



General Assembly

Distr.: General
7 April 2020

Original: English

Seventy-fifth session

Items 141 and 142 of the preliminary list*

Proposed programme budget for 2021

Programme planning

Proposed programme budget for 2021

Part II

Political affairs

Section 5

Peacekeeping operations

Programme 4

Peacekeeping operations

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* [A/75/50](#).

** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the programme plan and programme performance information is submitted through the Committee for Programme and Coordination for the consideration of the General Assembly.

*** In keeping with paragraph 11 of resolution [72/266 A](#), the part consisting of the post and non-post resource requirements is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the General Assembly.



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I. Department of Peace Operations

Foreword

In 2020, as the United Nations marks 75 years of working towards maintaining international peace and security, the Department of Peace Operations recognizes the significant progress made in bringing peace to some of the most difficult places in the world ravaged by conflict.

Despite that progress, efforts to bring and sustain peace continue to encounter several multifaceted and daunting challenges. Peacekeeping, as one of the tools to advance peace, requires a sustained effort to respond to the evolving global operational context.

Over the past three years, peacekeeping has entered a phase of consolidation and transition. The United Nations Operation in Côte d'Ivoire and the United Nations Mission in Liberia closed, and most recently, the United Nations Mission for Justice Support in Haiti (MINUJUSTH) completed its mandate on 15 October 2019, drawing to a close 15 years of peacekeeping presence in the country.

The African Union-United Nations Hybrid Operation in Darfur has been drawing down. Meanwhile, in the Central African Republic, Mali and South Sudan, peacekeeping missions are implementing complex mandates, including by protecting civilians, supporting political processes and supporting the implementation of signed peace agreements through partnerships.

New tools to measure the performance of troops, police and medical care will be essential as we move forward. These are encompassed in the Action for Peacekeeping initiative, which will remain a central focus of the Department of Peace Operations.

In the current environment, improving performance and accountability is critical. The Comprehensive Performance Assessment System focuses on comprehensively assessing the impact of our missions and enabling mission leaders to make informed decisions.

Partnerships are required to further enhance the use of peacekeeping as a tool to support and promote the achievement of political solutions. The Department of Peace Operations will continue to harness partnerships with regional, national and subnational organizations in engaging with stakeholders in peace processes and to ensure inclusivity in the complex political processes our peacekeeping missions support.

Looking ahead, 2021 will be a crucial year in order to consolidate and build on the gains made in the past decade. Working with our partners, we will continue to create an enabling environment for our operations to deliver on their mandates effectively and efficiently, for the communities we serve.

(Signed) Jean-Pierre **Lacroix**
Under-Secretary-General for Peace Operations

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 5.1 The Department of Peace Operations is responsible for supporting the maintenance of international peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandate further derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [72/262 C](#), and the annual comprehensive reviews of the whole question of peacekeeping operations in all their aspects and the annual consideration of cross-cutting issues related to peacekeeping operations. The objectives of the programme are also aligned with the following transformative agendas: the Action for Peacekeeping initiative, pursuant to Security Council resolution [2436 \(2018\)](#); the sustaining peace agenda, pursuant to Security Council resolution [2282 \(2016\)](#) and General Assembly resolution [70/262](#); the women and peace and security agenda, pursuant to Security Council resolution [1325 \(2000\)](#); and the youth and peace and security agenda, pursuant to Security Council resolution [2250 \(2015\)](#). The Department directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility in order to effectively implement their mandates, in accordance with the Charter and the basic principles of peacekeeping. Through its efforts to improve peacekeeping and adapt it to contemporary challenges, the Department will help conflict-affected countries on the path back to sustainable peace. As risks and uncertainties increase, the work of the Department is critical to ensure the continued relevance and effectiveness of United Nations peacekeeping, which remains a unique instrument for global peace and security.

Strategy and external factors for 2021

- 5.2 The strategy of the Department of Peace Operations remains guided by the Action for Peacekeeping initiative and its shared commitments, which have the goal of strengthening the standing of peacekeeping as one of the most effective tools available in the promotion and maintenance of international peace and security. The areas of focus continue to be:
- (a) To enhance political strategies and advance lasting political solutions, including by developing country and regional strategies, enabled by the integrated approach of the new peace and security pillar, to develop proposals for the consideration of the Security Council on the sequencing and prioritization of mandates and reflect the Action for Peacekeeping priorities in reporting;
 - (b) To implement the women and peace and security agenda, including by developing a methodology for gender-responsive conflict analysis, preparing guidance on full, equal and meaningful participation in peace processes and systematizing reporting on women and peace and security outcomes;
 - (c) To strengthen the protection provided by peacekeeping operations, including by updating and disseminating the policy on the protection of civilians in United Nations peacekeeping, integrating strategic approaches to protection into the strategic thinking and actions of missions and conducting context-specific training on protection of civilians;
 - (d) To support the effective performance and accountability of peacekeeping through the development of the comprehensive performance assessment system to evaluate mission performance, the development of an integrated performance policy framework and increased engagement with troop- and police-contributing countries on performance;

- (e) To strengthen the impact of peacekeeping on sustaining peace, including by implementing joint transition and mobilization strategies and coordinating closely with the Peacebuilding Support Office and the Department of Political and Peacebuilding Affairs, as well as other United Nations entities and external partners;
 - (f) To improve the safety and security of peacekeepers, including by implementing the action plan to improve the security of peacekeepers, taking forward the training plan and increasing the use of technologies;
 - (g) To improve peacekeeping partnerships by strengthening United Nations-African Union cooperation on political efforts, including through joint field visits and briefings, as well as through capacity-building and the expansion of triangular partnership arrangements;
 - (h) To strengthen the conduct of peacekeeping operations and personnel and enhance the operationalization of the human rights due diligence policy.
- 5.3 The Department will continue to review and refine the implementation of the reform of the peace and security architecture, including through the regional political operational structure, to deliver improved coordination on peace and security issues, in the development of cross-cutting regional strategies and in the transition and drawdown of peacekeeping operations, as mandated by the Security Council. The Department of Peace Operations will work closely with the Department of Political and Peacebuilding Affairs, the Department of Management Strategy, Policy and Compliance and the Department of Operational Support. It will continue to ensure the full operationalization of its joint structures with the Department of Political and Peacebuilding Affairs to ensure coherence across the peace and security pillar. The joint regional political-operational structure will continue to play a vital role through the integration and alignment of country-specific and regional analyses and strategies. The Department will also maintain strong coordination with the reformed management and development pillars.
- 5.4 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) Availability of political support and adequate capabilities;
 - (b) Continued support by Member States for the implementation of the Declaration of Shared Commitments on United Nations Peacekeeping Operations; and
 - (c) Continued support by peacekeeping partners and other entities.
- 5.5 The Department integrates a gender perspective in its operational activities, deliverables and results, notably through the implementation of the gender policy, and continues to track progress in peacekeeping on this agenda through its monitoring dashboard. It will work to implement gender equality and women and peace and security mandates across all peacekeeping functions to strengthen inclusivity and a protective environment that enable women's participation in peace process and political solutions. The Department will invest in initiatives leading to increased representation and participation of women in peace processes, improve coherence and coordination across United Nations entities and continue to strengthen partnerships with local women's organizations in complex contexts, such as in the Central African Republic, Mali and South Sudan, as set out in the commitments of the Action for Peacekeeping initiative.
- 5.6 With regard to cooperation with other entities, partnerships with peace and security actors, in particular regional organizations, and with humanitarian and development actors, including international financial institutions, will remain essential to ensuring that the overall impact of international efforts in peacekeeping contexts is maximized. The Department will also maintain its strategic and operational partnerships with the African Union and other regional and subregional arrangements in Africa, as well as with the European Union, including where both United Nations and European Union missions are deployed, and triangular initiatives. The Department will continue to cooperate closely with other regional organizations, including the League of Arab States, the North Atlantic Treaty Organization, the Collective Security Treaty Organization, the Association of

Southeast Asian Nations and the Organization for Security and Cooperation in Europe, on issues related to policy, information-sharing and training, among others. The Department will continue to reinforce its cooperation with the World Bank, through the United Nations-World Bank Working Group, in particular in contexts of transition for peacekeeping operations.

- 5.7 With regard to inter-agency coordination and liaison, the Department will continue to maintain its strong relations with other United Nations agencies, funds and programmes by chairing or participating in a range of inter-agency groups and processes, including the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, the Inter-Agency Security Sector Reform Task Force and the Inter-Agency Coordination Group on Mine Action. Other cross-agency cooperation is undertaken through the global focal point arrangement for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations and the Peacebuilding Strategy Group.

Legislative mandates

- 5.8 The list below provides all mandates entrusted to the programme.

General Assembly resolutions

49/37	Comprehensive review of the whole question of peace-keeping operations in all their aspects	70/262 72/304	Review of the peacebuilding architecture Comprehensive review of the whole question of peace-keeping operations in all their aspects
58/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	72/199	Restructuring of the United Nations peace and security pillar
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations	72/262 C	Special subjects relating to the programme budget for the biennium 2018–2019
65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations		

Security Council resolutions

1325 (2000)	Women, peace and security	2272 (2016)	Prevention and combating of sexual exploitation and abuse by peacekeepers
1894 (2009)	Protection of civilians in armed conflict	2282 (2016)	Review of United Nations peacebuilding architecture
2250 (2015)	Youth, peace and security	2436 (2018)	Peacekeeping performance

Deliverables

- 5.9 Table 5.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2019–2021.

Table 5.1
Cross-cutting deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	46	46	45	45
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1

Section 5 Peacekeeping operations

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Briefing to the formal session of the Special Political and Decolonization Committee	1	1	1	1
5. Briefing to the formal session of the Special Committee on Peacekeeping Operations	1	1	1	1
6. Briefings to the Security Council on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	37	37	36	36
7. Briefings to the General Assembly and its subsidiary organs on the developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: visits to key troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on peacekeeping.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach events, such as conferences, exhibits and public briefings on United Nations peacekeeping, including development and production of associated promotional materials.				
External and media relations: media events, including interviews and press briefings on thematic and mission-specific topics, including conduct and discipline, military, police, gender, and women and peace and security issues.				
Digital platforms and multimedia content: peacekeeping-themed posts on digital and social media platforms, including the peacekeeping website, Facebook, Twitter, Instagram and Flickr, as well as on iSeek.				

Programme of work

Subprogramme 1 Operations

Objective

- 5.10 The objective, to which this subprogramme contributes, is to ensure the effective and efficient implementation of all Security Council mandates to plan, establish and adjust peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions, in order to maintain international peace and security.

Strategy

- 5.11 To contribute to ensuring the effective and efficient implementation of all Security Council mandates to plan, establish and adjust peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions, in order to maintain international peace and security, the subprogramme will improve mission- and context-specific analysis and reporting on peacekeeping to the Security Council, the General Assembly and other intergovernmental bodies and troop- and police-contributing countries. The subprogramme will ensure that integrated planning processes are completed according to Security Council substantive and time requirements, with an emphasis on supporting transitions between peacekeeping operations and follow-up United Nations presences. The subprogramme will incorporate regional aspects in country- and mission-specific strategies, as part of the emphasis on a regional approach to peace, security and stability further to the reform of the peace and security pillar. This is expected to result in improved information on peacekeeping

operations available to the General Assembly, the Security Council and other relevant intergovernmental bodies, in improved planning for mandate delivery by peacekeeping operations, as well as for transitions, and in greater coherence and impact of United Nations engagement and support on peace and security matters to individual countries and their regions as a whole. Past results in these areas include improved reporting for the Security Council, with the greater use of infographics, more frequent updates to the Security Council under “any other business” and a steady increase in the use of notes to the Council on specific incidents and significant developments in peacekeeping operations, and the conduct of independent reviews and assessments. Progress has also been made in transition planning, building on the transitions from the United Nations Operation in Côte d’Ivoire and the United Nations Mission in Liberia in 2017 and 2018, respectively, to non-mission settings, and from the United Nations Mission for Justice Support in Haiti (MINUJUSTH) to the United Nations Integrated Office in Haiti (BINUH) in 2019. Lastly, progress has been made in emphasizing the regional approach, with the elaborations of regional strategies for the Sahel and the Horn of Africa, as well as the system’s decision to enhance and better coordinate the Organization’s efforts in support of trust-building and reconciliation in the Western Balkans, to which United Nations peace operations in the respective regions contributed.

Programme performance in 2019 against planned result

- 5.12 A planned result for 2019, which is improved context- and mission-specific reporting to the Security Council, the General Assembly, other relevant intergovernmental bodies and troop- and police-contributing countries to enable fully informed decision-making on issues relating to peacekeeping, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by the incorporation of 100 per cent of recommendations of the Secretary-General, including those aimed at establishing new or implementing major adjustments to existing peacekeeping operations, into relevant resolutions of these intergovernmental bodies, while the target was 94 per cent, and by the fact that also 100 per cent of the same recommendations continued to reflect consultations with troop- and police-contributing countries and other relevant Member States.

Programme performance in 2019: smooth transition in Haiti from MINUJUSTH to BINUH

- 5.13 Managing the drawdown, closure and transition of a peacekeeping operation is a challenge. The transition of the United Nations presence in Haiti was the first to be undertaken after the reform of the peace and security pillar and demonstrated some of the early benefits accrued in terms of improved analysis, reporting and integrated planning between the Department of Peace Operations and Department of Political and Peacebuilding Affairs and across the United Nations system. From the early stage, the planning was integrated between the two Departments and with the development pillar (for example the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the Development Coordination Office were part of the Strategic Assessment mission in January 2019), ensuring that the handover of some functions from MINUJUSTH to the country team was smooth.
- 5.14 The subprogramme ensured that the drawdown and closure of the United Nations peacekeeping operation (MINUJUSTH) and the parallel transition to the successor special political mission (BINUH) proceeded in a timely manner, per mandates of the Security Council (respectively resolution 2466 of 12 April 2019 and resolution 2476 of 25 June 2019). To support the decision-making of the Security Council, and pursuant to the intention of the Security Council to consider the exit of peacekeeping from Haiti and to the stated preference of the Government of Haiti for the Chapter VII mandate to cease, the subprogramme undertook a strategic assessment mission in January 2019, whose recommendations were reflected in the Secretary-General’s 1 March 2019 report to the Security Council. The Secretary-General’s 13 May letter to the Security Council then detailed the proposed advisory mandate for a special political mission working hand-in-hand with

the country team, as a further step towards Haitian institutions achieving the goals of the 2030 Agenda.

- 5.15 The subprogramme also ensured the coordinated planning for a smooth transition from MINUJUSTH to BINUH and set up an advance team, which implemented the transition until BINUH took up its operations on 16 October. The last start-up phase concluded successfully on 31 December 2019, with BINUH assuming responsibility for planning and operations and establishing full operational readiness. The subprogramme also ensured the full integration of the new special political mission, BINUH, and the country team as per the Secretary-General’s reforms and the BINUH mandate. The BINUH Deputy Special Representative of the Secretary-General also carries out the roles of Resident Coordinator and Humanitarian Coordinator ensuring that the United Nations peace and security, development and humanitarian pillars in the country remain aligned. With Headquarters guidance, BINUH and the country team have jointly initiated work on an integrated strategic framework that identifies key areas of intervention, with a focus on stability. This framework is designed to incorporate new benchmarks for Haiti and also provides the framework for the collective efforts of the United Nations. Furthermore, as a new approach to integration collocation arrangements were put in place for joint teams of BINUH and the country team to facilitate integration and coordination, including with other key partners.

Progress towards the attainment of the objective, and performance measure

- 5.16 This work contributed to ensuring the effective and efficient implementation of all Security Council mandates to plan, establish and adjust peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions in order to maintain international peace and security, as demonstrated by a smoother and timely transition from peacekeeping to a special political mission in Haiti, leveraging the enhanced coordination in analysis, planning and operationalization fostered by the Secretary-General’s peace and security reform as well as the development reform. All milestones for the transition of the United Nations presence in Haiti were met; by end December 2019, MINUJUSTH was liquidated and 81 per cent of BINUH staff had been onboarded, with a gender ratio of 57 per cent male and 43 per cent female.

Table 5.2
Performance measure

2015	2016	2017	2018	2019
N/A	N/A	N/A	Plan and road map for Haiti transition	Effective transition with the liquidation of MINUJUSTH and 81 per cent of BINUH staff onboarded

Planned results for 2021

Result 1: United Nations Organization Stabilization Mission in the Democratic Republic of the Congo shifts its attention to protection in eastern Democratic Republic of the Congo and prepares for a gradual exit (result carried over from 2020)

- 5.17 The subprogramme will continue the work related to the provision of strategic and operational guidance to missions, including on the protection of civilians, in line with its mandate, and will assist missions in the stabilization of their area of operations, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the

subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution 71/6 and the deliverables for 2020.

Table 5.3
Performance measure

2017	2018	2019	2020	2021
N/A	5,416 confirmed human rights violations in conflict-affected areas	4,550 confirmed human rights violations in conflict-affected areas	4,000 confirmed human rights violations in conflict-affected areas	3,500 confirmed human rights violations in conflict-affected areas
	57 commanders of armed groups captured	65 commanders of armed groups captured	75 commanders of armed groups captured	82 commanders of armed groups captured
	287 perpetrators of human rights violations identified and held accountable	400 perpetrators of human rights violations identified and held accountable	500 perpetrators of human rights violations identified and held accountable	600 perpetrators of human rights violations identified and held accountable
				Number of complaints from citizens handled by the National Human Rights Commission: 300

Result 2: completing elections and preserving the integrity of the peace process in the Central African Republic (new result)

- 5.18 The subprogramme supports peacekeeping operations, including with regard to partnerships with regional organizations, and including by facilitating the establishment of follow-up mechanisms to political agreements.
- 5.19 For example, progress has been made in implementing the Political Agreement for Peace and Reconciliation in the Central African Republic of February 2019, with considerable efforts by the Government, including the establishment of its follow-up mechanisms, and with the support of the African Union and the Economic Community of Central African States. The subprogramme supported the peacekeeping operation – the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) – which facilitated this progress, marked by a significant decrease in the number of civilian fatalities and human rights violations linked to the conflict in 2019. It is essential to preserve the integrity and momentum of the peace process by avoiding a political vacuum in the Central African Republic. Accordingly, it will be critical to ensure that presidential and parliamentary elections are held on 27 December 2020. If necessary, the second round of presidential elections will take place on 14 February 2021, with a view to securing the swearing-in of the President-elect before the expiry of the constitutional term of the currently-serving President, in March 2021.

Internal challenge and response

- 5.20 The challenge for the subprogramme was maintaining adequate attention within the United Nations system on the upcoming electoral cycle in the Central African Republic and its importance for the advancement of the peace process there and for stability in the region. In response, the subprogramme will, first, optimize and strengthen innovative strategic partnerships within the United Nations system in support of the peace process and MINUSCA, through strategic engagement

with agencies, funds and programmes, the Peacebuilding Fund, as well as international financial institutions and other partners.

5.21 The subprogramme will also mobilize international support to the Government of the Central African Republic for the preparation and conduct of elections, including to secure timely and commensurate financial support for the organization and holding of elections.

