thousands of United States dollars; budget year is from 1 July 2018 to 30 June 2019)

Class of expenditure	Apportionment (1)	Expenditure (2)	Variance	
			Amount (3)=(1)-(2)	Percentage (4)=(3)÷(1)
Military and police personnel				
Military observers	70 078.4	67 636.3	2 442.1	3.5
Military contingents	2 699 280.6	2 712 869.2	(13 588.6)	(0.5)
United Nations police	138 440.8	142 623.6	(4 182.8)	(3.0)
Formed police units	258 800.1	253 411.0	5 389.1	2.1
Subtotal	3 166 599.9	3 176 540.1	(9 940.2)	(0.3)
Civilian personnel				
International staff	1 192 027.8	1 232 594.6	(40 566.8)	(3.4)
National staff	412 363.5	443 347.5	(30 984.0)	(7.5)
United Nations Volunteers	71 480.3	79 591.9	(8 111.6)	(11.3)
General temporary assistance	50 121.8	60 033.0	(9 911.2)	(19.8)
Government-provided personnel	13 865.4	13 389.8	475.6	3.4
Subtotal	1 739 858.8	1 828 956.8	(89 098.0)	(5.1)
Operational costs				
Civilian electoral observers	—	—	—	—
Consultants and consulting services	8 747.1	7 374.7	1 372.4	15.7
Official travel	34 664.3	37 673.7	(3 009.4)	(8.7)
Facilities and infrastructure	562 336.7	584 396.9	(22 060.2)	(3.9)
Ground transportation	102 625.9	109 559.4	(6 933.5)	(6.8)
Air operations	742 092.5	615 101.6	126 990.9	17.1
Naval transportation	4 176.7	7 800.4	(3 623.7)	(86.8)
Communications and Information technology	310 264.2	310 103.0	161.2	0.1
Medical	34 761.4	26 882.4	7 879.0	22.7
Special equipment	—	—	—	—
Other supplies, services and equipment	405 016.3	369 307.0	35 709.3	8.8
Quick-impact projects	11 800.0	10 578.1	1 221.9	10.4
Subtotal	2 216 485.1	2 078 777.2	137 707.9	6.2
Enterprise resource planning	28 859.1	28 859.1	—	—
Information and systems security	821.5	821.5	—	—
Global service delivery model	1 302.8	1 302.8	—	—
Peacekeeping Capability Readiness System	3 881.6	1 805.0	2 076.6	53.5
Gross requirements	7 157 808.8	7 117 062.5	40 746.3	0.6
Staff assessment income	172 081.4	181 984.6	(9 903.2)	(5.8)
Net requirements	6 985 727.4	6 935 077.9	50 649.5	0.7
Voluntary contributions in kind (budgeted)	1 111.2	821.6	289.6	26.1
Total requirements	7 158 920.0	7 117 884.1	41 035.9	0.6

Table 2
Main factors contributing to variances in resource requirements for the 2018/19 period

(Thousands of United States dollars; budget year is from 1 July 2018 to 30 June 2019)

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Military observers	70 078.4	67 636.3	2 442.1	3.5	<p>The underexpenditure of \$2.4 million under military observers was attributable mainly to the higher actual average vacancy rate of military observers at MONUSCO</p> <p>The lower deployment in MONUSCO was offset in part by higher actual mission subsistence allowance costs at UNISFA, MINURSO and UNMISS, as well as lower actual vacancy rates at UNISFA and MINURSO</p>
Military contingents	2 699 280.6	2 712 869.2	(13 588.6)	(0.5)	<p>The overexpenditure of \$13.6 million under military contingents was attributable mainly to: (a) \$31.6 million in higher costs at MONUSCO, including owing to the payment of troop reimbursement costs relating to the 2017/18 period, lower deductions for absent or non-functional contingent-owned major equipment, the higher rate of reimbursement (\$1,428 per person-month, compared with \$1,410 per person-month budgeted) and higher costs of contingent-owned equipment for rapidly deployable battalions deployed to mitigate violence during the electoral period; and (b) \$20.5 million in higher costs at MINUSMA stemming from additional travel and freight costs associated with the unplanned deployment and repatriation of the contingents and major equipment, accrued prior-period liabilities for contingent units deployed without signed memorandums of understanding, the improved performance of deployed contingent-owned equipment and higher self-sustainment costs</p> <p>The overexpenditure was offset in part by: (a) lower costs of rations, including a new contract and lower warehousing and transportation costs, as well as lower costs of contingent-owned equipment owing to the deployment of self-sustainment capabilities by AMISOM troop-contributing countries at lower-than-established standards at UNSOS (\$21.2 million); and (b) lower costs for rations, higher-than-budgeted rates of the unserviceability and non-deployment of contingent-owned equipment and lower costs of air travel relating to the emplacement of uniformed personnel resulting from the use of a long-term charter agreement, compared with the budgeted airfare through commercial carriers at MINUSCA (\$13.2 million)</p>
United Nations police	138 440.8	142 623.6	(4 182.8)	(3.0)	<p>The overexpenditure of \$4.2 million was attributable mainly to: (a) the sharing of accommodation, which increased requirements for the mission subsistence allowance, and to higher-than-anticipated costs for the rotation and repatriation travel of United Nations police personnel at UNAMID (\$1.8 million); (b) the sharing of accommodation, which increased requirements for mission subsistence allowance entitlement at UNMISS (\$1.7 million); and (c) the lower actual average vacancy rate compared with the budgeted rate at MINUJUSTH (\$1.4 million)</p> <p>The overexpenditure was offset in part by the lower expenditures at MONUSCO as a result of the higher actual average vacancy rate compared with the budgeted rate, and lower requirements for travel on emplacement, rotation and repatriation, given that 145 United Nations police were retained beyond the 2018/19 budget period</p>

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Formed police units	258 800.1	253 411.0	5 389.1	2.1	<p>The underexpenditure of \$5.4 million was attributable mainly to: (a) the postponement of the deployments of two formed police units at UNSOS (\$3.2 million); (b) lower costs for in-mission freight, the lower deployment of contingent-owned equipment and higher shortfalls in self-sustainment capabilities at UNAMID (\$2.8 million); and (c) lower costs of rations, higher actual rates of unserviceability, the non-deployment of equipment and lower actual average airfares per person for travel at MINUSCA (\$1.1 million)</p> <p>The underexpenditure was offset in part by increased costs at MINUSMA (\$1.6 million) for contingent-owned self-sustainment equipment and reimbursement costs of personnel as a result of the higher rate of \$1,428 per person-month authorized by the General Assembly by its resolution 72/285, and the higher number of deployed formed police personnel meeting the self-sustainment standards and accrued liabilities</p>
International staff	1 192 027.8	1 232 594.6	(40 566.8)	(3.4)	<p>The overexpenditure of \$40.6 million was attributable mainly to: (a) lower-than-budgeted vacancy rates at MONUSCO, MINUSMA, UNSOS and MINUJUSTH; (b) higher-than-anticipated requirements for common staff costs at UNMISS, UNSOS, MINUJUSTH and the support account; (c) an increase in the post adjustment multiplier during the performance period at UNMISS; (d) separation costs relating to the abolishment of posts at MONUSCO; and (e) lower-than-budgeted actual vacancy rates for professional posts and post adjustment multiplier changes since January 2018 in the support account</p> <p>The overexpenditure was offset in part by lower common staff costs and a higher actual average vacancy rate at MINUSCA</p>
National staff	412 363.5	443 347.5	(30 984.0)	(7.5)	<p>The overexpenditure of \$31.0 million was attributable mainly to: (a) lower-than-budgeted vacancy rates at MONUSCO, UNIFIL, MINUSMA and MINUSCA; (b) revised national staff salary scales at MONUSCO and UNIFIL; (c) higher-than-anticipated requirements for common staff costs at UNAMID owing mainly to higher-than-anticipated payments for accrued leave to separated national staff members; (d) a higher actual average grade level/step at MINUSMA; and (e) a higher actual monthly rate of danger pay entitlements reimbursed to national General Service personnel at MINUSCA</p>
United Nations Volunteers	71 480.3	79 591.9	(8 111.6)	(11.3)	<p>The overexpenditure of \$8.1 million was attributable mainly to: (a) the payment, effective 1 January 2019, of a well-being differential in Kinshasa, the retention of volunteers to provide technical assistance and logistical support to the postponed elections in North Kivu and Mai-Ndombe, the unbudgeted requirements of residential security and the payment of a one-month living allowance for volunteers who were redeployed within the mission area for operational reasons at MONUSCO; (b) increased programme support costs, effective 1 January 2019, and higher-than-anticipated requirements for allowances at UNMISS and MINUSMA; and (c) higher allowances in the second half of the year and the lower actual average vacancy rate for international United Nations Volunteer personnel at MINUSCA</p>

