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

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2019 to 30 June 2020 and budget for the period from 1 July 2021 to 30 June 2022

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution [59/296](#), the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations. It presents consolidated information on the budget performance for the period from 1 July 2019 to 30 June 2020, the budget proposals for the period from 1 July 2021 to 30 June 2022 and the status of the Peacekeeping Reserve Fund, pursuant to resolution [49/233 A](#).

The General Assembly did not adopt a resolution on cross-cutting issues during its seventy-fourth session, at which the Secretary-General presented his previous report on the overview of the financing of the United Nations peacekeeping operations ([A/74/736](#)). However, section XVII of the present report of the Secretary-General provides information on some cross-cutting decisions and requests contained in General Assembly resolutions on the financing of individual peacekeeping operations from the seventy-fourth session.

For the period from 1 July 2019 to 30 June 2020, total expenditure amounted to \$6,711.4 million against an approved budget of \$6,810.5 million, exclusive of budgeted voluntary contributions in kind, as summarized below.

Financial resource performance

(Millions of United States dollars)

Peacekeeping component	1 July 2019 to 30 June 2020		Variance	
	Apportionment ^a	Expenditure ^b	Amount	Percentage ^b
Missions	6 362.9	6 263.9	99.0	1.6
Regional Service Centre in Entebbe, Uganda ^c	35.4	35.4	—	—
United Nations Logistics Base at Brindisi, Italy	63.4	63.3	0.1	0.2
Support account for peacekeeping operations	348.9	348.9	—	—
Subtotal^b	6 810.5	6 711.4	99.1	1.5
Voluntary contributions in kind (budgeted)	1.0	0.7	0.3	30.0
Total	6 811.5	6 712.1	99.4	1.5

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

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

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

Financial resources for peacekeeping operations for the period from 1 July 2021 to 30 June 2022 are estimated at \$6,466.3 million. The approved level of resources for the 2020/21 period is \$6,776.3 million, exclusive of the proposed third commitment authority in the amount of \$46.7 million requested for UNAMID.

Financial resource requirements

(Millions of United States dollars)

	<i>1 July 2020 to 30 June 2021 apportionment^a</i>	<i>1 July 2021 to 30 June 2022 cost estimates</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage^b</i>
<i>Peacekeeping component</i>				
Missions	6 321.4	5 997.4	(324.0)	(5.1)
Regional Service Centre in Entebbe ^c	37.2	40.7	3.5	9.4
United Nations Logistics Base at Brindisi	62.1	66.5	4.4	7.2
Support account for peacekeeping operations ^d	355.7	361.7	6.0	1.7
Subtotal^b	6 776.3	6 466.3	(310.0)	(4.6)
Voluntary contributions in kind (budgeted)	1.0	0.9	(0.1)	(5.9)
Total	6 777.3	6 467.2	(310.1)	(4.6)

^a Exclusive of the proposed additional request for authority to enter into commitments of \$46.7 million for UNAMID for the 2020/21 period.

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

^c Inclusive of \$1,412,400 for the 2020/21 period to be charged against the appropriation for the programme budget for 2021 under section 3, Political affairs, approved by the General Assembly in its resolution [75/253](#).

^d Inclusive of requirements for the period from 1 July 2021 to 30 June 2022 for the Enterprise Resource Planning Solution Division (\$15.8 million); the global service delivery model (\$0.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$18.2 million).

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

Abbreviations

AMISOM	African Union Mission in Somalia
BINUH	United Nations Integrated Office in Haiti
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNITAMS	United Nations Integrated Transition Assistance Mission in the Sudan
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOPS	United Nations Office for Project Services
UNSOM	United Nations Assistance Mission in Somalia
UNSOS (formerly UNSOA)	United Nations Support Office in Somalia (formerly, United Nations Support Office for the African Union Mission in Somalia)
UNTSO	United Nations Truce Supervision Organization
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme
WHO	World Health Organization

I. Introduction

1. Pursuant to General Assembly resolution [59/296](#), the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations.

2. Sections III to X of the present report are structured in line with the eight thematic areas of the Declaration of Shared Commitments on United Nations Peacekeeping Operations, and address relevant developments in peacekeeping operations; efforts to improve the management and functioning of peacekeeping operations; priorities for the coming 2021/22 period; and actions taken to implement the requests by the General Assembly, including those contained in its latest cross-cutting resolution [70/286](#), as well as cross-cutting aspects highlighted in individual peacekeeping operations' financing resolutions adopted at the seventy-fourth session of the Assembly. Responses to requests of the Assembly have also been included in section XVII of the report.

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

4. Sections XI through XVI present consolidated information on the budget performance for the period from 1 July 2019 to 30 June 2020, the budget proposals for the period from 1 July 2021 to 30 June 2022 and information on the Peacekeeping Reserve Fund as at 30 June 2020, in accordance with General Assembly resolution [49/233 A](#).

5. The overall requirements for United Nations peacekeeping operations, in the proposed amount of \$6,466.3 million for the 2021/22 period,¹ are \$310.0 million lower than the level approved for the 2020/21 period and \$344.3 million lower than that approved for the 2019/20 period.² Reductions over recent years are mainly due to the drawdown of MINUJUSTH and UNAMID, as well as ongoing efforts by the Secretariat to deliver efficiencies to Member States.

Coronavirus disease pandemic

6. The current pandemic caused by the coronavirus disease (COVID-19) adds additional complexity to the implementation of the Security Council mandates of peacekeeping operations and to ensuring the safety of personnel on the ground. The information below provides an overview of the impact of and response to COVID-19 in the peacekeeping context. More mission-specific information on the impact of COVID-19 has been provided under specific subheadings in individual peacekeeping mission reports on the budget performance for the 2019/20 period and the budget proposals for the 2021/22 period.

¹ For further information, see section XIII, Proposed resources for the period from 1 July 2021 to 30 June 2022, which is explained in detail in annex I to the present report.

² For further information, see section XIV, Budget performance for the period from 1 July 2019 to 30 June 2020, which is explained in detail in annex II to the present report.

7. Despite the challenges posed by COVID-19, peacekeeping operations continue to find innovative and proactive ways to implement their mandates. With the guidance and support of United Nations Headquarters, and with the unified and consistent backing of Member States, peacekeeping operations have quickly and effectively put in place a range of measures that have ensured operational continuity and ongoing mandate implementation across all operations. These measures have contributed to containing the spread of the virus among field personnel to within relatively low levels, with much of it concentrated within contained locations. As at 5 February 2021, a total of 2,333 cumulative cases, with 22 deaths, had been recorded across all peacekeeping missions, which, as at 5 February, numbered around 99,000 personnel.

8. Following a four-month suspension from March to the end of June 2020, rotations and repatriations of uniformed personnel have resumed and are planned and conducted by a troop- and police-rotation support group led by the Departments of Peace Operations and Operational Support, in close coordination with peacekeeping operations, troop- and police-contributing countries and host country authorities. Medical treatment and testing facilities and medical evacuation options have been strengthened within the United Nations System-Wide Task Force on Medical Evacuation in Response to COVID-19 chaired by the Department of Operational Support. All missions have been provided with a risk mitigation plan for COVID-19 and outbreak response teams have been established in several operations. A Headquarters COVID-19 Field Support Group that brings together the Departments of Political and Peacebuilding Affairs, Operational Support and Peace Operations is working closely with field missions as they take measures to strengthen prevention and outbreak response in their missions. Remote working arrangements are in place and psychosocial and other support are provided to staff, as needed.

9. Peacekeeping operations have maintained political engagement and community outreach through virtual and other platforms and have undertaken public diplomacy initiatives to urge political unity and respect for human rights and in response to inter-ethnic incidents. Peacekeeping operations continued to prevent and respond to threats to civilians, which have unfortunately not decreased despite the call of the Secretary-General for a global ceasefire in March 2020. By adapting to the new reality, peacekeeping operations have ensured the continuation of their efforts in accordance with their respective mandates. Positive results have also been observed, for example the talks held in Juba on the Sudan, in which peace negotiations were moved to a virtual format at the beginning of April 2020 and led to an agreement, signed on 3 October 2020, between the transitional authorities and participating armed groups.

10. In the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan, the peacekeeping missions continued to prevent and respond to threats to civilians. In operational terms, however, the COVID-19 pandemic has affected the footprint of missions and, to a certain degree, their capacity to conduct patrols or monitoring activities, including by limiting their contact with local communities. As a result of the pandemic, peacekeeping missions have been approaching their protection of civilians activities primarily through the lens of “do no harm”, prioritizing the need to prevent the virus from spreading among the local populations.

11. Requiring proactive preparedness and concerted responses, the Department of Peace Operations reacted quickly and effectively and provided immediate assistance to Member States and reoriented its activities in the field to enable the continued implementation of core mandated tasks in peace operations, focusing on four central objectives: to protect personnel and their capacity to continue critical operations; to help contain and mitigate the spread of the virus, ensuring that United Nations personnel are not a contagion vector; to support national authorities in their response to COVID-19, as requested and possible; and to help protect vulnerable communities

and continue to deliver on mandates. For instance, to help mitigate the impact of COVID-19 on prisons and justice sectors, the Department disseminated guidance and tools to mitigate the risks of contagion in overcrowded prisons and assist national authorities in organizing virtual court hearings. It also adapted the force generation efforts of essential military capabilities through the implementation of remotely conducted activities, including rapid deployment verification visits, assessment and advisory visits and predeployment visits.

12. The United Nations police also adapted its work focusing on the four central objectives. For example, in MONUSCO, the United Nations police put their Ebola response expertise to effective use by assisting the Congolese Ministry of Health and the Congolese National Police with devising and implementing a national contact tracing strategy. In UNFICYP, the United Nations police have been supporting humanitarian efforts to deliver critical medicines and oxygen cylinders to affected Cypriot communities.

13. The Department of Management Strategy, Policy and Compliance and the Department of Operational Support have been working closely with partners in the Secretariat and the United Nations system to support missions and personnel with maximum flexibility. The Departments have guided missions through unforeseen changes in human resources and travel, and modifications to mission footprints. Policy guidance was issued to ensure business continuity and the delivery of critical mandated activities. Content was provided to the dedicated United Nations website on COVID-19, which serves as a resource to staff and managers in the field. For example, numerous policy guidance documents were issued, including on public health measures, infection control, outbreak management, clinical information, alternate working arrangements, administrative guidelines for staff and non-staff personnel and the implementation of the rest and recuperation framework, and general policy advice was provided on flexibility in the administration of entitlements. The Secretariat supported its personnel through a dedicated team focusing on staff well-being, including mental health strategies, resilience training and other tools to assist colleagues in these uncertain times.

14. The efforts to respond to the impact of the pandemic have traversed essentially three phases: immediate prevention and containment while more substantive measures were put in place; strengthened medical capacities and other precautions; and the sustainment of mandated operations.

15. The Department of Operational Support provided guidance to field missions on prevention and containment measures to slow the spread of the virus among United Nations personnel and to minimize the risks of transmission to vulnerable communities. Missions were asked to voluntarily reduce the footprint of mission personnel where possible and offer staff options for telecommuting from other locations, especially for those personnel who had a heightened risk of contracting the virus.

16. Virtual walkthroughs were conducted in 21 field mission hospitals to ensure that they met the requirements laid out by WHO regarding hospital preparedness in response to COVID-19. Comprehensive public health virtual walkthroughs by public health experts of contingent level I clinics and contingent camps to inspect the implementation of measures to prevent COVID-19 outbreaks were completed in five peacekeeping missions: MINUSMA, MINUSCA, MONUSCO, UNMISS and UNSOS. Staff counsellors extended their consultations and training to all staff. In addition, new guidelines were issued on the provision of welfare arrangements to field personnel.

17. While the medical capabilities commonly deployed to peacekeeping missions, including level II hospitals, have provided a solid “first line of defence” in these missions, medical evacuation remains essential to the response for the more complex cases of COVID-19 among United Nations personnel. The pandemic caused serious

challenges and a renewed urgency to put in place sufficient medical evacuation arrangements, and a single, integrated medical evacuation mechanism has been in place across the United Nations system since May 2020. Working closely with WFP and WHO, a task force chaired by the Department of Operational Support negotiated agreements with private medical facilities, created seven additional standby air ambulance contracts and established a joint aviation cell to operationalize the mechanism.

18. Since the early stages of the pandemic, the Department of Operational Support has proactively engaged with peacekeeping missions to conduct a supply chain impact analysis to guide missions with regard to the early ordering of goods and services and the replenishment of stocks to mitigate the potential impacts of the airspace and border closures. The medical supplies and equipment required in response to the pandemic were sourced and delivered through intense collaboration between logistics, procurement, the United Nations Logistics Base at Brindisi, Italy, and other stakeholders. The proactive action to centralize procurement activities played a significant role in the timely response to the field missions' requirements while also ensuring cost-effective solutions. For example, the United Nations finalized contracts for ventilators in late March 2020 at the same time that major buyers were entering the market with large orders, and was able to procure supplies before the market became saturated and delays ensued. The United Nations Logistics Base also played a key role in mission preparedness, particularly with regard to the delivery of strategic deployment stocks of personal protective equipment and newly sourced medical equipment and consumables.

19. In order to ensure that risks to United Nations personnel are properly managed during the pandemic, testing for the virus will remain an important consideration for missions. In the early weeks of the outbreak, when polymerase chain reaction testing was not widely available, antibody test kits were distributed to the missions. In October 2020, 27 polymerase chain reaction testing machines, along with associated tests, were distributed, through the United Nations Logistics Base, to provide a more accurate testing capability. The Secretariat is in discussions with WHO on a possible hybrid (antigen and polymerase chain reaction) approach to COVID-19 testing that would enable better and more consistent access to COVID-19 testing in field locations. This effort should result in a clear strategy on how hybrid testing can be best deployed within a mission environment. A large volume of personal protective equipment was provided to mission personnel, including uniformed contingent personnel, early in the epidemic, and medical facilities have been strengthened by the provision of additional equipment and consumables. With the help of a troop-contributing country, the Secretariat strengthened the capability of one hospital in MONUSCO and one hospital in UNMISS to enable more access to high-dependency and critical-care beds for field locations.

20. At the same time, efforts were undertaken to ensure the ongoing functioning of Headquarters, including support for the work of the Security Council and key organs involved in the governance and oversight of peacekeeping operations. This includes structural precautions implemented within the New York compound, strengthened technology support and mechanisms to support virtual meetings and other engagements among staff, representatives of Member States and other actors, and regular testing and advisory support to Member State personnel.

21. The United Nations also continues to support the efforts of national authorities to respond to this crisis, including through the organization of webinars for medical personnel globally, covering topics such as the clinical diagnosis and management of COVID-19, outbreak prevention and control, infection control and vaccine trials and COVID-19 in Africa. Headquarters continues to engage with the African Union to coordinate the response to and mitigate the impact of the pandemic in Africa. In

Somalia, the United Nations has supported Somali authorities in developing a preparedness and response plan.

II. Action for Peacekeeping: direction for future operations

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

23. Over the past year, the Declaration of Shared Commitments on United Nations Peacekeeping Operations continued to be the core agenda for all peacekeeping-related work. The priorities for peacekeeping for the 2021/22 period therefore reflect the commitments set out in the eight thematic areas of the Declaration of Shared Commitments on United Nations Peacekeeping Operations (see figure I).

Figure I

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



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

25. These challenges are manifested in the complex operating environments of the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan, as well as the increasing demand on peacekeeping operations for a more robust posture and increased effectiveness. Going forward, concrete measures in four transformative areas will need to be addressed: political strategies to guide overall mandate implementation to ensure coherence and a focus on long-term stability and peace; strengthening operational protection response and accelerating the transformation of uniformed capabilities; strengthening analysis, planning and engagement; and communications and perceptions.

United Nations Peacekeeping Ministerial Conference

26. The objective of the United Nations Peacekeeping Ministerial Conference is for ministers from around the world to reaffirm their commitment to United Nations peacekeeping and discuss concrete ways their countries will work towards strengthening uniformed capabilities, performance and the protection of civilians in peacekeeping. Building on the successful 2019 Peacekeeping Ministerial Conference held in New York in March 2019, the Department of Peace Operations is supporting preparations for the 2021 Conference, to be held in Seoul. The preparatory conference on peacebuilding and sustaining peace was held virtually in November 2020 and the remaining conferences in 2021 will also be held virtually, owing to COVID-19.

III. Advancing political solutions to conflict

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

28. The facilitation of and support for political processes was a key objective of peacekeeping operations during the 2019/20 period, as a means to prevent violence and abuses against civilians and promote the consolidation of peace, security and stability in mission areas. Progress varied depending on the country, and, in many cases, focused on local conflict resolution and mediation. The onslaught of the COVID-19 pandemic and related containment measures late in the reporting period compounded challenges with regard to advancing political solutions.

29. In the Democratic Republic of the Congo, MONUSCO supported the efforts of national and provincial authorities to resolve recurring intercommunal violence through dialogue, particularly in the Ituri and South Kivu provinces. In South Sudan, UNMISS supported the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan. Following a series of delays, the transition period was eventually launched in February 2020, though outstanding issues remain. Overall progress has been slow and uneven however, and, although the ceasefire has held at the national level, local intercommunal violence has been on the rise, prompting efforts by UNMISS to step up efforts towards local reconciliation and protecting civilians.

30. In the Central African Republic, MINUSCA, regional organizations and countries supported the implementation of the 2019 Political Agreement for Peace and Reconciliation in the Central African Republic and preparations for the holding of general elections in the 2020/21 period as part of a continuing political process to consolidate peace and security in the country. The Mission has coupled its political good offices with a robust and dynamic posture to protect civilians, prevent atrocities and hold violators of the Agreement to account.

31. In Mali, MINUSMA supported the holding of a national dialogue in December 2019 on the revitalization of the implementation of the 2015 Agreement on Peace and Reconciliation in Mali, while strengthening its presence and mediation efforts in central Mali, where intercommunal violence had been on the rise. The Mission played a crucial role in supporting the deployment of reconstituted units of the Malian Armed Forces to northern Mali, including Kidal, where their arrival in February 2020 was the first formal State security presence since 2012. It also provided support to the Government for the holding of parliamentary elections in April and May 2020, which resulted, *inter alia*, in a threefold increase in the number of female members of parliament.

32. In Darfur, UNAMID supported the peace talks between the Sudanese transitional authorities and the armed groups in Juba from September 2019, providing substantive, technical and logistical assistance. UNAMID also organized consultations with Darfuri constituencies, including internally displaced persons, and supported their participation in the Juba talks in order to ensure that their views and issues would be reflected in a peace agreement and its implementation. As a result, the Juba Agreement for Peace in the Sudan was signed on 3 October 2020 with most of the armed groups from Darfur and the Two Areas, with a few references to the role of the United Nations in its implementation.

33. In Kosovo,³ UNMIK has increasingly focused on strategic trust-building, supporting locally owned processes and helping enable progress in ongoing dialogues, with a focus on women and youth empowerment. In Cyprus, UNFICYP continued to liaise and engage with relevant authorities on both sides to address tensions in and around the buffer zone, thereby avoiding their potential escalation. UNFICYP also shared with the relevant parties a proposal for the establishment of a mechanism for direct military-level contacts; in May 2020, the two Cypriot leaders formally confirmed their interest in the proposal.

34. Peacekeeping mandates in the Middle East, Cyprus and Western Sahara continued to contribute to stability and prevent escalation. UNTSO, UNDOF, UNFICYP and MINURSO carried out observation and liaison functions, defusing tensions and building trust between the sides, pending a lasting resolution of the underlying conflicts. Regional security developments continued to have an impact on the operational activities of UNDOF and UNTSO. Several violations of the 1974 Agreement on Disengagement between Israeli and Syrian Forces heightened tension. In southern Lebanon, the focus of UNIFIL remained on prevention through liaison, coordination, conflict prevention and confidence-building activities. With regard to deterrence and prevention, UNIFIL continued to prioritize its patrolling activities. It also continued to work with the parties to facilitate the demarcation of the Blue Line. UNIFIL support for the Lebanese Armed Forces is a key component of the Force's strategy to consolidate peace and to support institution-building and the extension of the authority of the Lebanese State in the south. In a context of heightened regional tensions in the eastern Mediterranean, UNFICYP continued to liaise and engage with both sides to address tensions in and around the buffer zone and to promote and facilitate contacts between the two communities on the island.

35. Community dialogue and conflict prevention and resolution efforts by peacekeepers have continued to prevent and reduce both the loss of life and the destruction of livelihoods. In South Sudan, the Central African Republic, Darfur and Abyei, United Nations peacekeepers have played an important role in facilitating local agreements to regulate cattle migration corridors and prevent and address tensions between herders and farmers, which are a frequent trigger of seasonal intercommunal

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

conflict. A new local conflict analysis tool in peacekeeping field offices has contributed to improved identification of entry points and stakeholder engagement in local peace initiatives. The United Nations police are also contributing to peace processes and agreements by supporting host States in realizing effective, efficient, representative, responsive and accountable police services that serve and protect the population in adherence to the rule of law and international human rights law.

36. Where mandated, peacekeeping missions will continue to support and facilitate the full implementation of political agreements, particularly in the Central African Republic, Mali and South Sudan. Going forward, more focus will be placed on supporting inclusive peace processes and agreements that address the root causes of conflicts at local as well as national levels, including through community-level conflict prevention and management.

37. Concerns regarding political and economic marginalization and governance, whether at the national or local level, appear to be increasingly at the centre of popular grievances, and remain a driver of conflict. To consolidate peace and security, missions will support host countries, at the national and local level, in promoting accountable, inclusive and transparent policies, institutions and processes and address corruption, where relevant.

38. Given the continuously growing regionalization of conflict and conflict drivers, building partnerships in support of peace process, both within respective regions and within the wider international community, will be essential for their success. Engaging with Member States, directly and through their regional organizations, will remain a critical element of a successful peacekeeping strategy.

IV. Implementing the women and peace and security agenda

39. The General Assembly has stressed the need for enhanced efforts to implement the women and peace and security agenda, noting that the meaningful participation of women at all levels is key to the operational effectiveness, success and sustainability of peace processes and peacebuilding efforts. The Department of Peace Operations continued to implement and strengthen accountability with regard to women and peace and security priority commitments under the Action for Peacekeeping initiative. The initiative has proven to be an effective framework to accelerate results to: (a) ensure full, equal and meaningful participation of women in all stages of the peace process; (b) systematically integrate a gender perspective into all stages of analysis, planning, implementation and reporting; and (c) increase the number of civilian and uniformed women in peacekeeping at all levels and in key positions. In addition, as a political imperative, to advance women's leadership, the Department of Peace Operations invested in data-driven analysis and evidence generation, strategic communications and building strategic partnerships with regional organizations and women's networks.

40. The Department of Peace Operations continued strengthening partnerships with the African Union, the European Union and women's organizations, as demonstrated by field-focused political advocacy and technical initiatives. These approaches have proven to be key enablers in expanding the political space for women's leadership in influencing sustainable peace outcomes. In Mali, MINUSMA, in collaboration with UN-Women, supported a high-level forum with the signatories to the Agreement on Peace and Reconciliation in January 2020, which resulted in a commitment to raise the percentage of women in the Agreement Monitoring Committee from 3 to 30 per cent. In 2019, women's engagement in formal implementation and monitoring mechanisms in the Central African Republic was strengthened, with women's representation at 23 per cent at the local level and 17 per cent at the national level.

Moreover, the national committees on disarmament, demobilization and reintegration and on security sector reform have the highest levels of women's participation of all the implementation mechanisms in the country. To further support the implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic, the Department of Peace Operations, in partnership with the European Union and the African Union, carried out a joint peace analysis with an integrated gender perspective. In Kosovo, UNMIK partnered with the European Union and the United Nations Kosovo team to enable women's meaningful participation in the European Union-led dialogue for the normalization of relations between Belgrade and Pristina. One woman, a deputy prime minister, attended the preliminary talks. In Lebanon, UNIFIL worked with women's organizations and the Government of Lebanon to develop its first national action plan on Security Council resolution 1325 (2000), which was endorsed in September 2019. Strong partnerships with local women's networks have proven to be crucial for preventing conflict. For example, in Darfur, the 54 women's protection networks established by UNAMID have proven to be efficient early warning mechanisms that provide timely information on protection and security risks. In addition, UNAMID supported the establishment of the Darfur Women's Platform to engage and advocate for the inclusion of Darfuri women in the ongoing political and peace negotiations.

41. The Department of Peace Operations continued to focus on enhancing accountability for women and peace and security commitments through stronger leadership, the generation of evidence and communication. For example, a communications strategy was developed and high-level events were held, including a video ("Women Transforming Peace"⁴), a policy brief ("Women Transforming Peace through Peacekeeping"⁵) and a photo exhibition ("Women Wage Peace – Visualizing progress on Action for Peacekeeping"⁶). Furthermore, the sustained and systematic collection of data by 10 missions on the 15 women and peace and security indicators has served as an important enabler to strengthen ownership and accountability by improving data-driven evidence generation to inform decision-making.

42. The Department of Peace Operations continued to integrate women and peace and security priorities into strategic planning processes. Gender equality and women and peace and security were integrated into the independent peacekeeping review of MONUSCO conducted in 2019 (S/2019/842), resulting in the incorporation of women and peace and security benchmarks into the Mission's exit and stabilization strategies. In addition, the Department of Peace Operations, in partnership with UN-Women, developed gender-specific requirements for the implementation of the Secretary-General's planning directive on the development of coherent and consistent United Nations transitions, and technical support was provided to MINUSMA, MONUSCO and UNAMID to operationalize these requirements.

43. The current fiscal period, marking the twentieth anniversary of Security Council resolution 1325 (2000), necessitates an acceleration of the implementation of the women and peace and security commitments for the full implementation of the shared commitments under the Action for Peacekeeping initiative and mission mandates. During the 2020/21 period, efforts will focus on the implementation of the recommendations of the Secretary-General in his reports on women and peace and security in 2019 (S/2019/800) and 2020 (S/2020/946) and investing in initiatives that tackle the emergent COVID-19 impacts, which may reverse the gains made in women's participation and protection. Specifically, efforts will focus on the following actions: investing and prioritizing field-focused partnerships with women's organizations and

⁴ See www.youtube.com/watch?v=ws59I_LShRk.

⁵ See https://peacekeeping.un.org/sites/default/files/19-00094_women_transforming_peace.pdf.

⁶ See www.flickr.com/photos/unpeacekeeping/albums/72157713244214161.

diverse peacekeeping stakeholders, accelerating data-driven analysis in line with the Secretary-General's data strategy and investing in strategic communications and political advocacy relating to women's participation and protection.

Gender parity

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

45. Actions to improve the representation of civilian women in peacekeeping operations are also taken in the context of the working group on emergency measures to achieve gender parity in field operations, which was established by the Secretary-General in 2018 to boost the recruitment, selection and retention of women in field locations and is co-chaired by the Executive Office of the Secretary-General and the Department of Management Strategy, Policy and Compliance. These efforts include making rosters more gender-balanced by adding more qualified female candidates, a strategy to leverage upcoming retirements to improve gender parity and the policy on temporary special measures for the achievement of gender parity ([ST/AI/2020/5](#)).

46. The representation of civilian women in the field remains at 29 per cent. At the senior leadership level, there continues to be a commitment to appoint women. As of October 2020, the percentage of women heads and deputy heads of peacekeeping operations was 35 per cent, with three heads of mission and five deputies.

47. Regarding uniformed personnel, as of October 2020, the number of women among seconded military officers at Headquarters had increased from the previous year from 23.0 to 23.7 per cent, among contingents from 4.4 to 4.9 per cent and among staff officers and military observers from 15.1 to 18.5 per cent. Three peacekeeping missions had women as Force or Deputy Force Commanders (UNFICYP, UNDOF and MINURSO). As of October 2020, women police officers comprised 31 per cent of police professional posts at Headquarters, 27 per cent of professional posts in the field and 30 per cent of individual police officers, thus surpassing not only the 2020 but also the 2025 targets of the uniformed gender parity strategy. Of the members deployed across formed police units, 12.4 per cent were women. Four police components of peacekeeping operations were headed by women (MINUSMA, UNMISS, UNISFA and UNFICYP) and four had women deputy heads (MONUSCO, MINUSCA, MINUSMA and UNISFA). Efforts are under way to launch a voluntary compact on increasing the number of policewomen in United Nations policing. The proportion of women deployed as justice and corrections government-provided personnel increased from 27 per cent to 32.5 per cent. During the reporting period, the Department of Peace Operations conducted predeployment training sessions for women, in partnership with Benin, Canada, Italy and Sweden. The representation of women in all uniformed components remains dependent on troop-contributing and police-contributing countries as well as countries that contribute corrections officers. The United Nations continues to encourage countries to deploy more uniformed women to peacekeeping operations.