5.22 The subprogramme will also nurture strong strategic partnerships towards the above goals, particularly with the African Union and the Economic Community of Central African States, and other multilateral and bilateral partners, including the European Union. It will also leverage the presence of other United Nations entities in the region, including the United Nations Office for Central Africa to mobilize regional support for the process and encourage adherence and respect of the electoral process by all the Central African Republic signatories of the peace agreement, in particular regarding the creation of an enabling political and security environment in the country.

Expected progress towards the attainment of the objective, and performance measure

5.23 This work is expected to contribute to ensuring the effective and efficient implementation of all Security Council mandates to plan, establish and adjust peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions, in order to maintain international peace and security which would be demonstrated by regional organizations offering their support to the holding of the presidential, parliamentary and local elections in the Central African Republic within the constitutional time frame and electoral calendar.

Table 5.4
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Signing by the Government of Peace Agreement with major armed groups Promulgation of the Electoral Code	Regional organization support the holding of parliamentary and first round of presidential elections on 27 December	Regional organizations participate in the peaceful resolution of any electoral disputes and swearing-in of President-elect Holding of local elections (date to be determined)

Legislative mandates

5.24 The subprogramme is guided in its functions related to peacekeeping operations by the mandates decided in the specific resolutions adopted by the Security Council.

Deliverables

5.25 Table 5.5 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.5
Subprogramme 1: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	123	104	119	94
1. Reports of the Secretary-General to the Security Council on matters related to peacekeeping operations	42	41	40	36
2. Letters from the Secretary-General to the President of the Security Council	35	18	33	20
3. Oral briefings to the Security Council on peacekeeping issues	46	45	46	38
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	13	13	18	13
4. Workshops for heads of political components of peacekeeping operations	5	5	5	5
5. Workshops for regional and subregional political strategies for peacekeeping in the Middle East	3	3	3	3
6. Workshops for regional and subregional political strategies for peacekeeping in Africa	5	5	10	5
C. Substantive deliverables				
Consultation, advice and advocacy: Expert advice and information on relevant aspects of peacekeeping operations to troop- and police-contributing countries; consultations and structural arrangements with/among regional organizations to promote regional peacekeeping capacities expanded in context of specific operations; and expert advice to permanent missions to the United Nations, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues.				

Subprogramme 2 Military

Objective

- 5.26 The objective, to which the subprogramme contributes, is to maintain international peace and security through the effective performance of military components of peacekeeping operations.

Strategy

- 5.27 To contribute to the maintenance of international peace and security through the effective performance of military components of peacekeeping operations, the subprogramme will provide briefings and analysis to the Department, the Secretariat and Member States on the military aspects of new or anticipated developments, crisis and security situations, which is expected to result in improved reporting to the Security Council, the General Assembly, intergovernmental bodies and troops-contributing countries. The subprogramme will also strengthen partnerships with regional organizations to develop common standards of military operations in planning peacekeeping operations, generate and deploy appropriate military units, conduct operational assessments and advisory visits, and prepare new troop-contributing countries for future participation in United Nations operations, which is expected to result in rapid deployment and the establishment of, or adjustments to, peacekeeping operations in response to Security Council mandates and related decisions. The subprogramme will train senior military leaders, develop task-related standards for military units and Headquarters, conduct performance evaluations, military capability studies and pre-deployment visits, and increase the participation of women in peacekeeping operations, which is expected to result in the deployment of better-tailored, better-equipped and more relevant military components to peacekeeping operations.

- 5.28 Past results in these areas include a steady reduction in the number of deaths and casualties of United Nations military peacekeepers (301 in 2017; 208 in 2018; and 113 in 2019), the deployment in 2019 of five military units from the Peacekeeping Capability Readiness System, and the deployment of seconded military personnel for the establishment of the United Nations Mission to support the Hodeidah Agreement. Furthermore, the conduct of military capability studies and strategic reviews have led to improvements in the mobility, robustness and capabilities of military units in missions, notably through updated concepts of operations and statements of unit requirements.

Programme performance in 2019 against planned result

- 5.29 A planned result for 2019, which is the rapid deployment and establishment of better-tailored peacekeeping operations in response to Security Council mandates, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase in the total number of military and police units pledged by Member States in levels 1, 2 and 3 and the rapid deployment level of the Peacekeeping Capability Readiness System (39 units elevated or revalidated compared to the 2019 target of 32). A total number of 216 military and police units with 20 different types of military capabilities from 60 Member States were registered by the end of 31 December 2019, amounting to approximately 3,200 troops available to be deployed to new or existing peacekeeping operations within 60 days after an invitation from the Secretariat.

Programme performance in 2019: deployment of initial military personnel within one day for the establishment of the United Nations Mission to support the Hodeidah Agreement

- 5.30 While the establishment of the rapid deployment level of the Peacekeeping Capability Readiness System has helped to accelerate the generation and deployment of formed military units, the responsive deployment of individual military personnel remains a challenge. In order to further improve the timely deployment of individual military personnel for mission start-up and surge requirements, the subprogramme now maintains up to 14 seconded military officers for rapid deployment up to 90 days. Efforts were made to shorten the time required for the rapid deployment, and the subprogramme actively engaged with other components within relevant departments to identify possible future deployments, ensuring that those officers are provided with situational awareness and that security training is provided in advance of any possible deployment.
- 5.31 Given these efforts, the subprogramme was able to rapidly deploy personnel in 2019 as part of United Nations assistance in Yemen on 13 December 2018, following the signing of the Stockholm Agreement between the Government of Yemen and the Houthi movement, a ceasefire came into effect in the Hodeidah Governorate on 18 December 2018. The United Nations deployed an advance team in Hodeidah on 22 December to begin the implementation on 21 December 2018 of the agreement as authorized by the Security Council in its resolution [2451 \(2018\)](#). The subprogramme deployed five seconded military officers, as part of the advance team, including one officer who arrived on the ground within 24 hours after the adoption of resolution [2451 \(2018\)](#). These military officers assisted in the set-up of the Joint Reporting and Coordination Centre, developed troop deployment options and undertook observer missions to facilitate humanitarian work.
- 5.32 Subsequently, on 16 January 2019, the Security Council adopted its resolution [2452 \(2019\)](#), by which the Council authorized the establishment of the United Nations Mission to support the Hodeidah Agreement. The subprogramme deployed a total of 13 seconded military officers until June 2019, when the Mission's military component reached the initial operating capability with the arrival of military personnel generated from troop-contributing countries.

Progress towards the attainment of the objective, and performance measure

- 5.33 This work contributed to the maintenance of international peace and security through the effective performance of military components of peacekeeping operations, as demonstrated by the deployment in one day of military personnel for the establishment of the United Nations Mission to support the Hodeidah Agreement, a dramatic improvement over the previous similar instance in 2016.

**Table 5.6
Performance measure**

2015	2016	2017	2018	2019
N/A	N/A	N/A	N/A	Deployment within one day of the adoption by the Security Council of its resolution Deployment of the advance team followed by the establishment of the United Nations Mission to support the Hodeidah Agreement

Planned results for 2021

Result 1: improved safety and security of peacekeepers through better training and equipping (result carried over from 2020)

- 5.34 The subprogramme will continue the work related to the security of peacekeepers, in line with its mandate, and will assist countries in increasing the preparedness of peacekeepers participating in United Nations missions, while reducing exposure to risks, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

**Table 5.7
Performance measure**

2017	2018	2019	2020	2021
N/A	Selected staff officers participate in a single session, without guidance material	Staff officers participate in consultations on new guidance material for peacekeeping operations	Staff officers plan command-post exercises in their mission headquarters on their own on a regular basis	Increase in the number of training-of-trainer sessions to improve the internal capacity to plan command-post exercises in their mission headquarters, as well as sector headquarters, on their own on a regular basis

Result 2: added safety for peacekeepers through improved management of weapons and ammunition (new result)

- 5.35 Peacekeepers have deployed to increasingly complex and dangerous environments, which has led to greater risks of attacks and loss of weapons and ammunition. Any loss of weapons and ammunition may result in severe reduction of operational safety, security and other risks.

Internal challenge and response

- 5.36 The challenge of the subprogramme was the absence of guidance materials for military and police components on weapons and ammunition management, which would address the inconsistency in the storage, physical security, shelf-life and disposal of ammunition. The only available guidance material was the 2002 Department of Peacekeeping Operations guidelines on level of ammunition, which specified the quantities of ammunition to be deployed but did not include any reference to the storage conditions and logistical aspects of handling weapons and ammunition. Therefore, discrepancies were observed between the ammunition storage methods used by contingents in missions and national and international standards. In addition, the absence of a reporting mechanism made it difficult for the subprogramme to monitor the loss of weapons and ammunition. In order to address the challenges, in 2018, the subprogramme developed an online registration tool for the mission to report the loss of weapons and ammunition, and started to develop policy documents on weapons and ammunition management. In 2020, the subprogramme will finalize three guidance materials: (a) a weapons and ammunition policy; (b) standard operating procedures on the loss of weapons and ammunition; and (c) a manual on ammunition management. In response, the subprogramme will further develop specialized training materials on weapons and ammunition management and conduct a workshop for ammunition technical officers of mission force headquarters. The subprogramme will also ensure that all contingents deploy with ammunition technical officers, with the inclusion of this requirement in the statement of unit requirements for contingents in all missions. The guidance materials are aimed at improving the management of weapons and ammunition to be deployed in missions. The ammunition technical officers will be trained on United Nations procedures and required control systems. They will ensure that missions accurately report losses of weapons and ammunitions in the mission areas to Headquarters.

Expected progress towards the attainment of the objective, and performance measure

- 5.37 This work is expected to contribute to the maintenance of international peace and security through the effective performance of military components of peacekeeping operations, which would be demonstrated by better management of weapons and ammunition in missions, including standardized quantities, storage methods and controlled disposal, in order to improve the safety and security of peacekeepers, civilian and local communities, as well as through the use of specialized training materials and the training received by ammunition technical officers.

Table 5.8
Performance measure

2017	2018	2019	2020	2021
Absence of guidance materials on weapons and ammunition management in peacekeeping operations	Online registration tool established to report the loss of weapons and ammunition	Two guidance materials in use by peacekeeping operations (weapons and ammunition policy and standard operating procedures on the loss of weapons and ammunition)	Manual on ammunition management in use by peacekeeping operations	Specialized training materials in use by peacekeeping operations and ammunition technical officers receive training on new standards

Legislative mandates

- 5.38 The subprogramme is guided in its functions related to peacekeeping operations by the mandates decided in the specific resolutions adopted by the Security Council.

Deliverables

- 5.39 Table 5.9 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.9
Subprogramme 2: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	156	174	131	164
1. Training events with senior military personnel for predeployment induction and post-appointment briefings and intensive orientation	48	41	48	48
2. Training events for command post exercise for the Force headquarters	5	13	5	13
3. Training events on the development, revision and implementation of new military policies and guidance materials	25	45	20	25
4. Training events on military gender issues for peacekeeping operations	30	20	10	25
5. Training events to improve situational awareness and strengthen performance of uniformed military components, targeting operational and tactical leadership (heads of military components, sector commanders and Force chiefs of staff and infantry battalion commanders)	20	25	20	25
6. Training events on peacekeeping military intelligence	28	30	28	24
7. Training events on management of weapons and ammunition	–	–	–	4
Technical materials (number of materials)	91	109	91	93
8. Strategic analysis reports on significant operational developments in peacekeeping operations and on evolving conflict areas	40	49	40	40
9. Strategic military plans for new or significantly adjusted peacekeeping operations	4	2	4	4

Section 5 **Peacekeeping operations**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
10. Updated threat assessments reports	13	20	13	13
11. Reports on operational requirements and troop-contributing country capabilities and recommendations prepared after predeployment, assessment and operational advisory visits	20	20	20	20
12. Monthly reports on the deployment of military forces, observers and headquarters staff with emphasis on actions to achieve gender balance	12	12	12	12
13. Policies, guidance materials and standard operating procedures related to the military components of peacekeeping operations	2	6	2	4

C. Substantive deliverables

Consultation, advice and advocacy: briefings to troop-contributing countries and Military Staff Committee on all military aspects of peacekeeping operations; expert advice to Member States and regional organizations on military aspects of peace negotiations, agreements, peacekeeping operations and strategic and operational planning; maintenance of an organized surge capacity comprising key nucleus of military staff/support team for a possible deployment to new and existing missions for up to 90 days.

Databases and substantive digital materials: (a) updated information on pledged units registered in the peacekeeping capability; (b) updated ammunition management and an online registration tool; (c) military unit operational performance reporting system; (d) military skill validation tool; and (e) Force and sector headquarters evaluation system.

Subprogramme 3
Rule of law and security institutions

Objective

- 5.40 The objective, to which the subprogramme contributes, is to strengthen the rule of law and security sector governance to contribute to the maintenance of international peace and security in countries where peacekeeping operations and special political missions deploy, and in other non-mission settings.

Strategy

- 5.41 To contribute to strengthening the rule of law and security sector governance to contribute to the maintenance of international peace and security in countries where peacekeeping operations and special political missions deploy, and in other non-mission settings, the subprogramme will continue to provide advisory and operational support to peacekeeping operations, special political missions, and non-mission countries including by: (a) assisting host States in the reform, restructuring and development of their police and other law enforcement institutions, providing operational support and, in rare circumstances, assuming interim policing functions in line with the Strategic Guidance Framework for International Policing; (b) supporting nationally-led efforts to ensure accountability for crimes that fuel conflict, strengthening prison security and management and re-establishing the host-State's justice and corrections institutions and engaging in trust-building initiatives; (c) supporting the planning, design and evaluation of processes that remove weapons and individuals from armed groups, and reintegrate ex-combatants and elements associated with armed groups into society as civilians, identifying and formulating relevant lessons learned and guidance; (d) supporting the implementation of defence and security provisions in peace agreements, coordinating international assistance mandates and assisting the design of national strategies aligned with the normative United Nations framework on security sector reform; (e) managing mine action programmes to mitigate explosive threats and training uniformed and civilian United Nations personnel in that regard; and (f) rapidly deploying specialist capacities in all the above-mentioned areas. This wide-ranging work in both United Nations peace operations and non-mission settings is expected to result in more effective and accountable security and justice institutions in countries

receiving assistance, as well as reduced threats posed by armed groups and explosive hazards, contributing to the prevention of violent conflict and sustained peace.

- 5.42 Past results in these areas include: (a) strengthened host-State police services and other law enforcement institutions in Côte d'Ivoire and Liberia, contributing to the successful exits of peacekeeping operations; (b) greater protection of local communities in the Central African Republic; (c) the prevention of environmental crimes in Cyprus; (d) the effective mainstreaming of security sector reform aspects in peace processes in the Central African Republic, Mali and South Sudan and the establishment of nationally-owned security sector reform policy frameworks in the Gambia and Burkina Faso; (e) the development of nationally-owned mechanisms for accountability for serious crimes in the Central African Republic, the Democratic Republic of the Congo and Mali, as well as improved prison security in peacekeeping contexts; (f) the reduction in community violence, made possible in part by updated guidance on disarmament, demobilization and reintegration processes; (g) the establishment of a repository of lessons learned worldwide, as well as planning backstopping for disarmament, demobilization and reintegration in mission and non-mission settings, e.g. Burkina Faso, the Central African Republic, Haiti, Mali and the Sudan; (h) the fall in the number of peacekeepers killed by improvised explosive devices in Mali, from 24 in 2016 to 8 in 2018 and 5 in 2019, due to the improved ability to detect such devices on the main supply routes; (i) in the Central African Republic, the Democratic Republic of the Congo and Mali, stronger national capacities to manage and store the security services' weapons and ammunition; (j) in Iraq, enabling the safe return of displaced communities to areas retaken from the Islamic State of Iraq and the Levant.

Programme performance in 2019 against planned result

- 5.43 A planned result for 2019, which is more timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates, as referred to in the proposed programme budget for 2018–2019, was achieved, as evidenced by the target timelines met for the initial deployment of justice and corrections personnel and police personnel to new, adjusted or transitioning peacekeeping operations. Justice and corrections personnel were deployed within 15 days, and police personnel were deployed within 25 days, as it was stipulated in the target.

Programme performance in 2019: enhanced conflict prevention plan of Burkina Faso through rule of law and security institutions support

- 5.44 The breakdown and instrumentalization of rule-of-law and security institutions, as well as the presence of non-statutory armed groups operating outside of these institutions, are a driver of conflict in many fragile countries. A case in point was the rapid deterioration of the security situation in Burkina Faso in early 2019, with acts of violence by armed violent extremist groups and self-defence groups, explosive incidents and intercommunal violence occurring on a weekly basis. The Government of Burkina Faso requested United Nations technical expertise and support to strengthen the capacity of its rule-of-law and security institutions, in order to prevent further deterioration and violent conflicts.
- 5.45 As part of a joint Government of Burkina Faso-United Nations-European Union-World Bank prevention and peacebuilding assessment conducted between September and December 2019, the subprogramme deployed two experts on police and justice, respectively, to advise and assist the rule-of-law and security institutions of Burkina Faso, including the Ministries of Security, Defence, Justice and Human Rights, as well as the Gendarmerie and the Police, in prioritizing responses to the deteriorated security situation in the northern and eastern regions. The experts provided extensive strategic and programmatic recommendations to the Government, feeding into a national priority action plan, including capacity-building activities and steps to redeploy state authorities. The recommendations focused on five urgent areas of work, as follows: (a) improving the operational

capacity of justice and security services; (b) reinforcing the physical presence of security forces and justice services to improve local communities’ trust in and collaboration with these services; (c) improving the accountability and behaviour of security forces; (d) enhancing the investigation and prosecution of terrorist cases and serious human rights violations; and (e) improving prison security and addressing violent extremism in prisons.

- 5.46 On mitigating the threat of improvised explosive devices, the subprogramme deployed an expert from the United Nations Mine Action Service to deliver related services to the United Nations country team and the Ministry of Security, including the following: mapping and analysis of improvised explosive device trends; delivering explosive hazard awareness training to security focal points from the Ministry of Security/Police and the country team; and providing medium- and long-term recommendations to the Ministry of Security. By December 2019, the subprogramme, through the United Nations Mine Action Service, had delivered the following: improvised explosive device awareness training to 51 local police officers and 251 United Nations agencies and non-governmental organization staff members on the ground; first aid training and related equipment to 33 police officers and 46 United Nations staff in Kaya and Ouagadougou; and a database for improvised explosive device incidents and risk education activities in the country.

Progress towards the attainment of the objective, and performance measure

- 5.47 This work contributed to strengthening the rule of law and security sector governance to support the maintenance of international peace and security in a non-peace operation setting, as demonstrated by the Government of Burkina Faso successfully adopting rule-of-law and security sector-related recommendations produced by the subprogramme and including them in its revised Emergency Plan for the Sahel. On improvised explosive devices, the proposed response strategy and programmatic plan suggested by the subprogramme was endorsed by the Ministry of Security and the Resident Coordinator, leading to concrete capacity-building activities benefiting national security institutions. The authorities of Burkina Faso have expressed their appreciation for United Nations support during the seventy-fourth session of the General Assembly.