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
General temporary assistance	50 121.8	60 033.0	(9 911.2)	(19.8)	The overexpenditure of \$9.9 million was attributable to: (a) the costs allocated for general temporary assistance relating to support activities for Umoja Extension 2 and functions centralized at Headquarters following the Umoja implementation, in accordance with General Assembly resolution 72/288, in all peacekeeping operations; and (b) the retention of electoral general temporary assistance staff to provide technical assistance and logistical support to the postponed elections in North Kivu and Mai-Ndombe, as well as increases in the salary scales for national staff and a lower actual average vacancy rate for temporary national General Service staff at MONUSCO
Government-provided personnel	13 865.4	13 389.8	475.6	3.4	The underexpenditure of \$0.5 million was attributable mainly to a higher-than-budgeted actual average vacancy rate and lower-than-budgeted average ticket price for travel on assignment and repatriation at MONUSCO
Consultants and consulting services	8 747.1	7 374.7	1 372.4	15.7	The underexpenditure of \$1.4 million was attributable mainly to: (a) lower requirements for consultants in the support account for the supply chain project, the staffing principles and parameters project and in the areas of human resources and business transformation and accountability during the initial phase of the management reform implementation; (b) delayed implementation of projects at MINUSMA owing to the volatile security situation; and (c) delays in the identification, contracting and onboarding of international consultants at UNISFA The underexpenditure was offset in part by additional requirements at MONUSCO owing to consultancy expertise required in the areas of environmental and construction projects
Official travel	34 664.3	37 673.7	(3 009.4)	(8.7)	The overexpenditure of \$3.0 million under official travel was attributable mainly to: (a) higher costs of travel within Mali in order to facilitate priority trips for the professional development of the Mission's field service personnel in the application of security and communication systems, increased convoy movements to facilitate the movement of goods and supplies to the north and centre of the country and the non-budgeted costs of the Security Council mission to MINUSMA; (b) unbudgeted travel requirements relating to the visit of the Security Council to the Democratic Republic of the Congo, additional travel in support of the electoral process and travel relating to the closure of eight locations at MONUSCO; and (c) higher-than-planned requirements for in-mission travel relating to the closure of team sites and sector headquarters at UNAMID The overexpenditure was offset in part by lower travel requirements undertaken in the support account owing to the reprioritization of resources to cover the increased requirements for staff salaries

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Facilities and infrastructure	562 336.7	584 396.9	(22 060.2)	(3.9)	<p>The overexpenditure of \$22.1 million was attributable mainly to: (a) the construction of overhead protection for hospital facilities and security standards-compliant office and residential facilities for staff and contractors in the aftermath of the January 2019 mortar attack on the United Nations compound in Mogadishu and higher-than-anticipated requirements for the replacement of water and wastewater treatment plants at UNSOS (\$24.8 million); and (b) spare parts for air conditioners, overhead protection structures, generators and maintenance materials for wastewater treatment plants and water supply systems, higher fuel consumption for generators and higher fuel prices, additional spare parts and supplies for the completion of various projects, including expansion, protection, wastewater and water supply projects, and the acquisition of unplanned sense and warn security systems for projection of four camps at MINUSMA (\$14.2 million)</p> <p>The overexpenditure was offset in part by the lower actual average price and consumption of generator fuel, lower-than-anticipated requirements for maintenance services and the utilization of in-house resources for activities in respect of the closure of team sites and sector headquarters at UNAMID (\$7.1 million)</p>
Ground transportation	102 625.9	109 559.4	(6 933.5)	(6.8)	<p>The overexpenditure of \$6.9 million was attributable mainly to: (a) the unplanned purchase of 30 armoured vehicles at UNSOS and increased requirements for spare parts; (b) a higher actual average fuel price per litre, higher mobilization costs following the installation of fuel points and the acquisition of engineering-related vehicles required for waste management for the additional troops and to improve logistics operations at MINUSCA; (c) higher fuel consumption levels in the context of an expanded vehicle fleet, combined with higher fuel prices, and the rental of vehicles in order to support the electoral process at MINUSMA; and (d) the acquisition of specialized construction vehicles to enhance the in-house construction capacity at UNISFA</p> <p>The overexpenditure was offset in part by reduced requirements at MINUJUSTH stemming from the acquisition of fewer spare parts, given the sufficient availability of inventory acquired during prior periods and the lower fuel consumption following the early repatriation of two formed police units in the context of the drawdown of the Mission</p>
Air operations	742 092.5	615 101.6	126 990.9	17.1	<p>The underexpenditure of \$127.0 million was attributable mainly to: (a) a lower air transportation requirements at MONUSCO owing to the mobilization of fewer aircraft and flight hours during the electoral process because the Government of the Democratic Republic of the Congo had assumed financial and logistical responsibility for the organization of the elections and the Mission did not participate in the distribution of electoral materials, and lower flight hours due to the unavailability of aircraft; (b) the implementation of cost-efficiency measures to optimize fleet and flight operations at MINUSMA and MINUSCA in accordance with the initiative of the Secretary-General, including a changed fleet composition, as well as the delayed deployment and non-deployment of air assets; (c) the non-deployment of three helicopters and the delayed deployment of fixed-wing aircraft at UNSOS; (d) fewer-than-anticipated flight hours for fixed- and rotary-wing aircraft at UNMISS due mainly to the non-deployment and non-availability of helicopters and the continuous revision of flight schedules within the Mission area as part of the measures taken</p>

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Marine operations	4 176.7	7 800.4	(3 623.7)	(86.8)	to implement the Secretary-General's initiative to maximize the utilization of aviation resources The overexpenditure of \$3.6 million was attributable mainly to: (a) the acquisition of sea containers for the transportation of prefabricated buildings, equipment and other assets at MINUSCA (for operating bases in new locations to address the evolving operational requirements for the protection of civilians), MONUSCO (unbudgeted) and UNSOS (security standards-compliant prefabricated facilities in the aftermath of the January 2019 mortar attack on the United Nations compound in Mogadishu)
Communications and information technology	310 264.2	310 103.0	161.2	0.1	The underexpenditure of \$0.2 million was attributable mainly to: (a) the postponement of the planned expansion of the MINUSMA secure network camp protection system in order to reprioritize funds for the acquisition of other security systems under the facilities and infrastructure class of expenditure; (b) lower rates for Internet access due to the optimization of Internet bandwidth through a reduction in the number of providers, a lower use of SMS services by the force and lower requirements for the acquisition of equipment because of the recovery of equipment from offices closed during the 2018/19 period at MONUSCO; and (c) the discontinuation of satellite nodes from closed team sites at UNAMID, the consolidation of information and technology infrastructure due to the reconfiguration of the Operation and the lower-than-planned acquisition of equipment due to the utilization of equipment obtained from closing team sites sector headquarters The underexpenditure was offset in large part by increased requirements in other missions, including: (a) the acquisition of a counter-rocket, -artillery and -mortar system in Mogadishu and sector locations at UNSOS; and (b) the replacement of obsolete, damaged and essential hardware at UNISFA, as well as the upgrading and expansion of the network system and the acquisition of equipment in anticipation of the deployment of additional police personnel to the Mission
Medical	34 761.4	26 882.4	7 879.0	22.7	The underexpenditure of \$7.9 million was attributable mainly to: (a) reduced medical supplies and services at UNSOS due to a lower number of hospitalizations of AMISOM personnel at medical facilities and fewer medical evacuations; (b) the non-deployment of a commercial aeromedical evacuation team in the context of the realignment of the Mission's available resources and the deployment of a team from a troop-contributing country at lower costs at MINUSMA; and (c) fewer acquisitions of medical equipment and supplies at MINUSCA due to sufficient assets on hand for the operation of seven emergency first aid stations, compared with nine stations included in the approved budget
Other supplies, services and equipment	405 016.3	369 307.0	35 709.3	8.8	The underexpenditure of \$35.7 million was attributable mainly to: (a) lower commercial freight costs, given that some major engineering projects at MINUSMA were deferred to the 2019/20 period, and the delay in the implementation of the disarmament, demobilization and reintegration programme and other programmatic activities in northern and central Mali; (b) lower commercial freight costs at UNAMID because the Operation extensively utilized United Nations-owned vehicles to move equipment across the Mission area, and the lower-than-planned implementation of programmatic activities due in part to the evolving political situation, security challenges and shortage of local currency; (c) the support account being

<i>Category of expenditure</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors affecting budget performance</i>
			<i>Amount</i>	<i>Percentage</i>	
Quick-impact projects	11 800.0	10 578.1	1 221.9	10.4	<p>unable to meet part of its share of contribution for after-service health insurance and its share of the cost of the administration of justice due to increased requirements for salary costs; and (d) lower commercial freight costs at MINUSCA due to lower shipping rates, fewer acquisitions and the non-requirement for inter-mission transfer of equipment from other missions to Bangui; and (e) delays in the implementation of outsourcing contracts for supply chain and ground transportation, as well as AMISOM capacity-building activities at UNSOS</p> <p>The underexpenditure of \$1.2 million was attributable mainly to the reduced implementation of projects in MINUJUSTH, with 5 projects implemented, compared with the 26 projects provided for in the approved budget, owing to the Mission's decision to prioritize closing quick-impact projects initiated in previous years and carried over to the 2018/19 period, given the longer time period required to select implementing partners and in the light of the anticipated closure of the Mission</p>

Table 3
Budget performance for the 2018/19 period by peacekeeping component

(Thousands of United States dollars; budget year is from 1 July 2018 to 30 June 2019)

Peacekeeping component	Apportionment	Expenditure	Variance	
			Amount	Percentage
MINUJUSTH	121 455.9	121 266.6	189.3	0.2
MINURSO	52 350.8	52 315.1	35.7	0.1
MINUSCA	930 211.9	900 643.4	29 568.5	3.2
MINUSMA ^a	1 107 318.9	1 105 667.0	1 651.9	0.1
MONUSCO ^b	1 194 619.5	1 194 557.2	62.3	–
UNAMID	715 522.7	714 977.6	545.1	0.1
UNDOF	60 295.1	59 037.1	1 258.0	2.1
UNFICYP	52 938.9	51 556.9	1 382.0	2.6
UNIFIL	474 406.7	474 375.9	30.8	–
UNISFA	263 858.1	259 766.3	4 091.8	1.6
UNMIK	37 192.7	37 191.7	1.0	–
UNMISS ^c	1 150 894.0	1 150 107.1	786.9	0.1
UNSOS	558 152.3	557 382.2	770.1	0.1
Subtotal	6 719 217.5	6 678 844.1	40 373.4	0.6
United Nations Logistics Base at Brindisi	82 448.9	82 078.8	370.1	0.4
Regional service centre in Entebbe	31 438.9	31 436.1	2.8	–
Support account for peacekeeping operations	324 703.5	324 703.5	–	–
Subtotal	7 157 808.8	7 117 062.5	40 746.3	0.6
Voluntary contributions in kind (budgeted)	1 111.2	821.6	289.6	26.1
Total	7 158 920.0	7 117 884.1	41 035.9	0.6

^a Inclusive of authority to enter into commitments in the amount of \$32,600,000 approved by the Advisory Committee in its letter dated 26 April 2019.