V. Strengthening the protection provided by peacekeeping operations

48. Protecting civilians at risk remains a high priority for United Nations peacekeeping. As at 31 December 2020, seven peacekeeping missions held protection

of civilians mandates.⁷ The protection activities undertaken by peacekeeping operations encompass the mandate to protect civilians from the threat of physical violence, child protection, protection against conflict-related sexual violence and the protection and promotion of human rights. These activities are interrelated and mutually reinforcing and utilize tailored approaches to prevent and respond to different types of threats.

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

50. Underpinning the work on protection is the principle that protection of civilians is an integrated whole-of-mission effort. Missions continue to leverage uniformed components and civilian capacities within a three-tiered approach, for protection through dialogue and engagement, the provision of physical protection and the establishment of protective environments, with activities that include intercommunal dialogue, local conflict resolution, human rights monitoring, investigation and reporting, early warning, capacity-building of national authorities and support for national authorities with regard to the investigation and prosecution of serious crimes. An updated policy on the protection of civilians in United Nations Peacekeeping was published in November 2019 and builds on the original policy developed in 2015, further emphasizing the importance of prevention, dialogue and engagement, and the need for whole-of-mission integrated approaches to protection of civilians. It also introduces new guidance on mitigation of civilian harm and includes details on the roles and responsibilities expected from various mission leaders and substantive sections in implementing protection of civilians mandates. The first Handbook on the Protection of Civilians in United Nations Peacekeeping was issued in May 2020 and serves as a practical guide for field-based personnel across components who operate in peacekeeping missions mandated to protect civilians.

51. The Department of Peace Operations continued to focus on the provision of specialized guidance and technical support to five peacekeeping operations mandated to protect children and prevent and respond to conflict-related sexual violence (MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS). Special emphasis was placed on the harmonization of policy, evaluation and training standards and on reaffirming the whole-of-mission nature of these protection mandates in peacekeeping operations, across civilian and uniformed components.

52. In October 2019, in coordination with the Department of Political and Peacebuilding Affairs, the Manual for Child Protection Staff in United Nations Peace Operations was launched, and its training materials validated. Using a template

⁷ MINUSCA, MINUSMA, MONUSCO, UNAMID, UNMISS, UNIFIL and UNISFA.

developed by the Department of Peace Operations, MONUSCO issued a revised Force Commander's directive on child protection that reaffirmed and strengthened the roles and responsibilities of the force in the domain of child protection. The provision of guidance and expert advice on the preservation of child protection functions in contexts of mission transitions was prioritized. A field visit to the Sudan was undertaken in February 2020 to identify good practices and lessons learned from the drawdown of UNAMID, and the Security Council informal expert group on the protection of civilians was briefed accordingly. In June 2020, a virtual workshop was organized with UNICEF and advisers on child protection in peacekeeping situations on the remote monitoring of grave violations against children in situations of armed conflict.

53. A policy on prevention and response to conflict-related sexual violence by United Nations field missions was promulgated in January 2020. The policy was developed collaboratively by the Department of Peace Operations, the Department of Political and Peacebuilding Affairs, the Office of the United Nations High Commissioner for Human Rights and the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict. It outlines the priority objectives of field missions in addressing conflict-related sexual violence, explains the overarching principles guiding this work, details roles and responsibilities across mission components and highlights the importance of partnerships for a fully comprehensive approach. The Handbook for United Nations Field Missions on Preventing and Responding to Conflict-Related Sexual Violence, which was launched in June 2020, serves as a practical guide for field missions in their work to prevent and respond to conflict-related sexual violence and as a predeployment tool for future mission personnel.

54. Peacekeeping operations continue to explore the use of data and technology to enhance protection of civilians. To better monitor threats to civilians and the impact of mission responses, MINUSMA piloted a new tool, known as spatio-temporal incident mapping, that assesses the short-, medium- and long-term impact of Mission operations on the protection of civilians by recording Mission activities on a map and superimposing incidents of violence targeted at civilians. The first pilot of the tool, undertaken in Sector Centre (Mopti region) from 18 December 2019 to 23 February 2020, helped MINUSMA improve operational decisions on the ground and plan future protection of civilians activities. MONUSCO has similarly used the roll-out of the Situational Awareness Geospatial Enterprise (SAGE) database to systematize data on protection of civilians and add quantitative trend analysis to its deep qualitative understanding of protection of civilians to inform both threat assessments and assessments of the effectiveness of mission response. In addition, MONUSCO, following the findings of the independent assessment on the protection of civilians and the neutralization of armed groups in Beni and Mambasa, led by Lieutenant General Carlos Alberto dos Santos Cruz in 2019, deployed mobile teams to six mission field offices to roll out a toolkit and strengthen early warning and response systems and coordination.

55. The United Nations police continued to play a key role in the protection of civilians across three pillars. For example, in Darfur, United Nations Police facilitated dialogue and engagement through community-oriented policing, contributing state liaison functions to 15 construction projects, which included family and child protection units. In Mali, the United Nations police assisted in the deployment of 3,537 Malian Defence Security Forces personnel, which has supported physical protection. In the Central African Republic, a protective environment has been facilitated through police capacity-building, including facilitating the recruitment and training of 1,000 gendarmerie and police cadets, with an additional 1,000 forthcoming.

56. The Mine Action Service has supported a protective environment by conducting weapons search and destruction operations in and around protection of civilians sites in South Sudan, in support of the UNMISS protection mandate. In the Central African Republic, support for weapons and ammunition management helped ensure the extension of effective and accountable State authority. Threat mitigation training delivered in Mali has enhanced the safety and the capacity of United Nations peacekeepers and national forces to prevent and respond to threats posed by improvised explosive devices.

57. Through an examination of best practices and lessons learned from the transition from MINUSTAH to MINUJUSTH to BINUH in Haiti, the need for enhanced planning and analysis for the protection of civilians during mission transitions was recognized. In addition, a joint protection of civilians and child protection assessment in the Sudan in February 2020 identified and mapped the potential evolution of protection concerns following the drawdown of UNAMID. Findings from the mission were integrated into the Sudan planning process in the lead-up to the establishment of UNITAMS.

58. In the context of the African Union compliance framework and partnerships in support of protection of civilians, outreach to the Peace Support Operations Division of the African Union, including through a visit to Addis Ababa, allowed for the exchange of updates on protection workstreams as well as support for the development by the African Union of a protection of civilians guidance document through the sharing of lessons learned from the revised protection of civilians policy and Handbook.

59. In the 2021/22 period, the Department of Peace Operations will continue to strengthen the normative, training and evaluation architecture underpinning the protection mandates in peacekeeping operations and leverage synergies and partnerships within and outside peacekeeping operations. The Department of Peace Operations will support the periodic review of Force Commander directives on child protection, and will oversee a global evaluation of their implementation, in close coordination with the relevant peacekeeping operations. Under the United Nations police training architecture programme, a job-specific training course on protection of civilians will be completed for United Nations police, and a course on the comprehensive protection of civilians will be rolled out in 2021. A scoping study for a handbook on child protection for uniformed personnel in peace operations will also be launched, and a project aimed at measuring the impact of child protection in peacekeeping will be expanded to a second mission, building on the pilot conducted during the 2020/21 period.

VI. Supporting effective performance and accountability

Management and operational support to peacekeeping operations

60. The new decentralized system of delegation of authority has been implemented in full throughout all peacekeeping missions and has been well received by heads of missions. Missions have also made full use of the consultative processes as part of the Management Client Board, in which they are able to provide their perspectives and feedback on issues related to policy and operational requirements. Support tools available to all entities, such as the online management dashboard, are being constantly enhanced in response to client feedback to provide heads of missions with data and evidence needed to assist decision-making in the new decentralized environment. Heads of missions have reported to the Board that they can now make decisions faster in response to evolving operational requirements, while being able to draw upon the support and advice of Headquarters when needed.

61. Much progress has been made with regard to consolidating the new system of delegation of authority in order to strengthen managerial accountability. Several enhancements to the delegation of authority portal have simplified the management of sub-delegations by missions. The launch of new tools, such as the exception log for entities to report exceptions made to provisions of administrative instructions in the area of human resources, has streamlined the reporting process for missions and facilitates ongoing monitoring by the Business Transformation Accountability Division of the Department of Management Strategy, Policy and Compliance.

62. The Organization has also made significant progress in advancing transparency and accountability through Umoja. Mission managers can now use Umoja to capture programme plans and record implementation progress against related performance measures. A new performance dashboard provides a holistic view of the programme plan and performance, including budget consumption and post incumbency.

63. As part of the ongoing development of the integrated peacekeeping performance and accountability framework, the Department of Management Strategy, Policy and Compliance undertook a review of senior managers' compacts to strengthen the language on conduct and discipline broadly and sexual exploitation and abuse in particular, clearly linking it to relevant policies, emphasizing the victim-centred approach and affirming the obligation of heads of mission to demonstrate their commitment to the creation of a harmonious work environment and act as a role model by maintaining a high standard of personal conduct, with consciousness of the power their position holds. The Department is also exploring ways to strengthen accountability at the managerial level through the expansion of the use of the 360-degree evaluation process for senior managers, as well as the performance evaluation tool for staff members

Performance measurement and management

64. During the reporting period, significant progress was achieved in enhancing performance and accountability throughout United Nations peacekeeping operations. For example, significant progress was made in the development of the integrated peacekeeping performance and accountability framework, which is the culmination of the past several years of work. The framework is an effort to bring all the available performance evaluation tools together to improve coherence, identify gaps and make further progress where needed. The Secretary-General committed to the development of this framework, in consultation with troop- and police-contributing countries, among others, at a high-level event on peacekeeping performance held in December 2019. Throughout the development of the framework, several rounds of consultations with Member States took place. The framework includes measures for all categories of personnel, both uniformed and civilian, at Headquarters and in the field, including senior managers. It has an objective methodology based on benchmarks, and it details accountability for both underperformance as well as recognition for outstanding performance.

65. The Comprehensive Planning and Performance Assessment System has been implemented in MINUSCA, UNMISS, UNFICYP, UNIFIL, MINURSO, MONUSCO, MINUSMA and UNMIK since August 2018. It enables missions to: (a) develop a whole-of-mission plan, rooted in the local context and focused on ways to maximize mission impact within the scope of its mandate; (b) assess the impact and effectiveness of their operations, based on data and analysis; and (c) regularly revise and update their plans based on changes in the local context and evidence on the effectiveness of mission actions. The pilot has been successfully completed and the methodology refined based on best practices and lessons learned to ensure the system is a practical and effective tool for peacekeeping missions. It will be rolled out to the remaining peacekeeping missions (UNTSO, UNDOF, UNISFA and UNMOGIP)

during the 2020/21 period, once travel restrictions permit or a satisfactory virtual launch can be developed. The Department of Peace Operations will continue to work closely with the Department of Management Strategy, Policy and Compliance to identify ways the system can be used to inform mission budget submissions and performance reports, including in narrative paragraphs and at the level of expected accomplishments, outputs and indicators of achievement.

66. In parallel, the Department of Peace Operations is taking steps to more fully assess and improve evidence-based analysis and reporting capabilities across the board from a technical point of view and in response to the Data Strategy of the Secretary-General for Action by Everyone, Everywhere. Work is under way to improve peacekeeping data standards, policies, training and infrastructure with the aim of creating a coherent system-wide approach to data exchange and secure sharing. A central data hub is being developed that can draw upon improved data processes and make data publicly available in modern and compelling ways. The improvements realized through the implementation of the Data Strategy are having an impact on all data-centric initiatives by improving the environment for data innovation.

67. Knowledge management and learning continue to be critical foundations for strengthened peacekeeping performance. Building on the Secretary-General's reform of the peace and security pillar, the procedures, coordination bodies and capacities for knowledge management and organizational learning have been further harmonized. A pillar-wide policy on knowledge management and organizational learning, promulgated in August 2020, aims at strengthening the sharing of lessons learned and peer-to-peer information flows between field missions and Headquarters. A fully redesigned policy and practice database serves as the electronic platform for official guidance and lessons learned for the peace and security pillar.

68. In December 2019, the Department of Operational Support launched a knowledge management platform that is regularly updated and provides easy and quick access to a wide range of guidance materials and presentations.

69. With regard to performance management, the Department of Management Strategy, Policy and Compliance is piloting a new agile performance management approach to foster a culture of continuous dialogue between managers and staff, promote collaboration and strengthen accountability for results. This approach increases focus on promoting behavioural changes by: (a) enabling a more agile approach; (b) fostering a culture of ongoing dialogue and feedback; (c) enabling goal alignment and a shift from compliance to performance management; and (d) promoting collaboration and greater accountability for results across teams. Ongoing dialogue and feedback are designed to enhance the engagement of staff, ensure good performance and address performance issues, if any, in a proactive manner as they occur and therefore deal with underperformance issues immediately. The Office of Human Resources conducted an initial pilot of this approach across six Secretariat entities in 2019. In 2020, the pilot was implemented in UNFICYP. Going forward, the outcome of the pilots will be reviewed in tandem with the Secretary-General's performance management reform agenda. Enhancements will be made to a redesigned performance management approach that fosters a culture of continuous dialogue between managers and staff, promotes collaboration and strengthens accountability for results.

70. Progress has been made in the adoption of a more robust risk management approach with a focus on the impact on mandate delivery. The corporate risk register, which provides a detailed assessment of risks, has been revised to reflect the risks identified as a result of the COVID-19 pandemic, and will be further reviewed as required. Capacity-building in each entity has been strengthened through the training of focal points. An increasing number of Secretariat entities have updated risk

registers and/or developed mitigation measures for high risks, demonstrating the progress made.

71. To ensure that internal controls are implemented in an effective way throughout the Organization, the Financial Policy and Internal Controls Service within the Office of Programme Planning, Finance and Budget coordinates the development of the internal control framework for the Secretariat. A statement of internal control is planned to be signed in the first quarter of 2021 to provide reasonable assurance to Member States of programme performance and budgetary and financial reporting. The documentation of the entity-level controls has been completed and a series of workshops have been conducted to review the existing processes, activities and the associated risks in order to build risk control matrices and flow charts on operational processes. A pilot project was launched with UNIFIL in January 2020 to review the internal control documentation before it was rolled out for implementation to all peacekeeping missions in the second quarter of 2020. These exercises ensure that strong control systems are in place and operating effectively across peacekeeping missions.

Advancing technology and innovation

72. The deployment of innovative technology solutions, which address the requirements and challenges of peace operations, is critical to supporting mandate implementation globally. The report of the Expert Panel on Technology and Innovation in United Nations Peacekeeping⁸ and the findings of the December 2017 report by Lieutenant General Santos Cruz, entitled “Improving security of United Nations peacekeepers”,⁹ detailed the areas of technology and innovation that needed to be advanced in peacekeeping. A peacekeeping technology strategy, which is being formulated and is expected to be delivered in April 2021, will further inform the use of technology over the next three years.

73. Following continuous attacks on United Nations peacekeeping camps, and as a result of lessons learned regarding MINUSMA camp security in Kidal and Gao, the Organization is mainstreaming a suite of technology solutions and has established commercial contracts for the supply of protection and early warning systems to protect camps in disparate field locations. These technologies include long-range sensors and cameras to provide early warning of incoming artillery, rockets and mortars. These early warning systems identify possible threats both day and night, enhance safety and security and reduce overall costs by automating processes that were previously labour-intensive, freeing up critical resources. Building on the deployment of these technologies, artificial intelligence tools can be added to further analyse real-time information from multiple sensors, including video feeds, in order to enhance the information and alerts provided to key decision makers and first responders, enabling agile and credible responses. Alongside these efforts, the Mine Action Service developed the “Smart IED Threat Mitigation Technology Road Map”, a dynamic information exchange platform available to Member States and other international partners that compiles the latest information on threats from all types of explosive ordnance, including improvised explosive devices, and on emerging technology and best practices available to mitigate threats in order to enhance performance and safety in high-risk settings.

74. The Unite Aware technology platform successfully piloted in MINUSCA has produced two groundbreaking deliverables that change the paradigm when it comes

⁸ See https://peacekeeping.un.org/sites/default/files/performance-peacekeeping_expert-panel-on-technology-and-innovation_report_2015.pdf.

⁹ See https://peacekeeping.un.org/sites/default/files/improving_security_of_united_nations_peacekeepers_report.pdf.

to situational awareness and information analysis for peacekeeping operations. The platform delivers intuitive core technology products to uniformed and non-uniformed decision makers and operation centres. The platform optimizes and integrates current and future technology solutions coherently in support of delivering situational awareness securely in complex environments. In excess of 180 layers of fixed and variable information are available in real time, fusing disparate data sources. Critically, an information ownership model was designed in MINUSCA which assigns ownership of specific data streams/layers to mission actors, allowing those owners to grant, revoke and review access, thereby promoting trust and enabling the required levels of information-sharing. The model developed by MINUSCA breaks down silos and addresses a major obstacle in presenting cross-cutting and timely information to key decision makers. While already in use in MINUSCA, the Unite Aware platform is being deployed in MINUSMA, UNFICYP and UNMISS. The Unite Aware platform will continue to be improved, progressing from using data-driven decision-making in a reactive mode to integrating predictive (geo)analytics and machine learning, adding further operational and intelligence value.

75. Informing mission leadership of sentiment enables engagement with key stakeholders in society in areas and localities where the United Nations is deployed. This facilitates mandate delivery and improves the safety and security of vulnerable civilian populations and minority groups as well as that of United Nations personnel. Knowledge of sentiment also enhances the ability to counter hate speech and the associated incitement to violence. Establishing big data analysis for peace operations and enhancing peacekeeping intelligence practices utilizing technology are the key drivers for the radio mining and big data analysis projects developed collaboratively by the Office of Information and Communications Technology, the Office of Military Affairs and MINUSMA. The project will utilize an analytic tool designed to provide near real-time feedback on topics discussed on local radio and provide information and sentiment on a wide range of topics relevant to mission mandate implementation. The initiative is funded through extrabudgetary contributions and is an output of the Partnership for Technology in Peacekeeping. Completion of the project is expected in mid-2021, with the technologies earmarked to be mainstreamed to the Unite Aware platform.

76. The application of technologies to address the environmental impact of peace operations is focused on strategic and high-impact issues. The Unite field remote infrastructure management system, an environment technology platform being rolled out across peace operations, utilizes in excess of 10,000 data collection points to generate dynamic, real-time data for better-informed decision-making and to enable predictive maintenance of equipment, increased uptime and reductions in water, energy and fuel consumption. Supported by extrabudgetary contributions from Member States, the United Nations Logistics Base is evolving the system into a more expansive “UN Smart Camp” programme of work that enables the connection of various infrastructure devices, sensors and systems through the Internet of things, optimizing the use of existing wireless infrastructure and creating more efficient and secure working environments for peacekeepers.

77. The 2020 Partnership for Technology in Peacekeeping symposium, initially planned for June 2020 in South Africa, was postponed due to the COVID-19 pandemic. The symposium’s theme is “Informed – Aware – Effective” and the five priority peacekeeping challenges to be addressed are: information-driven peace operations; protecting peacekeepers; technology training and capacity-building; eco-responsibility; and a proposed United Nations technology telemedicine system. The Partnership for Technology in Peacekeeping and one of its deliverables, the United Nations Military Signals Academy in Entebbe, Uganda, continue to be key mechanisms and enablers in realizing and driving the vision of the report of the Expert

Panel on Technology and Innovation in United Nations Peacekeeping to deploy technology and innovative solutions and practices to help strengthen peacekeeping. The goal of the Military Signals Academy for 2021 is to strengthen the capacity of uniformed personnel through specialized training sessions on command; control; communications; computers; intelligence, surveillance and reconnaissance; and camp security technologies. The Academy will be adding a series of new online training courses to its learning management system that includes intelligence surveillance and reconnaissance, microdrone operations, Unite Aware and spectrum management. The Academy facilities in Entebbe were expanded in 2020 with the addition of a fully equipped mission operations centre simulation training environment to offer hands-on training and simulated exercises for front-line uniformed operations centre staff.

78. The physical security threats faced by United Nations field operations continue to evolve rapidly, and adversary groups continue to advance technologically, from using unmanned aircraft systems that are readily available commercially to using social media to influence operations in the United Nations' areas of operation. It is therefore incumbent upon the United Nations to support its peacekeepers and civilian staff with the technological tools required to address these threats.

Unmanned aircraft systems

79. The deployment of unmanned aircraft systems in missions continues to be an essential operational enabler of mission mandate implementation. Small, tactical and medium-altitude long-endurance unmanned aircraft systems are in use in several peacekeeping operations to protect peacekeepers, provide reconnaissance capability and maintain situational awareness. Smaller mini and micro unmanned aircraft systems are cost effective and, by applying different payloads, can effectively address multiple scenarios. Services to support improvised explosive device disposal teams, perimeter security, surveillance, convoy protection, patrol operations, rescues and evacuation and 3-D imaging will become regular features in supporting operations. The 2020 edition of the Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions ([A/75/121](#)) includes additional guidance for the flexible deployment of contingent-provided capability, in addition to United Nations-owned mini and micro unmanned aircraft systems.

80. Since July 2020, a new and cost-effective unmanned aircraft system has been fully operational in MONUSCO, providing improved performance and sensors. MINUSCA continues to deploy smaller unmanned aerial vehicles to improve situational awareness in the field to strengthen the performance of the Mission's force and protect its personnel. In addition, MINUSCA has expanded the capability of its mini tactical unmanned aircraft system, including its ability to handle more unmanned aircraft, increasing the total number of aircraft from two to four. For MINUSMA, the assessment of the situation in northern and central Mali and of the Mission's configuration in connection with the implementation of its primary and secondary strategic priorities as outlined by the Security Council in its resolution [2480 \(2019\)](#) included a review of requirements for intelligence, surveillance and reconnaissance capabilities to support its 2020 force adaptation plan. Accordingly, the specific operational requirements for unmanned aircraft systems are being reviewed by MINUSMA. As a consequence, MINUSMA is currently procuring a manned fixed-wing aircraft capability, which is expected to be deployed in the first quarter of 2021, and will enhance and augment the Mission's intelligence, surveillance and reconnaissance capabilities as described in the force adaptation plan.

81. During the past three years of its utilization of unmanned aircraft systems, the United Nations has implemented lessons learned in all unmanned aircraft systems contracts and letters of assist in order to provide a more efficient measurement of the

utilization and availability of unmanned aircraft systems, including a cost-recovery mechanism in cases of low utilization and/or low availability of contracted services. With regard to commercial contracts, a reliability clause has been incorporated by which the performance of the unmanned aircraft system is measured by comparing flight hours tasked by a mission with actual flight hours flown. In the case of military letters of assist, there is a cost-recovery option in the form of multiple reimbursement rates, which are established on a case-by-case basis.

82. The Administration continues its efforts to develop a regulatory framework to improve the generation, procurement and management of the capabilities of unmanned aircraft systems. The current framework includes the promulgation of new manuals on United Nations aviation and procurement and guidelines on use of the capabilities of unmanned aircraft systems, while the forthcoming manual on military aviation units and updated standards of United Nations aviation will include relevant guidance on unmanned aircraft systems.

83. In addition, the unmanned aircraft systems joint cell, comprising experts from various offices in the Department of Peace Operations, the Department of Operational Support and the Office of Information and Communications Technology, was created in 2016 as an interim solution for the integrated management of unmanned aircraft systems within the Secretariat. The unmanned aircraft systems joint cell serves as the main platform to loop in all relevant stakeholders and ensure the reflection of lessons learned from best practices. Currently, the joint cell is leading the development of the new category management strategy in the area of unmanned and surveillance aircraft service, to be completed in the 2021/22 period.

84. Annex III to the present report provides details on the deployment of unmanned aircraft systems at MINUSCA, MONUSCO and MINUSMA.

Uniformed personnel: force generation, capabilities and performance

85. The Under-Secretary-General for Peace Operations regularly chairs integrated meetings to discuss performance-related issues, including remedial measures, additional training or other mitigation measures by the mission, the Secretariat or the troop- or police-contributing country. This has resulted in decisions, for example, to provide training and capacity-building or to adjust rotation timelines to ensure the preparedness of units. The Department of Peace Operations has also initiated more proactive engagement with troop- and police-contributing countries to provide individual feedback on the performance of their military and formed police units, as well as to receive feedback on Secretariat support for those countries. The feedback is based on the analysis of performance data such as force commander evaluations, formed police unit evaluations, contingent-owned equipment and conduct and discipline. This increased collaboration and information-sharing between the Secretariat and Member States has enhanced understanding of performance issues and has been greatly appreciated by the troop- and police-contributing countries, which requested even more regular feedback.

86. The Department of Peace Operations, through the military performance evaluation task force in the Office of Military Affairs, continued its work to revise and manage the military performance evaluation system. The task force has now developed, together with Member States, standardized criteria for more than 93 per cent of all military personnel deployed in peacekeeping operations. These standards cover basic individual skills, capability-specific collective military skills and specific criteria for all functions that are essential to providing effective command and control at the battalion level and below. During six predeployment visits held during the 2019/20 reporting period, the task force validated the accomplishment of standards and provided 113 concrete improvement recommendations to troop-contributing

countries. The task force also responded to the COVID-19 pandemic by developing a way to conduct remote military skill validations during predeployment visits in order to provide basic validation information during periods of travel restriction, ensuring at least a minimum degree of validation of the predeployment self-certification efforts by troop-contributing countries. The revision and standardization of the in-mission evaluation system and the standard operating procedures for military units by force commanders will be rolled out in 2021. Training of troop-contributing countries' military performance evaluation officers, currently being conducted during the preparation of remote military skill validations, will begin in 2021 to ensure United Nations-certified military performance evaluation officers are available either for deployment to missions or to support the self-certification efforts of troop-contributing countries.

87. The strategic generation of United Nations police personnel, including formed police units, will remain a priority. Noting the importance of predeployment assessments and validations in deploying operationally capable and qualified individuals and units to enhance performance, new guidance¹⁰ and hybrid in-person and virtual predeployment readiness assistance missions to support police-contributing countries during the COVID-19 pandemic have been launched. In close coordination with the Office of Military Affairs, the Police Division has also contributed to the development and roll-out of guidance on the generation and deployment of military and police units,¹¹ as well as on planning and conducting assessment and advisory visits,¹² and will complete the review of guidance on formed police units and assessing their operational capabilities prior to deployment.¹³

88. The Police Division also further refined its performance evaluation system for formed police units, building on existing processes and guidance from 2010 and similar to the system that is already in place for military units. The performance task force of the Police Division verifies and evaluates the findings of assessments from missions and the quarterly and bimonthly evaluations, submitted by the heads of police components, on shortfalls in contingent-owned equipment and formed police unit capacities, in line with the standard operating procedure on the assessment and evaluation of formed police unit performance. Based on the recommendations of respective evaluations, all formed police units establish a performance improvement plan to help further improve their performance. The information is fed back to United Nations Headquarters for follow-up action as needed and to help inform future selection decisions, as well as to provide feedback to police-contributing countries. All information from unit evaluations is analysed and discussed by senior leadership at monthly and quarterly integrated performance meetings, as appropriate. Such meetings look at trends in performance as well as individual unit performance issues, with the aim of addressing any underperformance with remedial actions, ranging from additional training to the provision of support required from the Secretariat or the mission, to requiring a predeployment visit for the next rotation, to partial or full repatriation. The Police Division also follows up with Member States on shortfalls, the replacement of non-serviceable items and other performance-related aspects, and reviews guidance pertaining to the performance of individual police officers and heads of United Nations police components.

¹⁰ Guidelines on specialized police teams on assignment with United Nations peace operations (2019.34).

¹¹ United Nations Manual for Generation and Deployment of Military and Formed Police Units to Peace Operations (2020.07).

¹² Standard operating procedure on planning and conducting assessment and advisory visits (2020.10).

¹³ Policy (revised) on formed police units in United Nations peacekeeping operations (2016.10) and standard operating procedure on the assessment of operational capability of formed police units (2017.09).