Table 5.10
Performance measure

2015	2016	2017	2018	2019
N/A	N/A	N/A	Request put forward by the Government of Burkina Faso to assist in the identification of actions and the design of urgent solutions to rule of law and security institutions-related challenges	Recommendations on strengthening the rule-of-law and security sector institutions of Burkina Faso and improvised explosive device mitigation threat capability were successfully adopted by the Government of Burkina Faso

Planned results for 2021

Result 1: comprehensive early warning and stronger conflict prevention capacities (result carried over from 2020)

- 5.48 The subprogramme will continue the work related to mainstreaming analyses and recommendations on rule-of-law and security institutions, armed groups and mine action in national and regional conflict prevention strategies and, in line with its mandate, will assist countries in enhancing early warning and conflict prevention strategies and capabilities, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 5.11

Performance measure

2017	2018	2019	2020	2021
N/A	Ad hoc inclusion of analyses and recommendations relating to rule-of-law and security institutions and mine action in regional and country-specific prevention strategies	Establishment of arrangements to systematically include analyses relating to rule-of-law and security institutions and mine action in the monitoring of fragile settings and related recommendations in regional and country-specific prevention strategies	Systematic inclusion of analyses relating to rule-of-law and security institutions and mine action in the monitoring of fragile settings and related recommendations	Operationalization of analyses and recommendations relating to rule-of-law, security sector governance and/or mine action contained in regional and country-specific prevention strategies

Result 2: increased awareness by Member States of specialized conflict prevention support provided by the subprogramme in non-mission settings (new result)

- 5.49 Research, as well as lessons learned from past and ongoing support from the Office of Rule of Law and Security Institutions, have shown that effective, accountable and inclusive rule-of-law and security institutions, are critical elements of conflict prevention. Therefore, efforts to build and/or strengthen such institutions should occur not only as part of peacekeeping efforts, but also to prevent conflict and, when necessary, to preserve peace. In recognition of this need, the subprogramme, following the reform of the peace and security architecture, serves as “system-wide service provider for mission and non-mission settings”, thereby expanding the scope of its support beyond peacekeeping operations.

Internal challenge and response

- 5.50 The challenge for the subprogramme was that, in order to serve Member States efficiently in non-mission settings, it needed to develop a new engagement framework vis-à-vis Governments as well as relevant United Nations partners. In response, the subprogramme will develop and operationalize an engagement framework for non-mission settings that lays out available expertise and services, modalities of delivery, complementarity and coordination with all relevant United

Nations partners with a view to provide coherent and integrated United Nations support to Member States.

Expected progress towards the attainment of the objective, and performance measure

- 5.51 This work is expected to contribute to strengthening the rule of law and security sector governance to support the maintenance of international peace and security in non-mission settings, which would be demonstrated by two Member States in non-mission settings receiving specialized assistance from the subprogramme as a result of the increased understanding by Member States of available services and modalities of assistance delivered by the subprogramme in non-mission settings, and the increased availability of such assistance.

Table 5.12
Performance measure

2017	2018	2019	2020	2021
N/A	General Assembly requests that specialized support on rule-of-law and security institutions be provided to Member States beyond peacekeeping operations	Member States lack guidance on what support can be received from the subprogramme, and how to request it	Subprogramme’s engagement framework in non-mission countries is made available to Member States, with detailed guidance on possible support and delivery modality	At least two Member States in non-mission settings receive specialized support from the subprogramme as a result of increased awareness of available services and modalities

Legislative mandates

- 5.52 The list below provides all mandates entrusted to the subprogramme.

General Assembly resolutions

72/75 Assistance in mine action

Security Council resolutions

2151 (2014)	Security sector reform	2382 (2017)	Including policing as an integral part of the mandates of United Nations peacekeeping operation and special missions
2185 (2014)	Policing		
2365 (2017)	Mine action	2447 (2018)	Integration of United Nations support of police, justice and correctional sectors

Deliverables

- 5.53 Table 5.13 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.13
Subprogramme 3: deliverables for the period 2019–2021, by category and subcategory

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	13	17	13	17
Briefings to Member States that are both mission/field- and police-specific	12	13	12	13
Briefing to Member States on mine action matters	1	4	1	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	20	33	22	24
Project on police thematic expertise, including on planning and police reform to missions/the field	3	3	3	3
Pre-deployment visits to Member States on police requirements and capacity and resource needs	5	5	5	5
Technical support for the development and management of programmes in support of justice and corrections systems, including on criminal accountability, anti-corruption and prison security	–	–	2	2
Assessment missions of mine action, demining, weapons and ammunition management and explosive device threat mitigation components in new or reconfigured field missions and/or in an emergency context to provide technical support and recommendations to field missions and Member States	3	4	3	3
Deployment of humanitarian mine action, demining, weapons and ammunition management and explosive device threat mitigation assets compliant with applicable international standards according to priorities established by the Inter-Agency Coordination Group on Mine Action to save lives and protect civilians	1	1	1	1
Provision of coordination support for explosive hazard and small arms light weapons risk education, and community liaison activities in all United Nations mine action programme to protect civilians	5	16	5	5
Donor-funded, multi-stakeholder projects to advance security sector reform policies and strategies	3	4	3	3
Technical support visits to support host States of special political missions and national authorities in non-mission settings on disarmament, demobilization and reintegration and community violence reduction, in response to threats posed by armed groups	–	–	–	2
Seminars, workshops and training events (number of days)	138	137	139	139
Seminars for police-contributing countries on the national selection mechanisms for the readiness, deployment and training of police personnel, including United Nations police and formed police units and their equipment	47	47	47	47
Training for future heads of police components	5	6	6	6
Trainings/workshops for justice and corrections practitioners, including pre-deployment training for corrections officers	10	10	10	10
Meeting of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to coordinate disarmament, demobilization and reintegration and/or community violence reduction approaches among United Nations and non-United Nations actors	4	4	4	4
Meetings of the Inter-Agency Security Sector Reform Task Force	6	6	6	6
Meeting with donors on national security sector reform programmes	6	6	6	6
Training courses on mine action-related matters to relevant civil society organizations operating in post-conflict environments to enable humanitarian assistance and protection of civilians	30	28	30	30

Section 5 Peacekeeping operations

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Training courses and mentoring to build the capacity of national authorities and local partners in landmine and explosive remnants of war clearance; weapons and ammunition stockpile security, management and destruction; and improvised explosive devices threat mitigation	30	30	30	30
Publications (number of publications)	1	1	1	1
Annual multi-donor report on activities of the United Nations Mine Action Service	1	1	1	1
Technical materials (number of materials)	16	17	21	20
Policy guidance to national authorities on disarmament, demobilization and reintegration and/or community violence reduction	–	–	3	3
Technical materials on the implementation of disarmament, demobilization and reintegration and/or community violence reduction in special political mission and non-mission settings	1	2	3	2
Strategic police capability studies, police operational plans, standard operating procedures and concepts of operations for police components of missions/the field	6	6	6	6
Policies, guidelines and manuals on policing for police-contributing countries, United Nations police and national authorities, based on the Strategic Guidance Framework for International Policing	4	4	4	4
Guidance and strategic support or lessons learned reports to strengthen assistance in justice and corrections areas	1	1	1	1
Policies, standards and guidance on security sector reform, including defence sector reform, to strengthen assistance to national security sector reform processes	3	3	3	3
Technical materials for Member States, mine action programmes/field operations on issues related to mine action, demining, weapons and ammunition management and explosive device threat mitigation	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with and expert advice provided to Member States to strengthen the capacities of national police services and other law enforcement entities in peace operations and other contexts; consultation with Member States groupings, regional organizations and specialized institutions on policing; strategic consultations with Member States on disarmament, demobilization and reintegration and community violence reduction, including with the Group of Friends of Disarmament, Demobilization and Reintegration; strategic policy and technical advice to Member States to build the capacity of national authorities and local partners on landmine and explosive remnants of war clearance; weapons and ammunition stockpile security, management and destruction; improvised explosive device threat mitigation; expert advice to facilitate consensus-building on security sector reform options and modalities in “sustaining peace” contexts; consultation with and expert advice to mobilize coordinated and integrated Member States and related partner support for national justice and corrections efforts, including through the global focal point arrangement.				
Databases and substantive digital materials: updated information on pledged formed police units registered in the Peacekeeping Capability Readiness System and other personnel matters in the computerized human resources system.				
D. Communication deliverables				
Digital platforms and multimedia content: communication through social media accounts (e.g., Facebook, Twitter) to promote the work of the Office and raise awareness of significant events and milestones. United Nations Mine Action Service digital and social media content and reports on special events; update of United Nations police website, Twitter and Instagram accounts, including live streaming, audio and video content.				
E. Enabling deliverables				
Safety and security: implementation of the action plan to improve the security of United Nations peacekeepers; training on explosive threat mitigation to protect United Nations uniformed and civilian personnel.				

Subprogramme 4

Policy, evaluation and training

Objective

- 5.54 The objective, to which the subprogramme contributes, is to enhance the performance and effectiveness of peacekeeping operations.

Strategy

- 5.55 To contribute to the enhancement of the performance and effectiveness of peacekeeping operations, the subprogramme will promote and facilitate policy development, evaluation, organizational learning and training on issues relating to peacekeeping under the overall umbrella of the Action for Peacekeeping initiative, launched by the Secretary-General in 2018. The initiative resulted in the creation of a Declaration of Shared Commitments on United Nations Peacekeeping Operations, endorsed by 153 Member States and with support of four partner organizations as of February 2020. Reflecting 45 collective commitments of Member States and the Secretariat across eight themes, the Declaration now constitutes the core agenda for all the peacekeeping-related work of the Secretariat. The subprogramme will continue developing through its Evaluations Unit the Comprehensive Performance Assessment System, finalizing its rollout to all peacekeeping missions by 2020 (excluding the African Union-United Nations Hybrid Operation in Darfur, which is already in drawdown). This is expected to result in improved assessment of the whole-of-mission performance and impact in delivering strategic objectives under the mission's mandate. The System provides senior leadership with data-based evidence to understand how the resources are utilized in their missions and if any reorientation of priorities is needed. Past results in these areas include improving planning and reporting in missions with increased focus on impact, assisting missions to adapt and identify work not linked to objectives, and adaptation of mission planning to support and monitor a new peace agreement. Missions have also started to use the System's results framework to revise results-based budgeting outputs and indicators with a greater focus on achieving and showing results. Improved coordination, joint analysis and data collation has also been reported in several missions. The subprogramme will also coordinate the development of an integrated performance policy framework, as requested by the Special Committee on Peacekeeping Operations and by Security Council in presidential statement [2018/4](#) and its resolution [2436 \(2018\)](#), and in doing so will continue to engage all relevant actors, such as troop-contributing countries, Member States and other departments within the Secretariat.
- 5.56 To contribute to the enhancement of the performance and effectiveness of peacekeeping operations, in addition, the subprogramme will provide institutional capacity to formulate, update and disseminate policies in specific thematic areas, such as protection of civilians, civil affairs and child protection, which will result in practical guidance for the missions' implementation of those mandates on the ground. The programme will also further strengthen knowledge-sharing and guidance development for peacekeeping operations, and coordinate the process to develop guidance for the peace and security pillar and also the Department of Operational Support, which is done in close cooperation with Department of Political and Peacebuilding Affairs and the Department of Operational Support, as well as support policy and best practices officers and focal points in field missions. The subprogramme will continue to improve systems and infrastructure for knowledge management such as the new Policy and Practice Database and Peacekeeping Resource Hub, increasing the quality and number of relevant documents available to the users in field missions led by either the Department of Peace Operations, the Department of Political and Peacebuilding Affairs or the Department of Operational Support. This is expected to result in missions using increased specialized information, thematic policy support and guidance, reflecting lessons learned and promoting an exchange of good practices between missions. Past results in these areas include the launch of the new Policy and Practice Database, with improved user-friendliness and searchability, and which is accessible from any device, anywhere; the publication of the revised Policy on the

Protection of Civilians in United Nations Peacekeeping and of the first policy for United Nations field missions preventing and responding to conflict-related sexual violence; the launch of the local conflict analysis and planning tool in the Goma and Kindu field offices (United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)) and in Gao (United Nations Multidimensional Integrated Stabilization Mission in Mali), building on earlier successful experiences in Mitrovica (United Nations Interim Administration Mission in Kosovo) and Kalemie (MONUSCO).

- 5.57 To contribute to the enhancement of the performance and effectiveness of peacekeeping operations, the subprogramme will also continue providing support to uniformed personnel-contributing Member States through expanded partnerships with national and regional training institutions and partners for pre-deployment training delivery, train-the-trainer courses and the development and delivery of specialized training material. With regard to deployed personnel, both uniformed and civilian, the subprogramme will provide civilian pre-deployment training, mission leadership training for all components, including mission support and backstop missions, in the delivery of in-mission training in operational and support skills. This is expected to result in strengthened and sustained mission performance through better and more consistently trained uniformed and civilian leaders, contingents and individuals. Past results in these areas show an improvement in staff officer performance, as assessed by force Chiefs of Staff, from 60 per cent being fully effective in December 2016 to 80 per cent being fully effective in December 2018. In addition, an impact evaluation of the civilian pre-deployment training programme showed that 68 per cent of participants used the skills acquired in the course in their daily field mission work.

Programme performance in 2019 against planned result

- 5.58 A planned result for 2019, which is improved planning, management, conduct and support of peacekeeping operations through the development and dissemination of policies, standard operating procedures, guidelines and training standards and tools consistent with the Charter of the United Nations and the basic principles of peacekeeping, was achieved, as evidenced by 48 guidance documents and 47 best practices documents uploaded to the Policy and Best Practice Database, including nine policies (such as on the Protection of Civilians in United Nations Peacekeeping, and Authority, Command and Control in United Nations Peacekeeping Operations), 11 standard operating procedures (such as on integrated reporting from peacekeeping operations to Headquarters) and 28 guidelines (such as on the design, delivery and evaluation of training) as well as 35 end-of-assignment reports, 20 after-action reviews and nine lessons-learned studies. The number of materials on policy guidance, lessons learned and best practices made available exceeds the planned 36 as the launch of the new database also allowed for clearing the existing backlog of documents. The subprogramme also disseminated 100 per cent of new and updated training standards to all stakeholders within the prescribed time frame of 30 days. The new policy database has recorded more than 2,000 unique users in 2019, in over 70 countries, with approximately 134 users per day.

Programme performance in 2019: strengthening performance in peacekeeping operations

- 5.59 In its resolution [2436 \(2018\)](#), adopted in September 2018, the Security Council highlighted that the successful implementation of peacekeeping mandates rested on “well-defined, realistic and achievable mandates, political will, leadership, performance and accountability at all levels, adequate resources, policy, planning, and operational guidelines, and training and equipment”.
- 5.60 The subprogramme has initiated multiple work streams in response to this resolution, including the development and roll-out of the Comprehensive Performance Assessment System for peacekeeping, which continued to be implemented as a priority initiative. All missions with the exception of those drawing down will have introduced the System by July 2020. The System is designed to provide evidence to inform and improve senior management decision-making – enabling missions to be more

flexible and responsive to changes in the context in which they operate for enhanced mandate implementation. The data generated through the System help to perform impact assessments, which will in turn inform and enhance reporting. This will also improve information sharing and communications with Headquarters, Member States and other stakeholders. The subprogramme has also began coordinating amongst relevant actors, the development of an integrated performance policy framework.

- 5.61 Over the course of 2019, the subprogramme developed the policy and practice database to improve user-friendliness, accessibility and searchability. The database’s content has been reorganized into thematic areas with tailored content presented in curated packages and through additional formats, such as audiovisual content. While the old version was only accessible on United Nations premises, the new database has been developed, making it mobile-friendly and accessible remotely through a desktop computer, laptop, tablet or mobile telephone from anywhere in the world. The new policy and best practice database will also provide a central space for United Nations field missions to house their own mission-developed guidance material, while also featuring an archive function that will allow for research of past versions of guidance material.

Progress towards the attainment of the objective and performance measure

- 5.62 This work contributed to the enhancement of the performance and effectiveness of peacekeeping operations, as demonstrated by mission feedback, which states that the Comprehensive Performance Assessment System has improved their planning processes considerably, allowing for a more integrated approach and enabling missions to measure the impact of their mandated tasks against their strategic objectives. Three missions adopted the System pilot in 2018 and five more followed in 2019. Seven mission mandates made reference to the System and welcomed its development and the overall efforts to strengthen performance.

Table 5.14
Performance measure

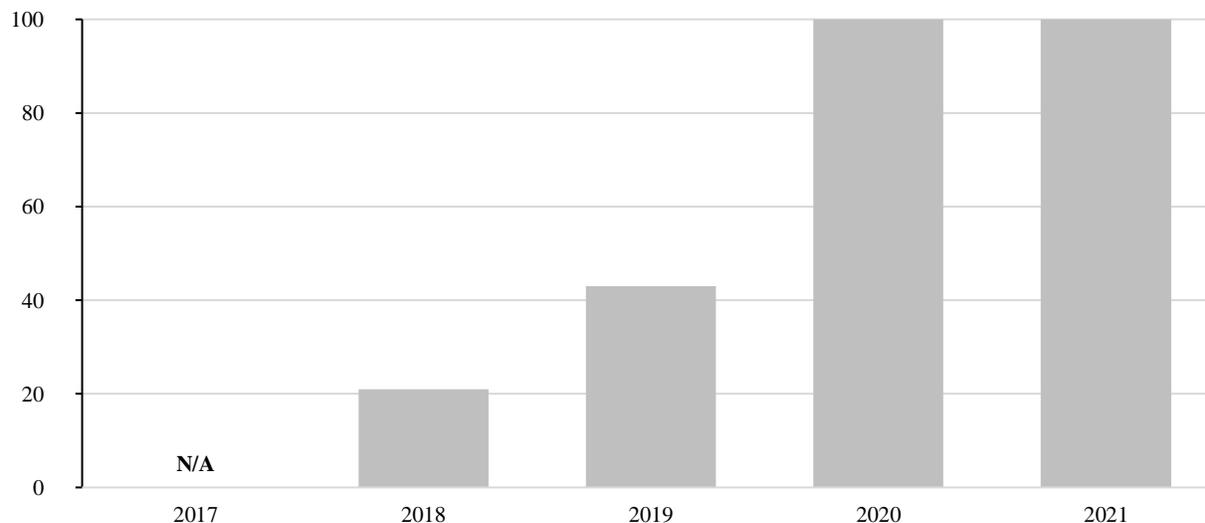
2015	2016	2017	2018	2019
There was no systematic and comprehensive system to measure performance in peacekeeping missions	There was no systematic and comprehensive system to measure performance in peacekeeping missions	Requests for the development of a system to measure performance in peacekeeping missions	Three peacekeeping missions begin using the Comprehensive Performance Assessment System pilot	Five additional peacekeeping missions begin using the Comprehensive Performance Assessment System pilot

Planned results for 2021

Result 1: action for peacekeeping: building an evidence base across missions and mandate areas (result carried over from 2020)

- 5.63 The subprogramme will continue the work related to the evaluation of performance of peacekeeping missions, in line with its mandate, and will aim at strengthened effectiveness of missions, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Figure 5.1
Performance measure: increasing roll-out of the comprehensive performance assessment system among relevant missions (missions using the system, by year)
 (Percentage)



Result 2: United Nations police personnel skills training adapted to contemporary requirements (new result)

- 5.64 Changes in the mandate and context of peacekeeping operations require a constant updating of skills of personnel, in particular uniformed components. The subprogramme is responsible for the continuous development of tailored training to adapt to the specific requirements of new contexts and mandate tasks.