^b Inclusive of authority to enter into commitments in the amount of \$80,000,000 approved by the General Assembly in its resolution [72/293](#) of 5 July 2018.

^c Inclusive of authority to enter into commitments in the amount of \$25,933,600 approved by the Advisory Committee in its letter dated 30 April 2019.

Table 4
Main factors contributing to variances in resource requirements for the 2018/19 period by peacekeeping component

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
MINUJUSTH	121 455.9	121 266.6	189.3	0.2	<p>The underexpenditure was attributable primarily to reduced requirements under: (a) facilities and infrastructure (\$2.7 million) owing to lower costs for security services based on the terms of a new contract and the closure of camps and other premises, as well as the acquisition of fewer spare parts, for which the items available in stock were adequate to cover the period; (b) air operations (\$2.0 million) owing to a lower number of flight hours resulting from the cancellation of a contract for the rental and operation of one helicopter; and (c) ground transportation (\$1.0 million) stemming from the acquisition of fewer spare parts, given the availability of inventory acquired during prior periods and the lower fuel consumption following the early repatriation of two formed police units in the context of the drawdown of the Mission</p> <p>The overall reduction was offset in part by higher requirements for: (a) international staff (\$3.2 million) owing to a lower actual average vacancy rate compared with the budgeted rate, higher common staff costs associated with the separation of staff and an increase in the hardship allowances owing to the change in the classification, effective 1 January 2019; and (b) United Nations police (\$1.4 million) attributable primarily to the lower actual average vacancy rate compared with the budgeted rate</p>
MINURSO	52 350.8	52 315.1	35.7	0.1	<p>The underexpenditure was attributable primarily to reduced requirements under operational costs (\$1.2 million) as a result of the postponement of planned procurement activities of goods and services due to the reprioritization of resources, and the lower actual costs for the acquisition of five containerized bunkers</p> <p>The overall reduction was offset in part by higher requirements for civilian personnel (\$1.0 million), which was attributable primarily to a lower-than-budgeted actual average vacancy rate for international and national staff, retroactive payment with respect to the upward reclassification of eight Field Service posts, eight national General Service posts and higher common staff costs for international staff</p>
MINUSCA	930 211.9	900 643.4	29 568.5	3.2	<p>The underexpenditure was attributable primarily to reduced requirements under: (a) military contingents (\$13.2 million) owing mainly to lower costs for rations, higher-than-budgeted rates of unavailability and the non-deployment of contingent-owned equipment, as well as lower costs of air travel relating to the emplacement of uniformed personnel resulting from the use of a long-term charter agreement compared with the budgeted airfare through commercial carriers; (b) air operations (\$11.2 million) resulting from the reconfiguration of the fleet, the reduction in the number of helicopters, changes in the operational requirements and lower costs for helicopters that were not operational; and (c) international staff</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
					<p>(\$6.9 million) owing to lower common staff costs for dependency, relocation and settling-in grants and rental subsidy entitlements and a higher-than-budgeted actual average vacancy rate</p> <p>The overall reduction was offset in part by higher requirements for: (a) national staff (\$2.7 million) due to the higher actual monthly rate for danger pay entitlements reimbursed to national General Service personnel and the lower-than-budgeted actual average vacancy rate; and (b) ground transportation (\$2.4 million) as a result of higher actual costs for petrol, oil and lubricants, higher mobilization costs for the installation of fuel points that were deferred to the 2018/19 period and the acquisition of engineering-related vehicles for waste management</p>
MINUSMA ^a	1 107 318.9	1 105 667.0	1 651.9	0.1	<p>The underexpenditure was attributable primarily to operational costs stemming from: (a) air operations (\$37.5 million) due to the Mission's implementation of cost-efficiency measures to optimize its fleet and flight operations and related lower fuel consumption; (b) other supplies, services and equipment (\$9.9 million) with lower commercial freight costs due to the maximum utilization of its fleet of transportation assets and because some major engineering projects were deferred to the 2019/20 period, as well as a delay in the implementation of the disarmament, demobilization and reintegration programme and other programmatic activities in northern and central Mali owing to the fragile security situation; and (c) communications and information technology (\$8.9 million) due to the postponement of the planned expansion of the Mission's secure network camp protection system in order to reprioritize funds for the acquisition of other security systems under the facilities and infrastructure class of expenditure</p> <p>The overall reduction was offset in part by higher requirements for: (a) military contingents (\$20.5 million) as a result of additional travel and freight costs associated with the unplanned deployment and repatriation of the contingents and major equipment, as well as higher costs of contingent-owned equipment for accrued prior-period liabilities for contingent units deployed without signed memorandums of understanding, improved performance of deployed contingent-owned equipment and higher self-sustainment costs; (b) facilities and infrastructure (\$14.2 million) due to higher fuel consumption for generators and higher fuel prices, additional spare parts and supplies for the completion of various projects, including expansion, protection, wastewater and water supply projects, and the acquisition of unplanned sense-and warn security systems for the protection of four camps; and (c) international staff (\$11.8 million) due to lower-than-budgeted actual vacancy rates</p>
MONUSCO ^b	1 194 619.5	1 194 557.2	62.3	–	<p>The approved budget of MONUSCO was 99.99 per cent utilized</p> <p>The underexpenditure under air operations (\$51.0 million) was attributable mainly to: (a) lower air transportation requirements during the electoral process, including the mobilization of 24 aircraft, compared with 38 budgeted, and a lower number of flight hours (1,000 hours flown, compared with 6,484 budgeted) because the</p>