89. The Strategic Force Generation and Capability Planning Cell coordinates efforts to address mission capability gaps with regard to assets, training and overall performance, as well as the Secretariat's ability to rapidly generate new units, and to promote understanding and communicate capability needs to Member States. As part of its strategic engagement, the Department of Peace Operations organized a force generation conference to support the MINUSMA force adaptation plan. Ten critical pledges were made at the conference, which was virtually attended by 64 Member States. The Department of Peace Operations also issued four distinct versions of the paper on current and emerging uniformed capability requirements for United Nations peacekeeping to serve as critical guidance material for Member States. The Department of Peace Operations and the Department of Operational Support worked with Member States to maintain 12 military and police units at the rapid deployment level of the peacekeeping capability readiness system, with over 3,000 personnel ready for deployment within 60 days of a request from the Secretariat. The peacekeeping capability readiness system increasingly enabled the selection and more rapid deployment of uniformed peacekeeping critical capabilities that are known to meet United Nations standards of training and performance, as well as contingent-owned equipment requirements.

90. The 2020 Working Group on Contingent-Owned Equipment met from 20 to 31 January 2020 to conduct its triennial review of reimbursement rates and to update the major equipment, self-sustainment and medical support services categories. The 2020 edition of the Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions ([A/75/121](#)) was issued as an official United Nations document in all six official languages. Furthermore, preparations for the next quadrennial survey to support the review of the reimbursement rate for contingent personnel have commenced. The report of the Secretary-General on the results of the quadrennial survey is expected to be taken up by the General Assembly during the second resumed part of its seventy-sixth session.

91. Details on death and disability compensation are provided in annex IV to the present report, including post-traumatic stress disorder claims, while annex V provides information on liabilities to troop- and police-contributing countries for services rendered by troops and formed police units and contingent-owned equipment until 31 December 2020.

92. The light coordination mechanism continues to support the coordination of Member State training and capacity-building activities. The light coordination mechanism and its personnel are funded by voluntary contributions and engage with training and capacity-building providers and recipients to communicate training gaps, identify training opportunities and facilitate training partnerships to improve the performance of troop-contributing countries and build on the advancements of the United Nations police training architecture programme. During the 2019/20 period, several Member States also received additional support related to COVID-19, including personal protective and medical equipment. During the 2019/20 period, the light coordination mechanism conducted the first meeting of capacity providers and recipients to identify impediments to cooperation and opportunities for new relationships. Guidance will be launched in 2021 that will assist troop- and police-contributing countries in capturing best practices and lessons learned from their deployment to peace operations. The aim is to strengthen the ability of troop- and police-contributing countries to improve their preparation and operational effectiveness.

93. Progress has also been made in strengthening the engineering and medical capabilities of uniformed peacekeepers under a triangular partnership programme, which brings together the United Nations, Member States with expertise and

resources and troop-contributing countries. In the first half of 2020, the United Nations, with the support of Member States, trained fifty uniformed personnel from 16 troop-contributing countries in two engineering courses held in Morocco and Viet Nam. While further on-site engineering and medical courses planned for 2020 were cancelled owing to COVID-19, new remote and mixed-delivery training courses are being developed for launch in 2021.

Performance through training efforts

94. During the 2019/20 budget period, the Department of Peace Operations developed and disseminated new predeployment training materials for military observers, military intelligence officers and explosive ordnance disposal military units. Police training material was also developed in the form of a course on comprehensive protection of civilians for formed police units. This increased activity in training development was possible because of the suspension of training delivery in the first half of 2020 owing to COVID-19.

95. The Department of Peace Operations initiated the United Nations police training architecture programme through a workshop in Brindisi, Italy, together with Member States, relevant United Nations funds and programmes and regional organizations. This initiative encompasses several training programmes, namely, new standardized training modules, training and certification of trainers sessions and on-the-job training courses, comprising six major policing areas, so that United Nations police are both operationally competent and well versed in United Nations policing in order to effectively implement mandated tasks based on the Strategic Guidance Framework for International Policing, international human rights norms, gender and environmental standards. These programmes will be completed in early 2021.

96. The Enhanced Training for High-level Operational Support programme will replace the Senior Mission Administration and Resource Training Programme and will be based on a blended approach of e-learning and one face-to-face workshop. The primary audience for the programme will be staff at the FS-7 and P-4/P-5 levels across the global Secretariat who work on operational support matters. The programme will allow participants to better understand the Department of Operational Support's new operational support framework aimed at strengthening mandate delivery through empowerment, decentralization, integration and the simplification of regulations and rules. However, the COVID-19 response has limited the capacity of subject matter experts to support the development of the online modules, which are a key component of the programme. In addition, the uncertainty regarding the resumption of face-to-face training has prompted the postponement of the roll-out of the programme to 2021.

97. Lessons learned from the virtual training experience during the COVID-19 pandemic, conducted by the Integrated Training Service, have highlighted the benefits and challenges of virtual learning for the provision of knowledge and training that does not require interaction. This allows course participants to arrive at face-to-face programmes with equivalent levels of background knowledge, enables more effective pre-course testing and maximizes the face-to-face course time for simulations and exercises. This "blended" approach will be increased using the lessons learned from the pandemic period. The increased use of virtual learning is not, however, cost free, nor is it a replacement for face-to-face training. It requires a greater investment in technology, greater preparation time for instructors and more support staff to ensure the technical underpinnings of the course work, while reducing the ability to judge participant interaction. Peacekeeping missions and many Member States have differing levels of Internet bandwidth, which makes the delivery of virtual learning programmes challenging and not possible in all cases. Virtual learning is not suitable for simulations that require group work such as command post exercises, physical

activities such as first aid training or activities where the close supervision of individual performance is required.

Development of leaders

98. Leadership requirements are monitored closely in peacekeeping operations, and the timely appointment of skilled leaders follows the application of a merit-based process. The Organization has continued to use and further develop a range of tools to better assess leadership aptitude, skills and style as part of the selection process.

99. The implementation of a leadership partnership initiative facilitated eight partnerships between a newly appointed head or deputy head of mission and a mentor (a former or currently serving senior leader) during the 2019/20 period. Once appointed, all new mission staff at the level of D-2 and above are required to attend the senior leadership programme, which provides newly appointed senior leaders with an in-depth orientation on key issues and challenges in field missions. Heads of military components and deputy force commanders receive intensive orientation courses. Almost all of the leadership training and support delivered by the Department of Peace Operations is reliant on voluntary contributions.

100. To further expand and diversify the pool of potential candidates for senior leadership roles in the field and with a view to advancing gender parity and geographical diversity at the senior leadership level, the second global call for heads and deputy heads of mission posts was conducted from June to October 2019. The outreach campaign successfully generated increased numbers of potential candidates for these posts. To support increased representation of women at all levels, profiles of women suitable for director-level posts were referred to the senior women talent pipeline.

Supply chain management

101. Since its establishment in 2019, the Office of Supply Chain Management has made significant efforts to provide a more agile, responsive, efficient and effective client-oriented service, improve lead times between the identification of a requirement and the delivery of goods and services and strengthen the Secretariat's ability to measure and improve its services. The integration of procurement and logistics functions into a single entity, supporting an integrated architecture across the global Secretariat, has significantly strengthened the integrated end-to-end supply chain in the Secretariat to ensure the delivery of the right goods and services in the right place, at the right time and at the right cost. The integrated supply chain paradigm leverages the functions of the United Nations Logistics Base as well as the capacities of the Global Procurement Support Section and the Transportation and Movements Integrated Control Centre in Entebbe, Uganda.

102. The supply chain planning framework continues to mature and contribute to improving the horizontal and vertical integration of planning processes and stakeholder engagement at local, regional and global levels. The global demand and acquisition planning process enables the Organization to identify and provide visibility of the global requirements for goods and services of field missions and to proactively determine the optimal sourcing and delivery options and opportunities for satisfying clients' needs. This is achieved through an innovative solution involving the review and rationalization of missions' demand and acquisition plans by cross-functional teams of technical experts and buyers across the different disciplines, based on the category management approach.

103. This approach allows the Secretariat to optimize the supply chain and is currently implemented in eight priority business areas (aviation and transportation, facilities and infrastructure, food, fuel, corporate support, security, health care and

information and communications technology) and will be expanded to other categories in a phased manner based on feedback from the Management Client Board. In the area of air operations, the Department of Operational Support continues to work closely with field missions and the Office of Military Affairs to review military fleets and propose more cost-efficient commercial solutions, where possible, without compromising strategic and operational requirements. Further information regarding air operations, including the utilization of aircraft from January to December 2020, is contained in annex VI to the present report.

104. The supply chain performance management framework provides a data-driven measurement of the performance of the integrated supply chain based on five attributes related to client service and the fiduciary responsibility of the United Nations with regard to properly managing public funding. The attributes related to client service include: responsiveness; time taken to fulfil client orders; reliability; “perfect order fulfilment”, which measures the percentage of orders that fulfil the clients’ requirements on time with quality and completeness and accuracy of documentation, among other things; and agility, which refers to the ability to respond to external influences and the marketplace. The cost and efficiency of asset management-related attributes are also included. The Office of Supply Chain Management established baseline index numbers for each of the attributes listed above for goods purchased in the year 2019, which were used to measure performance against each indicator for the 12 months of data collected from July 2019 to June 2020.

105. More detailed information about the supply chain management functions of the Umoja solution is provided in section XII below.

Future roles and responsibilities of the Strategic Air Operations Centre, the Transportation and Movements Integrated Control Centre and the Global Procurement Support Section

106. In 2020, a comprehensive study was completed of the roles and responsibilities of the Transportation and Movements Integrated Control Centre formed within the Regional Service Centre in Entebbe, Uganda, the Strategic Air Operations Centre located at the United Nations Logistics Base and the Global Procurement Support Section of the Department of Operational Support located in Entebbe, from a perspective of integrated supply chain management. An expert consultant with experience in United Nations operations was engaged to provide a comprehensive proposal on the future roles and responsibilities of these entities within the broader framework of an integrated supply chain model. The study was commissioned in response to the request of the General Assembly in paragraph 38 of its resolution [70/286](#) to clarify the roles and responsibilities of the Air Transportation Section, the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre and to make comprehensive proposals thereon. The study was conducted taking into account the changes in approach and structures resulting from management reform. The study was expanded to include the Global Procurement Support Section, which is a complementary service, and was further enhanced to include lessons learned from the response to COVID-19, in which the Strategic Air Operations Centre, the Transportation and Movements Integrated Control Centre and the Global Procurement Support Section made a significant contribution to the timely sourcing and delivery of essential goods and services and the rotation and repatriation of military and police contingents.

107. The study found that, since its establishment, the Strategic Air Operations Centre had effectively delivered on its mandates, with additional tasking resulting from an integrated supply chain, namely, streamlining aircraft management functions at the Centre. As such, no change is proposed to either the structure or the role of the Strategic Air Operations Centre.

108. On the other hand, the Global Procurement Support Section showed mixed results, with initial cost savings from the establishment of some systems contracts and increased vendor registration from the region. Utilization of the services of the Section by neighbouring missions had subsequently declined, principally due to the lack of a strong mandate. The development of the Transportation and Movements Integrated Control Centre in recent years has also been limited, mainly due to the lack of dedicated resources (air assets), tasking authority and an absence of interest by missions in shared flights. Based on the findings, the study suggests redesigning the functions of these entities within the broader context of the integrated supply chain to optimize use of their resources and to contribute to the improvement in the effectiveness of the overall supply chain support provided to Secretariat client entities.

109. The proposed budget for the Regional Service Centre in Entebbe for the 2021/22 period ([A/75/770](#)) contains a detailed proposal for the establishment of a Forward Support and Deployment Hub that draws on the existing staffing and capabilities of the Transportation and Movements Integrated Control Centre to provide logistics services in three areas, namely, air operations, movement operations and freight forwarding and regional deployment stocks, which are proposed to be established in Entebbe to complement strategic deployment stocks at the United Nations Logistics Base. The Forward Support and Deployment Hub would have a functional reporting line to the Assistant Secretary-General for Supply Chain Management while reporting administratively to the Director of the Regional Service Centre. The roles and responsibilities of the Global Procurement Support Section will be refocused within the broader context of integrated supply chain management and better aligned with the regional arms operating from Entebbe. A part of the Global Procurement Support Section's capacity will support the overall implementation of the integrated supply chain management model through supporting the category management system, as well as forging a partnership with the Forward Support and Deployment Hub in the areas of freight forwarding, the procurement of regional deployment stocks and the provision of third-party logistics contracting support to regional missions. The Global Procurement Support Section will be designated administratively as a tenant unit in the Regional Service Centre while continuing to work under the guidance of the Procurement Division, with a functional reporting line to the Director of the Procurement Division.

Programmatic activity

110. Missions carry out programmatic activities in a range of mandated areas. In accordance with the criteria outlined in existing policy guidance, programmatic activities are aimed at advancing missions' mandates as outlined by resolutions of the Security Council and reflect the missions' strategic priorities, as identified in strategic integrated frameworks, transition plans and other planning instruments. As a critical mandate delivery modality, the objectives and nature of programmatic activities are determined by mission leadership based on context-specific needs and priorities, as highlighted in mission budget planning assumptions, and the actual implementation is reported on in the context of the mission budget performance reports. Guidance provided to missions on programmatic activities is not prescriptive with regard to the type of activities to be performed. Frequently, missions use programmatic activities to create openings for engagement with national partners and build important national capacities. For example, programmatic funding lays the foundation for the delivery of longer-term outcomes, such as in the case of MINUSCA support for the Special Criminal Court of the Central African Republic, and the development of infrastructure for international security forces.

111. When used strategically and embedded in the broader system-wide planning processes, a mission's programmatic funding has proven to be an essential tool to

better position the United Nations to advance the sustaining peace agenda. For example, in the context of a whole-of-system approach to the UNAMID transition in Darfur, joint programmatic activities with the United Nations country team were undertaken within the framework of state liaison functions in four Darfur states in three key areas: rule of law; durable solutions, resilience and livelihoods; and human rights, in line with Security Council resolution [2429 \(2018\)](#). These activities benefited different state institutions, as well as land management, livelihoods, basic services in return areas, support for transitional justice mechanisms, the capacity-building of national and security institutions and the monitoring of incidents and violations.

112. When programmatic activities are implemented through a partner on the basis of a context-specific comparative advantage, the mission and the implementing partner enter into a standard memorandum of understanding, in accordance with United Nations rules and regulations, to specify the services to be provided by each party, the distribution of responsibilities, the financial arrangements and the reporting, audit and evaluation mechanisms, as well as other relevant aspects of joint programmatic activities. Decisions on the implementation modalities of programmatic activities are taken at the country level, in the context of mission delegated authority. Missions are required to report on the implementation of programmatic activities in the annual budget performance report, highlighting the impact of the programmatic activities on mandate implementation.

113. Further information on the proposed programmatic activities for the 2021/22 period is included in annex VIII to the present report.

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

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

115. As at 31 December 2020, the representation of troop- and police-contributing countries in the Department of Peace Operations was 97 per cent.

VII. Strengthening the impact of peacekeeping on sustaining peace

Support for rule of law and security institutions

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

the rule of law, protecting civilians, contributing to the extension of State authority, combating impunity and addressing violent extremism.

117. Building on the vision of the Secretary-General for United Nations policing (A/74/223, S/2018/1183 and S/2016/952) and Security Council resolutions 2185 (2014), 2382 (2017) and 2447 (2018), United Nations police will, where mandated, continue to support host States in the reform, restructuring and development of their police and other law enforcement institutions, and provide operational assistance, including with regard to the protection of civilians, electoral security, sexual and gender-based violence or serious and organized crime prevention and response efforts, including with the support of specialized police teams. Providing advisory services on United Nations policing, further developing guidance and advancing training, providing operational backstopping support and attaining the required geographical- and gender-balanced policing capacities and capabilities through operational readiness, selection, recruitment, rotation, performance assessments and monitoring, as well as planning assistance to Member States from the pre- through post-deployment phases, will remain a priority.

118. Justice and corrections components, assisted by the Justice and Corrections Standing Capacity, support nationally led efforts to ensure accountability for crimes that fuel conflict, contribute to trust-building initiatives in judicial and security forces, strengthen prison security and support the re-establishment of inclusive justice and corrections institutions, in line with Security Council resolution 2447 (2018). Such efforts include supporting criminal accountability and the Special Criminal Court in the Central African Republic following the signing of the Political Agreement for Peace and Reconciliation in 2019, and facilitating the prosecution of serious crimes that violate the Agreement. UNMISS will continue to support mobile courts, which have processed more than 250 cases since their inception at the end of 2018, including cases of sexual violence. MINUSMA will continue to provide support to a specialized judicial unit with jurisdiction over terrorism-related crimes and transnational organized crime that has investigated 319 terrorism cases and 77 transnational organized crime cases. UNMIK is supporting the national court system, including by renovating a new courtroom, securing translation services that significantly reduce case backlog and supporting the training of young lawyers.

119. Disarmament, demobilization and reintegration components in peacekeeping operations continue to work to address the threats posed by armed groups in increasingly complex settings. The 26-entity Inter-Agency Working Group on Disarmament, Demobilization and Reintegration launched the revised Integrated Disarmament, Demobilization and Reintegration Standards, responding to the need for cutting-edge policy to tackle drivers of conflict. MONUSCO supports authorities at the national and provincial level in developing a new disarmament, demobilization and reintegration approach that is in line with the new standards to comprehensively address the threats posed by armed groups, while in the Central African Republic and Mali, disarmament, demobilization and reintegration processes facilitate both the socioeconomic reintegration of ex-combatants and their integration into the national defence and security forces. In situations in which a political process is weak or absent, community violence reduction serves as a key stabilization measure. Community violence reduction continues to take place in the Central African Republic, the Democratic Republic of the Congo, Mali and Darfur, and it has been mandated in South Sudan. During the 2019/20 period, 57,481 community members were supported through community violence reduction, with women representing 36 per cent of the beneficiaries.

120. Security sector reform components in peacekeeping operations promote political solutions and the generation of long-term peacekeeping dividends, focusing on the articulation of a shared national security vision and helping national authorities

address security sector governance and capacity deficits that undermine their ability to effectively protect civilians and hamper sustainable development. Emphasis continues to be placed on facilitating inclusive dialogue, the capacity-building of security institutions and coordination with international partners to implement security and defence provisions in the peace agreements of the Central African Republic, Mali and South Sudan, while maintaining a protective environment and advancing peacebuilding priorities in the transition context of the Democratic Republic of the Congo. This entails adopting a nimble posture through strengthened partnerships with regional organizations, including the African Union, the Economic Community of West African States and the Intergovernmental Authority on Development, as well as the European Union Common Security and Defence Policy missions in the Central African Republic and Mali. Within the framework of the United Nations-World Bank Partnership Framework for Crisis-Affected Situations, support was enhanced to MINUSCA, MINUSMA and MONUSCO to strengthen the capacity of their security institutions. In the Central African Republic, MINUSCA provided strategic advice and technical support on the implementation of the national security sector reform strategy and sector development plans. In Mali, MINUSMA will continue to advise, assist and support the Malian armed forces plan, and prepare and conduct the operational deployment to Gao, Kidal and Timbuktu of the units that were reconstituted through the integration of demobilized and disarmed fighters of the signatory movements of the Agreement on Peace and Reconciliation in Mali. Security sector reform components will also continue to build the capacities of security institutions to prevent and respond to sexual and gender-based violence.

121. The Mine Action Service is the service provider for 10 peacekeeping operations with mine action components that build resilience to conflict and contribute to national and local capacities to reduce the effects of escalations in violence and sustain peace. In Abyei, route clearance and verification facilitate the deployment of the Joint Border Verification and Monitoring Mechanism, which is key to the political process. In the Central African Republic and the Democratic Republic of Congo, support for national authorities in the area of weapons and ammunition management prevents the diversion of weapons and precursors to improvised explosive devices, helping to build trust in national authorities among local communities. In Mali, Somalia and South Sudan, risk education activities empower local communities to protect themselves from the threat posed by explosive ordnance.

122. The Global Focal Point for the Rule of Law continues to promote integrated United Nations rule of law assistance in peacekeeping contexts and other fragile settings by pooling the expertise and resources of United Nations partner entities. Under the Global Focal Point umbrella, joint programmes continue to be implemented by six peacekeeping operations that have a rule of law mandate, together with United Nations country teams, to deliver coherent police, justice, corrections and human rights support and facilitate a smoother transfer of tasks to national authorities. Joint programmes are funded through various modalities, most frequently through a mix of programmatic funding, United Nations country team funding and funding from bilateral donors. The Global Focal Point has been crucial in transition settings: UNAMID and its United Nations country team partners ensured immediate rule of law service delivery through the establishment of innovative state liaison functions.

Drawdown and mission closure, including transitions

123. The importance of United Nations integrated transition planning and of coherence and dialogue with a range of partners to ensure continued support for countries in their trajectory towards peace and development was highlighted during the UNAMID drawdown and the establishment of UNITAMS in the Sudan, as well as through requests by the Security Council that other peacekeeping missions develop

transition strategies in consultation with host Governments and non-United Nations partners. Preparations for the transition of peacekeeping operations, whether followed by a special political mission or a United Nations country team-only presence, require adequate resources for peacebuilding activities and efforts to build national capacities to sustain inclusive peace and preserve the protection of vulnerable populations once peacekeeping ends. In this regard, the establishment of state liaison functions in Darfur to facilitate joint delivery by the United Nations of mandated peacebuilding priorities, through staff co-location and programmatic funds, is being reviewed to identify best practices and lessons for the future.

VIII. Improving the safety and security of peacekeepers

Action plan for improving the security of United Nations peacekeepers

124. The action plan for improving the security of United Nations peacekeepers has been operational for more than two years and significant progress has been made, with the plan contributing to a sustained decrease in peacekeeper fatalities due to acts of violence, from 27 fatalities in 2018 and 29 in 2019 to 8 in 2020 (up to 30 June 2020).

125. The decrease in fatalities may be attributed to the increased awareness by personnel of the need for their own safety and security in relation to the requirements of mandate implementation. United Nations personnel are better prepared through improved situational awareness and through increased and targeted training, especially in terms of countering improvised explosive devices, and are generally more cognizant of the asymmetric environment that they operate in. The action plan implementation support workshop held in May 2019 was followed up by a reviewed and adjusted fourth iteration of the action plan approved in January 2020. The focus areas of base defence and force protection, training and performance evaluation, mobility and flexibility, peacekeeping intelligence, integrated trauma care and fully integrated planning and operations were further expanded upon, in accordance with the current operating environment, into actionable to-do recommendations. In 2020, owing to COVID-19, the planned workshops to review and adjust the action plan as well as many other planned activities, such as training courses, workshops, assessment and evaluation visits and other projects, had to be cancelled or postponed.

126. Policy and guidance have been consistent with the mandates and adaptable to the evolving requirements on the ground. Discussions have informed the revision of policy and guidance during the reporting period, including on casualty evacuation, authority, command and control, joint mission analysis centres and the first combined guidelines on military and police cooperation mechanisms.¹⁴ In line with efforts to improve the safety and security of United Nations peacekeepers, progress has been achieved in the development and review of military procedures. This includes ammunition management,^{15,16,17} standards for infantry,¹⁸ engineering and explosive ordnance disposal/counter-improvised explosive device units¹⁹ and the planning and conduct of operations while considering United Nations cross-cutting requirements such as human rights, protection of civilians, United Nations peacekeeping intelligence and engagement with local populations. To enable better access to

¹⁴ Guidelines on combined military and police coordination mechanisms in peace operations (2019.16).

¹⁵ Weapons and ammunition management policy (2019.03).

¹⁶ United Nations Manual on Ammunition Management (2019.27).

¹⁷ Standard operating procedure on loss of weapons and ammunition in peace operations (2019.04).

¹⁸ United Nations Infantry Battalion Manual (2020.01).

¹⁹ United Nations Military Engineer Unit and Counter Explosive Threat (CET) Search and Detect Manual (2020.03).

emerging and state-of-the-art equipment in peacekeeping operations, the United Nations Peacekeeping Missions Military Explosive Ordnance Disposal Unit Manual and the United Nations Improvised Explosive Device Disposal Standards were updated to include more advanced technologies for explosive ordnance disposal and demining. The General Assembly, in its resolution 74/279, took note of the report of the 2020 Working Group on Contingent-Owned Equipment and endorsed the recommendations of the Advisory Committee on Administrative and Budgetary Questions thereon, adding new technologies to equipment lists that align with the more up-to-date techniques and procedures reflected in the updated Manual and Standards.

127. Progress continues on standardizing the United Nations military decision-making process and the development of force protection guidelines to support integrated force protection planning for United Nations camps. Trauma care has been made more responsive by enabling a one-stop-shop for decision-making with regard to casualty evacuations. The crisis management component of the stress test has strengthened the critical role of the mission chief of staff in crisis management preparedness and response.

128. The new training materials package for United Nations military intelligence officers in peacekeeping operations represents a basis for all predeployment training of military staff officers to undertake peacekeeping intelligence functions at the levels of force headquarters, sector headquarters and units. The Office of Military Affairs carried out a desk review of the mission peacekeeping intelligence architecture that identified meaningful opportunities to improve that architecture, and structures and processes in missions, despite the constraints generated by the COVID-19 pandemic. The Office of Military Affairs also developed and approved the Peacekeeping-Intelligence, Surveillance and Reconnaissance Staff Handbook, which is another step forward in enhancing situational awareness and the safety and security of United Nations personnel and informing operations and activities related to the protection of civilians of the mandates of the Security Council.

129. The mechanism to obtain undeclared caveats from force headquarters has had a positive impact on efforts initiated by the Office of Military Affairs and troop-contributing countries to address and avoid caveats that have a detrimental impact on mandate implementation and performance. A clear, comprehensive and transparent procedure on caveats for military components is being formalized.

130. Force protection is being strengthened by the infusion of technology, better coordination and scenario-specific rehearsals. For example, in MONUSCO, the United Nations police regularly assessed individual police officers and formed police units, including their camps, improving base perimeters where required, while conducting training on the action plan's priorities and on peacekeeping intelligence and intelligence-led policing. Situational awareness and crisis response have been a key area of focus, with missions now undertaking coherent and peacekeeping intelligence-informed operations. Coordination with host authorities on the provision of security to United Nations personnel has been enhanced. Following a security assessment and taking into consideration the impact of COVID-19, the MONUSCO police component adjusted its footprint to address possible challenges, including by returning all platoons to their parent units. In MINUSMA, police security efforts focused and will continue to focus on assessing security levels; increasing Safe and Secure Approaches in Field Environments training sessions and conducting individual first-aid kit training; augmenting shooting exercises for incoming personnel; undertaking improvised explosive device threat mitigation, post-blast investigation and forensic laboratory processes training sessions, together with the Mine Action Service; and carrying out simulation exercises on camp defence plans.

131. The Secretariat continued its work to ensure accountability for serious crimes against peacekeepers in high-risk missions, including through concerted interaction, coordination and follow-up with host nation authorities. These efforts contributed to the first-ever convictions related to malicious acts against peacekeepers in MINUSCA.

Improving medical standards and support

132. Standards and capabilities have been developed to improve medical response and support in field missions. Training in support of predeployment standards is ongoing. The master trainer course for the United Nations Buddy First Aid Course was developed for uniformed personnel, and two master trainer courses were held in the 2019/20 period. Certified master trainers are authorized to deliver training-of-trainers courses in their home countries. Two more training sessions are planned for the 2021/22 period. In addition, under the auspices of the triangular partnership programme, a pilot United Nations field medical assistant course was delivered for uniformed personnel in October 2019. Two medical assistant courses are planned for the 2021/22 budget period. These skill sets are intended to strengthen immediate life-saving responses after an incident and to stabilize patients for casualty evacuation.

133. A policy on United Nations standards for health care quality and patient safety was promulgated in January 2020. Training sessions have been held for prospective hospital commanders from Member States on a new manual for health-care quality and patient safety standards, most recently in November 2019. As a result, hospitals in peacekeeping missions have implemented these standards. Assessments of two hospitals with regard to their compliance with those standards have been conducted. During the 2021/22 period, virtual and in-person assessments will be conducted for at least four field hospitals. A hospital performance tool has been developed to monitor compliance with the standards and support continuous efforts for improvement in field medical facilities. These standards will ensure that consistent and high-quality health care is delivered across all health-care facilities in peacekeeping missions. Health-risk assessments in missions are helping to develop medical support plans aligned with operational efficiencies. Clinical pathways and clinical audit methodologies have been introduced to enable consistent standards of medical care and to ensure governance and monitoring.