Internal challenge and response

- 5.65 The challenge for the subprogramme was to overhaul current training based on an analysis conducted by the United Nations Police Division of the most common jobs in the police component, which revealed six skills required in order for United Nations police to undertake their mandated tasks in contemporary peacekeeping. In response, the subprogramme will develop six new job-specific training programmes and roll out to police-contributing countries as part of their pre-deployment training. The six new job-specific courses, based on the identified need to have a more people-centred approach and strengthened links to the particular context of the mission setting, are: community-oriented policing; intelligence-led policing; monitoring, mentoring and advising; capacity-building and development; protection of civilians/public order management; and crime intelligence. In addition, the foundational training programme for all United Nations police will be updated. Each course will be delivered in four regions of the world in both English and French, for a planned total of 28 courses in 2021 and 2022. The courses will be delivered as training-of-trainers courses to enable Member States to develop a pool of national trainers who can sustainably and reliably continue the delivery of the courses to national personnel resulting in enhanced performance and accountability of uniformed personnel in missions. Once the programmes are rolled out to police-contributing countries, recruitment for United Nations police functions will be linked to successful completion of the appropriate course and the foundational pre-deployment training. In addition to the job-specific training programmes, in accordance with General Assembly resolution [49/37](#), in which the Assembly recognized that the United Nations was responsible for the development of standards, guidance and training materials and their provision to Member States, the subprogramme will also update the foundational pre-deployment training material for all police, last updated in 2009.

- 5.66 In addition, the subprogramme will continue to deliver specialized training material on the protection of civilians, child protection and countering conflict-related sexual violence, as well as mainstream key protection messages in pre-deployment training materials, in line with the shared commitment of the Action for Peacekeeping initiative to strengthen the protection provided by peacekeeping operations. In parallel, missions will also be requested to develop a protection training strategy.

Expected progress towards the attainment of the objective, and performance measure

- 5.67 This work is expected to contribute to the enhancement of the performance and effectiveness of peacekeeping operations, which would be demonstrated by the number of police personnel selected for service in United Nations police components who have successfully completed the pre-deployment training and the relevant job-specific training programme. These effects will be seen partially in 2021 as the programmes are rolled out and fully by 2022, when all United Nations police selected for deployment must have completed both the foundational pre-deployment training and the relevant job-specific training programme.

Table 5.15
Performance measure

2017	2018	2019	2020	2021
Missions provide feedback on the skills required for United Nations police	United Nations police training framework developed	Foundational United Nations police course developed	Specialist United Nations police courses developed and validated	Police-contributing Member States receive training to build self-sustaining national capacity and deliver pre-deployment training police personnel to deploy to United Nations operations

Legislative mandates

- 5.68 The subprogramme is guided in its functions related to peacekeeping operations by the mandates decided in the specific resolutions adopted by the Security Council.

Deliverables

- 5.69 Table 5.16 lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.16
Subprogramme 4: deliverables for the period 2019–2021, by category and subcategory

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	1	1

Section 5 Peacekeeping operations

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
Substantive services for meetings (number of three-hour meetings)	38	38	38	38
Meetings of the Special Committee on Peacekeeping Operations	34	34	34	34
Meetings of the Fourth Committee	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	–	–	–
Review of best practices and guidance materials	1	–	–	–
Seminars, workshops and training events (number of days)	447	463	452	488
Provision of strategic guidance, training-of-trainers and assistance to curriculum development and delivery, training methodology, materials and training gap identification to Member States, regional peacekeeping training and policy institutions, and field missions	373	389	378	419
Development and delivery of senior leadership, management and administration programmes for civilian and uniformed personnel from field missions and supporting offices, Member States and regional organizations	58	58	58	53
Workshop for field protection of civilians advisers or child protection advisers	5	5	5	5
Workshops for best practices officers or chief civil affairs officers	5	5	5	5
Workshops for the European Union and its member States on a rotational system in support of United Nations peacekeeping operations	6	6	6	6
Technical materials (number of materials)	34	99	34	38
Policy papers, standard operating procedures, technical reports, lessons learned reports and training materials for Member States and field missions on action for peacekeeping, protection of civilians, conflict-related sexual violence, civil affairs, child protection, partnerships, strategic force generation, operational support and emerging challenges	30	95	30	34
Reports on capability requirements for United Nations peacekeeping operations	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: briefings and presentations to the Member States bilaterally and to regional groups on peacekeeping issues; and expert advice to permanent missions to the United Nations, the Bretton Woods institutions, international and regional organizations and non-governmental organizations on peacekeeping issues.				
Databases and substantive digital materials: update and maintenance of the Peacekeeping Capability Readiness System; update and maintenance of knowledge management system on uniformed capabilities, update and maintenance of the policy and practice database.				
D. Communication deliverables				
Outreach programmes, special events and information materials: knowledge management newsletters.				

B. Proposed post and non-post resource requirements for 2021

Overview

5.70 The proposed regular budget resources for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 5.17 to 5.19 below.

Table 5.17
Financial resources by object of expenditure

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes					2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Post	5 160.1	5 483.0	–	–	–	–	–	5 483.0	165.2	5 648.2
Other staff costs	14.5	57.3	–	–	–	–	–	57.3	1.1	58.4
Hospitality	1.3	3.6	–	–	–	–	–	3.6	0.1	3.7
Consultants	27.4	–	–	–	–	–	–	–	–	–
Travel of staff	16.7	37.3	–	–	–	–	–	37.3	0.8	38.1
Contractual services	51.3	140.9	–	–	–	–	–	140.9	2.7	143.6
General operating expenses	48.4	71.1	–	–	–	–	–	71.1	1.4	72.5
Supplies and materials	0.9	64.8	–	–	–	–	–	64.8	1.1	65.9
Furniture and Equipment	18.1	–	–	–	–	–	–	–	–	–
Improvement of premises	0.1	–	–	–	–	–	–	–	–	–
Total	5 338.8	5 858.0	–	–	–	–	–	5 858.0	172.4	6 030.4

Table 5.18
Post changes^a

	Number	Level
Approved for 2020	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2/1, 9 GS (OL)
Proposed for 2021	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2/1, 9 GS (OL)

^a There are no post changes for 2021

Table 5.19
Post resources

Category	2020 approved	Changes			Total	2021 proposed
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG		1	–	–	–	1
ASG		3	–	–	–	3

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

Section 5 Peacekeeping operations

Category	2020 approved	Changes				2021 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
D-2	4	–	–	–	–	4
D-1	4	–	–	–	–	4
P-5	3	–	–	–	–	3
P-3	1	–	–	–	–	1
P-2/1	2	–	–	–	–	2
Subtotal	18	–	–	–	–	18
General Service						
Other level	9	–	–	–	–	9
Subtotal	9	–	–	–	–	9
Total	27	–	–	–	–	27

5.71 Additional details on the distribution of the proposed resources for 2021 are reflected in tables 5.20 to 5.22, and figure 5.II below.

5.72 As reflected in tables 5.20 (1) and 5.21 (1) below, the overall resources proposed for 2021 amount to \$5,858,000 before recosting, and reflect no change in the resource level compared with the appropriation for 2020. The proposed level of resources provides for the full, efficient and effective implementation of mandates

Other assessed and extrabudgetary resources

5.73 As reflected in tables 5.20 (2) and 5.21 (2) below, the estimated other assessed resources for 2021 amounts to \$89,833,000, including 438 posts. Other assessed resources represent 56.1 per cent of the total resources for this programme.

5.74 As reflected in tables 5.20 (3) and 5.21 (3) below, the Department receives extrabudgetary contributions, which complement regular budget resources and support the delivery of its mandates. In 2021, projected extrabudgetary resources (cash contributions) of \$64,417,700 including 62 posts are expected to be received in support of mine action and programmatic activities. Extrabudgetary resources represent 40.2 per cent of the total resources for this programme.

5.75 The estimates for extrabudgetary and other assessed resources include the core requirements and programme support functions of the Department, and represent the bulk of the resources available to the Department.

Table 5.20
Evolution of financial resources by component and subprogramme

(Thousands of United States dollars)

(1) Regular budget

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)
			Technical adjustment	New/ expanded mandates	Other	Total Percentage			
A. Executive direction and management	792.5	723.9	–	–	–	–	723.9	21.8	745.7
B. Programme of work									
1. Operations	2 727.8	3 076.8	–	–	–	–	3 076.8	92.4	3 169.2
2. Military	453.1	510.5	–	–	–	–	510.5	13.9	524.4
3. Rule of Law and Security Institutions	874.6	854.8	–	–	–	–	854.8	27.4	882.2
4. Policy, Evaluation and Training	372.8	357.9	–	–	–	–	357.9	10.6	368.5
Subtotal, B	4 428.3	4 800.0	–	–	–	–	4 800.0	144.3	4 944.3
C. Programme support	118.0	334.1	–	–	–	–	334.1	6.3	340.4
Subtotal, 1	5 338.8	5 858.0	–	–	–	–	5 858.0	172.4	6 030.4

(2) Other assessed

	2019 expenditure	2020 estimate	2021 estimate
A. Executive direction and management	12 928.0	13 144.0	13 144.0
B. Programme of work			
1. Operations	11 615.0	13 056.0	13 056.0
2. Military	25 910.0	25 833.0	25 833.0
3. Rule of Law and Security Institutions	21 417.0	21 423.0	21 423.0
4. Policy, Evaluation and Training	12 444.0	13 332.0	13 332.0
Subtotal, B	71 386.0	73 644.0	73 644.0
C. Programme support	2 686.0	3 045.0	3 045.0
Subtotal, 2	87 000.0	89 833.0	89 833.0

(3) Extrabudgetary

	2019 expenditure	2020 estimate	2021 estimate
A. Executive direction and management	4 268.2	4 500.8	4 500.8
B. Programme of work			

Section 5 Peacekeeping operations

	<i>2019 expenditure</i>	<i>2020 estimate</i>	<i>2021 estimate</i>
1. Operations	339.6	265.9	265.9
2. Military	1 016.8	1 239.0	1 239.0
3. Rule of Law and Security Institutions	44 205.1	52 312.0	52 312.0
4. Policy, Evaluation and Training	5 941.3	6 100.0	6 100.0
Subtotal, B	51 502.8	59 916.9	59 916.9
C. Programme support	–	–	–
Subtotal, 3	55 771.0	64 417.7	64 417.7
Total	148 109.8	160 108.7	160 281.1

Table 5.21
Evolution of post resources by component and subprogramme

(1) *Regular budget*

	<i>2020 approved</i>	<i>Post changes</i>				<i>2021 proposed</i>
		<i>Technical adjustment</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Executive direction and management	3	–	–	–	–	3
B. Programme of work						
1. Operations	15	–	–	–	–	15
2. Military	3	–	–	–	–	3
3. Rule of Law and Security Institutions	3	–	–	–	–	3
4. Policy, Evaluation and Training	3	–	–	–	–	3
Subtotal, B	24	–	–	–	–	24
Subtotal, 1	27	–	–	–	–	27

(2) *Other assessed*

	<i>2020 estimate</i>	<i>2021 estimate</i>
A. Executive direction and management	72	72
B. Programme of work		
1. Operations	67	67
2. Military	127	127
3. Rule of Law and Security Institutions	107	107
4. Policy, Evaluation and Training	58	58
Subtotal, B	359	359
C. Programme support	7	7
Subtotal, 2	438	438

Part II Political affairs

(3) *Extrabudgetary*

	<i>2020 estimate</i>	<i>2021 estimate</i>
A. Executive direction and management	11	11
B. Programme of work		
1. Operations	2	2
2. Military	1	1
3. Rule of Law and Security Institutions	37	37
4. Policy, Evaluation and Training	11	11
Subtotal, B	51	51
Subtotal, 3	62	62
Total	527	527

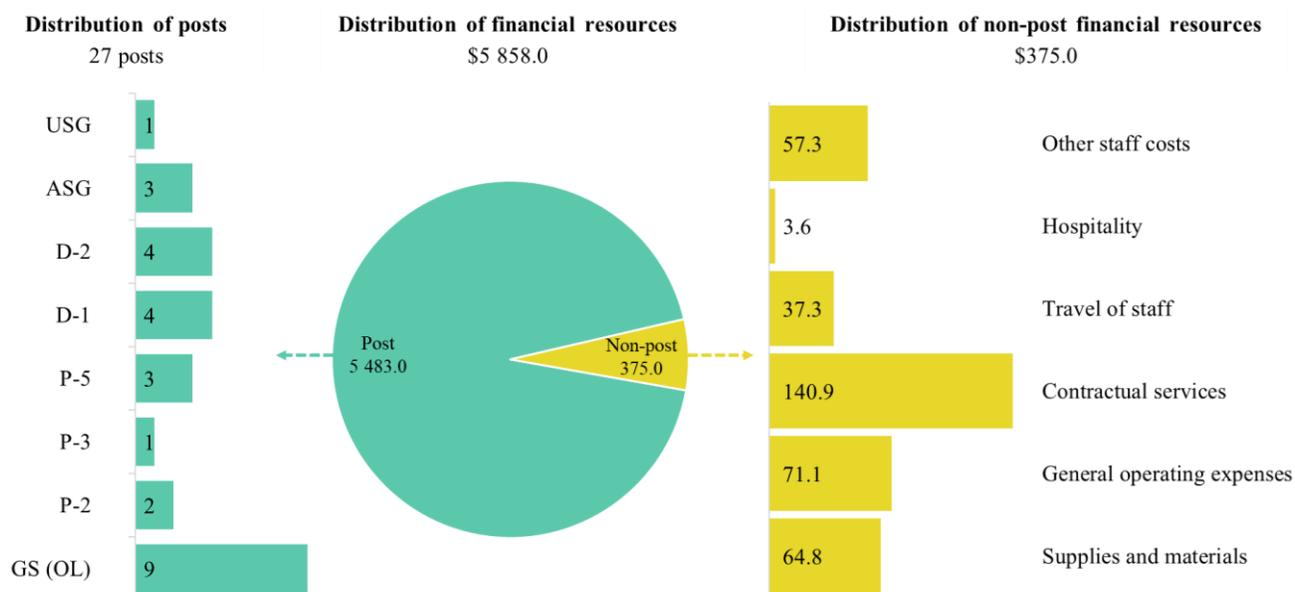
Table 5.22
Evolution of financial and post resources by main category

(Thousands of United States dollars/number of posts)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>					<i>2021 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Financial resources by main category of expenditure								
Post	5 160.1	5 483.0	–	–	–	–	–	5 483.0
Non-post	178.7	375.0	–	–	–	–	–	375.0
Total	5 338.8	5 858.0	–	–	–	–	–	5 858.0
Post resources by category								
Professional and higher		18	–	–	–	–	–	18
General Service and related		9	–	–	–	–	–	9
Total		27	–	–	–	–	–	27

Figure 5.II
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Executive direction and management

- 5.76 The Under-Secretary-General for Peace Operations directs, manages and provides political and policy guidance and strategic direction to the Department-led operations on behalf of the Secretary-General, and formulates guidelines and policies for peacekeeping operations, based on Security Council mandates. He/she advises the Security Council and the General Assembly on all matters related to peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues, and initiatives such as peacemaking, peacekeeping, peacebuilding, transitions through partnerships with regional organizations and other peacekeeping partners, and protection of civilians. He/she also maintains high-level contact with parties to conflict and Member States, particularly the Security Council, as well as troop- and police-contributing countries and countries providing financial support, in the implementation of the Security Council mandates.
- 5.77 The Office of the Under-Secretary-General for Peace Operations comprises the front office, the Gender Unit, the Integrated Assessment and Planning Unit and the Office of the Director for Peacekeeping Strategic Partnership.
- 5.78 In accordance with the 2030 Agenda, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Office is integrating environmental management practices into its operations. In 2021, the Department will rely more on electronic record-keeping and communications in order to reduce printing, paper-based filing and photocopy paper.
- 5.79 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 5.23 below. The Department is working to standardize and streamline the process for requesting and approving official travel, by analysing the current travel process and identifying ways to eliminate bottlenecks to implement a more streamlined process so that air tickets can be purchased with a less time-consuming process, while maintaining the appropriate levels of authorization and certification.

Part II Political affairs

**Table 5.23
Compliance rate**

(Percentage)

	<i>Planned 2019</i>	<i>Actual 2019</i>	<i>Planned 2020</i>	<i>Planned 2021</i>
Timely submission of documentation	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	37.4	100	100

5.80 The proposed regular budget resources for 2021 amount to \$723,900 and reflects no change in resource level compared with the appropriation for 2020. Additional details are reflected in table 5.24 and figure 5.III below.

**Table 5.24
Executive direction and management: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	<i>2019 expenditure</i>	<i>2020 appropriation</i>	<i>Changes</i>				<i>Total</i>	<i>Percentage</i>	<i>2021 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>				
Financial resources by main category of expenditure									
Post	779.8	710.6	–	–	–	–	–	710.6	
Non-post	12.7	13.3	–	–	–	–	–	13.3	
Total	792.5	723.9	–	–	–	–	–	723.9	
Post resources by category									
Professional and higher		2	–	–	–	–	–	2	
General Service and related		1	–	–	–	–	–	1	
Total		3	–	–	–	–	–	3	

Figure 5.III
Executive direction and management: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)

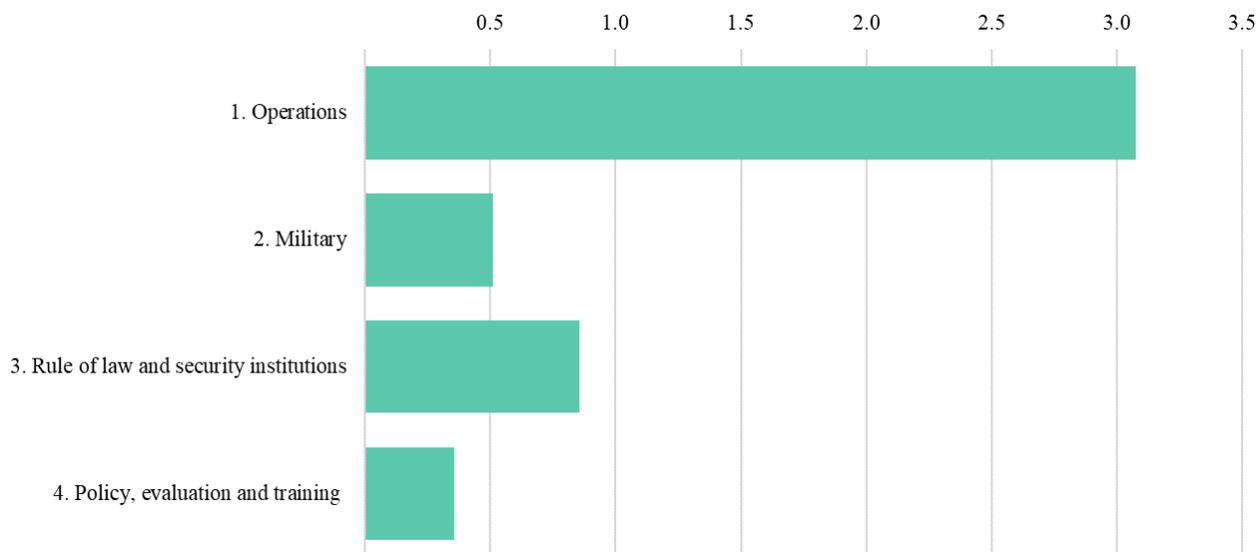


Programme of work

5.81 The proposed regular budget resources for 2021 amount to \$4,800,000 and reflects no change in the resource level compared with the appropriation for 2020. The distribution of resources per subprogramme is reflected in figure 5.IV below.