Peacekeeping component	Apportionment	Expenditure	Variance		Main factors for variance
			Amount	Percentage	
					<p>Government of the Democratic Republic of the Congo decided to assume financial and logistical responsibility for the organization of the elections and the Mission did not participate in the distribution of electoral materials, resulting in lower requirements for the rental of aircraft and for jet fuel; (b) a lower number of flight hours due to the unavailability of fixed-wing aircraft for technical reasons; (c) lower fixed costs due to the replacement of an aircraft and a new contract for the CRJ aircraft; and (d) the unavailability of two helicopters for six months and two other helicopters for five months due to maintenance. In addition, lower costs of military observers were attributable mainly to the higher actual average vacancy rate (\$4.5 million)</p> <p>The lower costs under air operations were offset by higher requirements for military contingents and civilian personnel. The higher costs of military contingents (\$31.6 million) were due to the postponement to the 2018/19 period of the payment of standard troop reimbursement costs relating to the 2017/18 period; lower actual deductions for absent or non-functional contingent-owned major equipment against troop reimbursement costs; the higher rate of reimbursement (\$1,428 per person-month compared with \$1,410 per person-month budgeted, in line with General Assembly resolution 72/285); and higher costs of contingent-owned equipment for rapidly deployable battalions deployed to mitigate violence during the electoral period. The higher costs of civilian personnel were attributable mainly to: (a) international staff (\$14.0 million) owing to the lower actual vacancy rates compared with the approved vacancy rate and the separation costs relating to the abolishment of 110 international posts; and (b) national staff (\$9.3 million) owing to the lower actual vacancy rates compared with the approved vacancy rates, and the increase in the salary scales for National Professional Officers and national General Service staff</p>
UNAMID	715 522.7	714 977.6	545.1	0.1	<p>The underexpenditure under operational costs amounted to \$18.4 million and was attributable primarily to: (a) other supplies, services and equipment (\$7.7 million) with extensive utilization of United Nations-owned vehicles to move equipment, machineries and other items across the mission area instead of outsourcing the inland transportation movement to third-party logistics, and the lower-than-planned implementation of programmatic activities due in part to the evolving political situation in the Sudan during the performance period, to security challenges and to the shortage of local currency; (b) facilities and infrastructure (\$7.1 million) due to the lower actual average price and consumption of generator fuel and lower-than-anticipated requirements for maintenance services and the utilization of in-house resources for activities in respect of the closure of team sites and sector headquarters; and (c) air operations (\$1.6 million) stemming from the lower-than-anticipated deployment of four military utility helicopters</p> <p>The underexpenditure was offset in part by higher requirements under civilian personnel (\$12.8 million), mainly in national staff (\$8.6 million), which was attributable primarily to higher common staff costs, including accrued leave,</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
UNDOF	60 295.1	59 037.1	1 258.0	2.1	<p>repatriation grant and indemnity to separated staff members. In addition, increased requirements under military and police personnel (\$5.0 million) were attributable mainly to payment for the resolution of a legal matter in respect of a rations contract and to higher troop deployment levels</p> <p>The underexpenditure was attributable mainly to reduced requirements under military contingents (\$2.5 million) owing to lower costs of rations resulting from the engagement of a new rations vendor with more favourable rates and a favourable impact from the change in the contractual currency denomination from the euro to the dollar; the higher-than-budgeted actual average vacancy rate for military contingent personnel; and higher actual rates of unserviceability and non-deployment of contingent-owned major equipment</p> <p>The reduced requirements were offset in part by higher requirements for facilities and infrastructure (\$1.3 million) as a result of: (a) major maintenance services for the unplanned repairs to damaged physical infrastructure and other rehabilitation work at positions and camps of the Force to hasten the return to eventual full operational capability; and (b) the acquisition of 12 generator sets in lieu of the planned sourcing of electricity from the local energy grid to provide power during the refurbishment and rehabilitation work for the two former United Nations positions</p>
UNFICYP	52 938.9	51 556.9	1 382.0	2.6	<p>The underexpenditure was attributable primarily to: (a) military and police personnel (\$0.7 million) owing to a lower number of deployed military staff officers, lower costs of euro-denominated budget items due to the depreciation of the euro against the dollar and lower actual costs for travel on emplacement, rotation and repatriation; (b) civilian personnel (\$0.6 million) due to the depreciation of the euro against the dollar and the lower-than-budgeted common staff costs and a lower post adjustment multiplier; and (c) air operations (\$0.4 million) resulting from the lower-than-budgeted actual number of flight hours due to the unavailability of operational aircraft for parts during the reporting period</p> <p>The reduced requirements were offset in part by higher requirements for ground transportation (\$0.6 million) mainly as a result of the acquisition of additional vehicles to replace deteriorated vehicles</p>
UNIFIL	474 406.7	474 375.9	30.8	–	<p>Approved resources were 99.99 per cent utilized</p> <p>The underexpenditure was recorded under: (a) communications and information technology (\$1.1 million) as a result of the lower usage of mobile communications services resulting from the Force's increased utilization of Internet-based communication tools, the deferred engagement of public information and publication services and the deferred acquisition of spare parts, owing to the reprioritization to cover increased requirements for national staff costs; (b) military contingent (\$1.0 million) stemming from an actual average vacancy rate higher than budgeted, the conversion of a level II to a level I-plus hospital and lower costs</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
					of rations due to new contractual rates; (c) facilities and infrastructure (\$0.6 million) owing to the engagement of fewer contractors for services and the deferred acquisition of equipment and materials to cover the increased requirements for national staff; and (d) other supplies, services and equipment (\$0.5 million) owing to lower costs for freight and other related costs as a result of the deferral of acquisitions of various equipment, as well as lower costs for training fees, supplies and services owing to the deferral of training activities, to the 2019/20 period, to cover the increased requirements for national staff The overexpenditure was recorded under national staff (\$3.2 million), which was attributable to a lower actual average vacancy rate compared with the rate applied in the approved budget, and the revised salary scale for national staff, effective 1 September 2018, compared with the budgeted scale
UNISFA	263 858.1	259 766.3	4 091.8	1.6	The underexpenditure was attributable primarily to: (a) air operations (\$5.6 million) resulting from the unserviceability of two military aircraft, the lower contractual price for a helicopter, a cost-sharing arrangement with UNMISS and higher-than-anticipated flight cancellations; (b) military contingents (\$3.9 million) due to a lower-than-planned average monthly deployment level pursuant to Security Council resolutions by which the Council decided to reduce the authorized troop ceiling; and (c) facilities and infrastructure (\$2.2 million) owing to lower-than-budgeted construction-related work due to delays in mobilizing third-party contractors and the delayed implementation of a surveillance system The reduced requirements were offset in part by higher requirements for: (a) communications and information technology (\$3.8 million) as a result of the replacement of obsolete, damaged and essential hardware, the upgrading and expansion of the communications and information technology network and the acquisition of network infrastructure equipment and communications and information technology equipment; and (b) ground transportation (\$2.1 million) owing to the acquisition of United Nations-owned specialized construction vehicles to enhance the Mission's in-house construction capacity
UNMIK	37 192.7	37 191.7	1.0	–	The unencumbered balance of \$1,000 was attributable mainly to the underexpenditure recorded under: (a) international staff (\$0.5 million) owing to higher vacancy rates; (b) communications and information technology (\$0.2 million) stemming from reduced requirement and lower prices for equipment and communication services; and (c) facilities and infrastructure (\$0.2 million) owing mainly to the lower actual contractual costs with respect to the three strong rooms installed in Pristina mission headquarters and the Mitrovica Regional Office The overall reduced requirements were offset by the higher expenditure for national staff (\$1.0 million), which was attributable mainly to an increase in local salary rates based on the new salary scale promulgated as of 1 July 2018 and higher common staff costs than budgeted

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
UNMISS ^c	1 150 894.0	1 150 107.1	786.9	0.1	<p>The underexpenditure was attributable primarily to: (a) air operations (\$6.5 million) resulting from fewer-than-anticipated flight hours because one helicopter was not deployed, three helicopters were not available for approximately six months and a fixed-wing aircraft was not utilized, as well as the continuous revision of flight schedules within the mission area to maximize the utilization of aviation resources; and (b) military contingents (\$2.1 million) owing mainly to lower requirements for the outbound transportation of rations due to the utilization of the Mission's air assets and lower travel costs due to the non-deployment of three military contingent units</p> <p>The overall reduced requirements were offset in part by higher expenditures for: (a) international staff (\$3.5 million) owing to an increase in the post adjustment multiplier, higher-than-anticipated requirements for common staff costs and higher costs for danger pay; (b) United Nations Volunteers (\$2.0 million) owing to increased programme support costs effective 1 January 2019, higher-than-anticipated requirements for the well-being supplement and higher resettlement allowances; and (c) United Nations police (\$1.7 million) due to the sharing of accommodations, which increased requirements for mission subsistence allowance</p>
UNSOS	558 152.3	557 382.2	770.1	0.1	<p>The underexpenditure was attributable primarily to reduced requirements under: (a) military contingents (\$21.2 million) owing to lower of cost rations due to new contract and lower warehousing and transportation costs, as well as lower costs of contingent-owned equipment owing to the deployment of self-sustainment capabilities by AMISOM troop-contributing countries at lower-than-established standards; and (b) air operations (\$11.5 million) owing to the non-deployment of three helicopters, the delayed deployment of two fixed-wing aircraft and lower landing fees and ground handling charges due to the delayed deployment of and lower utilization of aircraft outside the mission area</p> <p>The overall reduced requirements were offset in part by higher requirements for: (a) facilities and infrastructure (\$24.8 million) owing to the requirement for the construction of overhead protection for hospital facilities and security standards-compliant office and residential facilities for staff and contractors in the aftermath of the January 2019 mortar attack on the United Nations compound in Mogadishu, and higher-than-anticipated requirements for the replacement of water and wastewater treatment plants; and (b) increased requirements for communications and information technology (\$7.6 million) owing to the acquisition of a counter-rocket, -artillery and -mortar system for Mogadishu and the sector locations</p>
United Nations Logistics Base at Brindisi	82 448.9	82 078.8	370.1	0.4	<p>The underexpenditure was attributable primarily to reduced requirements under civilian personnel (\$3.5 million) resulting primarily from the appreciation of the dollar against the euro and a higher actual average vacancy rate for international staff</p> <p>The overall reduced requirements were offset in part by increased communications and information technology costs (\$2.3 million) owing primarily to the</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
Regional Service Centre in Entebbe	31 438.9	31 436.1	2.8	–	<p>replacement of information technology and communications equipment that had reached a critical obsolescence stage due to budgetary reprioritization in prior years, and unforeseen requirements for the acquisition of software relating to cybersecurity, networking and application monitoring systems</p> <p>– Approved resources were 99.99 per cent utilized.</p> <p>The overexpenditure recorded for civilian personnel (\$2.4 million) was owing to increased requirements under international and national staff as a result of lower vacancy rates compared with the rates applied in the budget</p> <p>The reduced expenditure recorded under operational costs (\$2.4 million) was attributable mainly to the postponement of reimbursement to MONUSCO for maintenance services and the reprioritization of purchases for engineering supplies and information technology and communications equipment and supplies to budgetary limitations to cover the increased requirements for civilian personnel</p>
Support account for peacekeeping operations	324 703.5	324 703.5	–	–	<p>– The approved budget of the support account for peacekeeping operations was fully utilized</p> <p>The overexpenditure recorded under post resources and general temporary assistance classes of expenditure (\$11.8 million) was attributable to actual average vacancy rates below the rates applied in the budget for professional and general temporary assistance positions, the post adjustment multiplier changes since January 2018, a higher-than-budgeted level of common staff costs and changes in the base salary and staff assessment</p> <p>The unutilized balance under non-post resources (\$9.7 million) was attributable mainly to the postponement of expenditures to cover the increased requirements for civilian personnel. The support account could not meet part of its share of contributions for after-service health insurance and its share of the cost of the administration of justice due to increased requirements for salary costs. The requirement for after-service health insurance was met by unencumbered balances of nine peacekeeping operations through the apportionment of costs, and the remainder was deferred to the 2019/20 period. In addition, the contribution of the peacekeeping share of the cost of the administration of justice was also deferred to the 2019/20 period. The lower requirement for the peacekeeping capability readiness system (\$2.1 million) was attributable mainly to the lower number of countries that pledged under the peacekeeping capability countries.</p>

^a Inclusive of authority to enter into commitments in the amount of \$32,600,000 approved by the Advisory Committee in its letter dated 26 April 2019.

^b Inclusive of authority to enter into commitments in the amount of \$80,000,000 approved by the General Assembly in its resolution 72/293 of 5 July 2018.