Occupational safety and health

134. As identified by the General Assembly, the COVID-19 pandemic has had a significant effect on the health and safety of peacekeeping personnel; however, COVID-19 is only one of many health and safety hazards faced by peacekeepers. These health and safety hazards include infectious diseases, workplace stress, motor vehicle safety, weapons safety and exposure to hazardous chemicals or asbestos. The Organization has a non-waivable duty of care to specifically address hazards in the workplace, and has introduced an occupational safety and health management system to address accidents, injuries and illnesses that are due to work, but the system has not been extended to troops and formed police units.

135. Peacekeepers lack an integrated system to collect information on safety incidents and the health impact of those incidents (such as sick leave, medical evacuation or repatriation). An incident reporting system has been developed to gather information, but it cannot be effectively extended to uniformed personnel as they do not have an electronic medical record system. However, a mechanism to produce a “light” electronic medical record system with less infrastructure and fewer training requirements is being developed. The data collected by the occupational safety and health incident reporting system will be used to prioritize the development of prevention-based workplace safety policies and standards for missions and allow senior managers to better manage the safety risks of operations.

IX. Improving peacekeeping partnerships

Strategic context

136. The United Nations undertook, under the Action for Peacekeeping initiative and the Declaration of Shared Commitments on United Nations Peacekeeping Operations, to strengthen peacekeeping partnerships with relevant international, regional and subregional organizations and arrangements, Member States, host countries and with current and potential contributing countries. Regional organizations and mechanisms have deployed military or civilian missions before, during or after United Nations peacekeeping operations, requiring considerable coordination and coherence at the strategic and operational levels. Valuable coordination mechanisms to ensure regular communication and engagement between these partners on evolving issues has continued and, when required, has been adapted to a virtual format. In addition, the United Nations, the African Union and other partner organizations exchanged, in real time, lessons learned and best practices on COVID-19 response, including strategies to safeguard mission personnel and operations as well as host populations. In addition, through the triangular partnership programme, the United Nations continued to conduct training courses to enhance the capabilities of uniformed peacekeepers in Africa, South-East Asia and the surrounding regions.

137. Collaboration across multiple partners has also advanced work in critical areas of performance and protection and in the participation of women in peace processes. In the area of protection, including the protection of civilians and child protection, the Department of Peace Operations also aims at leveraging existing partnerships and synergies (e.g., with the African Union, the European Union and NATO) to identify, integrate and disseminate lessons learned at the regional level and promote further harmonization of military and police practices at the troop-/police-contributing country, regional and global levels. United Nations policing aspects will be considered during the 2021 United Nations Chiefs of Police Summit, which will host police executives from around the globe.

138. The United Nations continued to strengthen its partnership on peacekeeping and crisis management with the European Union, its member States and its Common Security and Defence Policy missions in the field on a number of country and regional situations. In the Sahel, the United Nations and the European Union worked to coordinate their activities in the context of a new international coalition for the Sahel, launched in March 2020, and the operationalization of the Joint Force of the Group of Five for the Sahel. At the strategic level, in September 2020, the Department of Operational Support signed a framework agreement with the European External Action Service for the mutual provision of logistical, administrative and security support in crisis and post-conflict situations. This agreement provides an overarching and strategic framework to guide the establishment of technical arrangements and enhance cooperation and operational engagement between the United Nations and the European Union in the field. In the Central African Republic, an enhanced United Nations-African Union-European Union peacebuilding commission partnership in support of the Political Agreement for Peace and Reconciliation ensured sequenced, sustained support for priority areas of the Political Agreement based on the comparative advantages of the partners.

139. In April 2020, foreign ministers of NATO approved a package of capacity-building support to United Nations peacekeeping training in the four fields of military performance evaluation, medical care, countering improvised explosive devices, and signals and communications. In the spirit of the Action for Peacekeeping initiative, the expertise and best practices of NATO will strengthen United Nations support for troop- and police-contributing countries, particularly those deployed to high-threat

environments. Pursuant to the updated joint declaration on United Nations/NATO secretariat cooperation, the Mine Action Service and the Science and Technology Organization of NATO share information on explosive ordnance disposal technologies and conduct joint research projects. The United Nations continues to engage with the Association of Southeast Asian Nations on ways to sustain and enhance peacekeeping partnership under a second four-year Plan of Action to Implement the Joint Declaration on Comprehensive Partnership between the Association of Southeast Asian Nations and the United Nations, approved in October 2020, covering areas such as women and peace and security, the triangular partnership programme and training. A group of experts from the Collective Security Treaty Organization met with United Nations officials during a week-long visit to Headquarters in December 2019 to explore potential avenues for enhanced cooperation in the context of United Nations peacekeeping, drawing on a fuller understanding of respective policies and procedures as well as other new and existing cooperation frameworks.

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

140. The United Nations continues to deepen and optimize its strategic partnership with the African Union in advancing peace processes in Africa. At Headquarters, these efforts are coordinated through the Office of the Assistant Secretary-General for Africa, which includes integrated operational teams (supporting peacekeeping operations), regional desks (supporting special political missions) and the African Union Partnership Team.

141. The Department of Peace Operations will continue to partner with the African Union and its regional mechanisms, as well as with the European Union, in a bid to augment stabilization and peacemaking efforts in countries of common interest. The Office of Rule of Law and Security Institutions will also pursue policy collaboration with the World Bank in the area of security sector reform supported by the Humanitarian-Development-Peacebuilding and Partnership Facility, alignment at the normative level with the Organization for Security and Cooperation in Europe on security sector governance and cooperation with NATO on sharing lessons learned from building integrity in the defence sector.

142. Building on the strong United Nations-African Union partnership in the area of mine action, the Mine Action Service provided technical advice and support to the drafting of an African Union mine action strategy for 2020–2023 and the first continent-wide counter-improvised explosive device strategy.

143. In addition, the Department of Operational Support, in coordination with the United Nations Office to the African Union, continued to work closely with the African Union Commission to strengthen joint planning for and the deployment, management and transition of African Union peace operations. Technical advice and support will continue to be provided to ongoing African Union-mandated peace support operations. This support arrangement foresees the Department of Operational Support serving as a strategic and operational enabler by acting as both a partner and a service provider to the African Union, including by providing access to United Nations services and equipment. These efforts will also be complemented by deepening the existing partnership between the United Nations and the African Union in the area of operational support by strengthening synergies, including a shared development of capacities within the two organizations and interoperability through the knowledge and expertise exchange programme.

144. With regard to support for AMISOM, the Department of Operational Support will continue to engage with the African Union Commission and key partners to

ensure that UNSOS is equipped with the required capacities and capabilities to support AMISOM operations.

International financial institutions

145. As the World Bank Group implements its new Strategy for Fragility, Conflict and Violence 2020–2025 and the International Monetary Fund adapts its engagement in fragile and conflict-affected countries, there are unique opportunities for strengthened partnership with the United Nations. In this context, consultations are ongoing at the strategic and technical levels on modalities and tools for the United Nations and World Bank to collaborate in more coherent approaches that cut across the economic, social and political spheres. Relevant initiatives include analytical, assessment and planning processes at the country level, operational collaboration in areas such as disarmament, demobilization and reintegration and social protection, and engagement with national counterparts. Meanwhile, the Steering Committee for the United Nations-World Bank Partnership Framework for Crisis-Affected Situations, co-chaired by the Assistant Secretary-General for Peacebuilding Support and the Director of the World Bank Fragility, Conflict and Violence Group, continues to support policy initiatives and coherent approaches at the country level, bringing together Headquarters and country-based United Nations leadership across the peace and security, development and humanitarian pillars, and World Bank leadership.

X. Strengthening conduct of peacekeeping operations and personnel

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

146. The United Nations continues to implement measures to ensure the highest standards of conduct for all its personnel deployed in peacekeeping missions and in the global Secretariat. The zero-tolerance policy for all forms of misconduct, including sexual exploitation and abuse, remains the core of the conduct and discipline function, with a focus on accountability and framed by activities directed at prevention, enforcement and remedial action.

147. As measures of prevention, the Organization continues to screen civilian and uniformed personnel for prior misconduct while serving at United Nations field missions through the Misconduct Tracking System. The Organization also supports system-wide efforts to implement ClearCheck, a system shared between the Secretariat and participating United Nations system entities for screening United Nations personnel dismissed owing specifically to substantiated allegations of sexual exploitation and abuse, and sexual harassment, or who left the Organization with a related pending investigation or disciplinary case.

148. Within the scope of the Action for Peacekeeping initiative, a comprehensive, adaptable misconduct planning and risk management toolkit for peace operations and other Secretariat entities was launched at the end of 2019 to guide practitioners in better managing risks of all types of misconduct, including sexual exploitation and abuse. An awareness-raising campaign was held to encourage Member States to integrate the prevention of sexual exploitation and abuse e-learning programme into national training activities, and engagement took place with Member States to exchange good practices in the area of managing risks of misconduct.

149. A single global platform, the case management tracking system, is being developed and is on track to be rolled out in 2021. The case management tracking system will enhance the current Misconduct Tracking System used by peacekeeping

operations, integrate the management of disciplinary matters involving civilian staff and provide greater oversight and consistency in the approach to handling misconduct cases throughout the Secretariat. In addition, a secure database to support the work of the standing review committee on Security Council resolution 2272 (2016) was also launched to serve as a repository of information and allow for more efficient analysis of matters under review by the committee, in accordance with the provisions of the resolution.

150. During the 2019/20 period, a joint communication from the Under-Secretaries-General for Management Strategy, Policy and Compliance, Peace Operations and Political and Peacebuilding Affairs was sent to field missions on managing risks of misconduct during COVID-19, and a joint communication was sent from the Under-Secretary-General for Management Strategy, Policy and Compliance and the Victims' Rights Advocate on victim assistance during the restrictions in place due to COVID-19. Other efforts to ensure that managers have the tools required to prevent and address misconduct include the establishment of "ALD Connect", a Secretariat-wide network of conduct and discipline focal points that supports the conduct and discipline practitioners at peacekeeping missions. Continuous communication was maintained with missions' Conduct and Discipline Teams through weekly meetings to support conduct and discipline efforts in complex operational environments during the COVID-19 pandemic.

151. Community-based networks and other reporting mechanisms in peacekeeping operations continue to receive complaints of sexual exploitation or other misconduct, which allows for such complaints to be addressed as required. During the restrictions put in place as a result of COVID-19, community-based networks have provided a vital link to victims of sexual exploitation and abuse and remain a liaison between the missions and victims.

152. Leaders in peacekeeping missions are accountable for the conduct and discipline of their personnel. This is reflected through the submission of results of annual quality assurance exercises on the handling of all allegations of misconduct, as well as electronic quarterly and annual reporting on misconduct.

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

154. A full update on efforts to prevent and address sexual exploitation and abuse, including relevant data, will be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and abuse. Current data on allegations of sexual exploitation and abuse may be found at <https://conduct.unmissions.org/sea-data-introduction>.

155. The Department of Management Strategy, Policy and Compliance continues to actively participate in the peacekeeping performance evaluation processes that are under the leadership of the Department of Peace Operations, bringing an integrated approach to performance that includes the conduct and discipline of peacekeeping personnel. The Department has also engaged with troop- and police-contributing countries in the context of predeployment verification activities that have been conducted remotely over the past months.

Human rights due diligence policy

156. Implementation of the United Nations human rights due diligence policy continued during the reporting period. Over the past year, several United Nations peacekeeping missions and entities, including MINUSCA, MINUSMA, MONUSCO, UNSOS and UNMISS, increasingly applied the policy to mitigate and prevent the risks of potential human rights violations by non-United Nations security forces receiving United Nations support. Steps taken included the strengthening of relevant mechanisms, the completion of more targeted risk assessments and the development of tailored and practical mitigation measures to contribute to the overall United Nations objective in a country. In addition, United Nations entities that support the African Union and ad hoc regional security forces, such as UNSOS (supporting AMISOM) and MINUSMA (supporting the Joint Force of the Group of Five for the Sahel), enhanced their efforts to implement the policy in partnership with regional actors in order to strengthen the compliance of recipients of United Nations support with international humanitarian and human rights law.

157. Accountability was also strengthened through the inclusion of mitigation measures in agreements for the provision of support signed between the United Nations, regional organizations and other partners receiving support.

158. Under the umbrella of the Action for Peacekeeping initiative, work continues to advance a human rights readiness framework for military and police personnel to be deployed in peacekeeping operations, with the aim of enhancing the accountability and performance of uniformed components.

Environmental management

159. The Secretary-General continues to enhance measures, in accordance with conditions on the ground, for the implementation of the environment strategy for peace operations (2017–2023), in full compliance with the relevant rules and regulations. Phase one of the strategy was completed at the end of June 2020 and saw progress across the five pillars. Phase two is under way, covering the period to June 2023. Establishing credible data on risk and performance at the mission level – and accountability for the same – was a major priority of the first phase. When the strategy was launched three years ago, there was almost no data against which to measure environmental performance or to understand the extent of risk.

160. One of the main achievements of the strategy has been to institute site-level data collection across peacekeeping operations on over 100 indicators, now transitioned to a user-friendly online platform known as “eApp” (environment action planning performance). This informs comprehensive reporting and accountability to Member States (through an annual mission-level score reported in the results-based budgeting framework) and to Secretariat leadership (through the senior manager’s compacts). It also provides managers in missions with the ability to inform decision-making in this area, as it presents a clear picture of challenges and opportunities across the mission. Based on three years of data collection and refinement, the Department of Operational Support is now able to report data for strategy-level key performance indicators, against which improvements can eventually be measured going forward. Data for previous years, where available, has been recalculated using the latest methodology in place, and going forward annual data from previous years may be updated to be consistent with best-practice methodology. While it is early to establish trends, the data provided offers a broad indication of performance over the first phase of the implementation of the strategy. Variability may be due to a number of factors, including ongoing improvements in data collection.

Table 1
Global strategy key performance indicators, 2017/18–2019/20

<i>Indicator</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20 and baseline going forward</i>
1. Range of mission environmental management scores	43–80	51–87	58–88
2. Proportion of data measured (not estimated) (percentage)	48%	55%	65%
3. Proportion of sites where environmental inspections were conducted (percentage)	52%	70%	81%
4. Generator fuel consumption per capita per day (United Nations-owned and contingent-owned equipment) (litres)	4.4	4.4	4.0
5. Proportion of renewable energy (percentage)	3%	3%	4%
6. Greenhouse gas emissions per capita per year (tons of CO ₂ equivalent)	7.83	8.46	7.77
7. Freshwater use per capita per day (litres)	147	135	139
8. Sites where wastewater is assessed as posing a minimum risk (percentage)	33%	53%	69%
9. Sites that use some alternative water sources (e.g., treated wastewater, collected rainwater) (percentage)	8%	15%	23%
10. Generation of solid waste per capita per day (kilograms)	1.73	1.56	1.64
11. Sites where waste is assessed as posing a minimum risk (percentage)	9%	19%	20%
12. Share of waste disposed using preferred disposal methods (percentage)	20%	36%	37%

161. Addressing wastewater and hazardous waste risk was a major priority of phase one owing to the potential gravity of impact in these areas on local populations, staff and the reputation of the United Nations. Risk assessment methodologies relevant to the context of peace operations have been developed in these areas. During phase one, significant wastewater risk was identified in a total of eight missions. At the end of the 2019/20 period, all but one mission had fully implemented risk mitigation plans.

162. With regard to the waste pillar of the strategy, 10 missions have developed their waste management plans and the integration of effective waste management into liquidation processes has also been a priority. In response to the global pandemic, missions were assisted in developing emergency contingency plans on the safe treatment and disposal of wastewater, biomedical waste and general solid waste within the difficult context of movement restrictions and other interruptions to operations. The Department of Operational Support also conducted an emergency procurement exercise to source barrel incinerators, in response to the COVID-19 pandemic.

163. A reduction in energy demand was identified as the most cost-effective approach to reducing fuel use within the energy pillar of the strategy. Other pillar priorities included the improvement of diesel generator efficiency through resizing and synchronization, the centralization of power generation and a shift from off-grid systems to grid connections where available, as well as selected investments in on-site solar photovoltaics, solar water heaters and solar well pumps. Phase one focused on assisting missions with analyses of overall power generation and consumption to improve performance by, for example, exploring opportunities to outsource renewable energy and ensuring that on-site renewable projects are subject to effective cost-benefit analysis and are in line with energy infrastructure management plans. As of October 2020, eight peacekeeping missions (UNSOs, UNIFIL, UNMISS, MONUSCO, MINUSMA, UNISFA, UNDOF and UNMIK) had implemented these plans.

164. Overall, the Department of Operational Support continues to provide support to field missions by, inter alia, developing guidance and tools to further enable implementation, coordinating technical assistance from the Environmental Technical

Support Unit at the Global Service Centre in Brindisi, and facilitating exchange across missions in the pillar working groups. The Rapid Environment and Climate Technical Assistance project continued to provide missions with assistance in the implementation of strategy pillars, and funds from the 2019/20 period in the amount of \$1.55 million were spent in accordance with the project objectives. During the 2019/20 period, mission visits were made to MONUSCO (two field visits), UNFICYP, MINUJUSTH/BINUH (two field visits), UNAMID and UNISFA. Mission visits were curtailed in 2020 owing to COVID-19 but remote working sessions were provided that included specific technical advice developed for missions in the areas of waste and wastewater management and data collection. Ongoing assistance from the Rapid Environment and Climate Technical Assistance project will be requested at current capacity through phase two of the strategy, with \$1.5 million sought for the 2021/22 period.

165. The main goals of the environment strategy through 2023 are to build on the groundwork and baselines established so far to demonstrate progress on the ground towards maximum efficiency in the use of natural resources and minimum risk to people, societies and ecosystems, and to fully integrate environmental considerations into overall systems and procedures for planning, resourcing, implementing and reporting. The focus on support for implementation activities in missions will intensify, including in relation to innovative approaches to renewable energy (drawing on best practices in UNSOS and MINUSMA), the roll-out of waste management strategies (including an increase in incineration capacity to eliminate dumping and the open burning of wastes), the development of “fixed-wall” wastewater treatment facilities and the mainstreaming of the environmental management system.

XI. Budget preparation and management of resources

Umoja

166. Umoja is now an end-to-end solution, and its functionality has been continually enhanced to take on the functions of additional legacy systems, providing an integrated and harmonized set of business processes to an ever-wider number of clients. It is now a global system with a large functional footprint, robust technical architecture and infrastructure and a strong business intelligence platform. Its user base extends beyond the Secretariat to include external partners, including Member States and meeting participants. In addition to facilitating the day-to-day work of the United Nations, Umoja has been essential to allowing the Secretariat to manage its persistent liquidity challenges and to maintaining business continuity during the ongoing COVID-19 pandemic.

167. The uniformed capabilities management solution is an example of a Umoja element that is not part of a traditional enterprise resource planning implementation. The solution is designed to facilitate the crucial work undertaken in collaboration with troop- and police-contributing countries. The solution has built the foundation for tying together the end-to-end planning and associated processes of uniformed capabilities management, such as statements of unit requirements, memorandums of understanding with troop- and police-contributing countries, field inspections and verifications of contingent-owned equipment, troop strength reporting and the calculation of claims and reimbursements to troop- and police-contributing countries. It improves complex processes involved in force generation, force management and claim reimbursements to troop- and police-contributing countries. It hosts a central repository of all key information and documents and significantly streamlines workflows involved in inspections, verifications and claims management. The system also provides greater process transparency for better tracking and monitoring, minimizes errors in time-

sensitive processes, enhances reporting capabilities and facilitates the accurate calculation and timely processing of reimbursements to Member States.

168. The deployment of release 2 of the uniformed capabilities management solution in August 2019 covered the handling and oversight of memorandums of understanding and the processing of quarterly reimbursements and payments to troop- and police-contributing countries for contingent-owned equipment. Also introduced were new functionalities for the processing and tracking of ad hoc and non-verification report claims, such as those for loss of or damage to contingent-owned equipment as a result of hostile action, and relating to the death of or disability caused to uniformed personnel. Between August 2019 and September 2020, 3,423 major equipment and self-sustainment claims with a value of nearly \$1.1 billion were processed through the uniformed capabilities management solution. Over the same period, there were 1,023 non-verification report claims totalling \$450 million.

169. In July 2020, changes to the uniformed capabilities management system were deployed to incorporate the recommendations of the 2020 Working Group on Contingent-Owned Equipment, as approved by the General Assembly in its resolution [74/279](#). The changes were successfully implemented on schedule.

170. The functionality for troop and formed police strength reporting and troop-cost reimbursement was to be delivered by the end of 2020, concluding the scope of the uniformed capabilities management within Umoja Extension 2.

171. The strategic planning, budgeting and performance management solution has been deployed to all Secretariat entities. Following the deployments in 2019, the solution was enhanced with an additional model for travel budgeting, significant changes to the position model and further streamlining of the summary model. This enhanced solution enabled the planning of the proposed peacekeeping budget for 2021/22 from July 2020. As missions continued to employ the new budget system and additional modules were rolled out, the Office of Programme Planning, Finance and Budget provided support through the conduct of a series of instructor-led virtual end user training sessions, as well as sessions on hyper-care support, to build capacity and enable mission leadership to exercise their delegation of financial authority for the preparation and submission of their budget proposals. Troubleshooting and consultation sessions were also provided to assist missions in reflecting their strategic resourcing plans in the budget formulation solution.

172. The performance monitoring module within the strategic planning, budgeting and performance management solution, which is used for recording programme implementation and supporting performance management, was deployed for peacekeeping operations in July 2019 and enhanced in May 2020.

173. The complementary performance dashboard is a key component of the strategic planning, budgeting and performance management solution, combining strategic planning and programme performance with budget consumption and post-incumbency data in a user-friendly interface. The performance dashboard was initially deployed for six pilot peacekeeping missions in October 2019.

174. A significant enhancement to the strategic planning, budgeting and performance management solution for integrated planning, management and reporting was deployed in the fourth quarter of 2020. The new integrated functionality enables a holistic, end-to-end capability, using several new and existing Umoja Extension 2 modules, to manage the life cycles of projects from beginning to end and across funding sources. Staff and managers have gained the ability to plan, manage, monitor and track projects, using a results-based management methodology.

Budget formulation and management

175. The streamlining of the budget formulation process has empowered and increased the accountability of heads of missions with regard to formulating and presenting their budgetary proposals to the legislative and expert bodies. The Office of Programme Planning, Finance and Budget is continuing its efforts to ensure that financial and budgetary strategies are fit for purpose and sufficiently flexible to meet the operational requirements of ever-changing environments, and support the decentralized field-focused paradigm. To this end, the Office works ever more closely with senior leadership in the field to develop financing proposals that are strategic and realistic, and that afford peacekeeping operations every opportunity to deliver on the mandates entrusted to them by the Security Council. Expert advice and guidance are also provided to support the direct engagement of heads of mission in presenting and defending budget proposals before the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee of the General Assembly.

XII. Overview of financial and human resources for peacekeeping operations

Financial status of peacekeeping operations, 2020/21

Active peacekeeping missions

176. During the 2020/21 period, the United Nations supported 13 active peacekeeping operations, comprising 11 peacekeeping missions funded under individual special accounts (MINURSO, MINUSCA, MINUSMA, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNISFA, UNMIK, UNMISS); and 2 long-standing peacekeeping missions, UNMOGIP and UNTSO, which were established decades ago under the programme budget. In addition, UNSOS is also funded under an individual account.

177. Furthermore, three backstopping operations supported the active peacekeeping missions, namely, the United Nations Logistics Base, the Regional Service Centre and the support account for peacekeeping operations.

Closing and closed peacekeeping missions

178. UNOCI withdrew from Côte d'Ivoire at the end of June 2017, and the final performance report ([A/74/711](#)) was submitted for consideration by the General Assembly at its seventy-fourth session. The Assembly decided to defer the decision on the final performance report of UNOCI until the second resumed part of its seventy-fifth session.

179. UNMIL concluded its mandate on 30 March 2018. The final performance report ([A/75/684](#)) was submitted for consideration by the General Assembly at its seventy-fifth session.

180. MINUSTAH concluded its mandate on 15 October 2017, concurrent with the establishment of its successor mission, MINUJUSTH. Those liquidation activities of MINUSTAH not completed by the end of its mandate were carried out by MINUJUSTH. The final performance report of MINUSTAH ([A/75/604](#)) was submitted for consideration by the General Assembly at its seventy-fifth session.

181. MINUJUSTH concluded its mandate on 15 October 2019. In the budget performance report of MINUJUSTH for the 2019/20 period ([A/75/752](#)), the General Assembly was requested to take note of the unencumbered balance and other revenue in the amount of \$16.6 million, and to defer its decision on the treatment of that

amount until the final performance report, which will be submitted subsequent to the report on the disposition of assets of the Mission.

182. UNOCI, UNMIL, MINUSTAH and MINUJUSTH will be included in the report of the Secretary-General on the updated financial position of closed peacekeeping missions once such a decision has been made by the General Assembly upon conclusion of its review of each mission's final performance report.

183. Information on the financial position of 29 inactive and closed missions is set out in a separate report of the Secretary-General ([A/75/619](#)). The report provides updated information, as at 30 June 2020. As at that date, of the 29 closed missions, 5 had net cash deficits in the total amount of \$85.5 million because of outstanding assessed contributions from Member States, as a result of which there were outstanding dues to Member States in the amount of \$62.9 million in respect of claims for contingent-owned equipment and letters of assist. The remaining 24 closed missions had net cash surpluses totalling \$149.7 million.

Synopsis of approved budgets for the 2020/21 period

184. Total proposed budgets in the amount of \$6,655.2 million for peacekeeping operations were presented to the General Assembly at its seventy-fourth session, including resources for a six-month period of operations from 1 July to 31 December 2020 for UNAMID. The Assembly approved resources of \$6,577.5 million, which provided for annual requirements of all active missions, with the exception of UNAMID, which received an authority to enter into commitments of \$240.2 million for six months until 31 December 2020, pending a revised budget to be submitted to the Assembly at its seventy-fifth session.

185. At its seventy-fifth session, in its resolution [75/251](#), the General Assembly authorized the Secretary-General to enter into commitments in the amount of \$198.8 million for UNAMID for the six-month period from 1 January to 30 June 2021, taking into account the commitments from 1 July to 31 December 2020 mentioned in paragraph 184 above. A request for a third commitment authority for UNAMID for the 2020/21 period, in the amount of \$46.7 million, was not approved at the time of publication of the present report, and is therefore not shown in the approved resources for the 2020/21 period presented in the tables below.

186. In summary, the approved resources for peacekeeping operations for the 2020/21 period amounted to \$6,776.3 million, compared with approved resources for the 2019/20 period of \$6,810.5 million, representing a reduction of \$34.2 million, or 0.5 per cent.

187. The information outlined in paragraphs 183 to 185 above is summarized in table 2.

Table 2
Financial resources approved for the 2020/21 period

(Thousands of United States dollars)

Peacekeeping component	1 July 2019 to 30 June 2020		1 July 2020 to 30 June 2021			Final approved resources ^d
	Apportionment ^a	Expenditure	Proposed budget (seventy-fourth session of the General Assembly)	Approved resources ^b (seventy-fourth session of the General Assembly)	Approved resources ^c (seventy-fifth session of the General Assembly)	
MINUJUSTH	49 122.9	38 694.4	—	—	—	—
MINURSO	56 347.4	55 734.0	57 593.3	57 524.7	—	57 524.7
MINUSCA	910 057.5	895 690.3	948 036.1	937 711.7	—	937 711.7
MINUSMA	1 138 457.9	1 136 908.9	1 196 908.8	1 183 384.7	—	1 183 384.7
MONUSCO	1 048 690.4	1 036 092.0	1 087 769.6	1 075 338.6	—	1 075 338.6
UNAMID	514 505.6	509 292.6	241 896.6	240 182.9	198 779.9	438 962.8
UNDOF	69 409.4	60 927.1	64 239.1	63 343.2	—	63 343.2
UNFICYP	50 785.3	49 392.5	52 045.6	51 750.1	—	51 750.1
UNIFIL	480 102.6	479 886.1	483 608.5	480 649.1	—	480 649.1
UNISFA	260 177.0	259 010.3	270 747.8	263 783.9	—	263 783.9
UNMIK	37 246.7	37 239.9	39 827.3	39 827.3	—	39 827.3
UNMISS	1 183 447.3	1 182 499.2	1 190 119.0	1 178 515.1	—	1 178 515.1
UNSOS	564 558.1	522 490.2	558 531.3	550 608.6	—	550 608.6
Subtotal, missions	6 362 908.1	6 263 857.5	6 191 323.0	6 122 619.9	198 779.9	6 321 399.8
Regional Service Centre in Entebbe	35 386.9	35 375.9	37 637.6	37 159.2	—	37 159.2
United Nations Logistics Base at Brindisi	63 381.4	63 266.5	62 852.3	62 058.2	—	62 058.2
Support account	348 868.0	348 867.4	363 420.7	355 694.2	—	355 694.2
Total resources	6 810 544.4	6 711 367.3	6 655 233.6	6 577 531.5	198 779.9	6 776 311.4

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

^b Approved resources: reflects UNAMID authority to enter into commitments for a 6-month period from 1 July to 31 December 2020 and UNIFIL authority to enter into commitments for a 12-month period from 1 July 2020 to 30 June 2021.