Figure 5.IV
Distribution of proposed resources for 2021 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Operations

5.82 The proposed regular budget resources for 2021 amount to \$3,076,800 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 5.25 and figure 5.V below.

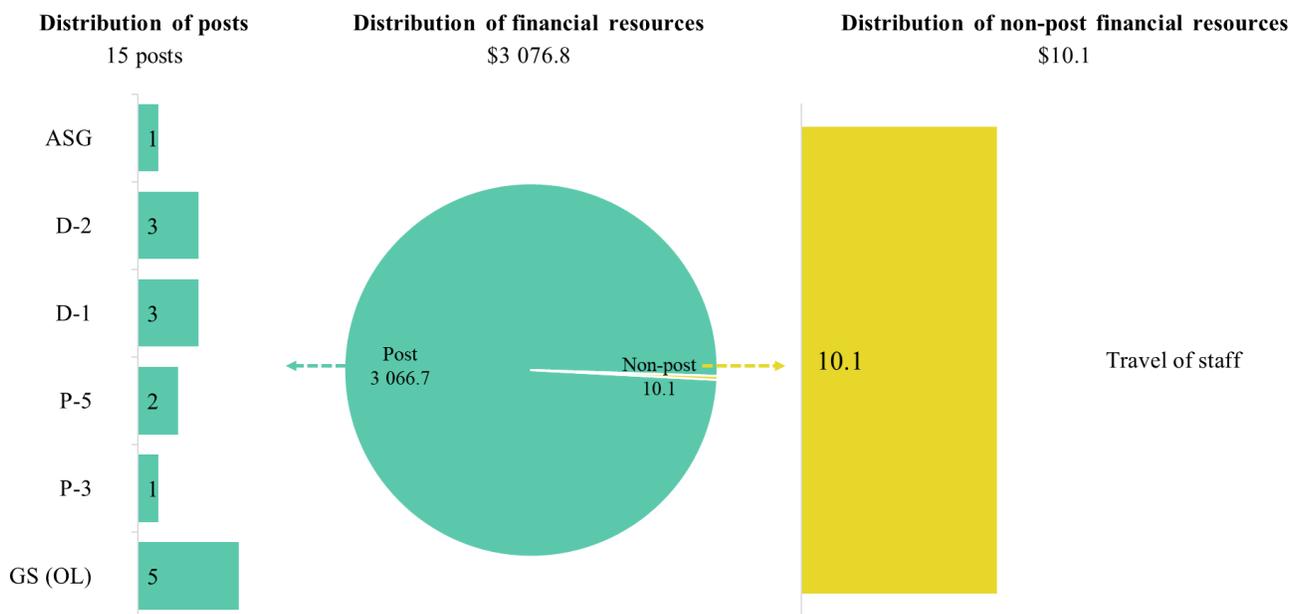
Table 5.25
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes			Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other			
Financial resources by main category of expenditure								
Post	2 689.6	3 066.7	–	–	–	–	–	3 066.7
Non-post	38.3	10.1	–	–	–	–	–	10.1
Total	2 727.8	3 076.8	–	–	–	–	–	3 076.8
Post resources by category								
Professional and higher		10	–	–	–	–	–	10
General Service and related		5	–	–	–	–	–	5
Total		15	–	–	–	–	–	15

Figure 5.V
Subprogramme 1: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 2
Military**

5.83 The proposed regular budget resources for 2021 amount to \$510,500 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 5.26 and figure 5.VI below.

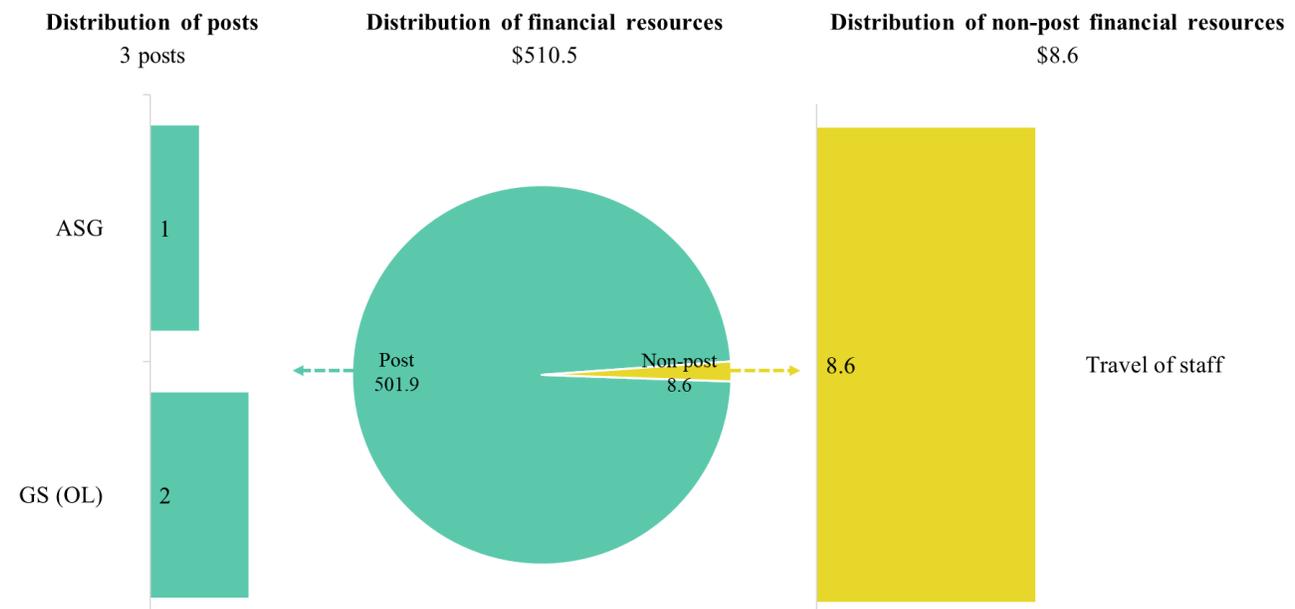
Table 5.26
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Post	448.2	501.9	–	–	–	–	–	501.9	
Non-post	4.9	8.6	–	–	–	–	–	8.6	
Total	453.1	510.5	–	–	–	–	–	510.5	
Post resources by category									
Professional and higher		1	–	–	–	–	–	1	
General Service and related		2	–	–	–	–	–	2	
Total		3	–	–	–	–	–	3	

Figure 5.VI
Subprogramme 2: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Subprogramme 3 Rule-of-law and security institutions

5.84 The proposed regular budget resources for 2021 amount to \$854,800 and reflect no change in the resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 5.27 and figure 5.VII below.

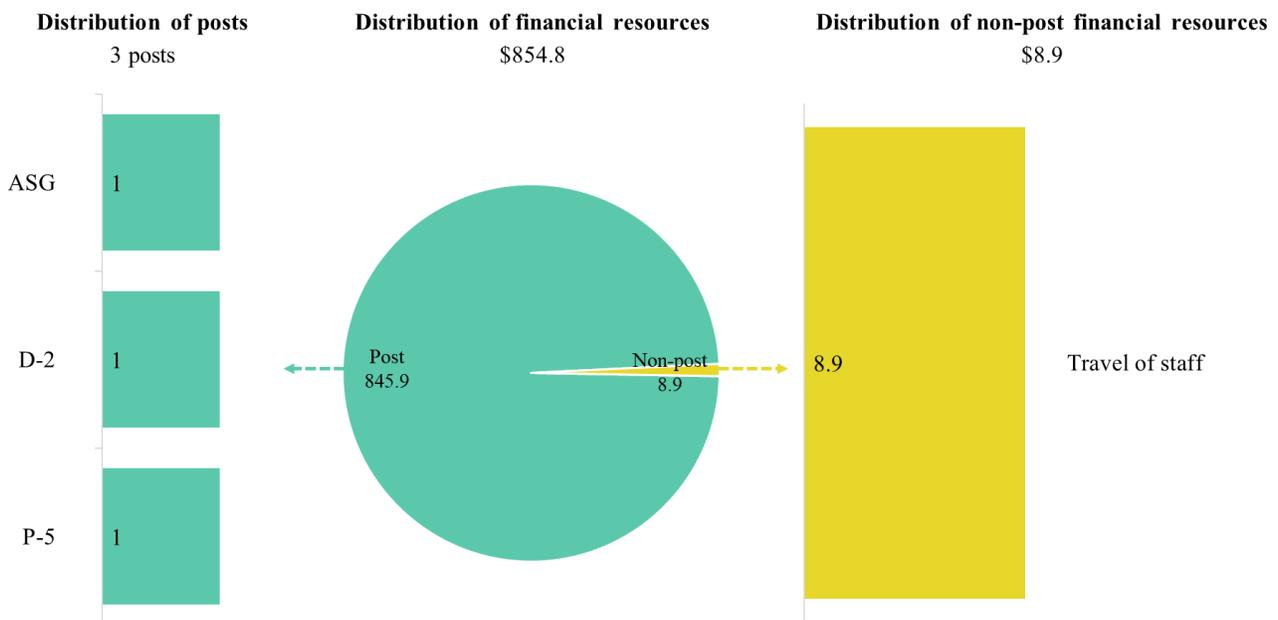
Table 5.27
Subprogramme 3: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Post	869.8	845.9	–	–	–	–	–	845.9	
Non-post	4.8	8.9	–	–	–	–	–	8.9	
Total	874.6	854.8	–	–	–	–	–	854.8	
Post resources by category									
Professional and higher		3	–	–	–	–	–	3	
General Service and related		–	–	–	–	–	–	–	
Total		3	–	–	–	–	–	3	

Figure 5.VII
Subprogramme 3: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



**Subprogramme 4
Policy, evaluation and training**

5.85 The proposed regular budget resources for 2021 amount to \$357,900 and reflect no change in the resource level compared with the appropriation for 2020. Additional details are reflected in table 5.28 and figure 5.VIII below.

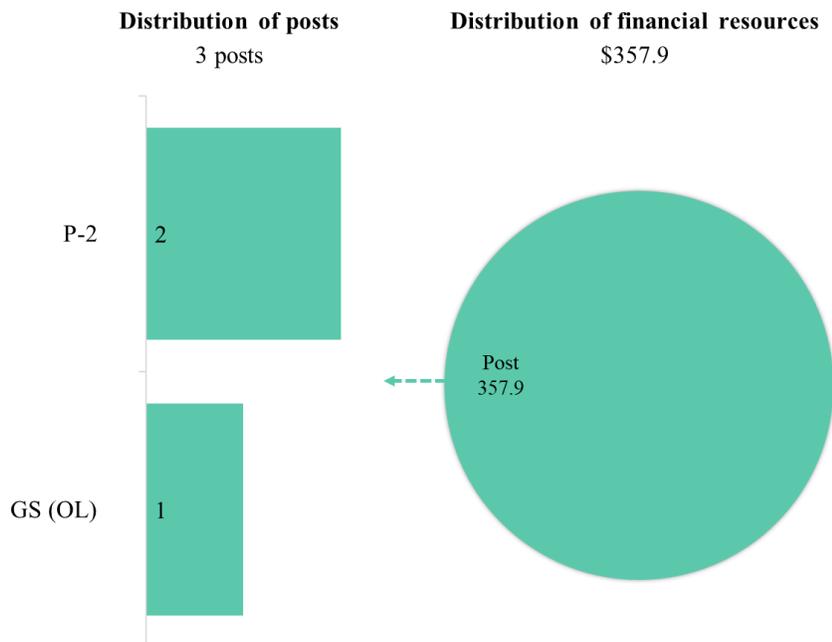
Table 5.28
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Post	372.8	357.9	–	–	–	–	–	357.9	
Total	372.8	357.9	–	–	–	–	–	357.9	
Post resources by category									
Professional and higher		2	–	–	–	–	–	2	
General Service and related		1	–	–	–	–	–	1	
Total		3	–	–	–	–	–	3	

Figure 5.VIII
Subprogramme 4: distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Programme support

- 5.86 Programme support services are provided by the Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations for the activities carried out at its headquarters, which comprise the Finance and Budget Unit, the Human Resources Unit and the Administrative Unit.
- 5.87 The proposed regular budget resources for 2021 amount to \$334,100 and reflect no change in resource level compared with the appropriation for 2020. Additional details on the distribution of resources in 2021 are reflected in table 5.29 and figure 5.IX below.

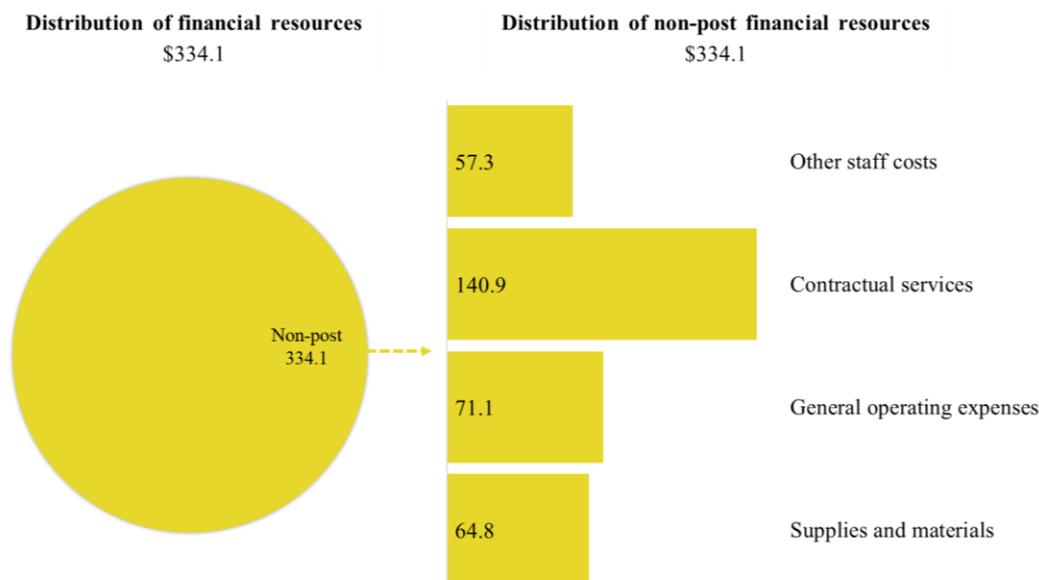
Table 5.29
Programme support: evolution of financial and post resources

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes				Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Non-post	118.0	334.1	–	–	–	–	–	334.1	
Total	118.0	334.1	–	–	–	–	–	334.1	

Figure 5.IX
Programme support: distribution of proposed resources for 2021 (before recosting)

(Thousands of United States dollars)



II. United Nations Truce Supervision Organization

Foreword

The United Nations Truce Supervision Organization (UNTSO) strives to remain a reliable partner through proactive regional engagement with and among the parties. This goal encompasses all mission components comprising military personnel assigned by troop-contributing countries, and civilian personnel selected under the United Nations international and national staffing support mechanisms. Today, military observers from 27 countries and substantive and support civilian staff from 52 countries serve in UNTSO, a strong signal of our impartiality among the parties.

Since its establishment, UNTSO has witnessed dramatic changes in the Middle East. The environment is characterized by close interaction between a multitude of political, historical and security factors crossing the region. The expansion or unpredictability of the effects of regional tensions will influence core mandate functions and our personnel performing them.

Serious effort is devoted to preserving the regional liaison architecture with the parties in this volatile environment, where the complexities of dynamics between States and non-State actors have thwarted a comprehensive settlement.

The liaison function at both the strategic and working levels is a critical conduit for impartial regional engagement to uphold mandate requirements, resolve disputes and ease tensions with or among the parties, enhance mandate implementation and keep Member States apprised of the process, and tie the collective United Nations efforts more closely together.

Both the regional liaison and observation functions can be tested by the complexities of interaction between States, non-State actors and competing interests within and across theatres of operation. Nonetheless, no effort is spared to deter conflict, open channels and create space for non-violent means of grievance resolution. In tandem with constructive initiatives from leaders of the parties to the conflict, troop-contributing countries and other Member States in the region, our work today remains as relevant as in 1949. While the region has witnessed various upheavals and moments of potential conflagration, there have also been concerted efforts by government officials and populaces alike to overcome animosities and take steps to reduce violence, sustain community life and find a path towards peace for the future.

(Signed) Alan Doyle
Officer-in-Charge,
United Nations Truce Supervision Organization

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 5.88 The United Nations Truce Supervision Organization (UNTSO) is mandated to assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements. Its mandate derives from Security Council resolutions and decisions, including resolutions 50 (1948), 54 (1948) and 73 (1949). The military observers, assigned to assist the United Nations Mediator in supervising the truce in Palestine pursuant to resolution 50 (1948), became UNTSO pursuant to resolution 73 (1949) to supervise the Armistice Agreements between the parties to the Arab-Israeli conflict. Following the wars of 1956, 1967 and 1973, the functions of the observers were adapted in response to altered circumstances.
- 5.89 UNTSO activities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic are aimed at maintaining the regional liaison architecture established under the Armistice Agreements. UNTSO provides trained military observers to the United Nations Disengagement Observer Force (UNDOF) and the United Nations Interim Force in Lebanon (UNIFIL) in support of the implementation of their respective mandates. Through its regional engagement, regular and senior-level liaison and coordination with the peacekeeping and political missions, UNTSO contributes to the United Nations regional analysis and efforts towards the reduction of tensions.

Programme of work

Objective

- 5.90 The objective, to which the Mission contributes, is to ensure adherence to the Armistice Agreements of 1949 and related agreements.

Strategy

- 5.91 To contribute to ensuring adherence to the Armistice Agreements of 1949 and related agreements, UNTSO will continue to implement its current core functions of observer deployment and liaison with national authorities in the region. It will provide trained military observers to UNDOF and UNIFIL to assist with the implementation of their mandates. The return to the UNDOF area of operations on the Bravo side enables UNTSO to resume full support to observer operations on the Golan in 2021. The Mission will also maintain liaison offices in Egypt, Lebanon and the Syrian Arab Republic and conduct the liaison functions with Israel and Jordan from its headquarters.
- 5.92 The Mission engages the parties' officials, high-level governments, military and security representatives; as well as ambassadors, defence attachés and other Member State and troop-contributing country representatives in the mandate area. In addition, UNTSO will extend its strategic and liaison engagements to relevant national and regional organizations in the host countries and civil society organizations, including those that can provide an essential gender perspective on regional mission activities. This engagement is informed by situational awareness and analysis of often complex issues, developed in coordination between the Mission headquarters and its liaison offices. This is expected to result in resumption of activities on the Golan; effective monitoring, observation and reporting, as well as building confidence with the parties and deterrence of escalation; situational and issue analyses that are accurate and predictive; and stronger cooperation with stakeholders to ensure liaison and monitoring requirements are fulfilled.