^c Inclusive of authority to enter into commitments in the amount of \$25,933,600 approved by the Advisory Committee in its letter dated 30 April 2019.

Annex III

Analysis of current and planned deployment of unmanned aerial systems

<i>Mission</i>	<i>Type of arrangement (commercial/letter of assist)</i>	<i>Number of units</i>	<i>Manufacturer/type of system</i>	<i>2019/20 deployment status</i>	<i>Proposed 2020/21 (United States dollars)</i>
MONUSCO	Commercial	3	Falco Evo (medium-altitude long-endurance unmanned aerial system)	Deployed	9 992 300
	Memorandum of understanding	68	Unmanned aerial systems (up to 2 kg and 200 feet)	Deployed	82 416
MINUSMA	Letter of assist	1	Heron-1 (medium-altitude long-endurance unmanned aerial system)	Deployed	3 000 000
	Letter of assist	1	Puma mini unmanned aerial system	Deployed	387 816
	Letter of assist	4	Aladin mini unmanned aerial system	Deployed	21 540
	Letter of assist	1	Luna mini unmanned aerial system	Deployed	738 432
	Letter of assist	3	Medium-altitude long-endurance unmanned aerial system	Not budgeted	4 996 128
	Letter of assist	3	Medium-altitude long-endurance unmanned aerial system, small tactical unmanned aerial system	Budgeted, not deployed, under Force generation	4 996 128
	Memorandum of understanding	40	Unmanned aerial systems (up to 2 kg and 200 feet)	Deployed	48 480
MINUSCA	Letter of assist	2	Orbiter 2B, Orbiter 3B small tactical unmanned aerial system	Deployed	5 720 500
	Memorandum of understanding	15	Unmanned aerial systems (up to 2 kg and 200 feet)	Deployed	18 180

Annex IV

Death and disability compensation

1. From 1 January to 31 December 2019, 183 death and disability claims amounting to \$7.4 million were processed, out of which 132 amounting to \$5.9 million were paid.

2. As at 31 December 2019, there were 502 pending claims, of which 415 had been pending for more than 90 days. Of those 415 claims, 92 were awaiting additional medical information requested from permanent missions; 315 were awaiting assessment of the percentage of permanent impairment from the Medical Services Division (301 are related to post-traumatic stress disorder occurred in the peacekeeping missions); 4 were awaiting notification of casualty confirmation from field missions; and 4 had been certified and were pending payment.

3. Following the receipt of numerous post-traumatic stress disorder claims, the Department of Operational Support, with the Office of Legal Affairs, coordinated the development of guidelines for the purpose of evaluating compensation claims for injury caused by post-traumatic stress disorder to ensure that all eligible individuals were compensated appropriately, while ensuring the fairness and transparency of the compensation process and reimbursement of only valid and substantiated claims. The majority of those injuries were caused by events that had occurred 15 to 20 years ago at missions such as the United Nations Protection Force (UNPROFOR) and United Nations Preventive Deployment Force (UNPREDEP). The submission of such claims is often delayed because symptoms of post-traumatic stress disorder can take years/decades to be felt or be recognized. The post-traumatic stress disorder claims are now being reviewed by specialists in the field to ascertain whether causation is linked to service in a United Nations mission and to determine the percentage of permanent impairment. As at 31 December 2019, of 327 pending post-traumatic stress disorder claims, 26 claims had been reviewed and evaluated. Of the reviewed claims, 1 for UNFICYP was processed and paid on 30 December 2019, 1 was denied and 24 relating to closed missions were pending due to the non-availability of cash. A provision to cover the costs has been included in the support account budget for the 2020/21 period.

4. The Secretariat endeavours to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of claims when all documentation is provided.

Status of claims for death and disability compensation: 2019

A. Summary of death and disability compensation

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>
MINUJUSTH	1	70	–	–	–	–	–	–
MINUSCA	27	1 163	6	234	8	205	16	594
MINUSMA	41	2 578	2	35	5	147	93	1 154
MINUSTAH	1	12	–	–	–	–	–	–
MONUSCO	21	1 148	7	339	1	70	32	883
UNAMID	11	205	3	90	6	22	7	265

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>
		<i>(thousands of United States dollars)</i>		<i>(thousands of United States dollars)</i>		<i>(thousands of United States dollars)</i>		<i>(thousands of United States dollars)</i>
United Nations Confidence Restoration Operation in Croatia	–	–	–	–	–	–	3	88
UNFICYP	1	12	1	–	1	11	9	108
UNIFIL	4	22	–	–	–	–	18	212
UNIIMOG	–	–	–	–	–	–	1	11
UNIKOM	–	–	–	–	–	–	7	71
UNISFA	21	646	4	137	1	27	8	189
UNMEE	–	–	–	–	–	–	3	33
UNMIK	–	–	–	–	–	–	2	22
UNMIL	–	–	1	–	–	–	–	–
UNMIS	–	–	–	–	–	–	1	14
UNMISS	1	1	3	231	1	7	10	212
UNOCI	3	22	–	–	–	–	2	147
UNPREDEP	–	–	–	–	–	–	3	34
UNPROFOR	–	–	1	–	–	–	287	3 356
Total	132	5 879	28	1 066	23	489	502	7 393

B. Death compensation

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>
		<i>(thousands of United States dollars)</i>		<i>(thousands of United States dollars)</i>		<i>(thousands of United States dollars)</i>		<i>(thousands of United States dollars)</i>
MINUJUSTH	1	70	–	–	–	–	–	–
MINUSCA	13	990	2	149	–	–	6	415
MINUSMA	31	2 389	–	–	2	147	3	150
MONUSCO	13	960	4	294	1	70	6	448
UNAMID	4	146	1	70	–	–	2	147
UNIFIL	–	–	–	–	–	–	1	77
UNISFA	7	518	1	77	–	–	3	77
UNMIK	–	–	–	–	–	–	–	–
UNMIL	–	–	1	–	–	–	–	–
UNMISS	–	–	3	231	–	–	1	77
UNOCI	–	–	–	–	–	–	1	70
Total	69	5 073	12	821	3	217	23	1 461

C. Disability compensation

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>
MINUSCA	14	173	4	85	8	205	10	179
MINUSMA	10	189	2	35	3	–	90	1 004
MINUSTAH	1	12	–	–	–	–	–	–
MONUSCO	8	188	3	45	–	–	26	435
UNAMID	7	59	2	20	6	22	5	118
United Nations Confidence Restoration Operation in Croatia	–	–	–	–	–	–	3	88
UNFICYP	1	12	1	–	1	11	9	108
UNIFIL	4	22	–	–	–	–	17	135
UNIIMOG	–	–	–	–	–	–	1	11
UNIKOM	–	–	–	–	–	–	7	71
UNISFA	14	128	3	60	1	27	5	112
UNMEE	–	–	–	–	–	–	3	33
UNMIK	–	–	–	–	–	–	2	22
UNMIL	–	–	–	–	–	–	–	–
UNMIS	–	–	–	–	–	–	1	14
UNMISS	1	1	–	–	1	7	9	135
UNOCI	3	22	–	–	–	–	1	77
UNPREDEP	–	–	–	–	–	–	3	34
UNPROFOR	–	–	1	–	–	–	287	3 356
Total	63	806	16	245	20	272	479	5 932

^a Claims listed as closed are awaiting additional documentation (usually medical information) from Governments for which several reminders have been sent to the permanent missions. These claims are not rejected and can be reopened at any time upon submission of additional documentation by troop-contributing and police-contributing countries.

Annex V

Management of contingent-owned equipment and liabilities to troop-contributing and formed police-contributing countries

A. Management of contingent-owned equipment

1. The Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions was amended to reflect the provisions approved by the General Assembly in its resolution [71/296](#). The amendments to the Manual were issued on 4 August 2017 in all six official languages of the United Nations ([A/72/288](#)). United Nations Headquarters and field missions continue to coordinate activities to ensure that the provisions of the Manual are implemented.

B. Liabilities relating to troop-contributing and formed police-contributing countries

2. The status of amounts owed and reimbursements due to troop-contributing and formed police-contributing countries for the calendar years 2018 and 2019 is set out below.

Table 1

Status of liabilities relating to troop- and police-contributing countries for troops, formed police units, contingent-owned equipment and self-sustainment

A. Summary of liabilities for troops, formed police units, contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2018 ^a	2019
Owed as at 1 January	711 063	994 484
Estimated amounts owed	2 293 333	1 982 001
Less: payments made during the year	2 009 913	2 134 845
Balance as at 31 December	994 483	841 640

^a Supersedes the information provided in [A/73/776](#).

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2018 ^a	2019
Owed as at 1 January	251 071	372 552
Estimated amounts owed	1 357 915	1 309 844
Less: payments made during the year	1 236 434	1 269 312
Balance as at 31 December	372 552	413 085

^a Supersedes the information provided in [A/73/776](#).

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2018 ^a	2019
Owed as at 1 January	459 992	621 931
Estimated amounts owed	935 418	672 157
Less: payments made during the year	773 479	865 533
Balance as at 31 December	621 931	428 555

^a Supersedes the information provided in A/73/776.

3. Payments for military contingents and formed police unit costs and for contingent-owned equipment and self-sustainment claims are made after taking into account a three-month cash operating reserve for each peacekeeping mission. In 2019, a total of four scheduled quarterly payments (March, June, September and December) were processed. In addition, ad hoc payments were made, in particular during the months of February, April, May, August, September and October 2019.