^c Approved resources: in respect of additional resources for UNAMID for six months, from 1 January to 30 June 2021. The General Assembly, in its resolution [75/250](#), decided to convert the commitment authority to an appropriation in the amount of \$480.6 million for UNIFIL for the period from 1 July 2020 to 30 June 2021.

^d Exclusive of the proposed additional request for authority to enter into commitments of \$46.7 million for UNAMID for the 2020/21 period.

Analysis of trends in financial and human resources

188. An overview of the financial and human resources for peacekeeping operations over seven years for the periods from 2015/16 to 2021/22 is shown in table 3.

Table 3
Overview of financial and human resources for peacekeeping operations, 2015/16–2021/22

Peacekeeping component	Actual					Approved	Projected
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Number of ongoing missions and support operations^a							
Funded by peacekeeping budgets	14	14	13	12	12	11	11
UNSOA/UNSOS	1	1	1	1	1	1	1
UNMOGIP and UNTSO	2	2	2	2	2	2	2
Total, active missions and support operations	17	17	16	15	15	14	14
Financial resources							
(gross, millions of United States dollars)							
Peacekeeping missions and UNSOA/UNSOS	7 614.4	7 354.6	6 984.1	6 678.8	6 263.9	6 321.4	5 997.4
Regional Service Centre in Entebbe	–	36.3	32.8	31.4	35.4	37.2	40.7
United Nations Logistics Base at Brindisi	67.1	82.2	80.2	82.1	63.3	62.1	66.5
Support account (includes enterprise resource planning project)	335.9	327.1	325.8	324.7	348.9	355.7	361.7
Subtotal, peacekeeping operations budgets^b	8 017.4	7 800.2	7 422.9	7 117.0	6 711.4	6 776.3	6 466.3
UNMOGIP and UNTSO	44.7	47.3	49.2	46.9	43.2	49.1	48.9
Total, financial resources	8 062.1	7 847.5	7 472.1	7 163.9	6 754.6	6 825.4	6 515.2
Number of personnel							
Uniformed personnel							
United Nations uniformed personnel ^c	120 957	121 571	106 862	99 072	95 537	92 457	87 959
AMISOM uniformed personnel ^c	22 126	21 586	21 586	21 626	20 626	19 626	19 626
Subtotal, peacekeeping operations budgets	143 083	143 157	128 448	120 698	116 163	112 083	107 585
UNMOGIP and UNTSO	197	197	197	197	197	197	197
Total, uniformed personnel	143 280	143 354	128 645	120 895	116 360	112 280	107 782
Civilian personnel							
Civilian personnel in missions and UNSOA/UNSOS ^d	21 134	19 730	18 241	15 925	14 173	13 848	12 422
Civilian personnel in Regional Service Centre in Entebbe	–	421	427	406	404	404	424
Civilian personnel to support missions ^e	1 913	1 913	1 885	1 872	1 873	1 868	1 863
Subtotal, peacekeeping operations budgets	23 047	22 064	20 553	18 203	16 450	16 120	14 709
UNMOGIP and UNTSO	323	318	318	309	309	306	303
Total, civilian personnel	23 370	22 382	20 871	18 512	16 759	16 426	15 012

^a The number of ongoing missions in the 2021/22 period includes UNAMID.

^b Variance in subtotals is due to rounding in millions. Table 4 of annex I and table 3 of annex II provide detailed breakdowns by mission.

^c Highest level of personnel authorized.

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

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

Analysis of financial resources for peacekeeping operations, by mission

189. Table 4 provides an analysis of the approved financial resources for peacekeeping operations, by mission, as well as Headquarters backstopping and global and regional service centres, for the periods from 2015/16 to 2021/22.

Table 4

Resource requirements for peacekeeping operations, by mission and support, 2015/16–2021/22

(Thousands of United States dollars)

Mission	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21 ^a	2021/22
MINUSTAH	380 355.7	345 926.7	90 000.0	–	–	–	–
MINUJUSTH	–	–	88 111.2	121 455.9	49 122.9	–	–
MINURSO	51 118.3	52 550.4	52 000.0	52,350.8	56 347.4	57 524.7	57 186.3
MINUSCA	839 644.5	920 727.9	903 011.5	930 211.9	910 057.5	937 711.7	1 048 692.6
MINUSMA	923 305.8	933 411.0	1 091 174.0	1 107 318.9	1 138 457.9	1 183 384.7	1 183 917.9
MONUSCO	1 330 739.3	1 235 723.1	1 189 770.8	1 194 619.5	1 048 690.4	1 075 338.6	1 054 608.6
UNOCI	402 794.3	171 937.8	–	–	–	–	–
UNAMID	1 102 164.7	1 039 573.2	910 941.2	715 522.7	514 505.6	438 962.8	82 397.1
UNDOF	51 706.2	56 543.5	61 765.5	60 295.1	69 409.4	63 343.2	61 608.9
UNFICYP	52 538.5	54 849.9	54 000.0	52 938.9	50 785.3	51 750.1	54 894.3
UNIFIL	506 346.4	488 691.6	483 000.0	474 406.7	480 102.6	480 649.1	480 427.9
UNISFA	268 256.7	279 924.6	266 700.0	263 858.1	260 177.0	263 783.9	270 472.2
UNMIK	40 031.0	36 486.9	37 898.2	37 192.7	37 246.7	39 827.3	41 298.5
UNMIL	344 659.4	187 139.6	110 000.0	–	–	–	–
UNMISS	1 085 769.2	1 081 788.4	1 136 157.1	1 150 894.0	1 183 447.3	1 178 515.1	1 128 148.1
UNSOA	513 428.3	–	–	–	–	–	–
UNSOS	–	574 304.9	582 000.0	558 152.3	564 558.1	550 608.6	533 714.7
Subtotal	7 892 858.3	7 459 579.5	7 056 529.5	6 719 217.5	6 362 908.1	6 321 399.8	5 997 367.1
United Nations Logistics Base at Brindisi	67 157.0	82 857.8	81 000.0	82 448.9	63 381.4	62 058.2	66 519.7
Support account	336 495.8	327 380.3	325 800.0	324 703.5	348 868.0	355 694.2	361 740.5
Regional Service Centre in Entebbe ^b	–	39 203.6	33 000.0	31 438.9	35 386.9	37 159.2	40 651.6
Total	8 296 511.1	7 909 021.2	7 496 329.5	7 157 808.8	6 810 544.4	6 776 311.4	6 466 278.9

Source: Approved budgets from 2015/16 to 2020/21 for peacekeeping and the budget reports of the Secretary-General for the 2021/22 period.

^a Exclusive of the proposed additional request for authority to enter into commitments of \$46.7 million for UNAMID for the 2020/21 period.

^b Inclusive of requirements of \$741,400 for the 2016/17 period, \$686,900 for the 2017/18 period, \$595,500 for the 2018/19 period, \$1,424,400 for the 2019/20 period and \$1,412,400 for the 2020/21 period to be charged against the appropriation for the programme budget under section 3, Political affairs.

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

190. The annual overall resource requirements for peacekeeping operations, restated in net present value terms, are shown in the comparison in table 5 and figure II.

Table 5

Resource requirements for peacekeeping operations in net present value, 2011/12–2021/22

(Millions of United States dollars)

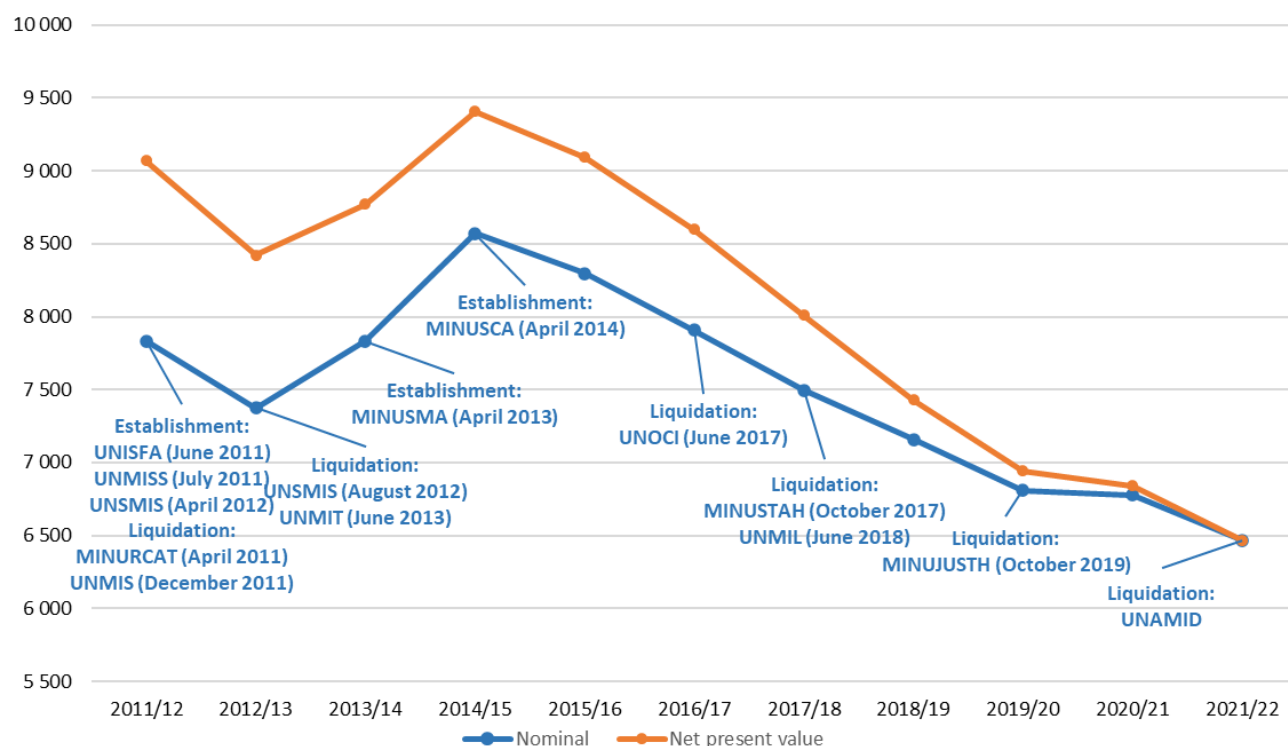
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Nominal	7 835.3	7 375.1	7 833.3	8 570.1	8 296.5	7 909.0	7 496.3	7 157.8	6 810.5	6 776.3	6 466.3
Net present value	9 072.0	8 420.6	8 771.8	9 409.4	9 093.6	8 597.7	8 010.7	7 429.8	6 943.5	6 841.2	6 466.3

Source: Approved budgets from 2011/12 to 2020/21 for peacekeeping operations and the budget reports of the Secretary-General for the 2021/22 period.

Figure II

Resource requirements for peacekeeping operations in net present value, 2011/12–2021/22

(Millions of United States dollars)



191. When inflationary factors are taken into account by restating annual resource requirements, based on the January 2021 value of the United States dollar as shown in table 5 and figure II, the decrease in the resource requirements from the 2014/15 period onward is more pronounced. The proposed budget for peacekeeping operations for the 2021/22 period is seen to be significantly lower than the approved resources for the 2011/12 period.

Financial resources by groups of expenditure and support components

192. Figure III depicts the financial resources by groups of expenditure and support components for seven years, from the 2015/16 period through to the proposed resource requirements for the 2021/22 period.

Figure III
Financial resources by major groups of expenditure and support, 2015/16–2021/22

(Millions of United States dollars)

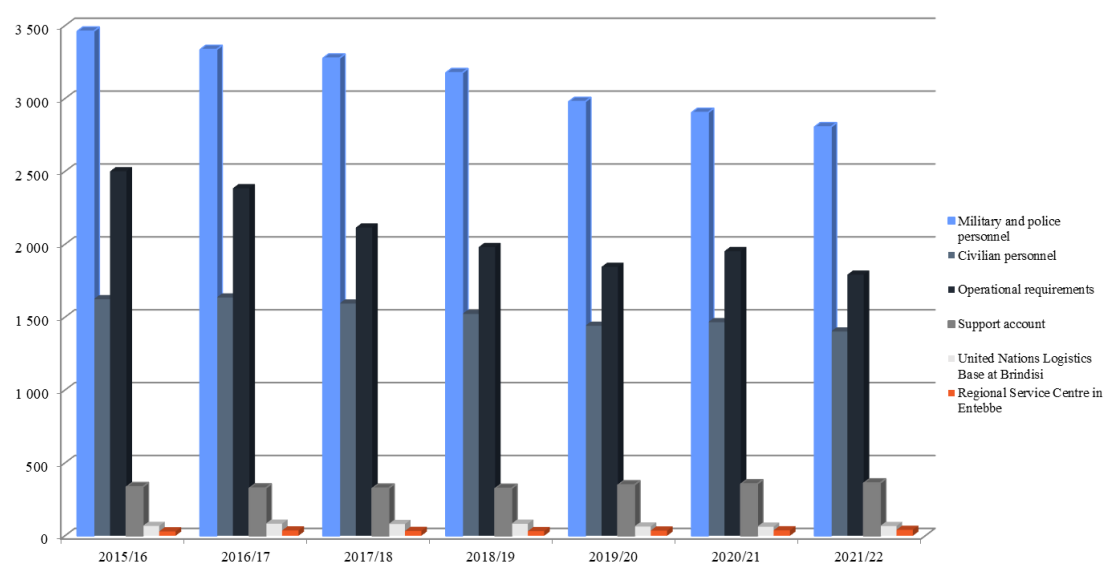


Table 6
Proportion between major groups of expenditure in resource requirements for peacekeeping missions, 2015/16–2021/22

(Percentage)

	2015/16 (actual)	2016/17 (actual)	2017/18 (actual)	2018/19 (actual)	2019/20 (actual)	2020/21 (approved)	2021/22 (projected)
Military and police personnel	45.6	45.4	46.9	47.6	47.6	45.9	46.7
Civilian personnel	21.4	22.2	22.8	22.8	23.0	23.2	23.4
Operational costs	33.0	32.4	30.3	29.6	29.4	30.9	29.9

193. As depicted in figure III and table 6, military and police personnel costs represent 46.7 per cent of the resource requirements for peacekeeping missions in 2021/22, compared with an average of 47.0 per cent during the past three years. A moderate increase in proportion is seen under group II, civilian personnel, representing 23.4 per cent in the 2021/22 period. Group III, operational costs, decreased slightly, from 30.9 to 29.9 per cent of the resource requirements for peacekeeping operations in the 2021/22 period. The changes reflect a budget reduction from the 2020/21 period to the 2021/22 period in the amount of \$98.5 million, or 3.4 per cent, under military and police personnel, in the amount of \$161.4 million, or 8.3 per cent, under operational costs, and in the amount of \$64.1 million, or 4.4 per cent, under civilian personnel.

Comparative analysis of financial resources for support to peacekeeping operations

194. Table 7 provides a comparison of the financial resources for the Headquarters backstopping under the support account for peacekeeping operations, the United Nations Logistics Base at Brindisi and the Regional Service Centre in Entebbe against the financial resources for peacekeeping missions since the 2015/16 period.

Table 7

Financial resources of the support account, the United Nations Logistics Base at Brindisi and the Regional Service Centre in Entebbe, compared with missions under peacekeeping budgets, 2015/16–2021/22

(Millions of United States dollars)

<i>Peacekeeping component</i>	<i>2015/16 (actual)</i>	<i>2016/17 (actual)</i>	<i>2017/18 (actual)</i>	<i>2018/19 (actual)</i>	<i>2019/20 (actual)</i>	<i>2020/21 (approved)</i>	<i>2021/22 (projected)</i>
Peacekeeping missions, UNSOS	7 584.7	7 354.6	6 984.1	6 678.8	6 263.9	6 321.4	5 997.4
Regional Service Centre in Entebbe	29.7	36.3	32.8	31.4	35.4	37.2	40.7
United Nations Logistics Base at Brindisi	67.1	82.2	80.2	82.1	63.3	62.1	66.5
Support account ^a	303.8	309.4	299.1	292.7	305.2	319.5	323.0
Support account ratio	4.01	4.21	4.28	4.38	4.87	5.05	5.39
Field support^b ratio	5.28	5.82	5.90	6.08	6.45	6.63	7.17

Source: Actual expenditures from budget performance reports from 2015/16 to 2019/20 for peacekeeping operations, the approved budget for the 2020/21 period and the budget reports of the Secretary-General for the 2021/22 period.

^a Excludes expenditure and resource requirements for the enterprise resource planning system, the global service delivery model, the Global Shared Service Centre, the Peacekeeping Capability Readiness System and the maintenance and support costs for the enterprise resource planning system.

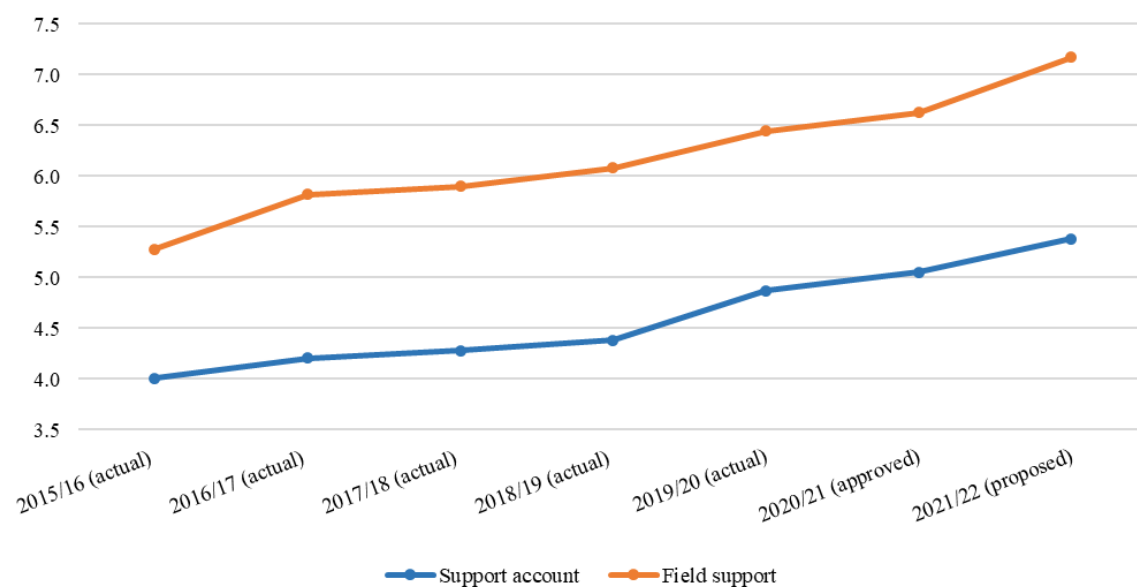
^b Field support ratio: support account for peacekeeping operations, the Regional Service Centre in Entebbe and the United Nations Logistics Base at Brindisi, compared with peacekeeping missions (percentage).

195. The support ratios in table 7 are depicted in figure IV.

Figure IV

Ratio of the support account and field support ratio, 2015/16–2021/22

(Percentage, compared with operations under peacekeeping mission budgets)



Analysis of financial performance of peacekeeping operations

196. Table 8 provides an analysis of the overall financial performance for peacekeeping operations for the periods from 2015/16 to 2019/20. The unencumbered balance has remained below 2 per cent of total expenditure in the past four financial periods.

Table 8

Overview of financial performance for peacekeeping operations, 2015/16–2019/20

(Thousands of United States dollars)

Category	2015/16	2016/17	2017/18	2018/19	2019/20
Expenditure	8 017 343.9	7 800 177.9	7 422 882.2	7 117 062.5	6 711 367.3
Unencumbered balance	279 167.2	109 011.5	73 447.3	40 746.8	99 177.1
Unencumbered balance as a percentage of expenditures	3.5	1.4	1.0	0.6	1.5
Cancelled prior-period obligations	218 120.4	130 593.0	86 758.6	102 660.9	84 875.0
Revenue	32 293.4	41 125.4	42 976.1	45 413.5	53 497.0

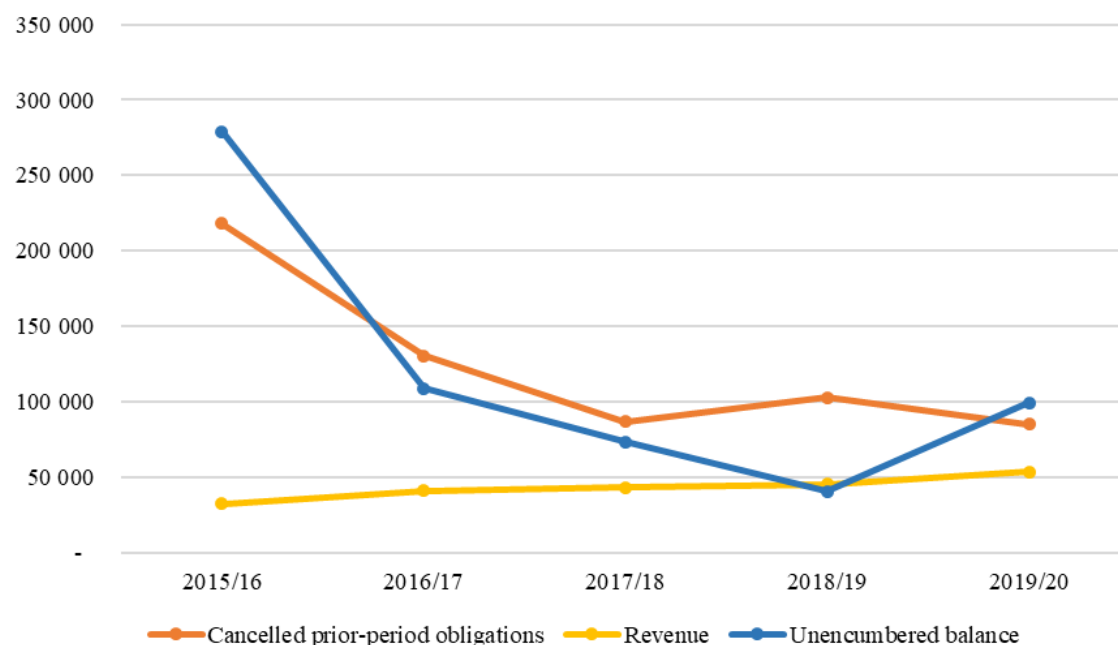
Source: Reports of the Secretary-General on the financial performance of peacekeeping operations.

197. Figure V shows the historical trend in the overall level of unencumbered balances, cancelled prior-period obligations and revenue for peacekeeping operations for the periods from 2015/16 to 2019/20. The decline in the overall level of cancelled prior-period obligations in recent years is noticeable.

Figure V

Unencumbered balances, cancelled prior-period obligations and revenue, 2015/16–2019/20

(Thousands of United States dollars)

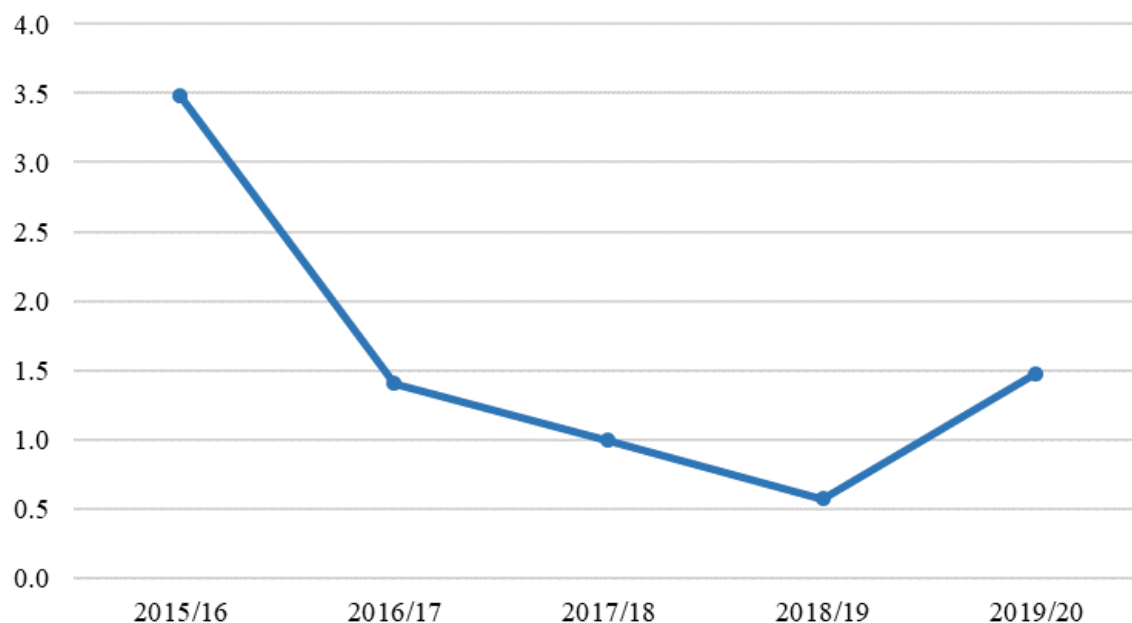


Unencumbered balances

198. The unencumbered balances as a percentage of expenditures demonstrated a steady decline in the periods from 2015/16 to 2018/19, with a slight increase in the 2019/20 period. The trend is illustrated in figure VI with the explanation for the variance in 2019/20 compared with the 2018/19 period included in the subsequent paragraph.

Figure VI

Percentage of unencumbered balance, compared with expenditures, 2015/16–2019/20



199. The unencumbered balance for the 2019/20 period increased by 58.4 million (143.4 per cent); however, that remains below 2 per cent of the percentage of unencumbered balance compared with total expenditure. The unencumbered balance of \$99.2 million period stems mainly from: (a) the unencumbered balance of UNSOS (\$42.1 million, representing 7.5 per cent of the approved resources), owing mainly to reduced requirements under uniformed personnel as well as lower-than-budgeted expenditures under air operations and other supplies, services and equipment; (b) MINUSCA (\$14.4 million, representing 1.6 per cent of the approved resources), owing to reduced requirements under uniformed personnel and reduced requirements under operational costs, attributable primarily to lower costs for air operations and for facilities and infrastructure; and (c) MONUSCO (\$12.6 million, representing 1.2 per cent of the approved resources), owing to reduced requirements for uniformed personnel as well as for operational costs.

200. MONUSCO, in addition to its approved budget for the period, received authority to enter into commitments. The request for authority to enter into commitments was owing to a need for increased requirements related to the Mission's support for the protection of civilians in response to the increased attacks against civilians, leading to the retention of three battalions and the short-term deployment of military contingents to areas with heightened risks for civilians, as reflected in table 9.

Table 9

Performance of financial resources approved under the authority to enter into commitments in the 2019/20 period

(Thousands of United States dollars)

<i>Peacekeeping component</i>	<i>Apportionment approved (seventy-third session of the General Assembly)</i>	<i>Commitment authority</i>	<i>Final approved</i>	<i>Expenditures</i>	<i>Variance</i>	
					<i>Amount</i>	<i>Percentage</i>
MONUSCO	1 012 252.8	36 437.6	1 048 690.4	1 036 092.0	12 598.4	1.2
Total		36 437.6			12 598.4	

201. As reflected in table 9, an amount of \$36.4 million was approved for the 2019/20 period relating to the authority to enter into commitments for MONUSCO. The overall utilization of the commitment authorities amounted to \$23.8 million and the unutilized balance was \$12.6 million. This underutilization stemmed mostly from reduced requirements under facilities and infrastructure owing to the postponement of construction projects and reduced requirements under other supplies, services and equipment as a result of the suspension of movements of troops in the last quarter of the period, both as a result of the COVID-19 pandemic.