- 5.93 The UNTSO regional liaison and reporting on dynamics in its area of operations, including to regional missions and Headquarters, provides situational awareness and support to inform strategic-level analysis and decision-making. The regional analysis and engagement is also congruent with and supportive of the Action for Peacekeeping initiative, specifically goal 1 (to advance political solutions to conflict and enhance the political impact of peacekeeping) and goal 7 (to improve peacekeeping partnerships), where the mission is enhancing and expanding regional engagement; engaging more with women, peace and security community networks; and reinforcing common positions and common messaging among regional United Nations actors to enhance coordination and collaboration.
- 5.94 The Mission will continue to use the good offices to maintain engagement with the parties and representatives of troop-contributing countries and coordinate with other United Nations entities in the region. It will continue to develop contingency planning to address changes in the security situation and regional effects in its area of operation. It will continue to provide timely and accurate observation reports, as well as assessments and analyses of regional developments and impacts mission-wide, including on the safety and security situation. It will also continue to provide administrative, logistical and security support to all outstations and liaison offices. UNTSO will ensure that this support is provided in the most efficient manner possible.
- 5.95 The regional liaison will provide situational awareness and support informed strategic-level analysis and decision-making within the Organization, with peacekeeping partners and among regional actors, and will contribute to tension reduction, conflict resolution and the positive impacts of peacekeeping and stronger peacekeeping partnerships. In that regard, UNTSO will conduct seminars and briefings with senior representatives of troop-contributing countries and other Member States; similar seminars, workshops and training events will result in improved cooperation and understanding on cross-cutting regional issues among regional counterparts. Past results in these areas include the use of regular and issue-specific analytical reporting to inform relevant actors, drawing on regional liaison interaction providing advice and analysis to inform regional United Nations partners and headquarters departments, as well as similar regional seminars and the availability of comprehensive and issue-specific briefings to troop-contributing country and Member State delegations on cross-cutting trends and operational developments.

External factors for 2021

- 5.96 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) All parties to the Armistice Agreements of 1949 and related agreements will cooperate with UNTSO in the performance of its functions;
 - (b) All parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.
- 5.97 UNTSO integrates a gender perspective in its operational activities, deliverables and results, as appropriate. It continues to develop new strategies, approaches and activities to address gender within both its military and civilian components. Female military observers enhance the effectiveness of patrols and community engagement. UNTSO adopted a gender action plan and a gender perspective, which will be further refined in the coming years and have been embedded in operational routines at all levels. Mixed gender patrols have been introduced and female language assistants recruited to improve interaction with local populations, and engagement with troop-contributing countries have promoted the tracking of increases in national female military members and the longer-term consideration of steps to overcome cultural barriers to recruitment and deployment.

Programme performance in 2019 against planned result

- 5.98 The planned result for 2019, which is that the Security Council is informed in a timely manner of non-compliance with its resolutions, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by attainment of the 100 per cent target for the timely submission of observation reports to the Secretary-General.
- 5.99 The achievement of this result represents the effective integration and employment of observer group monitoring and observation functions in UNDOF and UNIFIL operations, enabling the missions to keep the Security Council abreast of violations or incidents that could spark escalations between the parties.

Programme performance in 2019: greater coverage and improved reporting

- 5.100 Strategic-level engagement and regular liaison resulted in relations of confidence with the parties and contributed not only to the reduction of tension and comprehensive situational awareness within and across host countries, but also analyses and reporting supporting informed decision-making and coordination with other peacekeeping partners.
- 5.101 The Observer Group Lebanon operations continued to be carried out in accordance with Security Council resolution 1701 (2006). This resulted in the active involvement in observation and reporting along the Blue Line during the events involving tunnel exposure and removal. During equally heightened tensions between Israel and Lebanon in August and September 2019, the Observer Group also increased its mobile operations along the Blue Line and prepared 90 special reports on activities and incidents in the area of operations.
- 5.102 The resumption of Observer Group Golan operations was a main effort. Two observation posts on the Bravo side, Nos. 56 and 72, were reconstructed and re-operationalized in conformity with envisaged operational goals. Reconstruction concentrated on essential works; the restoration of infrastructure damaged or destroyed during the conflict; the implementation of security installations, such as an elevated observation tower, the installation of ballistic plates and protective glass works, a secured main gate, an asphalted parking area, a fuel tank with reinforced concrete base and a reinforced concrete shelter; as well as the procurement of information communications and communications equipment, observation equipment, office equipment and furnishings for the observation post accommodations.

Progress towards the attainment of the objective, and performance measure

- 5.103 This work contributed to the assistance of the parties to the Armistice Agreements of 1949 in the supervision of the application and observance of the terms of the agreements and the resumption of 24/7 operations on the Bravo side, thus increasing the area under direct observation from 2,856 km² to 3,200 km² in comparison to the target area of 3,506 km². Having observation posts Nos. 56 and 72 fully operational has contributed towards the execution of mandated tasks of static observations and mobile operations, as well as the provision of timely and accurate reports, from an increased coverage area of 95 per cent of the area of separation and 50 per cent of the area of limitation on the Bravo side, in conjunction with UNDOF.

Table 5.30
Performance measures

2015	2016	2017	2018	2019
Not applicable	Not applicable	Not applicable	Limited area (2,856 km ²) under continuous observation	Increased coverage of area to 3,506 km ²

Planned results for 2021

Result 1: progress towards stabilization (result carried over from 2020)

- 5.104 The Mission will continue the work related to the progress stabilization of the area of operations, and will complete the reconstruction of infrastructure and rationalization of the capacities of the Observer Group Golan on the Bravo side, in line with the gradual return to full scale operations planned by UNDOF for improved observations and reporting to the Security Council. This is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and deliverables for 2020.

Table 5.31
Performance measure

2017	2018	2019	2020	2021
N/A	Limited area (2,856 km ²) on which the decision-making of the Security Council is informed through continuous observation	Expansion of the area (to 3,506 km ²) on which the decision-making of the Security Council is informed through continuous observation	Expansion of the area (to 4,515 km ²) on which the decision-making of the Security Council is informed through continuous observation	Consolidation of operation (over the 4,515 km ²) on which the decision-making of the Security Council is informed through continuous observation

Result 2: projecting mandate activities throughout the area of operations (new result)

- 5.105 The Mission will reinforce regional liaison engagement and expand its liaison networks at both the strategic and local levels to maximize the regional architecture and good offices capacities. The Observer Group Lebanon will continue to patrol, observe and report along the 118.6 km long Blue Line in support of UNIFIL operations, while focusing on enhanced accessibility to areas of inhospitable terrain as well as improved force protection measures.

Internal challenges and responses

- 5.106 UNTSO experiences logistical and administrative challenges in carrying out its liaison activities and deployment owing to crossing delays and restrictions in various locations.
- 5.107 In response, UNTSO will continue its efforts to recover uninterrupted access.

Expected progress towards the attainment of the objective, and performance measure

- 5.108 This work is expected to contribute to assist the parties to the Armistice Agreements of 1949 in the supervision of the application and observance of the terms of the agreements, which would be demonstrated by the restoration of pre-conflict operational capability throughout the Golan, allowing the observers to implement UNDOF monitoring and observation requirements, including continuous static observations, mobile patrols and inspections.

**Table 5.32
Performance measure**

2017	2018	2019	2020	2021
N/A	Limited area (2,856 km ²) under continuous observation	Increased coverage of the area to 3,200 km ²	Increased coverage of the area under continuous observation to 4,515 km ²	Consolidation of operation over the 4,515 km ²

Legislative mandates

- 5.109 The list below provides all mandates entrusted to UNTSO.

Security Council resolutions

50 (1948)	Cessation of hostilities in Palestine	73 (1949)	Armistice Agreements concluded by the parties involved in the conflict in Palestine
54 (1948)	Situation in Palestine		

Deliverables

- 5.110 Table 5.33 below lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

**Table 5.33
UNTSO: deliverables for the period 2019–2021, by category and subcategory**

Category and subcategory	2019 planned	2019 actual	2020 planned	2021 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	17	12	14
1. Seminars Analysis Team (organized by UNTSO)	–	1	2	2
2. Seminars (requested by Member States and international organizations)	–	16	10	12
C. Substantive deliverables				
Consultation, advice and advocacy: strategic-level liaison with national authorities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic to assess stability/security conditions, regional trend effects, potential disturbances among the parties and on peacekeeping areas of operation, and with troop-contributing countries, other Member State representatives and United Nations operations and organizations in the mission area; local-level liaison and coordination with national officers in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic and with local government officials, community leaders, international interlocutors, United Nations operations and country offices; weekly situation reports; analytical/assessment reports that include thematic and analytical reports, country briefs, monthly military situation reports, annual reports; and security reports				

Section 5 **Peacekeeping operations**

<i>Category and subcategory</i>	<i>2019 planned</i>	<i>2019 actual</i>	<i>2020 planned</i>	<i>2021 planned</i>
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Fact-finding, monitoring and investigation missions: weekly situation reports; assessment reports; investigation reports; incident reports; country briefs; monthly military situation reports; annual reports; security reports; static observations: daily observations from observation posts on the Alpha and Bravo side of the Golan for Observer Group Golan; mobile operations patrols for Liaison Office Cairo, on the Blue Line, for Observer Group Lebanon and for area familiarization training and patrols for Observer Group Golan; inspections and investigations on the Alpha side for Observer Group Golan; and induction training of military observers at UNTSO headquarters in Jerusalem prior to deployment

B. Proposed post and non-post resource requirements for 2021

Overview

5.111 The proposed regular budget resources for UNTSO for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 5.34 to 5.36 below.

Table 5.34
Financial resources by object of expenditures

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Changes				2021 estimate (before recosting)	Recosting	2021 estimate (after recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total				Percentage
Post	22 633.2	22 974.0	–	–	(190.0)	(190.0)	(0.8)	22 784.0	399.0	23 183.0
Other staff costs	6 892.3	7 028.7	–	–	(35.6)	(35.6)	(0.5)	6 993.1	133.2	7 126.3
Hospitality	2.1	7.0	–	–	–	–	–	7.0	0.1	7.1
Travel of staff	298.5	364.2	–	–	18.4	18.4	5.1	382.6	7.1	389.7
Contractual services	691.2	661.5	–	–	(11.8)	(11.8)	(1.8)	649.7	12.2	661.9
General operating expenses	3 566.7	2 859.9	–	–	(3.9)	(3.9)	(0.1)	2 856.0	54.5	2 910.5
Supplies and materials	415.0	520.1	–	–	29.1	29.1	5.6	549.2	10.4	559.6
Furniture and equipment	800.8	1 314.2	–	–	100.3	100.3	7.6	1 414.5	27.2	1 441.7
Improvements to premises	195.6	153.6	–	–	63.4	63.4	41.3	217.0	4.2	221.2
Total	35 495.3	35 883.2	–	–	(30.1)	(30.1)	(0.1)	35 853.1	647.9	36 501.0

Table 5.35
Post changes^a

	Number	Level
Approved for 2020	235	1 ASG, 2 D-1, 2 P-5, 3 P-4, 2 P-3, 1 P-2/1, 72 FS, 150 LL, 2 NPO
Abolishment	(3)	1 FS and 2 LL
Proposed for 2021	232	1 ASG, 2 D-1, 2 P-5, 3 P-4, 2 P-3, 1 P-2/1, 71 FS, 148 LL, 2 NPO

^a Details on justifications for post changes is reflected in Annex IV.

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; FS, Field Service; LL, Local Level; NPO, National Professional Officer; and RB, regular budget.

Section 5 **Peacekeeping operations**

Table 5.36
Post resources

Category	2020 approved	Changes				Total	2021 proposed
		Technical adjustments	New/expanded mandates	Other			
Professional and higher							
ASG	1	–	–	–	–	1	
D-1	2	–	–	–	–	2	
P-5	2	–	–	–	–	2	
P-4	3	–	–	–	–	3	
P-3	2	–	–	–	–	2	
P-2/1	1	–	–	–	–	1	
Subtotal	11	–	–	–	–	11	
Other							
Field Service	72	–	–	(1)	(1)	71	
National Professional Officer	2	–	–	–	–	2	
Local level	150	–	–	(2)	(2)	148	
Subtotal	224	–	–	(3)	(3)	221	
Total	235	–	–	(3)	(3)	232	

5.112 Additional details on the distribution of the proposed resources are reflected in table 5.37 and figure 5.X below.

5.113 As reflected in table 5.37 below, the overall resources proposed for 2021 amount to \$35,853,100 before recosting, reflecting a net decrease of \$30,100 (or 0.1 per cent) compared with the appropriation for 2020. Resource changes result from other resource changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

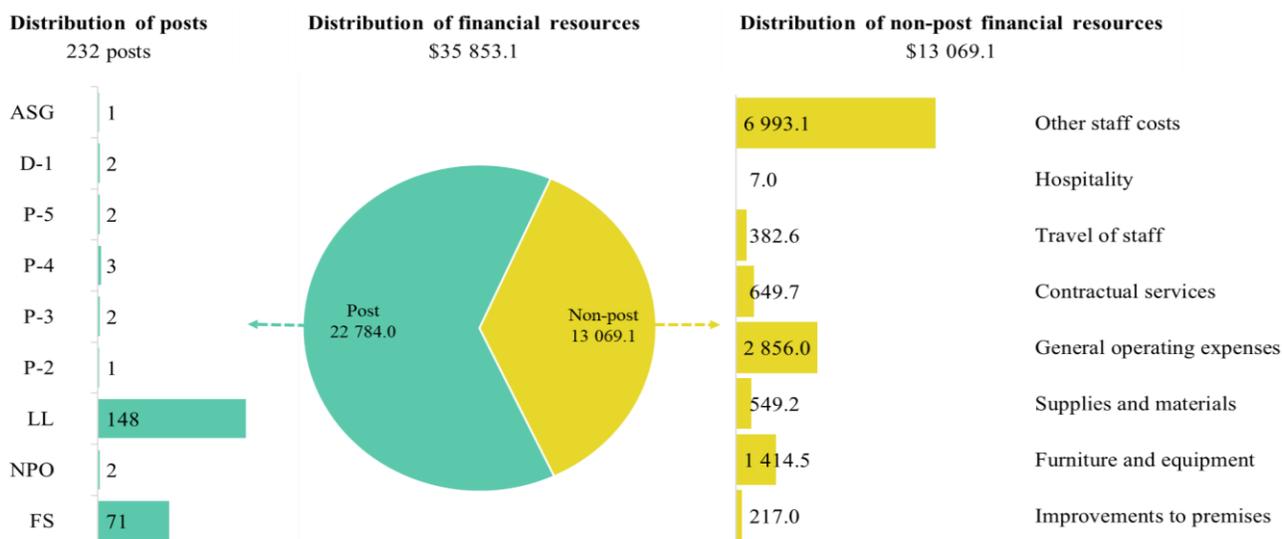
Table 5.37
Evolution of financial and post resources by main category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				Percentage	2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total		
Financial resources by main category of expenditure								
Post	22 633.2	22 974.0	–	–	(190.0)	(190.0)	(0.8)	22 784.0
Non-post	12 862.1	12 909.2	–	–	159.9	159.9	1.2	13 069.1
Total	35 495.3	35 883.2	–	–	(30.1)	(30.1)	(0.1)	35 853.1
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		224	–	–	(3)	(3)	(1.3)	221
Total		235	–	–	(3)	(3)	(1.3)	232

Figure 5.X
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Variance analysis by component

Overall resource changes

Other changes

5.114 As reflected in table 5.37 above, resource changes reflect a net decrease of \$30,100 as follows:

- (a) Reduced requirements of \$190,000 under posts, reflecting the proposed abolishment of a post of Telecommunication Technician (FS) as a result of the reorganization of the mission’s Field Technology Section for a more relevant, adaptive and agile structure, and the proposed abolishment of two posts: one Field Security Assistant and one Light Vehicle Driver/Warehouse Assistant (LL), related to the relocation of the Liaison Office Cairo from Ismailia to Cairo;
- (b) Reduced requirements totalling \$51,300 under other staff costs (\$35,600), attributable mainly to the removal of the provision for after-service health insurance related to national staff and its budgeting under Special expenses (section 32); contractual services (\$11,800) attributable to efforts undertaken to reduce the number of individual contractors and porters for maintenance work by utilizing in-house capacity; and under general operating expenses (\$3,900), attributable to lower cleaning services at the Liaison Office Cairo as a result of its relocation from Ismailia to Cairo, and maintenance costs for air conditioners, attributable to the installation of a new centralized heating, ventilation and air conditioning system at headquarters in Jerusalem;
- (c) The above reduced requirements are offset in part by increased requirements totalling \$211,200 under travel of staff (\$18,400) to cover the participation of UNTSO in the Action for Peacekeeping conferences and attendance at the meeting of the Field Legal Advisers Network; under supplies and materials (\$29,100) for the replacement of fragmentation jackets and helmets, beddings, utensils and cutleries for two new observation posts; under furniture and equipment (\$100,300) for the replacement of five non-energy efficient generators required for the Alpha side observation posts; and under improvements of premises (\$63,400) for the replacement of three aged prefabricated living accommodations on the Alpha side.

III. United Nations Military Observer Group in India and Pakistan

Foreword

The United Nations Military Observer Group in India and Pakistan (UNMOGIP) is the second oldest United Nations peacekeeping mission, beginning its mandate in 1949. The Mission continues to perform its mandate focusing on observing and reporting on the ceasefire between India and Pakistan. It also continues to conduct patrolling and investigations into alleged ceasefire violations and working boundary incidents through the 44 United Nations military observers who monitor the 770 kilometre-long line of control and the working boundary. This work requires professionalism, impartiality and high precision in reporting, and is carried out with the support of 74 civilians ensuring the smooth running of our peacekeeping operation. In pursuit of the successful delivery of the UNMOGIP mandate, efforts are continuously undertaken to further enhance information-sharing, including mandatory trainings and the semi-annual United Nations Military Observers Conferences with the involvement of the civilian support staff to aid the effective and efficient conduct of field tasks.

Our mission has continued to build confidence in the region, and we will continue to fulfil our mandate with impartiality. This has only been made possible through the support of our host nations, India and Pakistan, coupled with the welcoming attitude of the local Kashmiri population. To the extent possible, I have also kept our host Governments informed of our activities at the line of control and the working boundary. I continue to engage United Nations Headquarters on a monthly basis on our operations and the challenges we face in the implementation of our mandate.

It is my belief that UNMOGIP continues to play a role in working towards bringing more peace and stability in the South Asian region. Diversity and professionalism are the strengths of UNMOGIP. With the support of the international community and all stakeholders, peace will be achieved in the region.