4. As at 31 December 2019, payments for military contingents and formed police unit costs were current up to October 2019 for six missions, while payments for six missions, namely, MONUSCO, UNAMID, UNISFA, MINURSO, MINUJUSTH and UNSOS, were in arrears.

5. The details of deductions to personnel reimbursements, in accordance with General Assembly resolution 67/261, for the calendar years 2016 to 2019 are provided in table 2.

Table 2

Deductions to personnel reimbursements in accordance with General Assembly resolution 67/261: 2016–2019

(Thousands of United States dollars)

Mission ^a	2016	2017	2018	2019	Total
MINURSO	–	–	–	72.3	72.3
MINUSCA	5 705.4	10 939.0	8 678.6	4 542.7	29 865.7
MINUSMA	14 058.3	24 093.5	17 516.8	16 814.9	72 483.5
MINUJUSTH	–	–	53.6	161.4	215.0
MINUSTAH	830.6	1 074.5	–	–	1 905.1
MONUSCO	27 863.0	27 233.6	13 558.9	12 124.4	80 779.9
UNAMID	18 850.7	14 909.7	8 011.6	8 544.1	50 316.1
UNDOF	–	–	238.4	544.2	782.6
UNFICYP	–	–	–	–	–
UNIFIL	3 132.9	3 212.5	2 177.1	901.3	9 423.8
UNISFA	3 701.8	185.5	1 669.4	4 155.0	9 711.7
UNMIL	5 221.0	140.4	22.8	–	5 384.2
UNMISS	19 135.3	14 391.4	12 431.9	11 240.5	57 199.1
UNOCI	861.4	423.3	–	–	1 284.7
Total	99 360.4	96 603.4	64 359.1	59 100.8	319 423.7

^a According to the quarterly payment in which deductions are applied.

6. Table 3 provides information on the status of the finalization of memorandums of understanding for deployed units in active peacekeeping missions.

Table 3
**Status of memorandums of understanding for deployed units as at
 31 December 2019**

<i>Mission</i>	<i>Signed memorandums of understanding</i>	<i>Draft memorandums of understanding</i>
MINUJUSTH	–	–
MINURSO	1	–
MINUSCA	38	2
MINUSMA	44	8
MONUSCO	52	3
UNAMID	22	–
UNDOF	6	1
UNFICYP	4	–
UNIFIL	46	1
UNISFA	14	–
UNMIL	–	–
UNMISS	39	–
Total	266	15

Annex VI

Air operations

A. Monthly cargo utilization by aircraft type: January–December 2019

Mission	Agreement	Aircraft	January					February					March		
			Cargo capacity (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie
MINURSO	Commercial	AN-26	5.50	37.29	48	0.78	0.14	37.87	39	0.97	0.18	42.28	42	1.01	0.18
MINUSCA	Commercial	AN-74	10.00	29.79	17	1.75	0.18	15.13	10	1.51	0.15	21.34	5	4.27	0.43
MINUSMA	Commercial	AN-74	10.00	5.46	2	2.73	0.27	0.60	1	0.60	0.06	–	1	–	–
	Military	C-130	20.40	210.80	29	7.27	0.36	126.43	26	4.86	0.24	286.21	19	15.06	0.74
MONUSCO	Commercial	AN-26	5.50	48.06	21	2.29	0.42	81.95	29	2.83	0.51	29.29	15	1.95	0.36
	Commercial	IL-76	45.00	240.03	18	13.34	0.30	212.88	20	10.64	0.24	44.26	4	11.07	0.25
	Commercial	L-382	20.00	228.69	40	5.72	0.29	178.21	38	4.69	0.23	202.00	35	5.77	0.29
	Commercial	MI-26	19.50	121.26	34	3.57	0.18	49.90	26	1.92	0.10	29.78	13	2.29	0.12
	Military	C-130	20.40	69.12	26	2.66	0.13	99.03	39	2.54	0.12	124.92	39	3.20	0.16
UNMISS	Commercial	AN-26	5.50	18.66	8	2.33	0.42	34.03	12	2.84	0.52	0.74	2	0.37	0.07
	Commercial	L-382	20.00	331.45	39	8.50	0.42	233.62	24	9.73	0.49	352.98	40	8.82	0.44
	Commercial	MI-26	19.50	558.28	132	4.23	0.22	563.27	120	4.69	0.24	612.24	128	4.78	0.25
UNSOS	Commercial	AN-26	5.50	–	–	–	–	–	–	–	–	–	–	–	–
	Commercial	L-382	20.00	258.63	40	6.47	0.32	307.50	44	6.99	0.35	315.60	49	6.44	0.32

Mission	Agreement	Aircraft	April					May					June		
			Cargo capacity (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie
MINURSO	Commercial	AN-26	5.50	31.78	45	0.71	0.13	39.77	47	0.85	0.15	28.91	35	0.83	0.15
MINUSCA	Commercial	AN-74	10.00	11.68	5	2.34	0.23	11.54	10	1.15	0.12	22.59	5	4.52	0.45
MINUSMA	Commercial	AN-74	10.00	2.25	3	0.75	0.07	36.08	7	5.15	0.52	14.08	4	3.52	0.35
	Military	C-130	20.40	96.75	15	6.45	0.32	205.42	30	6.85	0.34	236.25	31	7.62	0.37
MONUSCO	Commercial	AN-26	5.50	25.58	9	2.84	0.52	13.13	5	2.63	0.48	48.05	20	2.40	0.44
	Commercial	IL-76	45.00	116.31	8	14.54	0.32	451.94	39	11.59	0.26	439.08	41	10.71	0.24
	Commercial	L-382	20.00	226.15	43	5.26	0.26	216.00	35	6.17	0.31	247.31	31	7.98	0.40
	Commercial	MI-26	19.50	100.31	24	4.18	0.21	52.10	17	3.06	0.16	58.18	14	4.16	0.21
	Military	C-130	20.40	100.74	25	4.03	0.20	31.01	11	2.82	0.14	164.14	52	3.16	0.15
UNMISS	Commercial	AN-26	5.50	2.55	1	2.55	0.46	3.12	1	3.12	0.57	0.66	1	0.66	0.12
	Commercial	L-382	20.00	356.44	35	10.18	0.51	317.22	40	7.93	0.40	349.62	43	8.13	0.41
	Commercial	MI-26	19.50	612.26	125	4.90	0.25	399.19	64	6.24	0.32	329.57	58	5.68	0.29
UNSOS	Commercial	AN-26	5.50	–	–	–	–	–	–	–	–	–	–	–	–
	Commercial	L-382	20.00	460.45	69	6.67	0.33	337.41	49	6.89	0.34	237.01	32	7.41	0.37

Mission	Agreement	Aircraft	July					August					September		
			Cargo capacity (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie
MINURSO	Commercial	AN-26	5.50	40.85	44	0.93	0.17	34.71	44	0.79	0.14	31.05	40	0.78	0.14
MINUSCA	Commercial	AN-74	10.00	17.65	9	1.96	0.20	9.15	7	1.31	0.13	40.01	5	8.00	0.80
MINUSMA	Commercial	AN-74	10.00	0.80	3	0.27	0.03	1.36	3	0.45	0.05	–	3	–	–
	Military	C-130	20.40	97.81	15	6.52	0.32	200.59	24	8.36	0.41	199.42	29	6.88	0.34
MONUSCO	Commercial	AN-26	5.50	85.46	33	2.59	0.47	27.57	10	2.76	0.50	20.73	12	1.73	0.31
	Commercial	IL-76	45.00	208.12	15	13.87	0.31	–	–	–	–	–	–	–	–
	Commercial	L-382	20.00	247.03	37	6.68	0.33	131.48	21	6.26	0.31	165.98	22	7.54	0.38
	Commercial	MI-26	19.50	69.26	15	4.62	0.24	45.39	16	2.84	0.15	–	–	–	–
UNMISS	Military	C-130	20.40	129.77	44	2.95	0.14	79.07	30	2.64	0.13	57.66	22	2.62	0.13
	Commercial	AN-26	5.50	1.03	1	1.29	0.23	0.04	0	0.08	0.02	17.46	6	2.91	0.53
	Commercial	L-382	20.00	313.52	42	7.46	0.37	362.29	34	10.66	0.53	225.26	20	11.26	0.56
UNMISS	Commercial	MI-26	19.50	395.96	112	3.54	0.18	558.18	96	5.81	0.30	558.40	99	5.64	0.29
	Commercial	AN-26	5.50	–	–	–	–	–	–	–	–	–	–	–	–
UNSSG	Commercial	AN-26	5.50	–	–	–	–	–	–	–	–	–	–	–	–
	Commercial	L-382	20.00	313.41	50	6.27	0.31	187.21	28	6.69	0.33	365.09	52	7.02	0.35