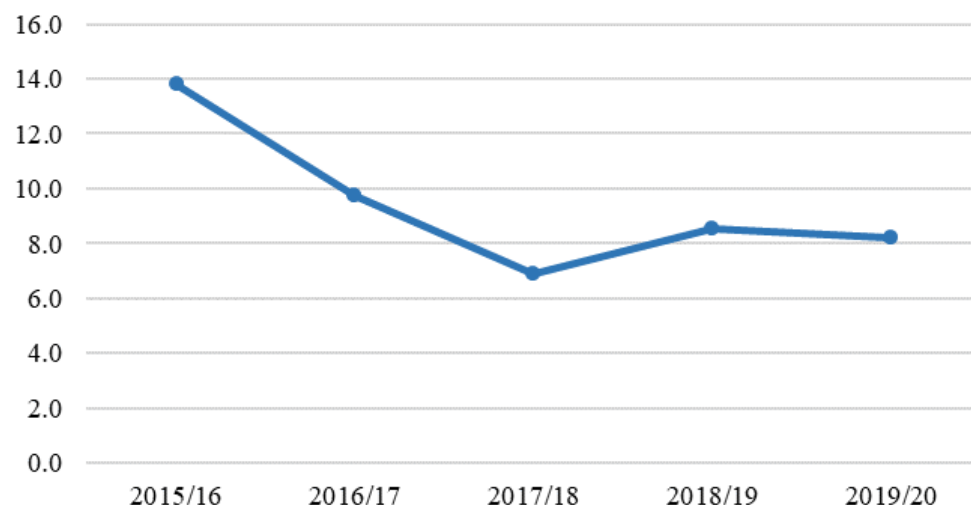
Cancellation of prior-period obligations

202. The level of cancellation of prior-period obligations has remained between 6 and 10 per cent in the past four financial periods, compared with 12 to 14 per cent in the 2015/16 period. Furthermore, the amount of cancelled prior-period obligations decreased by \$17.8 million (from \$102.7 million in the 2018/19 period to \$84.9 million in the 2019/20 period). The trend is illustrated in figure VII. The decrease in the 2019/20 period was due mainly to a decrease of \$12.8 million at UNSOS resulting primarily from fewer security- and vendor-related delays, which resulted in more committed funds for construction projects being utilized on time and more ground transportation and other acquisitions being delivered on time.

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

Figure VII
Cancellation of prior-period obligations, compared with unliquidated obligations, 2015/16–2019/20

(Percentage)



Redeployments of resources by group of expenditure

204. Figures VIII.A to VIII.C illustrate the level of redeployment by group of expenditure for the five years from the 2015/16 period to the 2019/20 period.

205. The overarching and consistent trend for redeployment of approved resources for peacekeeping missions over the past five years is to cover higher-than-budgeted civilian personnel costs under group II. The solution has been to reprioritize resources approved for operational costs, under group III, which for several missions has meant the deferral to future periods or the cancellation of activities and projects. In the 2019/20 period, the inward redeployment was also required for military and police personnel under group I.

206. In the 2019/20 period, the inward redeployment was attributable mainly to additional requirements for civilian personnel costs at MONUSCO, UNMISS, MINUSMA and MINUSCA and for military and police personnel costs at MINUSMA.

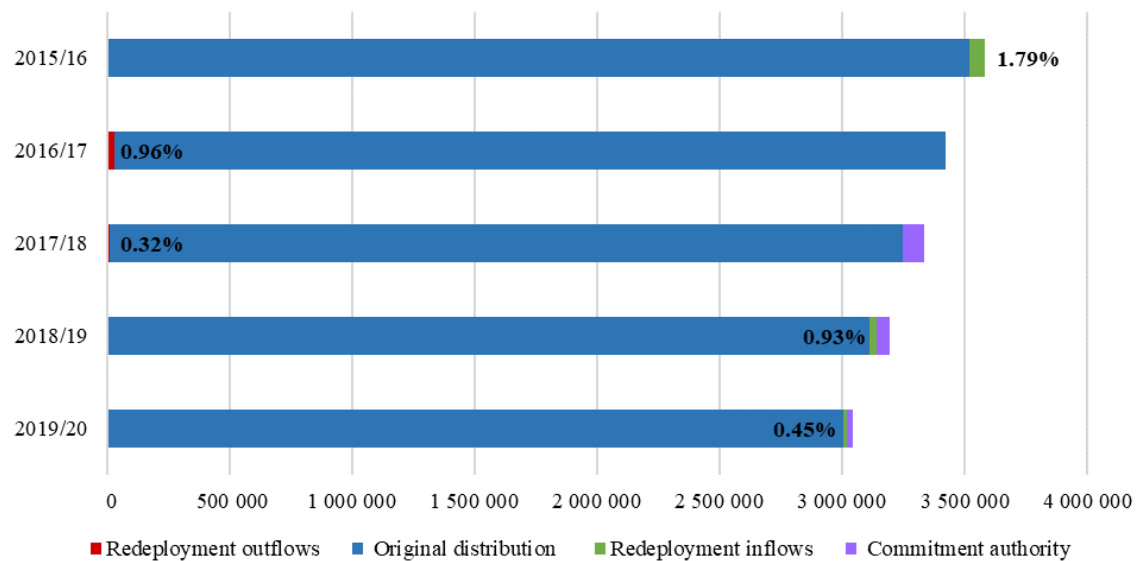
207. The redeployment of approved resources from group III, operational costs, representing 4.8 per cent of the original appropriation in the 2019/20 period, was possible as a result of reduced requirements for air operations, including flight restrictions in connection with the COVID-19 pandemic, the lower actual average price of fuel, the delayed deployment and lower contractual cost of aircraft, the non-availability of helicopters, the non-deployment of fixed-wing aircraft and of unmanned aerial vehicles and fewer-than-anticipated flight hours.

208. Continuing the trend from the 2017/18 and 2018/19 periods, in the 2019/20 period there was also an inflow relating to the authority to enter into commitments. In the 2019/20 period, a commitment authority was approved for MONUSCO (\$36.4 million), as described above.

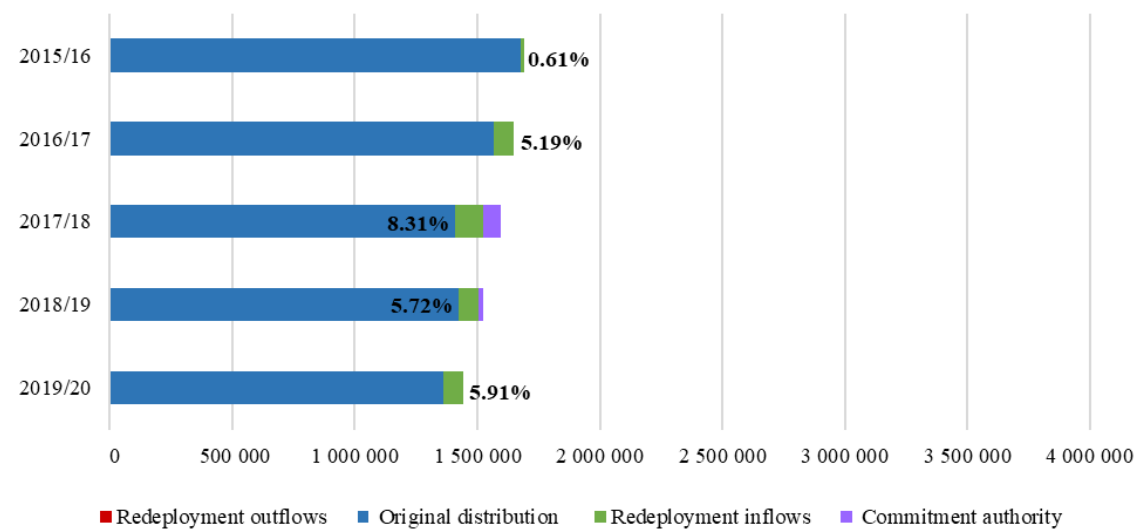
Figure VIII
Redeployments by group of expenditure, 2015/16–2019/20

(Thousands of United States dollars)

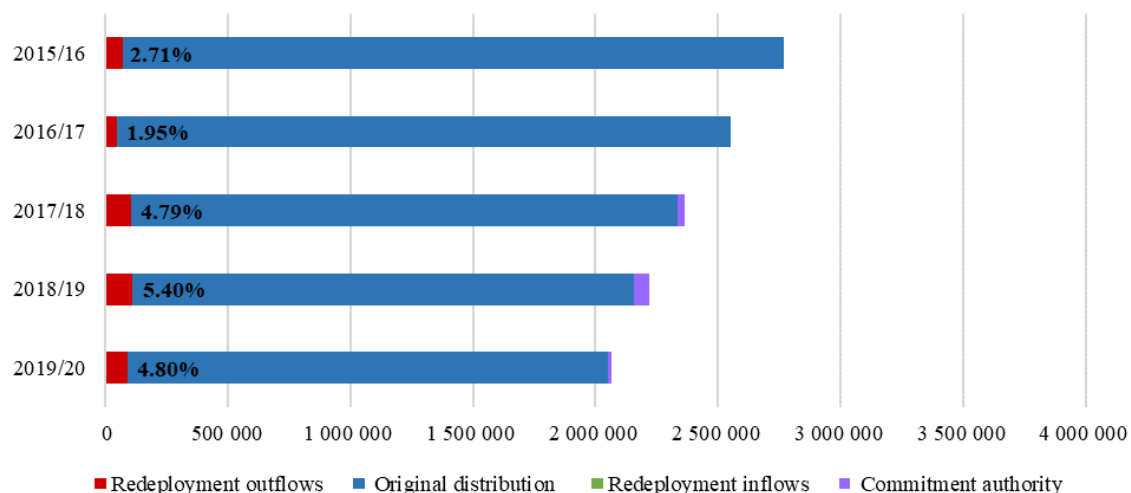
A. Group I: military and police personnel



B. Group II: civilian personnel



C. Group III: operational costs

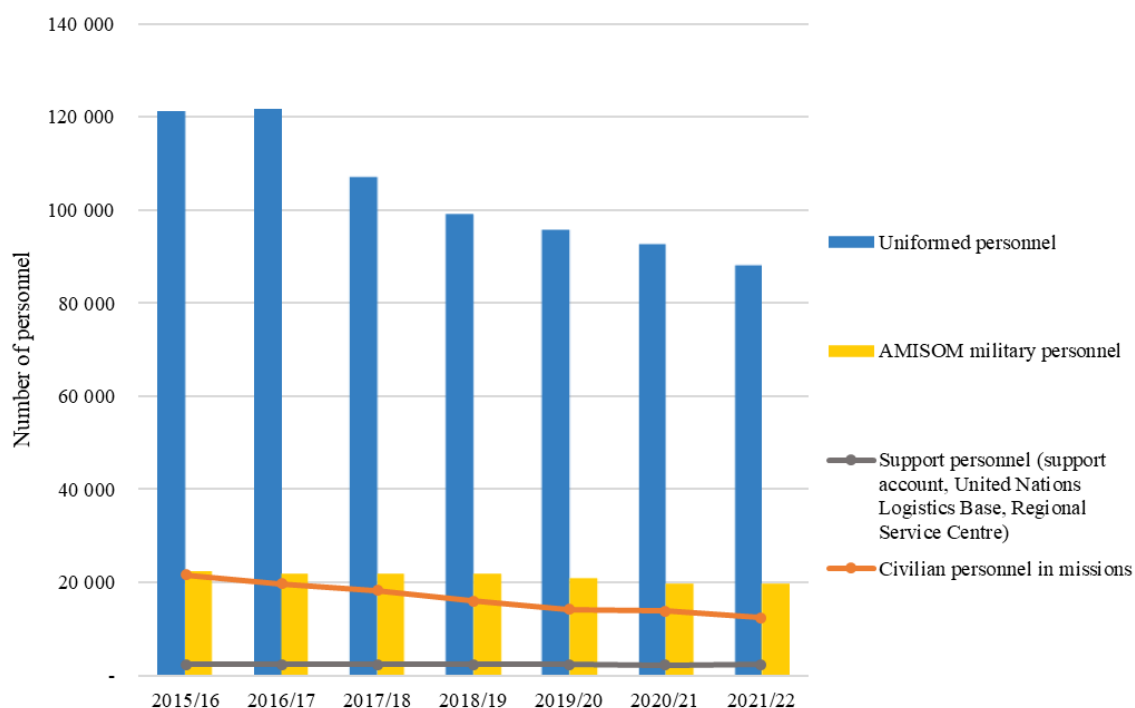


Analysis of human resources for peacekeeping operations

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

Figure IX

Overview of uniformed and civilian personnel in peacekeeping operations, 2015/16–2021/22



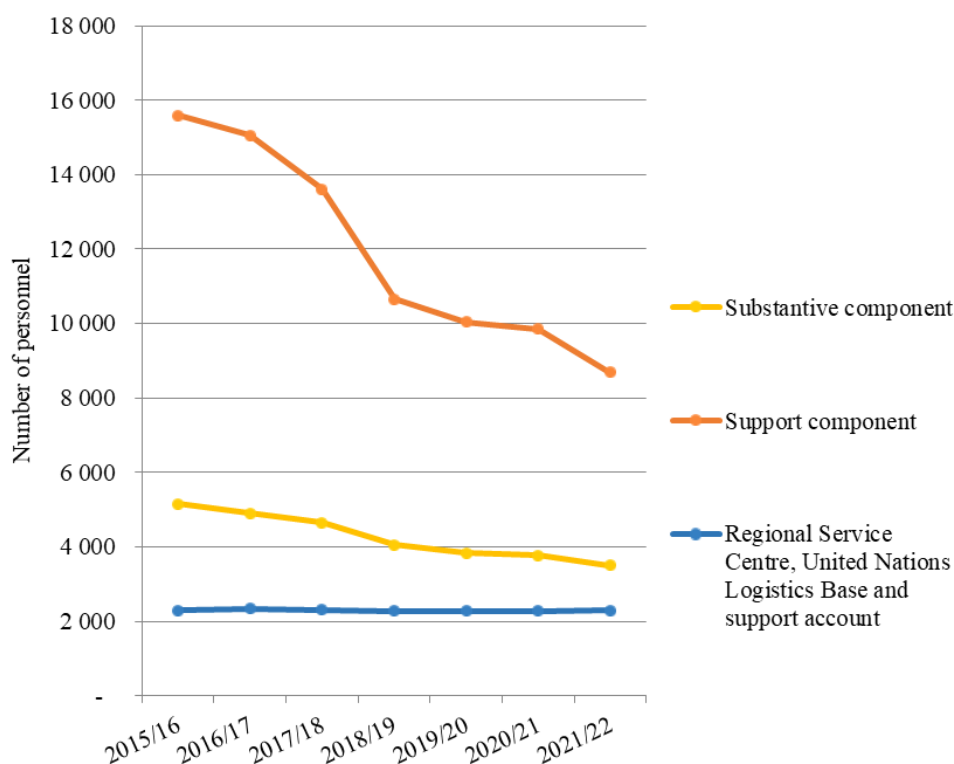
Source: Approved peacekeeping budgets, 2015/16 to 2020/21 and proposed budgets for 2021/22.

210. The decrease in authorized troop strength from the 2016/17 period onward is attributable mainly to the closures of UNOCI, UNMIL, MINUSTAH and MINUJUSTH and most recently the termination of the mandate of UNAMID in the 2020/21 period. Similarly, the total number of civilian personnel in peacekeeping missions has also been reduced over the same period, reflecting in part the closures of the five peacekeeping missions.

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

Figure X

Overview of civilian personnel under mission support component at peacekeeping operations, 2015/16–2021/22



Source: Approved staffing tables, 2015/16–2020/21 periods, and proposed staffing tables for the 2021/22 period.

Recruitment and management of staff in the field

212. In 2019, peacekeeping operations met the target of an average 120-day recruitment timeline established by the General Assembly, owing primarily to extensive use of the “recruit from roster” modality to fill international vacancies. The rostering process for generic job openings frontloads the mandated assessment and clearance of candidates while giving due consideration to the Organizational imperatives of gender parity and geographic diversity. Having these ready pools of assessed candidates contributes to reduced recruitment timelines in peacekeeping operations and ensures that staffing needs in the dynamic field environment are met.

213. The expert panel project is an integral part of the roster-based recruitment system. The expert panel assesses and recommends candidates who have applied against generic job openings for posts in field missions in order to reduce the administrative timeline for individual hiring managers and to enhance the quality, consistency and integrity of the recruitment process by centralizing the assessment. The use of expert panels will continue in the 2021/22 period. Since recommended candidates on the rosters resulting from such global exercises are selected by all missions, the costs of the exercise will continue to be apportioned among the missions on a pro rata basis through a cost-sharing model, with each active peacekeeping mission contributing in accordance with its size. For the 2020/21 period, up to 30 generic job openings will be managed, with a focus on establishing new rosters related to electoral affairs; supply chain management; service delivery; risk management; demobilization, disarmament and reintegration; child protection; information and communications technology; and occupational health and safety. Attention will also be paid to attracting bilingual candidates, and women, in keeping with the Secretary-General's agenda to achieve gender parity in peace operations. So far approximately 38,000 applications have been received for ongoing generic job openings, managed by 10 occupational group managers and assessed by up to 118 expert panels.

214. In March 2019, an initiative was launched to focus on streamlining, improving and innovating the recruitment process. This effort engaged more than 500 stakeholders, including hiring managers and recruiters in peacekeeping missions, in a user-based design process to make the Inspira online recruitment process faster and easier. The first set of online tools was released in August 2019 to help hiring managers screen and interview candidates more quickly and give hiring managers access to detailed analytics to monitor candidates' geographic and gender distribution according to screening criteria. In April 2020, three additional Inspira enhancements were released, including an updated staff selection manual, a tool that records the consistent application of evaluation criteria and an analytics dashboard that shows hiring managers and recruiters the status of all ongoing recruitments.

215. Another new project aims at improving the onboarding process. The promulgation in June 2020 of the first globally applicable process guide on onboarding and staff movements consolidated current guidance and practices highlighting global best practices, contributed to the standardization of "as-is" processes and served as a baseline for future process re-engineering. A first set of Inspira system onboarding solutions, focusing on the effective use of technology and seamless user experience for candidates, human resources practitioners and hiring managers with regard to onboarding, was rolled out globally in July 2020. The Department of Operational Support will continue expanding the functionalities of these new Inspira tools, including through the introduction of an Inspira functionality to access and sign an offer of employment online, with a view to enhancing efficiency and facilitating business continuity.

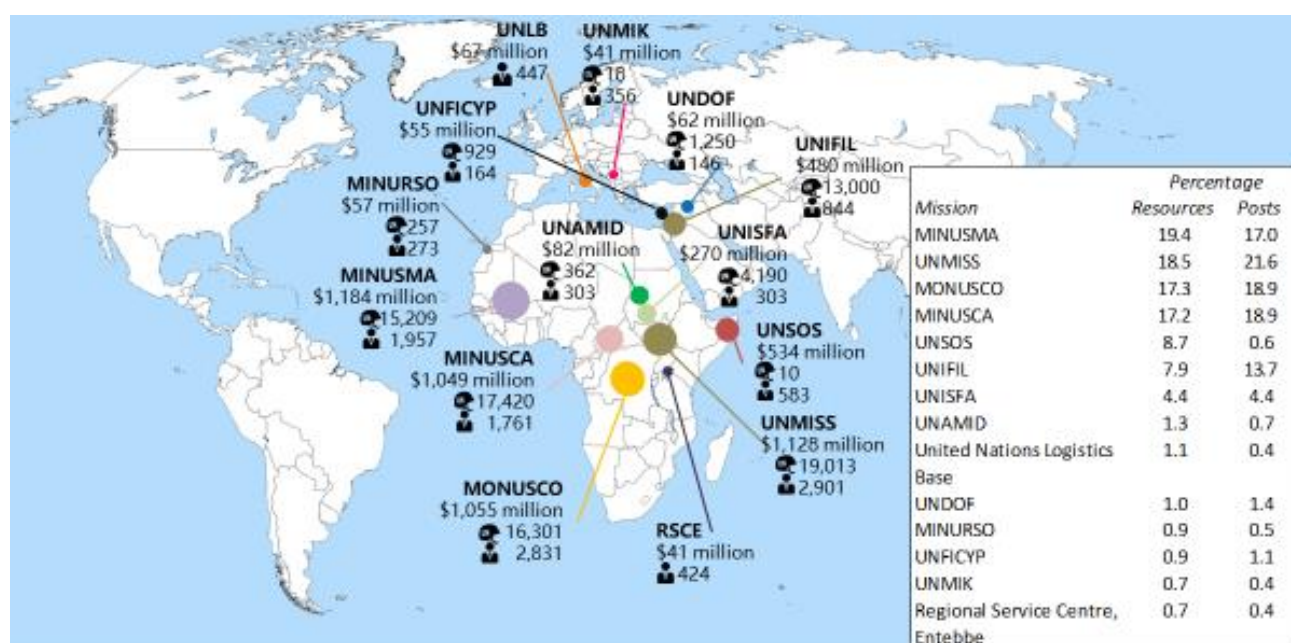
216. The process improvements in recruitment and onboarding will enable peacekeeping missions to manage and fill vacant positions more quickly and efficiently by providing users with a seamless and technology-driven process that can reduce the lead times between a job opening and the recruitment and entry on duty of the selected candidate.

XIII. Proposed resources for the period from 1 July 2021 to 30 June 2022

217. For the 2021/22 period, the geographical focus of United Nations peacekeeping is expected to remain on Africa and the Middle East, where difficult and volatile regional, political, operational and security environments will require a high intensity of operational and political engagement, as well as sufficient, well-equipped and capable military and police components.

218. The geographic distribution of uniformed personnel and civilian personnel in the 2021/22 period is provided in figure XI.

Figure XI
Geographic distribution of uniformed and civilian personnel



219. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2021 to 30 June 2022, inclusive of the Regional Service Centre in Entebbe, the United Nations Logistics Base at Brindisi and the support account, are currently estimated at \$6,466.3 million, excluding voluntary contributions in kind.

220. The proposed resource requirements for the 2021/22 period are summarized and compared with the 2020/21 period in table 10, followed by an analysis of the main factors giving rise to the overall variance in levels compared with the prior year shown in table 11.

221. Following the termination of the mandate of UNAMID and the drawdown period from 1 January to 30 June 2021, the proposed budget for the 2021/22 period amounts to \$82.4 million, and will cover the costs of the liquidation activities of the Operation.

222. Excluding UNAMID, the budget proposals for continuing peacekeeping operations with full-year budget proposals amount to \$6,383.9 million for the 2021/22 period, which represents a net increase of 0.7 per cent (or \$46.5 million) compared with the apportionment for the 2020/21 period for these operations. The net increase for ongoing missions, excluding UNAMID, relates mainly to an increase in

MINUSCA, owing to the budgetary impact of Security Council resolution 2566 (2021), which increased the authorized size of the Mission's military and police components. The net increase was offset in part by decreases mainly in three budget proposals: UNMISS (\$50.4 million), MONUSCO (\$20.7 million) and UNSOS (\$16.9 million). These lower requirements are attributable to lower costs for air operations in UNMISS and MONUSCO; lower deployment strength of uniformed personnel in UNMISS; and reduced freight costs and lower costs for fuel at UNSOS. Further details are provided in table 11 and annex I to the present report.

Table 10

Financial resource requirements for the 2021/22 period, compared with the 2020/21 period

(Millions of United States dollars; budget year is from 1 July 2021 to 30 June 2022)

Category	Apportionment (2020/21) ^{a,b}	Cost estimates (2021/22) ^c	Variance	
			Amount	Percentage
	(1)	(2)	(3)=(2)-(1)	(4)=(3)÷(1)
Military and police personnel	2 903.6	2 805.1	(98.5)	(3.4)
Civilian personnel	1 791.3	1 738.0	(53.3)	(3.0)
Operational costs	2 045.2	1 884.4	(160.8)	(7.9)
Peacekeeping contributions to corporate initiatives ^d	36.2	38.8	2.6	7.1
Gross requirements	6 776.3	6 466.3	(310.0)	(4.6)
Staff assessment income	171.5	165.8	(5.7)	(3.3)
Net requirements	6 604.8	6 300.5	(304.3)	(4.6)
Voluntary contributions in kind (budgeted)	1.0	0.9	(0.1)	(5.9)
Total requirements	6 777.3	6 467.2	(310.1)	(4.6)

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

^a Inclusive of \$355.7 million for the support account for peacekeeping operations, \$62.1 million for the United Nations Logistics Base at Brindisi and \$37.2 million for the Regional Service Centre in Entebbe.

^b Exclusive of request for authority to enter into commitments in the amount of \$46.7 million for UNAMID for the 2020/21 period.

^c Inclusive of \$361.7 million for the support account for peacekeeping missions, \$66.5 million for the United Nations Logistics Base at Brindisi and \$40.7 million for the Regional Service Centre in Entebbe.

^d Reflects requirements in the support account for peacekeeping operations for the Enterprise Resource Planning Solution Division, the global service delivery model, the Peacekeeping Capability Readiness System and maintenance and support costs for the enterprise resource planning system.

Analysis of major variances

Table 11

Main factors for variance in resource requirements

Group of expenditure	Main factors for variance
Military and police personnel (decrease \$98.5 million)	The overall decrease is attributable mainly to: (a) the termination of the mandate of UNAMID during the 2020/21 period (\$175.3 million); (b) lower average deployment strength of military and police personnel at UNMISS and UNIFIL; (c) expected delays in the deployment of formed police units at UNISFA; and (d) a reduction in delivery fees for rations, and higher estimates for non-functional or absent contingent-owned major equipment at MINUSMA.

<i>Group of expenditure</i>	<i>Main factors for variance</i>
	The overall decrease is offset in part by: (a) a higher authorized level of military and police personnel in MINUSCA based on Security Council resolution 2566 (2021); and (b) improved serviceability of contingent-owned major equipment and improvements in self-sustainment capabilities on the part of AMISOM troop-contributing countries, as well as increased requirements related to in-mission delivery of rations at UNSOS.
Civilian personnel (decrease \$53.3 million)	The overall decrease is attributable mainly to: (a) the termination of the mandate of UNAMID during the 2020/21 period (\$124.7 million); and (b) the proposed abolishment of international staff posts and the application of a higher vacancy rate at UNMISS.
	The overall decrease is offset in part by increased requirements for: (a) the revised salary scale, including at MONUSCO, MINUSMA, UNSOS and UNIFIL; (b) the application of the lower vacancy rates at MINUSMA, MINUSCA and UNSOS; (c) the application of the higher average grade level/step of the salary scale for national staff at MONUSCO, UNISFA and MINUSCA; and (d) an increase in the post adjustment multiplier at UNISFA.
Operational costs (decrease \$160.8 million)	The decrease is attributable mainly to: (a) the termination of the mandate of UNAMID during the 2020/21 period (\$56.5 million); (b) lower costs under facilities and infrastructure, mainly due to the non-requirement for the one-time costs that were included in the approved budget for the 2020/21 period in MINUSMA and MONUSCO and lower costs for fuel and a lower number of new construction projects at UNMISS, UNSOS and MONUSCO; (c) lower requirements for air operations at UNMISS, MONUSCO and UNSOS; (d) lower requirements for other supplies, services and equipment as a result of reduced freight costs in connection with lower acquisition levels and the anticipated non-recurrence of requirements for mine detection equipment in the 2021/22 period at UNSOS; and (e) lower costs for ground transportation, attributable to the lower anticipated average fuel price and consumption at UNSOS and MONUSCO and the lack of acquisition of vehicles at UNSOS.

223. Table 12 provides information on resource requirements by mission from the 2020/21 period to the 2021/22 period.

224. A detailed analysis of the proposed resource requirements for the 2021/22 period by category of expenditure is presented in annex I to the present report.