(Signed) Major General José **Eladio Alcáin**
Head of Mission and Chief Military Observer,
United Nations Military Observer Group in India and Pakistan

A. Proposed programme plan for 2021 and programme performance for 2019

Overall orientation

Mandates and background

- 5.115 The United Nations Military Observer Group in India and Pakistan (UNMOGIP) is responsible for observing and reporting to the Secretary-General any developments pertaining to the observance of the ceasefire, pursuant to Security Council resolution [307 \(1971\)](#). In the resolution, the Council demanded that a durable ceasefire and cessation of all hostilities in all areas of conflict be strictly observed and remain in effect until withdrawals take place, as soon as practicable, of all armed forces to their respective territories and to positions which fully respect the ceasefire line in Jammu and Kashmir supervised by the United Nations Military Observer Group in India and Pakistan. A task also performed to complement monitoring efforts of the ceasefire is the balanced conduct of investigations on any received complaints of alleged ceasefire violations filed by parties.

Programme of work

Objective

- 5.116 The objective, to which UNMOGIP contributes, is to ensure that developments pertaining to ceasefire violations along the line of control are monitored in accordance with the mandate of UNMOGIP as contained in Security Council resolution [307 \(1971\)](#).

Strategy

- 5.117 To contribute to ensuring that developments pertaining to ceasefire violations along the line of control are monitored, UNMOGIP will continue to focus on the core mandated tasks on prevention, early warning, observation and reporting, and confidence-building. The mission will provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate. It will continue to employ military observers on both sides of the line of control for the conduct of patrols, inspections and investigations of alleged violations of the ceasefire and the performance of other tasks in the vicinity of the line of control to the extent permitted by the host countries. Past results in these areas include an enhanced situational awareness and reporting of developments in the line of control based on analysis aided by information collation platforms as indicated in the assessments contained in regular reports and the positive impact that the presence of United Nations military observers has on core mandated tasks, which can be noted from the downward trend in lodged complaints of alleged ceasefire violations from 2017 to 2019.
- 5.118 UNMOGIP is aligned with the Secretary-General's five-year reform strategy for field support, which provides a foundation for all ongoing reform efforts and seeks to improve the quality, speed and efficiency of service delivery to both peacekeeping and special political missions.

External factors for 2021

- 5.119 With regard to the external factors, the overall plan for 2021 is based on the following planning assumptions:
- (a) Host countries cooperate with UNMOGIP in observing the ceasefire and refraining from hostilities and any actions that may aggravate the situation or endanger international peace as embodied in Security Council resolution [307 \(1971\)](#);

- (b) India and Pakistan remain willing to support UNMOGIP in the conduct of its activities for the delivery of its mandate.
- 5.120 The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate to maximize its impact in keeping peace in the area of operations. This includes ensuring that the United Nations military observers engage in an inclusive and comprehensive manner with local communities, among both men and women, to ensure that the Mission holds a gender sensitive understanding of community perspectives of the situation on the ground and for the conduct and planning of Mission operations.
- 5.121 With regard to cooperation with other entities, the mission will explore linkages with relevant entities that share the same concern for advancing peace and stability in the area, as long as its actions do not go beyond the given mandate.
- 5.122 With regard to inter-agency coordination and liaison, similar linkages with other entities will be explored and established with United Nations agencies to advance peace and stability in the area without going beyond the given mandate.

Programme performance in 2019 against planned result

- 5.123 A planned result for 2019, which is the United Nations Headquarters is informed of developments pertaining to the ceasefire in a timely manner through the conduct of field tasks by the United Nations military observers in established field stations on both sides of the line of control, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, regardless of the decrease in the number of field tasks conducted with free and secure access to the notified areas to the extent permitted by the host countries. Achievement towards this end is indicated by the responsive reporting of the mission to United Nations Headquarters based on comprehensive situational awareness derived from the results of field tasks conducted.

Programme performance in 2019: ensuring operational responsiveness

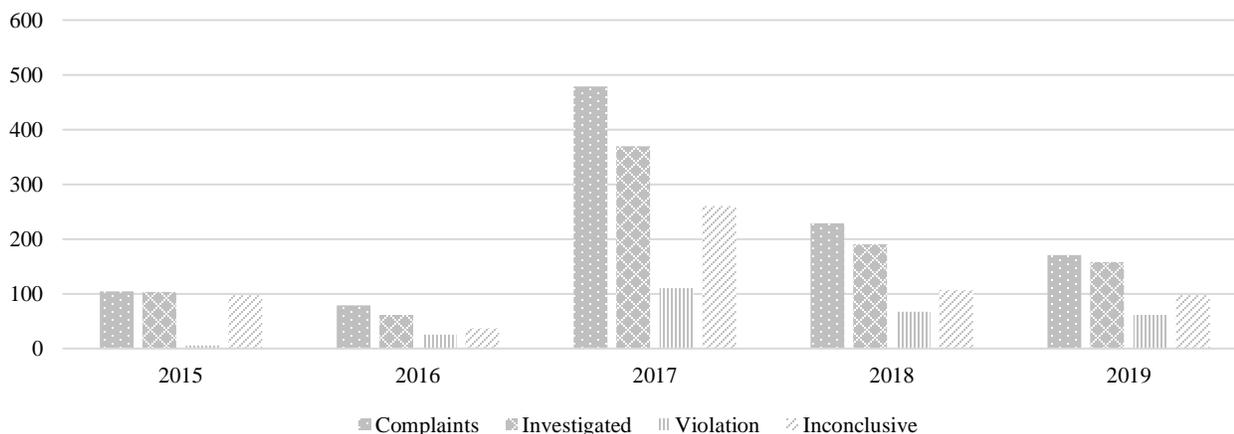
- 5.124 In 2019, tensions increased at the line of control between India and Pakistan beginning in February 2019. UNMOGIP ensured the uninterrupted supervision of the ceasefire through the continuous presence of United Nations military observers at the 11 UNMOGIP field stations on both sides of the line of control. UNMOGIP continued to implement its mandate through the performance core field tasks. This amounted to an annual total of 161 observation post operations, 1,317 area reconnaissance patrols, 158 investigations of alleged ceasefire violations and 90 field trips, for an overall total of 1,726 field tasks in 2019. In addition, UNMOGIP also received 41 petitions from recognized political groups on the situation at and in the vicinity of the line of control in Jammu and Kashmir. This practice serves as a mechanism that contributed to preventing escalation of the conflict as the petitioners are able to express concerns over developments affecting Kashmir, both in India and Pakistan, through established channels rather than going out on the streets to stage protests.

Progress towards the attainment of the objective, and performance measure

- 5.125 This work contributed to ensuring that developments pertaining to ceasefire violations along the line of control are monitored in accordance with the mandate of UNMOGIP, as demonstrated in 2019 by 158 investigated complaints from the Pakistan Army, the results of which were reported to the Council, with 61 cases recommended as Indian Army violations and 97 cases deemed as inconclusive owing to lack of the evidences presented. On the chart, the spike recorded in 2017 representing a total of 479 lodged alleged ceasefire violations complaints or a 506 per cent increase from the previous year was followed by a significant decrease of 52 per cent or 229 lodged complaints of such violations. During the year, there was a further decline in the number of violation complaints lodged, which were down 25 per cent from the previous year. This trend can be attributed to the

presence and actions of United Nations military observers in the operating area, which had an impact on the actions of both parties across the line of control.

Figure 5.XI
Performance measure: number of alleged ceasefire violations



Planned results for 2021

Result 1: new tools help to share with the parties’ summaries of investigations in a timely and accurate fashion (result carried over from 2020)

5.126 UNMOGIP will continue to observe the line of control and the working boundary. This will continue to require the maintenance of military observers at all of its operational field stations on both sides of the line of control, the conduct of patrols and inspections and investigations of alleged ceasefire violations and the performance of field tasks in the vicinity of the line of control, in line with its mandate, and will continue to improve its utilization of existing tools or collation platforms to synthesize information for analyses and assessments, which is expected to be demonstrated by the performance measure for 2021 below. For 2020, a proxy performance measure is indicated, to reflect that the General Assembly, in its resolution [74/251](#), approved a programme narrative at the subprogramme level that is composed solely of the objectives approved by the Assembly in its resolution [71/6](#) and the deliverables for 2020.

Table 5.38
Performance measure

2017	2018	2019	2020	2021
N/A	Unavailability of analysis conducted through information collation platforms	Availability of some analysis conducted through information collation platforms	Availability of analysis conducted in a more timely fashion through information collation platforms	Institutionalized system for analysis and assessment among United Nations military observers across Mission headquarters and field stations for responsive reporting based on outputs derived from information collation platforms

Result 2: ensuring continuity in terms of analysis and consistency of process for planning and execution (new result)

- 5.127 In 2019, initiatives to enhance the processing of information with the use of existing databases, complemented by close coordination among United Nations military observers, improved analysis that aided the effective planning and execution of field tasks.

Internal challenge and response

- 5.128 The challenge for UNMOGIP was to ensure continuity and consistency of analysis upon the rotation of United Nations military observers. The mission has adopted new information collation platforms to synthesize the information gathered. Visual analysis platforms can help to simplify complex data to enable the timely and accurate investigation of alleged violations. In response, UNMOGIP will organize specific training courses to reinforce the knowledge and skills of incoming military observers while institutionalizing systems and procedures to harmonize performance of functions to that end. Furthermore, towards this end, efforts shall be exerted to further provide military observers with a comprehensive understanding of the existing conflict as they relate to the ceasefire along the line of control, to facilitate purpose-driven approaches for observing and reporting while taking the actions necessary at headquarters to enhance procedures that shall further capacitate the military observers to better perform field tasks for optimized outcomes.

Expected progress towards the attainment of the objective, and performance measure

- 5.129 This work is expected to contribute to ensuring that developments pertaining to ceasefire violations along the line of control are monitored in accordance with the mandate of UNMOGIP as contained in Security Council resolution 307 (1971), which would be demonstrated by the availability of analysis consistently conducted in a timely fashion through information collation platforms.

Table 5.39
Performance measure

2017	2018	2019	2020	2021
N/A	N/A	Information collation platforms used to inform understanding of developments pertaining to ceasefire violations	More continuity in terms of analysis conducted through information collation platforms used to inform understanding of developments pertaining to ceasefire violations	Full continuity in terms of analysis conducted through information collation platforms used to inform understanding of developments pertaining to ceasefire violations

Legislative mandates

5.130 The list below provides all mandates entrusted to UNMOGIP.

Security Council resolutions

39 (1948)	Establishment of the United Nations Commission for India and Pakistan to investigate and mediate the dispute	307 (1971)	Observation of a durable ceasefire and cessation of hostilities in Jammu and Kashmir
47 (1948)	Restoration of peace and order in Jammu and Kashmir and the holding of a plebiscite		

Deliverables

5.131 Table 5.40 below lists all deliverables, by category and subcategory, for the period 2019–2021 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.40
UNMOGIP: deliverables for the period 2019–2021, by category and subcategory

	2019 planned	2019 actual	2020 planned	2021 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	12	12	12
1. Engagement with host nations' key personalities/leaders	12	12	12	12
C. Substantive deliverables				
Databases and substantive digital materials: enhancement of document filing and archiving system and enhancement of connectivity				
D. Communication deliverables				
Outreach programmes, special events and information materials: advertisements, prints and peace caravans				
External and media relations: media engagement				
Digital platforms and multimedia content: UNMOGIP website development/enhancement				

B. Proposed post and non-post resource requirements for 2021

Overview

5.132 The proposed regular budget resources of UNMOGIP for 2021, including the breakdown of resource changes, as applicable, are reflected in tables 5.41 to 5.43 below.

Table 5.41
Financial resources by object of expenditures

(Thousands of United States dollars)

	2019 expenditure	2020 appropriation	Change				2021 estimate (before recosting)	2021 estimate (after recosting)		
			Technical adjustment	New/ expanded mandates	Other	Total			Percentage	
Post	5 236.4	6 065.2	–	–	–	–	6 065.2	41.7	6 106.9	
Other staff costs	1 765.6	1 577.5	–	–	30.7	30.7	1 608.2	71.4	1 679.6	
Hospitality	6.2	14.5	–	–	5.5	5.5	20.0	0.9	20.9	
Consultants	28.8	19.7	–	–	(19.7)	(19.7)	–	–	–	
Travel of staff	338.6	315.5	–	–	29.7	29.7	345.2	6.5	351.7	
Contractual services	330.5	201.1	–	–	135.9	135.9	337.0	14.8	351.8	
General operating expenses	1 169.6	1 578.6	–	–	(338.0)	(338.0)	1 240.6	54.5	1 295.1	
Supplies and materials	274.3	463.5	–	–	(51.3)	(51.3)	412.2	18.4	430.6	
Furniture and equipment	254.8	626.0	–	–	196.1	196.1	822.1	36.7	858.8	
Total	9 404.8	10 861.6	–	–	(11.1)	(11.1)	(0.1)	10 850.5	244.9	11 095.4

Table 5.42
Post changes^a

	Number	Level
Approved for 2020	74	1 D-2, 1 P-5, 1 P-4, 22 FS, 49 LL
Proposed for 2021	74	1 D-2, 1 P-5, 1 P-4, 22 FS, 49 LL

^a There are no post changes for 2021.

Table 5.43
Post resources

Category	2020 approved	Changes			Total	2021 proposed
		Technical adjustment)	New/expanded mandates	Other		
Professional and higher						
D-2	1	–	–	–	–	1
P-5	1	–	–	–	–	1
P-4	1	–	–	–	–	1
Subtotal	3	–	–	–	–	3

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; FS, Field Service; LL, Local Level; and RB, regular budget.

Part II Political affairs

Category	2020 approved	Changes				Total	2021 proposed
		Technical adjustment)	New/expanded mandates	Other			
Other							
Field Service	22	–	–	–	–	–	22
Local level	49	–	–	–	–	–	49
Subtotal	71	–	–	–	–	–	71
Total	74	–	–	–	–	–	74

5.133 Additional details on the distribution of the proposed resources for 2021 are reflected in table 5.44 and figure 5.XII below.

5.134 The overall resources proposed for 2021 amount to \$10,850,500 before recosting, reflecting a net decrease of \$11,100 (or 0.1 per cent) compared with the appropriation for 2020. Resource changes result from other resource changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.44

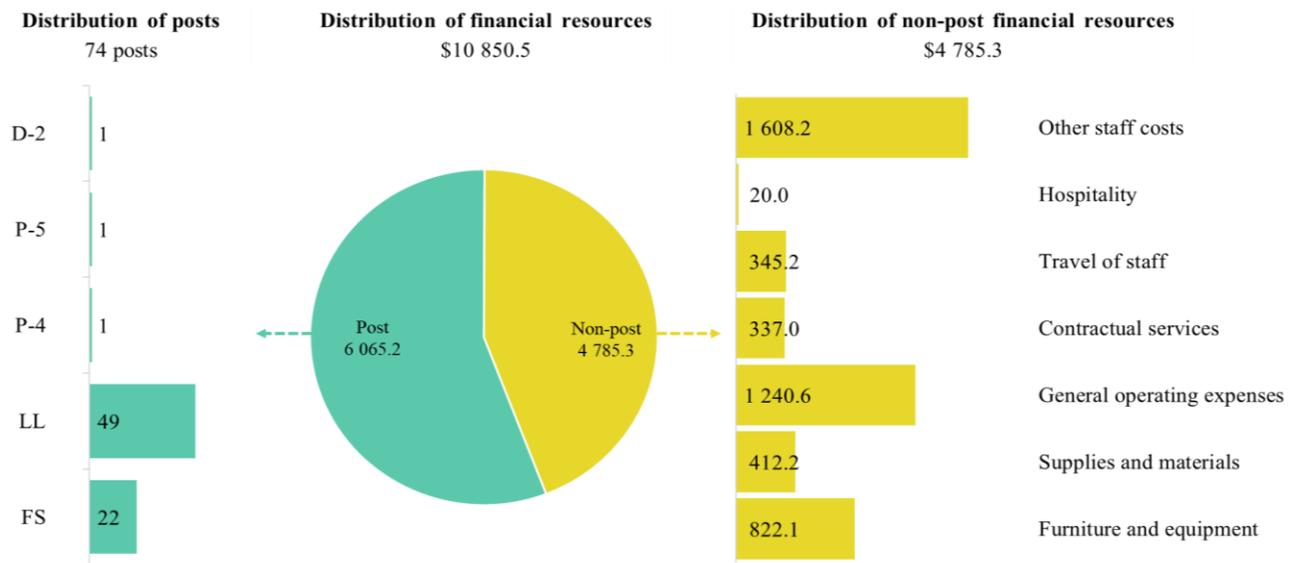
Evolution of financial and post resources by main category

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				Total	Percentage	2021 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Post	5 236.4	6 065.2	–	–	–	–	–	–	6 065.2
Non-post	4 168.4	4 796.4	–	–	(11.1)	(11.1)	(0.2)	–	4 785.3
Total	9 404.8	10 861.6	–	–	(11.1)	(11.1)	(0.1)	–	10 850.5
Post resources by category									
Professional and higher		3	–	–	–	–	–	–	3
General Service and related		71	–	–	–	–	–	–	71
Total		74	–	–	–	–	–	–	74

Figure 5.XII
Distribution of proposed resources for 2021 (before recosting)

(Number of posts/thousands of United States dollars)



Variance analysis by component

Overall resource changes

Other changes

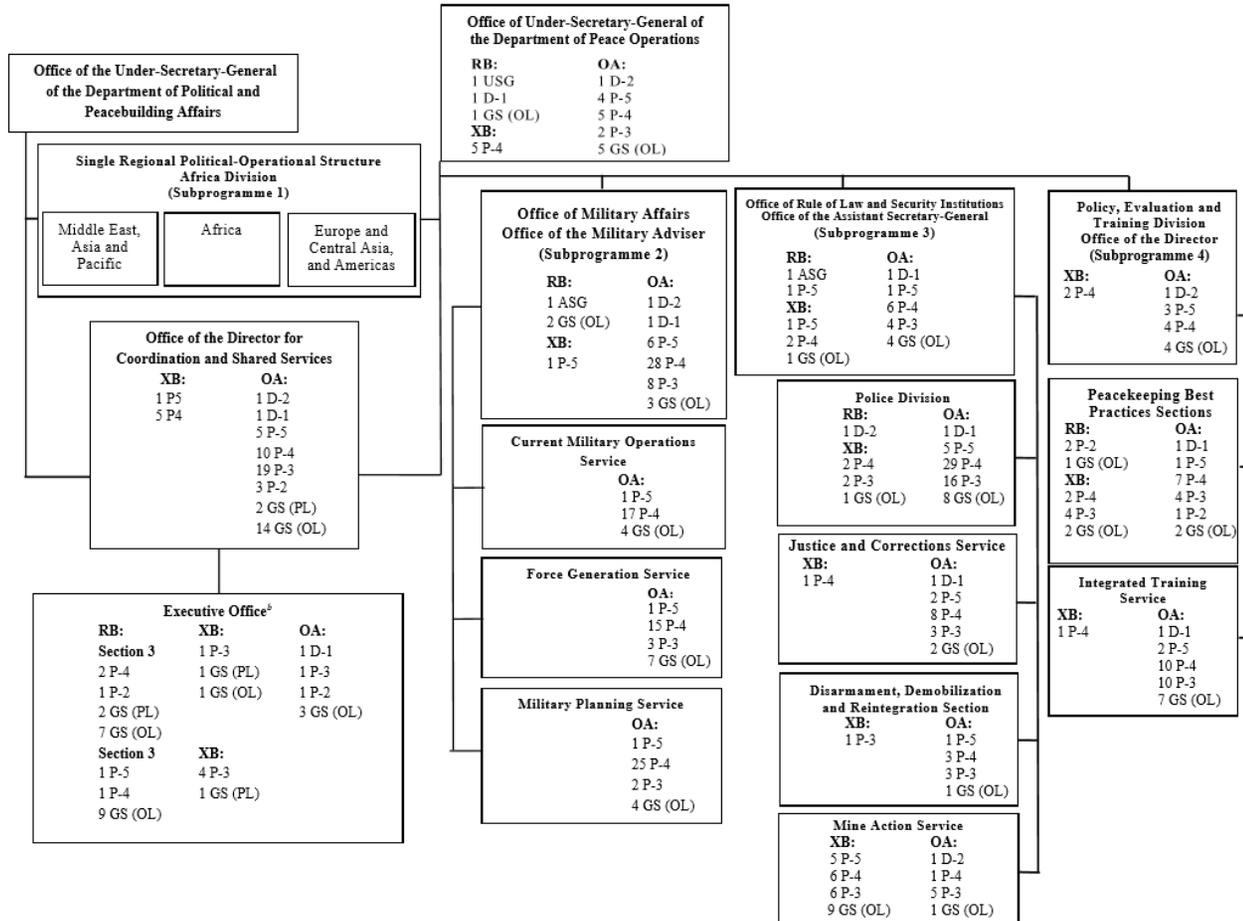
5.135 As reflected in table 5.44, resource changes reflect a net decrease of \$11,100 as follows:

- (a) Reduced requirements totalling \$409,000 under general operating expenses (\$338,000) and supplies and materials (\$51,300), both based on recent trends of actual expenses and lower fuel consumption attributable to the implementation of the electronic fuel management system module; and consultants (\$19,700) as the Mission will not need any consultancy services in 2021;
- (b) The above reduced requirements are offset in part by increased requirements totalling \$397,900 under other staff costs (\$30,700) attributable to an increase in the incoming and outgoing of personal effects/shipments of the military observers during their initial/repatriation travel; hospitality (\$5,500) attributable to historical trend in the last past years; travel of staff (\$29,700) based on forecasted travel for senior officials; contractual services (\$135,900) for information and communications technology; and furniture and equipment (\$196,100) for the replacement of vehicles, generators and office furniture.