Mission	Agreement	Aircraft	October					November					December					Total		
			Cargo capacity (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	
MINURSO	Commercial	AN-26	5.50	43.80	43	1.02	0.19	33.05	40	0.83	0.15	29.98	33	0.91	0.17	431.33	500	0.86	0.16	
MINUSCA	Commercial	AN-74	10.00	26.80	9	2.98	0.30	13.93	10	1.39	0.14	50.74	9	5.64	0.56	270.33	101	2.68	0.27	
MINUSMA	Commercial	AN-74	10.00	1.00	3	0.33	0.03	–	3	–	–	3.20	3	1.07	0.11	64.81	36	1.80	0.18	
	Military	C-130	20.40	273.46	41	6.67	0.33	202.06	31	6.52	0.32	220.86	32	6.90	0.34	2 356.05	322	7.32	0.36	
MONUSCO	Commercial	AN-26	5.50	71.57	28	2.56	0.46	77.01	35	2.20	0.40	61.40	25	2.46	0.45	589.80	242	2.44	0.44	
	Commercial	IL-76	45.00	–	–	–	–	–	–	–	–	–	–	–	–	1 712.62	145	11.81	0.26	
	Commercial	L-382	20.00	337.27	43	7.84	0.39	348.24	50	6.96	0.35	347.50	48	7.24	0.36	2 875.85	443	6.49	0.32	
	Commercial	MI-26	19.50	116.80	22	5.31	0.27	105.58	24	4.40	0.23	14.48	4	3.62	0.19	763.05	209	3.65	0.19	
	Military	C-130	20.40	245.37	61	4.02	0.20	174.99	39	4.49	0.22	207.85	49	4.24	0.21	1 483.66	437	3.40	0.17	
UNMISS	Commercial	AN-26	5.50	1.13	1	1.13	0.21	8.83	3	2.94	0.54	86.33	31	2.78	0.51	174.58	67	2.59	0.47	
	Commercial	L-382	20.00	230.01	24	9.58	0.48	288.06	24	12.00	0.60	317.16	29	10.94	0.55	3 677.64	394	9.33	0.47	
	Commercial	MI-26	19.50	561.68	102	5.51	0.28	503.49	99	5.09	0.26	444.11	84	5.29	0.27	6 096.62	1 219	5.00	0.26	
UNSOS	Commercial	AN-26	5.50	–	–	–	–	44.68	22	2.03	0.37	100.24	44	2.28	0.41	144.92	66	2.20	0.40	
	Commercial	L-382	20.00	316.68	47	6.74	0.34	288.28	43	6.70	0.34	382.22	54	7.08	0.35	3 769.48	557	6.77	0.34	

B. Total number of passengers moved within missions using United Nations assets: January–December 2019

<i>Mission</i>	<i>United Nations</i>	<i>United Nations agencies</i>	<i>Non-United Nations</i>	<i>Total</i>
MINUSCA	40 050	432	4 922	45 404
MINUSMA	69 091	4 498	29 961	103 550
MONUSCO	73 041	3 008	11 274	87 323
UNAMID	59 916	508	7 713	68 137
UNFICYP	1 906	0	11	1 917
UNIFIL	7 435	158	491	8 084
UNISFA	21 344	550	7 899	29 793
UNMISS	118 204	1 221	5 382	124 807
UNSOA/UNSOS	17 429	4 128	65 191	86 748
Total	408 416	14 503	132 844	555 763

Annex VII

Planned mine-action activities for the period from 1 July 2020 to 30 June 2021

(Thousands of United States dollars)

	<i>Quality management and coordination of operations</i>	<i>Risk mitigation and clearance of landmines and explosive remnants of war</i>	<i>Weapons and ammunition management</i>	<i>Improvised explosive device threat mitigation</i>	<i>Key expected outcomes</i>	<i>Approved resources for 2019/20</i>	<i>Planned resources required for 2020/21</i>	<i>Implementing partner/agency</i>
MINURSO	–	X	–	–	The Mission is planning to clear 3 million m ² of subsurface area of land of known threats of landmines and explosives remnants of war through a technical survey, manual and mechanical demining in order to provide greater access to once-restricted areas for the Mission's military observers to assist in the monitoring of the ceasefire and to ensure safe passage for the local population. In addition, the Mission's Mine Action Services teams will continue to liaise with both parties to the conflict on mine action initiatives, provide route verification and landmine safety and awareness education training to MINURSO personnel, and bolster the capacity of local mine action stakeholders, including the Sahrawi Mine Action Coordination Office, through weekly coordination meetings	3 265.2	3 265.2	UNOPS
MINUSCA	X	–	X	–	The Mission is planning to train the national defence and internal security forces on the safe and secure management of weapons and ammunition; the construction, rehabilitation and installation of storage facilities for the storage of weapons and ammunition for the national defence forces; and the conduct of quality assurance and quality control activities. It will also provide continued support to the National Commission for the Fight against the Proliferation of Small Arms and Light Weapons and continued technical expertise to the relevant national authorities for their capacity-building to coordinate responses to the threat of explosive hazards at the national level	6 200.0	6 200.0	UNOPS
MINUSMA	X	X	–	X	Provide mentoring and training assistance, upon request, to all infantry troop-contributing countries both prior to deployment and when in-mission, with respect to improvised explosive device awareness training capacity (basic improvised explosive device awareness and avoidance skills); specialist training in the identification and detection of explosive threats and tactics to each infantry battalion, combat convoy company and formed police unit deployed to central and northern Mali; and dedicated training for tactical commanders on planning and response. It will also provide context-specific training and mentoring in accordance with United Nations standards with	47 500.0	46 000.0	UNOPS

	<i>Quality management and coordination of operations</i>	<i>Risk mitigation and clearance of landmines and explosive remnants of war</i>	<i>Weapons and ammunition management</i>	<i>Improvised explosive device threat mitigation</i>	<i>Key expected outcomes</i>	<i>Approved resources for 2019/20</i>	<i>Planned resources required for 2020/21</i>	<i>Implementing partner/agency</i>
					respect to the explosive ordnance disposal companies of two troop-contributing countries to ensure that they are qualified to conduct basic improvised explosive device response tasks prior to deployment, and that their skills and those of the explosive ordnance disposal teams of combat convoy companies are strengthened once in-mission			
MONUSCO	–	X	–	–	Delivery of explosive ordnance disposal operations in support of the protections of civilians in conflict-affected areas and support for the development of a sustainable and credible national capacity to manage explosive hazards	2 833.8	3 465.6	UNOPS
UNAMID	X	X	–	–	Enabling the Operation and troops to mitigate risks of explosive hazards, especially by improvised explosive devices	7 200	3 537.5	UNOPS/ contractors
UNFICYP	X	X	X	–	Risk mitigation against explosive hazards, clearance of landmines and explosive remnants of war and facilitation of UNFICYP support for confidence-building measures between communities and the preparations for a settlement agreement, as well as contributions to the shared goal of a mine-free Cyprus	320.1	323.2	UNOPS
UNIFIL	–	X	–	–	Technical support and training for demining units of UNIFIL troop-contributing countries and provision of awareness training on landmines and explosive remnants of war to UNIFIL personnel	1 295.8	1 217.1	UNOPS
UNISFA	–	X	–	–	Provision of services relating to mine action, including the surveying and clearance of 100 km of routes for safe access in the Abyei Area, the removal and destruction of 100 per cent of reported landmines and explosive remnants of war and the destruction of 100 per cent of weapons and ammunition confiscated by UNISFA within the Abyei Area	11 354.3	11 354.3	UNOPS
UNMISS	–	X	–	–	Decrease in the threat of landmines and unexploded ordnance as a result of survey and clearance activities to provide a safer environment for the voluntary return and resettlement of internally displaced persons and refugees	34 608.5	34 608.5	UNOPS/ contractors
UNSOS	X	X	X	X	Explosive device threat mitigation and explosive ordnance disposal capacity in support of AMISOM and joint operations between AMISOM and the Somali security forces, in line with the transition plan	40 900.0	44 806.7	UNOPS

Annex VIII

Programmatic activities

Proposed resource requirements for programmatic activities for the 2020/21 period by peacekeeping mission

(Thousands of United States dollars)

<i>Activity or category</i>	<i>MINURSO</i>	<i>MINUSCA</i>	<i>MINUSMA</i>	<i>MONUSCO</i>	<i>UNAMID</i>	<i>UNFICYP</i>	<i>UNIFIL</i>	<i>UNISEA</i>	<i>UNMIK</i>	<i>UNMISS</i>	<i>UNSOS</i>	<i>Total</i>
Civilian arms control programme	–	–	–	800.0	–	–	–	5.4	–	–	–	805.4
Community stabilization projects	–	–	557.5	866.0	959.2	–	–	65.5	1 142.0	–	–	3 590.2
Rule of law/human rights/security institutions/security sector reform	–	8 962.2	2 835.2	4 242.0	1 023.6	–	–	46.0	845.0	1 595.1	–	19 549.1
Peace consolidation	–	413.0	–	–	–	–	–	29.0	–	391.6	–	833.6
Confidence-building	–	430.0	1 001.2	–	–	–	–	51.6	389.1	893.4	–	2 765.3
Other	–	–	–	800.0	2 767.0	–	–	50.0	–	–	–	3 617.0
Community violence reduction	–	4 803.1	3 000.0	4 500.0	1 955.0	–	–	91.2	–	244.2	–	14 593.5
Electoral Affairs Division	–	–	877.5	–	–	–	–	–	–	–	–	877.5
Gender activities	–	–	259.4	–	–	–	–	–	–	–	–	259.4
Disarmament, demobilization and reintegration	–	1 590.3	5 200.5	2 920.0	–	–	–	–	–	–	–	9 710.8
Mine action	3 265.2	6 200.0	46 000.0	3 465.6	3 537.5	323.2	1 217.1	11 354.3	–	34 608.5	44 806.7	154 778.1
Total	3 265.2	22 398.6	59 731.3	17 593.6	10 242.3	323.2	1 217.1	11 693.0	2 376.1	37 732.8	44 806.7	211 379.9

Annex IX

Management of the cash balances of all active peacekeeping operations

A. Cross-borrowing principles

1. The General Assembly, in its resolution [73/307](#) on improving the financial situation of the United Nations, approved on a trial basis, for three budget periods, the management of the cash balances of all active peacekeeping operations as a pool while maintaining the balances in separate special accounts for each mission. The Assembly also requested the Secretary-General to ensure that proper oversight and controls were in place and that mandate implementation by the lending mission was not negatively impacted. In the same resolution, the Assembly requested the Secretary-General to report annually on the progress in this regard (under the agenda item entitled “Improving the financial situation of the United Nations”).