Table 12

Proposed resource requirements by peacekeeping operation component, 2021/22

(Thousands of United States dollars; budget year is from 1 July 2021 to 30 June 2022)

<i>Peacekeeping component</i>	<i>Apportionment (2020/21)^a</i>	<i>Proposed budget (2021/22)</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINURSO	57 524.7	57 186.3	(338.4)	(0.6)
MINUSCA	937 711.7	1 048 692.6	110 980.9	11.8
MINUSMA	1 183 384.7	1 183 917.9	533.2	—
MONUSCO	1 075 338.6	1 054 608.6	(20 730.0)	(1.9)
UNAMID	438 962.8	82 397.1	(356 565.7)	(81.2)
UNDOF	63 343.2	61 608.9	(1 734.3)	(2.7)

<i>Peacekeeping component</i>	<i>Apportionment (2020/21)^a</i>	<i>Proposed budget (2021/22)</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNFICYP	51 750.1	54 894.3	3 144.2	6.1
UNIFIL	480 649.1	480 427.9	(221.2)	—
UNISFA	263 783.9	270 472.2	6 688.3	2.5
UNMIK	39 827.3	41 298.5	1 471.2	3.7
UNMISS	1 178 515.1	1 128 148.1	(50 367.0)	(4.3)
UNSOS	550 608.6	533 714.7	(16 893.9)	(3.1)
Subtotal	6 321 399.8	5 997 367.1	(324 032.7)	(5.1)
United Nations Logistics Base at Brindisi	62 058.2	66 519.7	4 461.5	7.2
Regional Service Centre in Entebbe ^b	37 159.2	40 651.6	3 492.4	9.4
Support account for peacekeeping operations ^c	355 694.2	361 740.5	6 046.3	1.7
Subtotal	6 776 311.4	6 466 278.9	(310 032.5)	(4.6)
Voluntary contributions in kind (budgeted)	1 022.0	962.0	(60.0)	(5.9)
Total	6 777 333.4	6 467 240.9	(310 092.5)	(4.6)

^a Exclusive of authority to enter into commitments of \$46.7 million for UNAMID for the 2020/21 period.

^b Inclusive of \$1,412,400 for the 2020/21 period to be charged against the appropriation for the programme budget for 2021 under section 3, Political affairs, approved by the General Assembly in its resolution [75/253](#).

^c Inclusive of requirements for the period from 1 July 2021 to 30 June 2022 for: the Enterprise Resource Planning Solution Division (\$15.8 million); the global service delivery model (\$0.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$18.2 million).

225. A detailed analysis of the proposed resource requirements for the 2021/22 period by peacekeeping mission is presented in annex I to the present report.

Analysis of civilian personnel, 2021/22

226. Tables 13 and 14 provide an analysis of proposed staffing levels for the 2021/22 period, compared with the approved levels for 2020/21, and the proposed abolishment, establishment and reclassification of posts and positions in the 2021/22 period.

Table 13

Analysis of proposed staffing levels for the 2021/22 period, compared with the approved levels in the 2020/21 period

<i>Mission</i>	<i>2020/21 approved</i>					<i>2021/22 proposed</i>					<i>Variance</i>				
	<i>Inter-national</i>	<i>National</i>	<i>Temporary</i>	<i>United Nations Volunteers</i>	<i>Subtotal</i>	<i>Inter-national</i>	<i>National</i>	<i>Temporary</i>	<i>United Nations Volunteers</i>	<i>Subtotal</i>	<i>Inter-national</i>	<i>National</i>	<i>Temporary</i>	<i>United Nations Volunteers</i>	<i>Subtotal</i>
MINURSO	82	163	–	18	263	82	163	–	18	263	–	–	–	–	–
MINUSCA	687	602	69	266	1 624	703	604	64	282	1 653	16	2	(5)	16	29
MINUSMA	825	905	2	204	1 936	827	905	–	206	1 938	2	–	(2)	2	2
MONUSCO	720	1 720	60	347	2 847	698	1 655	60	328	2 741	(22)	(65)	–	(19)	(106)
UNAMID	527	872	97	68	1 564	130	155	3	15	303	(397)	(717)	(94)	(53)	(1 261)
UNDOF	53	90	3	–	146	53	90	3	–	146	–	–	–	–	–
UNFICYP	38	122	2	–	162	40	122	2	–	164	2	–	–	–	2
UNIFIL	256	633	–	–	889	254	590	–	–	844	(2)	(43)	–	–	(45)
UNISFA	174	88	2	36	300	175	90	2	36	303	1	2	–	–	3
UNMIK	113	219	–	24	356	112	220	–	24	356	(1)	1	–	–	–
UNMISS	923	1 442	42	450	2 857	900	1 447	16	450	2 813	(23)	5	(26)	–	(44)
UNSOS	368	189	–	20	577	368	189	–	20	577	–	–	–	–	–
Subtotal	4 766	7 045	277	1 433	13 521	4 342	6 230	150	1 379	12 101	(424)	(815)	(127)	(54)	(1 420)
United Nations Logistics Base at Brindisi	139	305	2	–	446	141	305	1	–	447	2	–	(1)	–	1
Regional Service Centre in Entebbe	127	271	–	6	404	137	280	–	7	424	10	9	–	1	20
Support account	958	396	68	–	1 422	984	401	31	–	1 416	26	5	(37)	–	(6)
Total	5 990	8 017	347	1 439	15 793	5 604	7 216	182	1 386	14 388	(386)	(801)	(165)	(53)	(1 405)

Table 14
Post actions: abolishment, establishment and reclassification in the 2021/22 period

	<i>2020/21 approved number of posts and positions</i>	<i>Under- Secretary- General</i>	<i>Assistant Secretary- General</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Field Service</i>	<i>National Professional Officers</i>	<i>National General Service</i>	<i>United Nations Volunteers</i>	<i>Total net change</i>	<i>2021/22 proposed number of posts and positions</i>
MINURSO	263	–	–	–	–	–	1	–	–	(1)	–	–	–	–	263
MINUSCA	1 624	–	–	–	–	–	–	–	–	11	1	1	16	29	1 653
MINUSMA	1 936	–	–	–	–	1	–	–	–	(1)	–	–	2	2	1 938
MONUSCO	2 847	–	–	–	1	(1)	(1)	(6)	(4)	(13)	(4)	(59)	(19)	(106)	2 741
UNAMID	1 564	(1)	(2)	(3)	(8)	(27)	(50)	(77)	(23)	(219)	(112)	(686)	(53)	(1 261)	303
UNDOF	146	–	–	–	–	–	1	–	–	(1)	–	–	–	–	146
UNFICYP	162	–	–	–	–	–	1	1	–	–	–	–	–	2	164
UNIFIL	889	–	–	–	–	–	–	1	–	(3)	(2)	(41)	–	(45)	844
UNISFA	300	–	–	–	–	–	2	–	–	(1)	1	1	–	3	303
UNMIK	356	–	–	–	–	–	–	–	(1)	–	1	–	–	–	356
UNMISS	2 857	–	–	–	–	–	(2)	(8)	–	(29)	(3)	(2)	–	(44)	2 813
UNSOS	577	–	–	–	–	(1)	1	(1)	–	1	–	–	–	–	577
United Nations Logistics Base at Brindisi	446	–	–	–	–	–	–	1	–	–	–	–	–	1	447
Regional Service Centre in Entebbe	404	–	–	–	1	–	3	3	–	3	3	6	1	20	424
Support account	1 422	–	–	–	–	(1)	(3)	(1)	–	–	–	(1)	–	(6)	1 416
Total	15 793	(1)	(2)	(3)	(6)	(29)	(47)	(87)	(28)	(253)	(115)	(781)	(53)	(1 405)	14 388

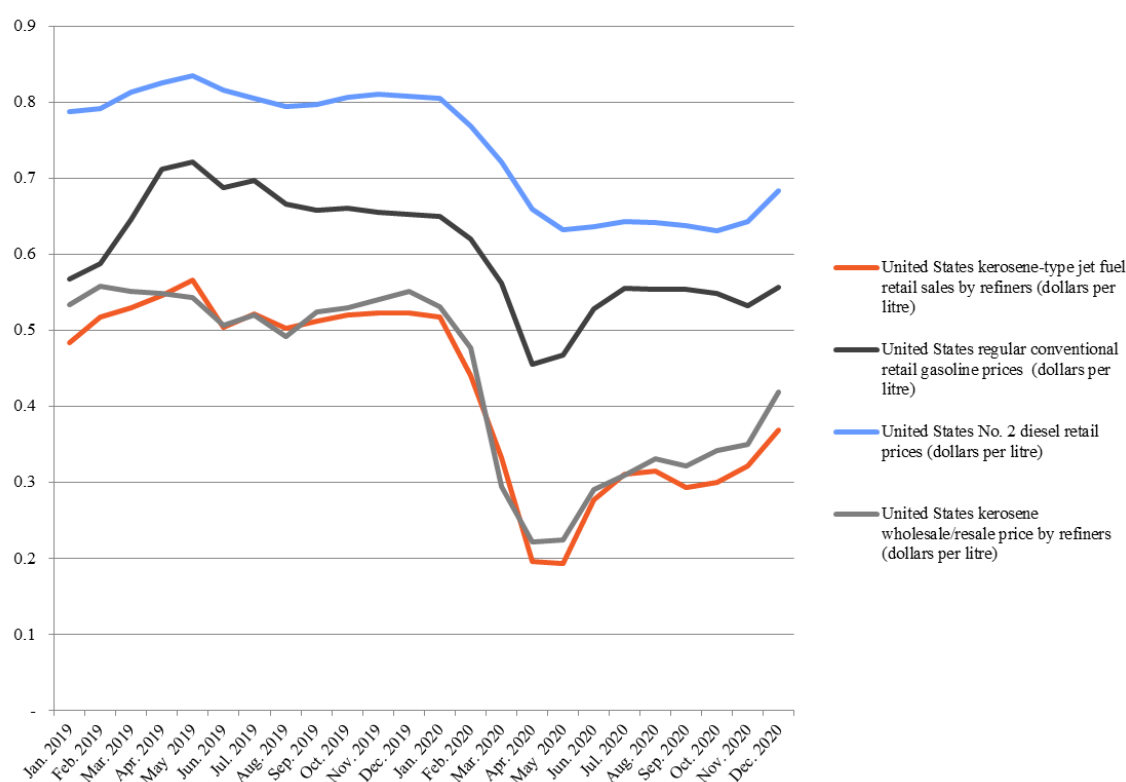
Factors contributing to changes in resource requirements

Impact of changing fuel prices on estimated requirements

227. The trend in fuel prices observed from January 2019 to December 2020 has remained relatively stable. The estimated fuel prices included in the proposed budgets are calculated on the basis of average rates during a six-month period, so as to moderate the effects of significant outliers. As is the case with most commodities, fuel prices fluctuate depending on supply and demand in different areas, including seasonal demand and weather conditions.

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

Figure XII
Average fuel prices from 1 January 2019 to December 2020
(United States dollars)



Exchange rate fluctuations during the previous year

229. Figures XIII and XIV reflect the performance of the dollar against the euro and the CFA franc during the period from January to December 2020. The euro and the CFA franc appreciated between 1 January 2020 and 1 December 2020 by 6.6 per cent and 6.5 per cent, respectively, compared with the dollar. The dollar strengthened against other currencies, such as the South Sudanese pound and the Sudanese pound, over the course of 2020.

230. The proposed resource requirements for the 2021/22 period were estimated using the exchange rates prevailing at the time of budget finalization, which were the 1 December 2020 rates.

Figure XIII
Performance of the dollar against the euro, 2020 calendar year

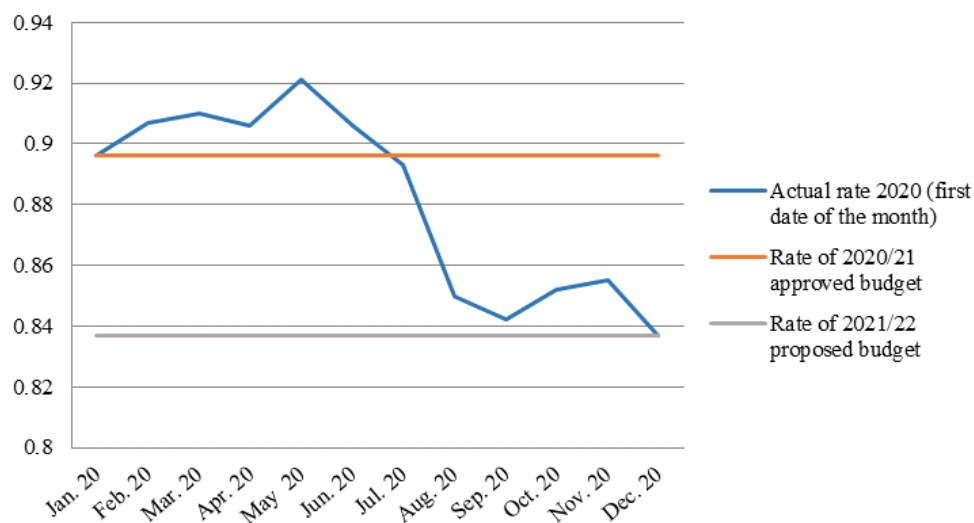
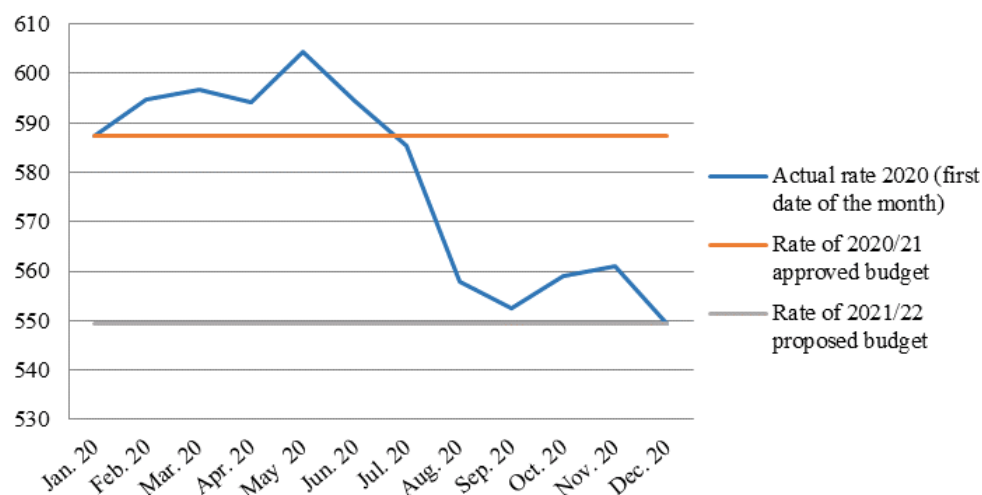


Figure XIV
Performance of the dollar against the CFA franc, 2020 calendar year



Human resources: vacancy factors

231. Vacancy rates with respect to the computation of personnel costs are based on actual personnel deployment for the 2019/20 period and the first half of the 2020/21 period, as well as the projected changes in mission levels of personnel and mission-specific circumstances in relation to the deployment of uniformed personnel and the recruitment of civilian staff. For military and police personnel, the variables considered for the proposed delayed deployment factors include the current fiscal year-to-date average vacancy rates, as well as historical deployment patterns and planned deployment, as applicable. For civilian personnel, the proposed vacancy factors take into account the most recent vacancy rates and current fiscal year-to-date average vacancy rates, as well as historical incumbency patterns, recruitment plans and proposed changes in the composition of staff, as applicable.

Planned vacancy rates for the 2021/22 period

232. Information on vacancy rates for each mission is provided in table 15.

Table 15

Planned and actual vacancy rates

(Percentage)

<i>Mission</i>	<i>International staff</i>			<i>National Professional Officers</i>			<i>National General Service staff</i>		
	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
MINUJUSTH	47.6	—	—	42.9	—	—	39.2	—	—
MINURSO	11.0	7.0	7.0	—	—	—	1.9	2.0	2.0
MINUSCA	12.7	13.0	13.0	8.4	8.5	10.5	5.4	6.5	4.0
MINUSMA	8.0	8.5	6.0	14.0	16.0	12.0	12.6	13.2	11.0
MONUSCO	11.8	11.4	11.5	16.2	17.6	10.6	4.1	4.1	4.6
UNAMID	9.4	9.0	—	0.8	—	—	1.3	2.0	—
UNDOF	11.5	8.8	9.4	—	—	—	8.0	5.4	5.0
UNFICYP	5.3	3.0	2.0	33.3	2.0	5.0	2.6	2.0	2.0
UNIFIL	6.6	5.5	5.1	8.3	10.4	4.3	7.4	7.2	2.0
UNISFA	7.9	8.0	10.0	—	—	—	9.6	10.0	10.0
UNMIK	13.3	10.0	10.0	—	—	—	2.2	1.0	1.0
UNMISS	6.6	5.0	5.4	3.8	4.0	4.0	3.2	4.0	4.0
UNSOS	8.7	9.0	8.0	27.5	20.0	20.0	20.1	9.0	20.0
Regional Service Centre	17.6	11.0	11.0	10.3	8.0	8.0	10.9	8.0	8.0
United Nations Logistics Base	16.7	16.0	13.0	—	—	—	5.6	5.0	4.0
Support account	13.4	8.5	8.1	—	8.5	8.1	16.9	13.6	12.4

<i>Mission</i>	<i>Temporary international staff</i>			<i>Temporary National Professional Officers</i>			<i>Temporary national General Service staff</i>		
	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
MINUJUSTH	100.0	—	—	—	—	—	—	—	—
MINURSO	—	—	—	—	—	—	—	—	—
MINUSCA	6.3	16.5	10.0	—	—	—	42.9	25.0	28.5
MINUSMA	—	—	—	—	—	—	—	—	—
MONUSCO	20.0	—	16.7	75.0	11.0	25.0	2.2	4.1	0.7
UNAMID	—	—	—	—	—	—	1.3	—	—
UNDOF	50.0	25.0	25.0	—	—	—	—	—	—
UNFICYP	—	—	—	—	—	—	—	—	—
UNIFIL	—	—	—	—	—	—	—	—	—
UNISFA	100.0	10.0	10.0	—	—	—	—	—	—
UNMIK	—	—	—	—	—	—	—	—	—
UNMISS	6.3	7.0	—	—	5.0	—	—	—	—

<i>Mission</i>	<i>Temporary international staff</i>			<i>Temporary National Professional Officers</i>			<i>Temporary national General Service staff</i>		
	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
UNSOS	—	—	—	—	—	—	—	—	—
Regional Service Centre	—	—	—	—	—	—	—	—	—
United Nations Logistics Base	50.0	—	50.0	—	—	—	—	—	—
Support account	15.4	13.5	19.3	—	—	—	20.0	10.0	9.1

<i>Mission</i>	<i>United Nations Volunteers – international</i>			<i>United Nations Volunteers – national</i>		
	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>	<i>Actual average 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
MINUJUSTH	92.3	—	—	—	—	—
MINURSO	22.2	20.0	20.0	—	—	—
MINUSCA	1.6	12.5	5.0	—	2.0	2.0
MINUSMA	15.7	18.3	11.1	100.0	17.0	50.0
MONUSCO	6.0	9.6	2.7	18.2	18.2	9.1
UNAMID	4.4	7.0	—	—	—	—
UNDOF	—	—	—	—	—	—
UNFICYP	—	—	—	—	—	—
UNIFIL	—	—	—	—	—	—
UNISFA	11.8	3.0	3.0	—	—	—
UNMIK	20.8	11.0	11.0	—	—	—
UNMISS	10.6	13.0	13.0	—	—	—
UNSOS	15.0	10.0	20.0	—	—	—
Regional Service Centre	33.3	—	—	—	—	—
United Nations Logistics Base	—	—	—	—	—	—
Support account	—	—	—	—	—	—

Civilian personnel incumbency trends

233. Vacancy rates applied in the budgets for the 2021/22 period for peacekeeping operations are based on current and projected incumbency patterns. As can be seen in table 15, this has resulted in some variances in the actual average vacancy rates from the 2019/20 period and the approved rates for the 2020/21 period.

234. International staff and national staff comprise 87 per cent of civilian personnel, and the changes in vacancy rates are briefly described below.

235. For international staff, the vacancy rates applied for the 2021/22 period are lower for MINUSMA, UNFICYP, UNIFIL, UNSOS, the United Nations Logistics Base at Brindisi and the support account compared with both the actual average for the 2019/20 period and the approved rates for the 2020/21 period, while the vacancy rates are higher for UNISFA in the 2021/22 proposed budget compared with the two prior budget periods.

236. For National Professional Officers, the vacancy rates applied for the 2021/22 period are lower for MINUSMA, MONUSCO and UNIFIL compared with both the actual average for the 2019/20 period and the approved rates for the 2020/21 period, while the vacancy rates are higher for MINUSCA.

237. For national General Service staff, the vacancy rates applied for the 2021/22 period are lower for MINUSCA, MINUSMA, UNDOF, UNIFIL, the United Nations Logistics Base at Brindisi and the support account compared with both the actual average for the 2019/20 period and the approved rates for the 2020/21 period, while the vacancy rates are higher for MONUSCO.

Civilian staff costs

238. For the 2021/22 period, budgetary rates for international staff net salaries and staff assessment were determined using the salary scale for the Professional and higher categories and for staff in the Field Service category from 2020. The post adjustment multiplier for each duty station for December 2020 was applied to the net base salary rates. For the support account, standard salary costs, based on the salary scale and post adjustment multiplier published by the International Civil Service Commission effective 1 February 2021, have been applied to all positions in New York, Addis Ababa, Bangkok, Geneva and Vienna. The budgeted rates of common staff costs for the 2020/21 period were also applied to the proposed budgets for the 2021/22 period.

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

XIV. Budget performance for the period from 1 July 2019 to 30 June 2020

2019/20: synopsis of financing and performance for the period

240. The General Assembly approved resources of \$6,517.9 million, inclusive of authority to enter into commitments for six months until 31 December 2019, in respect of MINUJUSTH and UNAMID in amounts not to exceed \$49.5 million and \$258.0 million, respectively.

241. At its seventy-fourth session, in its resolution [74/260](#) A, the General Assembly approved resources of \$49.1 million for MINUJUSTH for the period from 1 July 2019 to 30 June 2020, which superseded the previously authorized commitment authority in the amount of \$49.5 million. The Assembly, in its resolution [74/261](#) A, approved additional resources of \$130.2 million for the maintenance of UNAMID for the three-month period from 1 January to 31 March 2020. The Assembly, in its resolution [74/261](#) B, approved additional resources of \$126.3 million for the maintenance of UNAMID. The total approved resources for the maintenance of UNAMID for the period from 1 July 2019 to 30 June 2020 amounted to \$514.5 million.

242. In addition, during the financial period, the Advisory Committee on Administrative and Budgetary Questions and the General Assembly authorized the Secretary-General to enter into commitments in respect of MONUSCO in the amount of \$36.4 million.

243. In total, the approved resources for peacekeeping operations for the 2019/20 period amounted to \$6,810.5 million. The information above is summarized in table 16.

Table 16
Financial resources approved for the 2019/20 period

(Thousands of United States dollars)

<i>Peacekeeping component</i>	<i>1 July 2019 to 30 June 2020</i>		<i>Commitment authority</i>	<i>Final approved</i>
	<i>Apportionment approved (seventy-third session of the General Assembly)</i>	<i>Apportionment approved (seventy-fourth session of the General Assembly)</i>		
MINUJUSTH	49 450.1	(327.2)	—	49 122.9
MINURSO	56 347.4	—	—	56 347.4
MINUSCA	910 057.5	—	—	910 057.5
MINUSMA	1 138 457.9	—	—	1 138 457.9
MONUSCO	1 012 252.8	—	36 437.6	1 048 690.4
UNAMID	257 970.9	256 534.7	—	514 505.6
UNDOF	69 409.4	—	—	69 409.4
UNFICYP	50 785.3	—	—	50 785.3
UNIFIL	480 102.6	—	—	480 102.6
UNISFA	260 177.0	—	—	260 177.0
UNMIK	37 246.7	—	—	37 246.7
UNMISS	1 183 447.3	—	—	1 183 447.3
UNSOS	564 558.1	—	—	564 558.1
Subtotal, missions	6 070 263.0	256 207.5	36 437.6	6 362 908.1
United Nations Logistics Base at Brindisi	63 381.4	—	—	63 381.4
Regional Service Centre in Entebbe	35 386.9	—	—	35 386.9
Support account	348 868.0	—	—	348 868.0
Total, resources	447 636.3	—	—	447 636.3
Total appropriation	6 517 899.3	256 207.5	36 437.6	6 810 544.4

244. As shown in table 17, the total approved budget for the period from 1 July 2019 to 30 June 2020 amounted to \$6,810.5 million, inclusive of the support account, the Regional Service Centre in Entebbe and the United Nations Logistics Base at Brindisi, exclusive of budgeted voluntary contributions in kind. The related expenditure amounted to \$6,711.4 million, resulting in an overall unencumbered balance of \$99.2 million, or 1.5 per cent.

Table 17
Financial position and performance for the 2019/20 period

(Thousands of United States dollars)

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUJUSTH	49 122.9	38 694.4	10 428.5	21.2
MINURSO	56 347.4	55 734.0	613.4	1.1
MINUSCA	910 057.5	895 690.3	14 367.2	1.6
MINUSMA	1 138 457.9	1 136 908.9	1 549.0	0.1
MONUSCO	1 048 690.4	1 036 092.0	12 598.4	1.2
UNAMID	514 505.6	509 292.6	5 213.0	1.0
UNDOF	69 409.4	60 927.1	8 482.3	12.2
UNFICYP	50 785.3	49 392.5	1 392.8	2.7
UNIFIL	480 102.6	479 886.1	216.5	—
UNISFA	260 177.0	259 010.3	1 166.7	0.4
UNMIK	37 246.7	37 239.9	6.8	—
UNMISS	1 183 447.3	1 182 499.2	948.1	0.1
UNSOS	564 558.1	522 490.2	42 067.9	7.5
Subtotal, missions	6 362 908.1	6 263 857.5	99 050.6	1.6
United Nations Logistics Base at Brindisi	63 381.4	63 266.5	114.9	0.2
Regional Service Centre in Entebbe	35 386.9	35 375.9	11.0	—
Support account	348 868.0	348 867.4	0.6	—
Subtotal	6 810 544.4	6 711 367.3	99 177.1	1.5
Voluntary contributions in kind (budgeted)	956.4	744.2	212.2	22.2
Total requirements	6 811 500.8	6 712 111.5	99 389.3	1.5

245. The overall budget implementation rate in the 2019/20 period was 98.5 per cent (compared with 99.4 per cent for the 2018/19 period). The unencumbered balance of \$99.2 million reflects mainly underexpenditure for:

(a) UNSOS (\$42.1 million), attributable mainly to new lower contractual costs of rations and lower warehousing and transportation costs for rations; lower costs for contingent-owned equipment; lower travel costs in connection with the postponement of the rotations owing to COVID-19-related travel restrictions; the reduction in the strength of a support team of a troop-contributing country; the delayed deployment and lower contractual cost of aircraft; the non-deployment of three helicopters; lower costs for fuel and a reduced number of flight hours owing to the COVID-19 pandemic; lower freight costs and the lower cost to transport rations; lower costs for warehousing services; and lower costs for individual contractual services;

(b) MINUSCA (\$14.4 million), attributable mainly to lower costs for rental operations and the consequent lower actual consumption of aviation fuel owing to the restrictions of movements in connection with the COVID-19 pandemic; the unserviceability of one helicopter provided under a letter of assist, and the early repatriation of three attack helicopters following the unanticipated cancellation of the letter of assist in September 2019; lower actual costs for rations, including

transportation of rations; and fewer actual claims for contingent-owned equipment, attributable primarily to the delayed deployment of major equipment;

(c) MONUSCO (\$12.6 million), attributable mainly to lower air transportation services requirements; the lower cost of polling and tracking services, the global navigation and satellite system and ground-handling services, and the travel restrictions implemented as a result of the COVID-19 pandemic; lower consumption of fuel and lower requirements for the rental of aircraft owing to the COVID-19 pandemic; a lower actual average price of fuel compared with the budgeted price; the lower rate of implementation of programmatic activities; lower requirements for freight; and the lower cost of the relocation of a formed police unit and a rapidly deployable battalion;

(d) MINUJUSTH (\$10.4 million), attributable mainly to the lower consumption of fuel for generators and lower management fees resulting from the repatriation of police personnel and the separation of civilian personnel ahead of the schedule included in the budget proposal; lower costs for waste disposal services; the higher actual average vacancy rate for United Nations police and formed police units; lower costs for travel on emplacement, rotation and repatriation; and lower freight costs for the repatriation of contingent-owned equipment for formed police units;

(e) UNDOF (\$8.5 million), attributable mainly to lower actual costs for standard reimbursement, travel on emplacement, rotation and repatriation and contingent-owned equipment self-sustainment due to the higher-than-budgeted actual average vacancy rate for military contingent; lower costs for freight and deployment of contingent-owned equipment as a result of the unanticipated earlier deployment in the 2018/19 period of a new mechanized infantry company; lower costs for mission subsistence allowance; a higher actual average vacancy rate for international staff; and lower actual costs for danger pay given the implementation of telecommuting arrangements;

(f) UNAMID (\$5.2 million), attributable mainly to reduced requirements for travel owing to restrictions implemented as a result of the COVID-19 pandemic and the deferral of rotations from November 2019 in anticipation of the Operation's drawdown and eventual closure; the closure of team sites; and air operations stemming from the lower utilization of flight hours, the lower consumption of aviation fuel and lower fuel prices.