Annexes to the post and non-post resource requirements for 2021

I. Organizational structure and post distribution for 2021

A. Department of Peace Operations^a

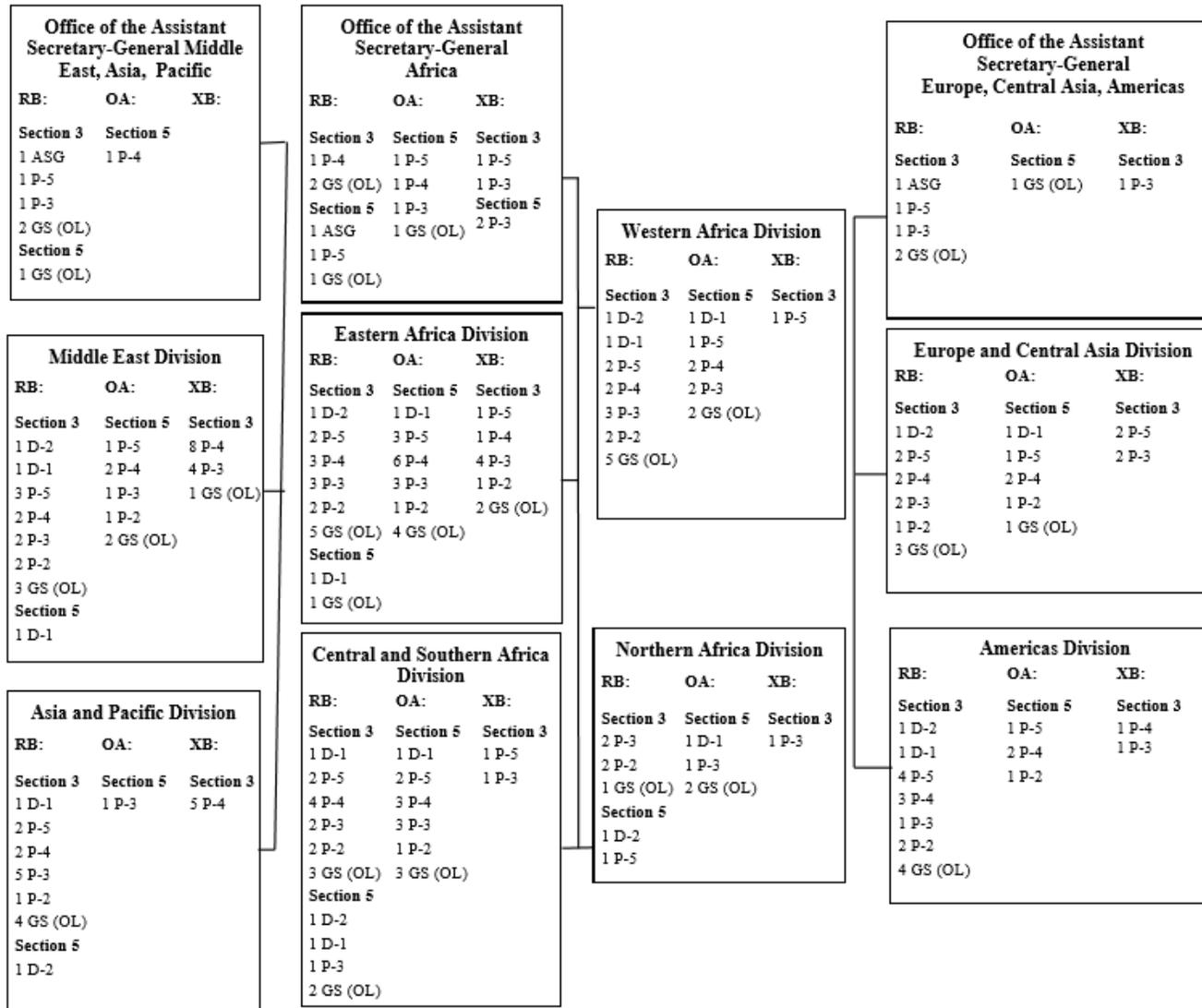


Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); GS (PL), General Service (Principal level); OA, other assessed; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

^a Pursuant to General Assembly resolution 72/262 C, in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and of the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar, information on post resources under section 3 are provided for information purposes.

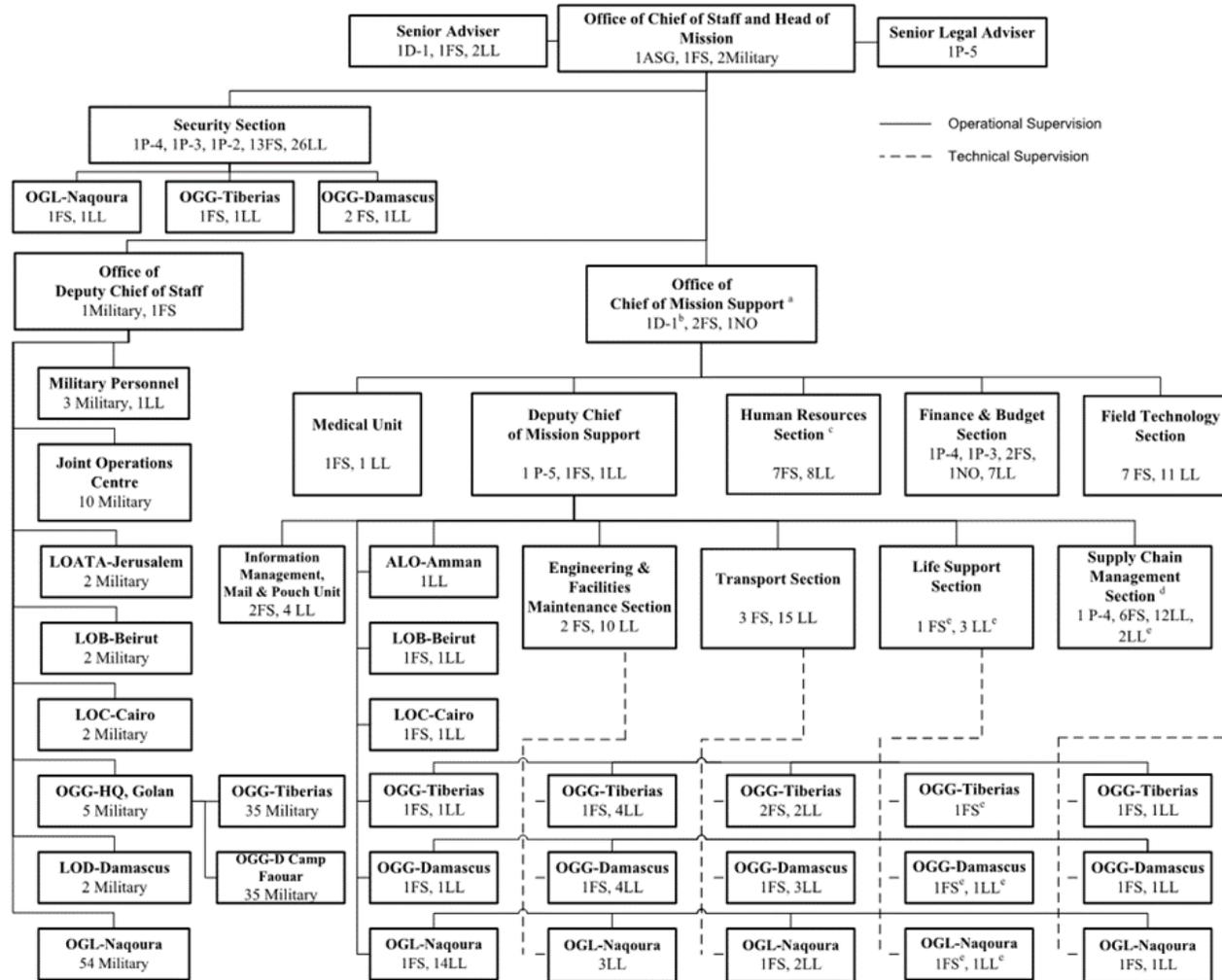
^b 3 P-3, 1 GS (PL) and 1 GS (OL) funded from extrabudgetary resources of the Office of Counter-Terrorism are located in the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

B. Regional political-operational structure^a



^a In line with General Assembly resolution 72/262 C, which stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and of the Security Council, without changing established mandates, functions or funding sources of the peace and security pillar, information on post resources under Section 5 are provided for information purposes.

C. United Nations Truce Supervision Organization



Abbreviations: ALO-Amman, Administrative and Logistics Office Amman; LOATA, Liaison Office Amman/Tel Aviv; LOB/C/D, Liaison Office Beirut/Cairo/Damascus; OGL, Observer Group Lebanon; OGG, Observer Group Golan.

^a Includes Protocol Cell.

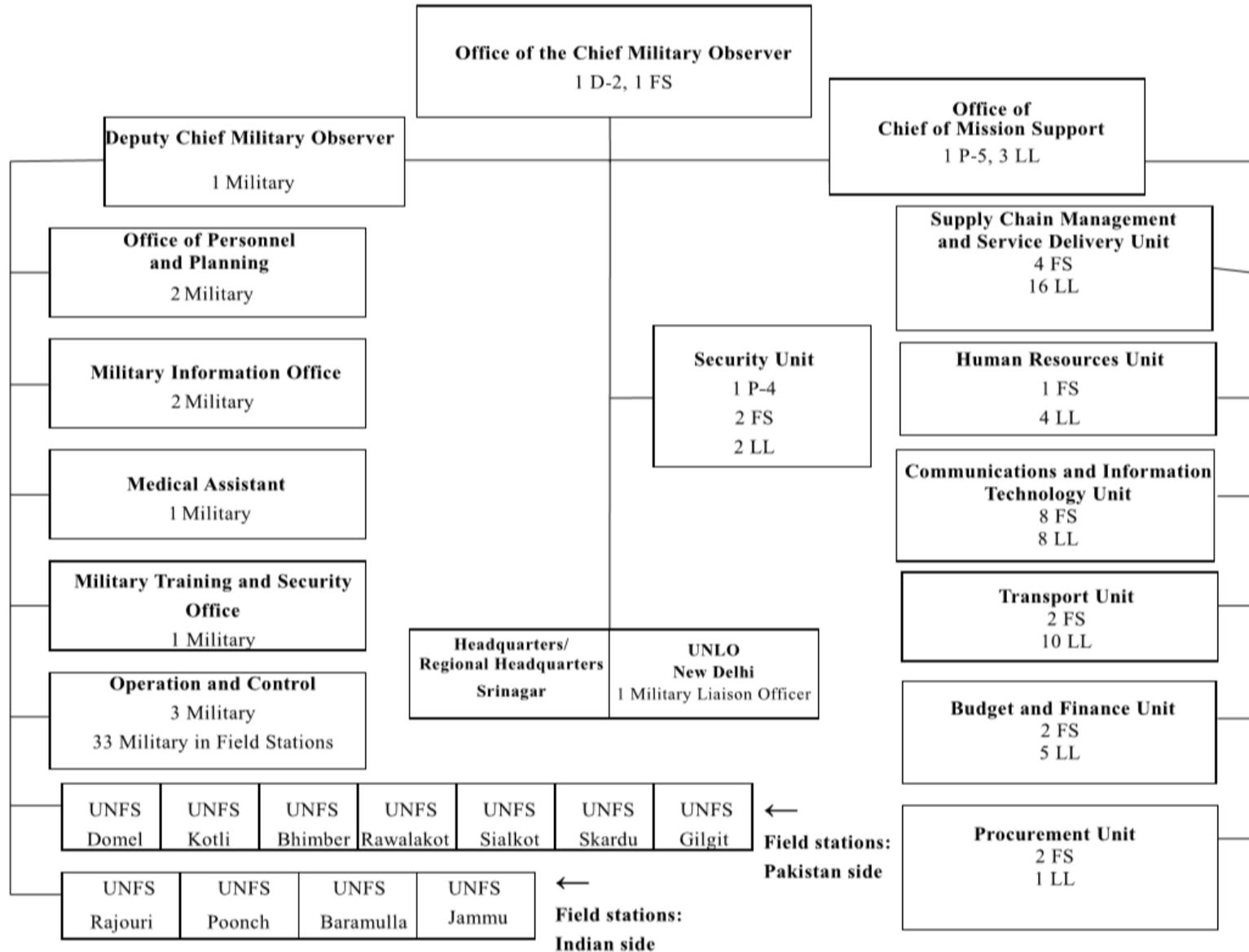
^b D-1 Chief of Mission Support for United Nations Truce Supervision Organization and the Special Coordinator for the Middle East Peace Process.

^c Includes Training Cell.

^d Includes Procurement, Central Warehouse, Property Management and Movement Control Units.

^e Redeployment.

D. United Nations Military Observer Group in India and Pakistan



Abbreviations: FS, Field Service; LL, Local level; UNFS, United Nations Field Station; UNLO, United Nations Liaison Office.

II. Overall resources proposed for Section 5, Peacekeeping operations by component for the Department of Peace Operations, the United Nations Truce Supervision Organization and the United Nations Military Observer Group in India and Pakistan

(Thousands of United States dollars/number of posts)

	2019 expenditure	2020 appropriation	Changes				2021 estimate (after recosting)	Recosting	2021 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total Percentage				
(I) Department of Peace Operations										
A. Executive direction and management	792.5	723.9	–	–	–	–	–	723.9	21.8	745.7
B. Programme of work										
1. Operations	2 727.8	3 076.8	–	–	–	–	–	3 076.8	92.4	3 169.2
2. Military	453.1	510.5	–	–	–	–	–	510.5	13.9	524.4
3. Rule-of-law and security institutions	874.6	854.8	–	–	–	–	–	854.8	27.4	882.2
4. Policy, evaluation and training	372.8	357.9	–	–	–	–	–	357.9	10.6	368.5
Subtotal, B	4 428.3	4 800.0	–	–	–	–	–	4 800.0	144.3	4 944.3
C. Programme support	118.0	334.1	–	–	–	–	–	334.1	6.3	340.4
Subtotal, I	5 338.8	5 858.0	–	–	–	–	–	5 858.0	172.4	6 030.4
(II) United Nations Truce Supervision Organization										
Subtotal, II	35 495.3	35 883.2	–	–	(30.1)	(30.1)	(0.1)	35 853.1	647.9	36 501.0
(III) United Nations Military Observer Group in India and Pakistan										
Subtotal, III	9 404.8	10 861.6	–	–	(11.1)	(11.1)	(0.1)	10 850.5	244.9	11 095.4
Total	50 238.9	52 602.8	–	–	(41.2)	(41.2)	(0.1)	52 561.6	1 065.2	53 626.8

	Post changes					2021 proposed
	2020 approved	Technical adjustments	New/ expanded mandates	Other	Total	
(I) Department of Peace Operations						
A. Executive direction and management			3	–	–	–
B. Programme of work						
1. Operations			15	–	–	15
2. Military			3	–	–	3
3. Rule-of-law and security institutions			3	–	–	3
4. Policy, evaluation and training			3	–	–	3
Subtotal, B			24	–	–	24
Subtotal, I			27	–	–	27

Section 5 Peacekeeping operations

	<i>Post changes</i>					<i>2021 proposed</i>
	<i>2020 approved</i>	<i>Technical adjustments</i>	<i>New/ expanded mandates</i>	<i>Other</i>	<i>Total</i>	
(II) United Nations Truce Supervision Organization						
Subtotal, II	235	–	–	(3)	(3)	232
(III) United Nations Military Observer Group in India and Pakistan						
Subtotal, III	74	–	–	–	–	74
Total	336	–	–	(3)	(3)	333

III. Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation

Action taken to implement the recommendation

Noting the static nature of UNMOGIP post resources, and recalling the various restructuring exercises of the mission support component in peacekeeping operations in recent years, the Advisory Committee trusts that the Secretary-General will provide, in his next budget submission, information on UNMOGIP efforts to align its mission support component with the standardized structure. (Report of the Advisory Committee on Administrative and Budgetary Questions, [A/74/7](#), para. II.44)

Consultations between the Secretariat and the Mission on the structure of its support component are still ongoing.

IV. Summary of proposed changes in established and temporary posts, by component and subprogramme

	<i>Posts</i>	<i>Level</i>	<i>Description</i>	<i>Reason for change</i>
UNTSO	(1)	FS	Abolishment of 1 FS of Telecommunication Technician	As a result of the reorganization of the mission's Field Technology Section for a more relevant, adaptive and agile structure.
UNTSI	(2)	LL	Abolishment of 2 posts of Field Security Assistant, and Light Vehicle Driver/Warehouse Assistant	Made possible by efficiency gains from the relocation of the Liaison Office Cairo from Ismailia to Cairo.