2. That approved measure alleviated short-term liquidity problems of some of the peacekeeping operations, which helped to facilitate the earlier-than-normal settlement of liabilities to troop- and police-contributing countries. For example, early in October 2019, the arrangement resulted in the settlement of \$216 million to troop- and police-contributing countries that would otherwise not have been paid as a result of liquidity constraints in the accounts of some peacekeeping missions.

3. The underlying liquidity issues are caused by the delay in payments of outstanding assessed contributions of some Member States. As of the end of the 2018/19 peacekeeping fiscal year, outstanding contributions to all peacekeeping operations (active and closed) amounted to \$1.9 billion (27 per cent of the assessment), which was slightly below the \$2.0 billion unpaid (28 per cent of the assessment) as at 30 June 2018. As shown in table 1, the unpaid assessments as of the end of June 2018 and June 2019 accounted for more than one quarter of the budgets approved and assessed for peacekeeping, whereas in the four prior years the range of unpaid assessments was from 14 to 21 per cent.

Table 1

Outstanding peacekeeping contributions as of the end of June 2014–2019

(Millions of United States dollars)

	2014	2015	2016	2017	2018	2019
Prior arrears	792	839	797	893	1 403	926
Dues, January to June	322	716	937	448	586	962
Dues as of the end of June	1 114	1 555	1 734	1 341	1 989	1 888
Peacekeeping assessment	7 790	8 382	8 154	7 725	7 163	6 876
Dues as percentage of assessment	14	19	21	17	28	27

4. The ability to cross-borrow has a positive effect in various areas, such as: (a) the increased timeliness of the settlement of payments to troop- and police-contributing countries for their contribution of troops, formed police units and related contingent-owned equipment and self-sustainment capabilities; (b) alleviating short-term cash constraints relating to payments of staff salaries and payments to vendors; and (c) bridging a potential liquidity gap based on mission-specific requirements in case of unforeseen circumstances leading to higher expenditures than initially approved, or delays in the collection of assessed contributions in the context of mandate renewal during the implementation period.

5. Subsequent to the adoption of General Assembly resolution [73/307](#), a mechanism was established to meet the liquidity requirements of active peacekeeping operations through internal borrowing among active peacekeeping operations.

6. When an active mission requires a loan from another active mission, an analysis of the capacity of a mission to provide a loan takes into account multiple parameters, including: (a) a mission's current cash position and the cash equivalent number of months of operating reserve; (b) the estimated cash requirements for the remainder of the financial period; (c) the status of outstanding contributions from Member States, future assessments and prudent expectations of when further receipts might occur; and (d) the projected timing of cash shortfalls of the borrowing mission and the ability to be repaid the loan. For example, when the loans of UNMIK and MINURSO were converted from closed missions to active missions in October 2019, the loans were effected from MINUSMA, which at that time had cash on hand in the amount of \$387.8 million, which was a cash equivalent of 9.6 months of operating reserve exclusive of liabilities for Government-related provisions, and was in the best financial position to facilitate the temporary loans.

7. The loans are made, when necessary, from missions in the order of the active missions that have the best cash position after considering the parameters detailed above.

B. Settlement of liabilities to troop- and police-contributing countries

8. With the ability to manage cash balances of all active peacekeeping operations as a pool, more timely and additional payments have been effected to troop- and police-contributing countries. The prompt payment of claims has a positive impact on the implementation of mandates in terms of improved performance, including the improvement in the deployment and serviceability of contingent-owned equipment by troop- and police-contributing countries.

9. Troop- and police-contributing countries are usually paid on a quarterly basis in March, June, September and December. Following the adoption by the General Assembly of resolution [73/307](#) in July 2019, two quarterly payment cycles have been completed, in September and the December 2019.

September 2019 payment cycle

10. During the September 2019 payment cycle, the payments were effected in three stages in order to clearly identify the effects of General Assembly resolution [73/307](#) in the first round of settlement with the new ability to manage cash balances of all active peacekeeping operations as a pool.

11. The first stage included the settlement of liabilities in arrears from prior quarters (these were settled at the end of August and the beginning of September 2019). These payments amounted to \$321.6 million, out of which \$172.1 million was enabled by the ability to cross-borrow. After those payments were effected, the arrears to troop- and police-contributing countries amounted to \$114.1 million by the middle of September 2019, comprising MINUJUSTH (\$5.3 million), MINURSO (\$745,937), MONUSCO (\$55.8 million) and UNAMID (\$48.7 million).

12. The second stage was the settlement of current dues to missions with sufficient available cash balances in the mission-specific special account, which was based on more than a three-month equivalent of cash to cover the operating reserve. Payments were effected by 30 September in the amount of \$370.2 million for six missions.

13. The third stage was the settlement of current dues to missions with cash balances below a three-month operating reserve on 30 September 2019 (i.e., those were

effected on the basis of the ability to cross-borrow, as approved under General Assembly resolution 73/307). Those payments were effected in the beginning of October 2019 in the amount of \$216.0 million to five missions, which were not paid in the 30 September cycle. After the payments had been effected, the arrears to troop- and police-contributing countries amounted to \$89.6 million at the end of October 2019, comprising MINUJUSTH (\$8.7 million), MINURSO (\$50,041), MINUSCA (\$129,581), MINUSMA (\$5.7 million), MONUSCO (\$35.4 million), UNAMID (\$18.1 million), UNFICYP (\$193,136), UNISFA (\$9.9 million) and UNMISS (\$11.3 million). MINUJUSTH was excluded from cross-borrowing arrangements owing to the irregular collection of assessments, which suggested a risk in its ability to repay the loan to the lending mission. It is recalled that the Assembly requested that mandate implementation of the lending missions not be negatively impacted.

14. In order to effect the payments early in October 2019, decisions on cross-borrowing were taken on 30 September 2019. On that date, MINUSMA had the highest level and rate of cash above the three-month operating reserve in the amount of \$387.8 million, which is a cash equivalent of 9.6 months of operating reserve exclusive of liabilities for Government-related provisions. A loan from MINUSMA enabled the settlement of the current dues in the amount of \$216.0 million.

December 2019 payment cycle

15. During the quarterly payments cycle in December 2019, disbursements in the amount of \$329.5 million were effected to troop- and police-contributing countries, comprising services rendered by troops and formed police units (\$151.7 million) and verified contingent-owned equipment claims and self-sustainment capabilities (\$177.8 million). The planned payments took into consideration the cash position on 10 December 2019, cash requirements for the next six months of the 2019/20 period, the status of assessed contributions and the ability to cross-borrow without affecting the lending mission. Based on the analysis, liabilities were paid in full for six peacekeeping missions, including for MINUSCA, MINUSMA, UNDOF, UNFICYP, UNIFIL and UNMISS in December 2019, as well as partial payment for MONUSCO.

16. On 10 December 2019, the financial situation of three peacekeeping operations (MINUJUSTH, MINURSO and UNAMID) remained weak, given that the missions had existing loans, and any additional loans would further constrain those missions' ability to repay the existing loans. In addition, the forecast for the remainder of the 2019/20 period for UNISFA remained precarious, taking into account the cash requirements until the end of the financial period and uncertainty of the timing of the collection of assessed contributions from Member States. MONUSCO and UNSOS arrears were put on temporary hold in December 2019 owing to the cash situation. A total of \$185.6 million therefore remained in arrears as at 31 December 2019. Subsequently, an ad hoc payment was effected in January 2020 to settle part of the UNISFA arrears in the amount of \$11.1 million and the full arrears for MONUSCO and UNSOS when the cash situation had improved for the missions. The ad hoc settlement of MONUSCO arrears in the amount of \$77.8 million was enabled by the ability to cross borrow. After those payments were effected, the arrears to troop- and police-contributing countries amounted to \$80.4 million in the beginning of February 2020, comprising MINUJUSTH (\$10.0 million), MINURSO (\$154,346), UNAMID (\$50.5 million) and UNISFA (\$19.7 million).

17. For the period from 1 July 2019 to 31 January 2020, payments in the total amount of \$465.9 million were enabled by the ability to cross borrow.

C. Loans for other ongoing operating costs

18. As a result of General Assembly resolution [73/307](#), MINURSO and UNMIK repaid their loans to closed peacekeeping operations and obtained new loans from an active peacekeeping operation (MINUSMA). However, such borrowing from active peacekeeping operations was not extended to MINUJUSTH because of the uncertain and delayed collection of assessments, which suggested a risk in the ability to repay the loan to the lending mission. Consequently, the loan to MINUJUSTH in the amount of \$5.0 million remained the only borrowing from closed peacekeeping operations as at 31 January 2020.

19. In order to pay ongoing operating costs, MINURSO and UNMIK obtained loans in the amount of \$18.0 million and \$25.0 million, respectively, from MINUSMA. In addition, MINURSO obtained an additional loan from MINUSMA in the amount of \$2.0 million to pay ongoing operating costs.

D. Status of loans

20. The status of cross-borrow among active missions as at 31 January 2020 is presented in the table 2.

Table 2

Current situation of cross-borrow from active missions

(United States dollars)

<i>Mission</i>	<i>Loans among active peacekeeping missions</i>
MINURSO	20 000 000
UNMIK	25 000 000
UNAMID	75 000 000
MINUSMA	(120 000 000)