246. A detailed analysis of the budget performance for the 2019/20 period, by class of expenditure and by peacekeeping mission component, is presented in annex II to the present report.

XV. Cash liquidity analysis

2019/20 period

247. Since July 2019, there has been improvement in the ability to manage the cash situation of peacekeeping operations following the decisions of the General Assembly, in its resolution [73/307](#), to approve the management of cash balances of all active peacekeeping operations as a pool and to issue assessment letters for the full budget period approved by the Assembly, which would include the period for which the mandate had not yet been approved by the Security Council.

248. The ability to manage the cash balances of all active peacekeeping operations as a pool continues to facilitate payments to troop- and police-contributing countries earlier than previously for peacekeeping missions with cash constraints. This capacity is described in more detail in annex IX to the present report.

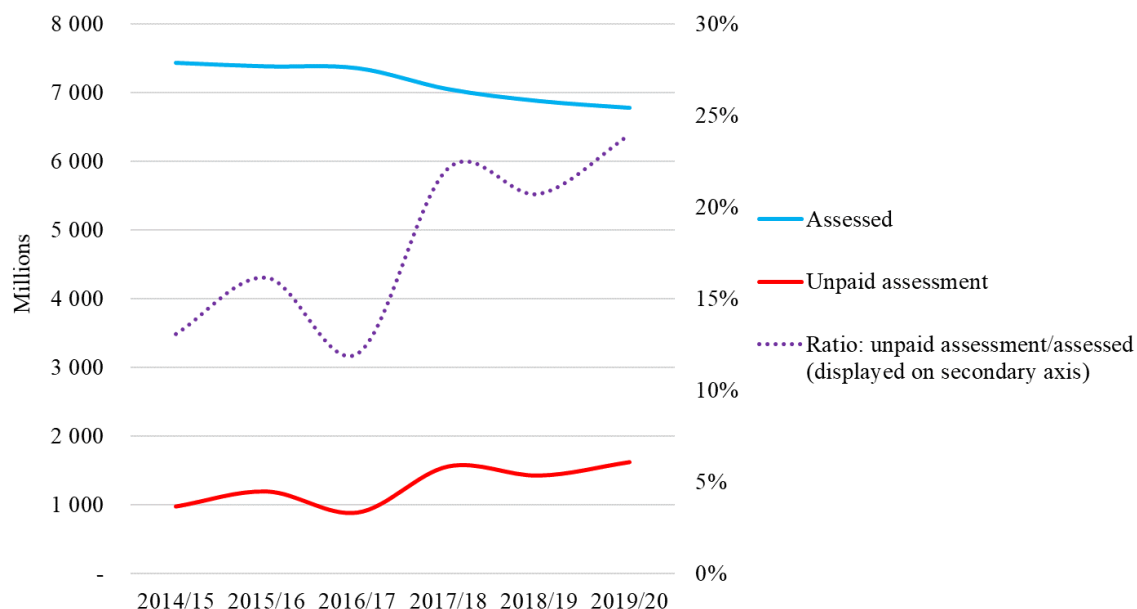
249. During the 2019/20 period, assessments issued for the full budget period, including for the months not yet approved by the Security Council, amounted to \$2,366.5 million. This new arrangement resulted in \$322.5 million being received earlier than usual from 67 Member States.

250. Notwithstanding the improved ability to manage the cash liquidity as a pool between active missions and the improved collection from the issuance of full-year assessment letters as from 1 July 2019, the cash liquidity situation continued to be challenging, owing mainly to the increasing levels of unpaid assessments over time.

251. Figure XV presents the assessed contributions for each of the past six financial periods and the level of unpaid assessments as at 30 June in each of these periods (the last day of the financial period). The percentage of unpaid assessment to the total assessment is shown on the secondary vertical axis, and it can be seen that the percentage of unpaid assessment has increased to 25.1 per cent as at 30 June 2020, compared with 13.0 per cent as at 30 June 2015.

Figure XV

Assessed contribution and unpaid assessment analysis



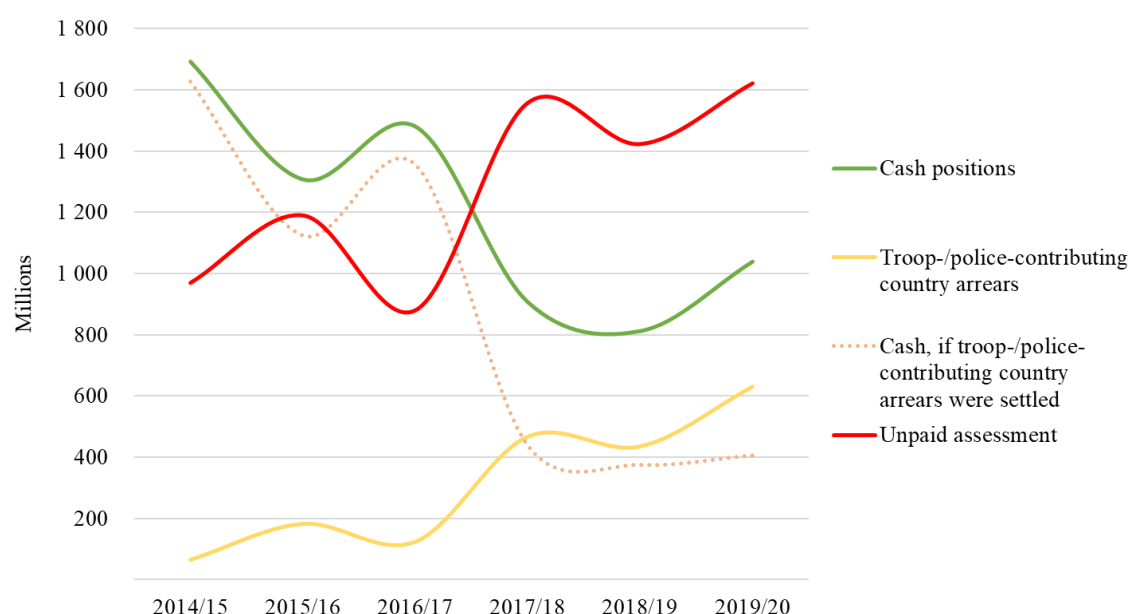
252. The increased level of unpaid assessments affects the cash position, which in turn affects the Organization's ability to settle liabilities to troop- and police-contributing countries on time. These general trends can be seen in figure XVI. The figure shows the status as at 30 June each year from 2014/15 to 2019/20 for the 13 peacekeeping operations that were active in the 2019/20 period: MONUSCO, UNMISS, MINUSMA, MINUSCA, UNISFA, UNSOS, UNAMID, UNFICYP, UNMIK, MINURSO, UNIFIL, UNDOF and MINUJUSTH (the latter closed on 15 October 2019).

253. Figure XVI shows a correlation between the level of unpaid assessed contributions and the arrears owed to troop- and police-contributing countries between 2014/15 and 2019/20. As at 30 June 2020, the last day of the 2019/20 period, the cash balances were higher in comparison with the balance as at 30 June 2019. The higher cash balance was due primarily to a more conservative approach to the settlement of outstanding dues to troop- and police contributing countries in the light

of potential delays in receipt of contributions from Member States as a result of the COVID-19 pandemic.

254. The trend in the increasing level of unpaid assessments over time continued to present a challenge to peacekeeping operations and the delay in the settlement of troop- and police-contributing countries was a major concern.

Figure XVI
Cash liquidity analysis



255. Table 18 presents data used in figure XVI.

Table 18
Outstanding contributions as at 30 June (year-end), 2014/15–2019/20
(Millions of United States dollars)

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Assessment	7 435	7 383	7 356	7 050	6 876	6 776
Unpaid assessment	970	1 191	881	1 558	1 481	1 699
Unpaid assessment/assessment (percentage)	13.0	16.1	12.0	22.1	21.5	25.1
Cash position	1 692	1 307	1 480	906	811	1 038
Troop-/police-contributing country arrears	64	182	124	467	435	631

2020/21 period

256. The impact of including in the assessment letter the approved budget for the full budget period for which the mandate has not yet been approved by the Security Council continues to be positive, given that some Member States made contributions in part or in full for one or more operations. For the 2020/21 period, the assessment for the full budget period, including for the months not yet approved by the Security Council, amounted to \$6,422.4 million, out of which, as at 31 December 2020, an amount of \$467.5 million had been received earlier than usual, adding to the liquidity of peacekeeping missions. As at 31 December 2020, there were four operations with mandates still to be renewed before the end of June 2021, namely, UNFICYP (was set

to expire on 31 January 2021), UNSOS (was set to expire on 28 February 2021), UNMISS (was set to expire on 15 March 2021) and UNISFA (expires 15 May 2021). The net assessment relating to these four operations amounts to \$605.1 million, of which \$92.9 million has been received as an advance collection under the new arrangement. In 2021, the mandates of UNFICYP, UNSOS and UNMISS were extended until 31 July 2021, 31 December 2021 and 15 March 2022, respectively.

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

258. It should be noted that the General Assembly did not approve two of the measures proposed in the report of the Secretary-General on improving the financial situation of the United Nations (A/73/809), namely, to create a peacekeeping working capital fund of \$250 million and to temporarily suspend the return of unspent funds for peacekeeping operations. For the 2019/20 period, the credits to be returned to Member States amounted to \$237.5 million, inclusive of the cancellation of prior-period commitments. The working capital fund and the suspension of credits would both have provided temporary liquidity for normal operational requirements, including payments to troop- and police-contributing countries.

259. The Organization relies on Member States to provide adequate resources and to pay their contributions on time and in full. As at 31 December 2020, the outstanding contributions from Member States to the active peacekeeping missions was at a level of \$2,764.5 million. This level compares favourably with the level of outstanding contributions as at 31 December 2019 of \$2,997.8 million, which represents a decrease of \$233.3 million (equivalent to 7.8 per cent) in unpaid assessments. As a result, the cash situation has improved compared with last year.

260. The ability to manage the cash balances of active peacekeeping operations as a pool and the introduction of the issuance of assessment letters for the full budget period have provided some liquidity relief to the management of active peacekeeping operations during the budget period; however, the liquidity situation in the final quarter of the fiscal year for active peacekeeping operations is likely to remain challenging. Delays in the payment of contributions could jeopardize timely and full payments to troop- and police-contributing countries. More information on the settlement of liabilities to troop- and police-contributing countries is described in annex IX to the present report.

XVI. Status of the Peacekeeping Reserve Fund as at 30 June 2020

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

262. As reflected in the financial statements for the 12-month period from 1 July 2019 to 30 June 2020, the level of the Peacekeeping Reserve Fund as at 30 June 2020

was \$157.5 million, comprising the reserve of \$150.0 million and an accumulated surplus of \$7.5 million. As in the 2018/19 period, no new loans were made to active peacekeeping missions during the financial year ended 30 June 2020. As at 30 June 2020, there were outstanding advances to MINURCA in the amount of \$12.8 million, which have remained unpaid since February 2000 owing to insufficient cash resources.

263. The balance of the Peacekeeping Reserve Fund in excess of the authorized level is available to meet the financing of the support account for peacekeeping operations. An amount of \$3.8 million, representing the excess of the authorized level in respect of the financial period ended 30 June 2019, was approved by the General Assembly in its resolution [74/280](#) to be applied to the support account for the period from 1 July 2020 to 30 June 2021. The application of the remaining surplus balance of \$3.7 million, subject to approval by the Assembly, will be proposed in the context of the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022.

XVII. Implementation of the cross-cutting requests of the General Assembly in its financing resolutions of individual peacekeeping operations during the seventy-fourth session

264. The General Assembly implemented a number of cross-cutting requests in the financing resolutions of individual peacekeeping operations during the seventy-fourth session. Peacekeeping operations have responded to these requests in their budget proposals for the 2021/22 period and budget performance reports for the 2019/20 period. The paragraphs below provide a summary of the aspects related to the impact of quick-impact projects, electoral support, an assessment related to mine action service providers and procurement.

Impact of quick-impact projects

265. The ultimate goal of quick-impact projects is to build confidence in the mission, its mandate and the peace process. The main intended outcome is to generate political goodwill between local stakeholders and the mission in order to create a conducive environment for mandate implementation. This is achieved by carefully calibrating the strategic priorities of the mission, the most pressing needs of the population and the relative influence of different stakeholders over the operational environment. Project proposals are reviewed by the local project review committee, chaired by the head of field office, and are selected on the basis of their expected capacity to build confidence and address the needs of the communities and their viability. The Secretariat is endeavouring to provide additional analytical and planning tools at the local field office level to assist field teams with determining which interventions, including the implementation of quick-impact projects, will maximize impact to achieve the mission's goals. Assessing the impact of quick-impact projects would require systematically measuring levels of confidence, which is challenging and would demand additional dedicated resources. However, observed changes in behaviour by key stakeholders demonstrate such impact. For example, the UNMISS Bentiu field office in South Sudan used a quick-impact project to renovate the central prison, addressing the material requirements for improved detention premises, but also supporting stronger working relationships between the mission and local detention services. The rehabilitation of a school in Bounia, in the Ouham-Pendé Prefecture of the Central African Republic, has been critical in shifting local perception of MINUSCA from that of an entity that provides only security to that of an actor seeking to support sustainable solutions, which is fostering increased

collaboration with the local communities. Similarly, a quick-impact project implemented in Gao, Mali, to support the construction of a settling tank for water purification and waste management has contributed to improving local perceptions of MINUSMA.

266. Increased efforts to align the strategic priorities of a mission with the tactical goals of quick-impact projects is expected to increase through the use of results frameworks introduced by the Comprehensive Planning and Performance Assessment System. Nevertheless, the implementation of quick-impact projects is regularly challenged by the volatile operational setting, the shortage of viable implementing partners and frequent breakdowns in supply chains. Missions have generally demonstrated foresight and adaptability by using quick-impact projects to address these very same challenges. For instance, UNIFIL has supported a women's association in Khiam (southern Lebanon) with the production of face masks using locally sourced materials, which addressed the disruption of the supply chain caused by the financial crisis faced by the country while also supplying local communities with protective equipment urgently needed to contain the spread of the COVID-19 pandemic. UNMISS has used quick-impact projects in Yambio, Wau and Aweil to strengthen the capacity of local actors to become implementing partners by training them on programme management, including monitoring and evaluation, which resulted in a number of solid project proposals that have been granted quick-impact project funding. In a separate initiative, UNMISS has also strengthened collaboration with local engineering resources to provide technical support to quick-impact project implementation, overcoming security movement restrictions imposed on UNMISS engineering personnel.

Electoral support

267. Elections are a vital part of the implementation of peace agreements and the consolidation of democracy. The contributions of the United Nations in this regard include the provision of electoral assistance to its Member States following a request from the Member State concerned, or based on a mandate from the Security Council or General Assembly. Such assistance is tailored to the specific needs of the requesting country, which are assessed by the United Nations Electoral Assistance Division on behalf of the United Nations Focal Point for Electoral Assistance Activities/Under-Secretary-General for Political and Peacebuilding Affairs, and is delivered in a fully integrated manner, under the mission lead. The following are examples of electoral assistance provided by peacekeeping operations.

268. In the Central African Republic, MINUSCA provided multifaceted support to the organization of presidential and legislative elections within the constitutional timelines, in a very challenging context. This support, including the good offices of the Special Representative of the Secretary-General, aimed at facilitating dialogue between the Government and the political actors, with a view to reaching consensus on issues pertaining to the electoral process and ensuring that the process was credible and inclusive and that the constitutional rights of all Central Africans were considered. This was coupled with a robust security posture to ensure an environment conducive to the holding of peaceful and inclusive elections, maintain constitutional order and ensure the continued protection of civilians during an electoral event. On several occasions, MINUSCA prevented armed groups from undermining the electoral process. The MINUSCA-led integrated electoral assistance team also provided technical, operational, security and logistical support to the National Electoral Authority for the planning and implementation of electoral operations, including voter registration, logistical support for the distribution of electoral materials throughout the country and the transmission of results, as well as legal and technical advice on the drafting of electoral bills, regulations and procedures, and

provided technical logistical and security support to deploy magistrates to hear electoral-related disputes outside of Bangui.

269. In Mali, MINUSMA, in close collaboration with the United Nations Development Programme, within the framework of the integrated electoral assistance team, provided logistical, technical and security assistance to the electoral bodies and other stakeholders for the 2020 legislative elections. The support included the transportation of 62 tons of electoral materials and 1,800 persons to Mopti and the five northern regions, as well as the hiring of 71 national electoral consultants to assist electoral officials nationwide. MINUSMA contributed to securing electoral operations, including through the positioning of 1,468 peacekeepers on reserve at strategic locations for a period of six weeks.

Comparative assessment of mine action providers in 11 peacekeeping operations

270. Security Council mandates calling for mine action refer to a broad set of specialized initiatives that reduce the impact of landmines and explosive remnants of war, including mine risk education, survey and demining, victim assistance, advocacy to stigmatize the use of landmines, national capacity strengthening, support for relevant international humanitarian and disarmament law, stockpile destruction and weapons and ammunition management.

271. Providers in peacekeeping operations include UNOPS (the implementing partner for the Mine Action Service), troop contingents and United Nations police elements. While UNOPS provides comprehensive mine action services for multiple beneficiaries, contingents focus on force protection and mobility. Consequently, the assessment reviewed the rationale for the assignment of responsibilities for survey, demining/clearance and explosive ordnance disposal, which comprise the subset of mine action activities performed by both UNOPS and contingents. UNOPS and the United Nations police both provide support to national weapons and ammunition management.

272. The assessment revealed various scenarios: (a) mine clearance activities are undertaken only by contingents in the case of UNDOF; (b) in several missions that have both civilian and force demining capabilities, the civilian capacity responds to the majority of the tasks (for example, in both MONUSCO and UNMISS, UNOPS responds to 100 per cent of explosive ordnance disposal tasks, although a small explosive ordnance disposal capability exists within each force); and (c) in UNAMID, UNMISS, MINUSCA, MINUSMA, UNIFIL, UNISFA and UNSOS/UNSOM, contingents and UNOPS work in complementary ways to deliver mandates and the Action for Peacekeeping agenda. In some instances, UNOPS initiatives enable the force to perform subsequent services, in others UNOPS and the force perform mutually reinforcing tasks.

273. In MINUSMA and UNSOS, the United Nations and AMISOM contingents, respectively, benefit from UNOPS predeployment and in-mission training to improve their capabilities, safety and security. UNOPS also mentors and equips AMISOM contingents for improved mobility in a high-risk environment.

274. In MINUSMA and UNSOS, the civilian and uniformed demining capabilities share information and equipment to improve efficiency. In these two missions, the United Nations police, UNOPS and force contingents contribute to improving national capacity to counter the threat of improvised explosive devices, with the United Nations police focusing on building the skills of the national criminal justice chain. In UNISFA, UNOPS conducts route verification and clearance and provides ground patrol support to enable mobility and support border management and the safe movement of displaced persons. UNOPS and force contingents collaborate to collect

and destroy weapons from communities, while UNOPS and the United Nations police collaborate to conduct risk awareness with communities.

275. Capabilities such as explosive detection dogs, used extensively in MINUSMA and UNSOS to support detection, are most efficiently deployed by UNOPS. This capability is rare among contingents.

276. For MINUSMA and UNMISS, the flexibility, mobility and self-sufficiency required by operators to deploy explosive ordnance disposal capabilities across a large area of operations and multiple locations favoured a UNOPS solution. Delays and challenges in the force generation of skilled and equipped contingents further favoured the rapid establishment of a UNOPS explosive ordnance disposal capacity in MINUSMA.

277. The ability of UNOPS to deploy local operators in otherwise inaccessible areas and to gather information about the nature of the threat has contributed to the ability of missions to improve the safety of peacekeepers and civilians in MONUSCO and UNSOS. At the insistence of Lebanese national authorities, the quality of humanitarian demining conducted by UNIFIL contingents must be assured by an independent civilian authority to confirm compliance with national standards and cancel the task in the national database; UNOPS provides this capacity. UNOPS and the United Nations police work in complementary ways in MONUSCO and MINUSMA to strengthen national capacity to manage weapons and ammunition.

278. It is important to recall that the Mine Action Service partnership with UNOPS contributes to mine action programme delivery across peacekeeping and non-mission settings, in conflict and post-conflict contexts. The expertise and services available through this partnership allow for: consistent performance to international standards; the provision of high-quality advisory services to national stakeholders; the speedy deployment of specialists on demand; the ability to train and strengthen the capacity of contingents and national security services; the use of the most effective equipment and techniques; coordination with other mine action providers, including non-governmental organizations and commercial companies; and strengthened institutional knowledge across the mine action sector. It has not been possible to compare costs, as each provider performs distinct functions.

279. Further information on the proposed mine action activities in the 2021/22 period is included in annex VII to the present report.

Procurement

280. The General Assembly requested that the Secretary-General establish clear frameworks and guidelines to determine the solicitation procedures, whether invitation to bid or request for proposal, to be utilized for, inter alia, acquiring different types of goods and services, including aviation services, and to update the United Nations Procurement Manual accordingly.

281. The guidelines in section 6 (Solicitation) of the United Nations Procurement Manuals, updated as at 30 June 2020, specifically those contained in section 6.3 (Solicitation methods), summarize the methods of solicitation and the guidance to determine when their use is appropriate. The Secretariat has contracted a consultant to review the aviation procurement practices of the United Nations, assess their current state and develop recommendations to further advance the maturity and capabilities of aviation procurement. The focus of the study is on the different solicitation methodologies (invitation to bid versus request for proposal) in aviation procurement and lessons learned from experience gained to date.

282. The General Assembly also requested that the Secretary-General undertake measures to ensure that the Organization conforms to best practices in public

procurement with respect to transparency, including by placing additional information in the public domain on the outcome of procurement exercises conducted, including in the area of aviation services, so as to further increase the transparency of the procurement operations of the Organization, and to update the United Nations Procurement Manual accordingly.

283. It is stated in section 1.4 of the Procurement Manual that transparency means that all information on procurement policies, procedures, opportunities and processes is clearly defined, made public and/or provided to all interested parties concurrently. A transparent system has clear mechanisms to ensure compliance with established rules (e.g., unbiased specifications, objective evaluation criteria, standard solicitation documents, equal information to all parties and the confidentiality of offers). Details on the awarding of contracts and purchase orders made by all Secretariat entities are now accessible on the website and the mobile application of the Procurement Division. The United Nations also included that requirement in the guidance contained in the Procurement Manual, specifically section 10.2.1 (Posting of awarded contracts). The website of the Procurement Division has been updated with increased accessibility and additional information such as demand forecast for special political missions and their contract awards. Further updates with more information will be provided by the second quarter of 2021. Unsuccessful vendors that participated in solicitations resulting in awards above \$200,000 are given the opportunity to obtain additional information on the reasons why their proposals did not receive an award through a formal debriefing process. Bidders that remain unsatisfied may file a procurement challenge. As from 1 August 2020, all tender opening ceremonies can be attended virtually by vendors that have submitted bids or proposals. In addition, in accordance with the procedures contemplated in section 7 (Management of submissions) of the Procurement Manual, tender opening reports for invitations to bid and requests for proposal are available for consultation by bidders for a period of 30 days from the tender opening date. It is stipulated in section 13 (Contract management and contract administration) of the Procurement Manual that, in line with the procurement principles of transparency and accountability and in order to facilitate internal and external audits, procurement officers must maintain fully documented files for every solicitation and every contract. With regard to air transportation services, in invitation to bid exercises, vendors are advised at the bid opening of the aircraft types offered by all bidders, with detailed pricing information per aircraft. Following the contract award, the award information confirming the pricing of the winning bid is posted on the website of the Procurement Division.

XVIII. Action to be taken by the General Assembly

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

Annex I

Analysis of proposed resources for the period from 1 July 2021 to 30 June 2022

Table 1

Proposed requirements for the 2021/22 period by class of expenditure

(Thousands of United States dollars; budget year is from 1 July 2021 to 30 June 2022)

Class of expenditure	Apportionment (2020/21) ^a	Cost estimates (2021/22)	Variance	
			Amount	Percentage
	(1)	(2)	(3)=(2)-(1)	(4)=(3)÷(1)
Military and police personnel				
Military observers	68 481.2	63 665.1	(4 816.1)	(7.0)
Military contingents	2 464 656.7	2 418 581.4	(46 075.3)	(1.9)
United Nations police	124 072.6	110 210.3	(13 862.3)	(11.2)
Formed police units	246 367.9	212 610.9	(33 757.0)	(13.7)
Subtotal	2 903 578.4	2 805 067.7	(98 510.7)	(3.4)
Civilian personnel				
International staff	1 255 683.1	1 223 665.7	(32 017.4)	(2.5)
National staff	390 475.3	383 380.1	(7 095.2)	(1.8)
United Nations Volunteers	78 352.3	82 365.7	4 013.4	5.1
General temporary assistance	53 218.2	37 175.3	(16 042.9)	(30.1)
Government-provided personnel	13 580.0	11 438.7	(2 141.3)	(15.8)
Subtotal	1 791 308.9	1 738 025.5	(53 283.4)	(3.0)
Operational costs				
Civilian electoral observers	—	—	—	—
Consultants and consulting services	7 625.7	6 983.0	(642.7)	(8.4)
Official travel	33 139.4	30 357.9	(2 781.5)	(8.4)
Facilities and infrastructure	578 162.5	508 704.0	(69 458.5)	(12.0)
Ground transportation	95 124.5	83 106.3	(12 018.2)	(12.6)
Air operations	618 641.7	564 249.9	(54 391.8)	(8.8)
Marine operations	4 186.1	5 536.4	1 350.3	32.3
Communications and information technology	290 439.4	295 239.3	4 799.9	1.7
Medical	34 267.9	31 951.7	(2 316.2)	(6.8)
Special equipment	—	100.0	100.0	—
Other supplies, services and equipment	371 151.8	345 186.2	(25 965.6)	(7.0)
Quick-impact projects	12 500.0	13 000.0	500.0	4.0
Subtotal	2 045 239.0	1 884 414.7	(160 824.3)	(7.9)
Enterprise resource planning	13 381.3	15 799.5	2 418.2	18.1
Global service delivery model	868.5	868.5	—	—
Peacekeeping Capability Readiness System	3 881.6	3 881.6	—	—
Umoja maintenance and support cost	18 053.7	18 221.4	167.7	0.9
Gross requirements	6 776 311.4	6 466 278.9	(310 032.5)	(4.6)
Staff assessment income	171 498.5	165 822.4	(5 676.1)	(3.3)
Net requirements	6 604 812.9	6 300 456.5	(304 356.4)	(4.6)
Voluntary contributions in kind (budgeted)	1 022.0	962.0	(60.0)	(5.9)
Total requirements	6 777 333.4	6 467 240.9	(310 092.5)	(4.6)

^a Inclusive of the authority to enter into commitments of \$439.0 million for UNAMID for the 2020/21 period approved as at 31 December 2020, and exclusive of the proposed request for the additional authority to enter into commitments for UNAMID for the 2020/21 period in the amount of \$46.7 million, which was not approved as of the time of publication of the present report.

Table 2
Main factors contributing to the variances in resource requirements for the 2021/22 period by class of expenditure

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
Military observers	<p>The decreased requirements of \$4.8 million (or 7.0 per cent) are attributable mainly to: (a) MINUSMA (\$2.2 million), owing to the transformation of 40 military observer personnel to military staff officers in line with the Mission's adaptation plan, which is budgeted under military contingents; (b) UNISFA (\$2.0 million), owing to the reduction of 57 military observers; (c) UNAMID (\$1.3 million), owing to the termination of the mission's mandate during the 2020/21 period; and (d) MINUSCA (\$0.5 million), owing to the higher vacancy rate applied in the 2021/22 budget compared with the rate applied in the 2020/21 approved budget.</p> <p>The overall decrease is offset in part by increased requirements at UNMISS (\$1.1 million), owing mainly to the higher rate for individual police personnel who have opted to share accommodation, which results in a higher net daily rate for mission subsistence allowance.</p>
Military contingents	<p>The decreased requirements of \$46.1 million (or 1.9 per cent) are attributable mainly to: (a) UNAMID (\$117.2 million), owing to the termination of the mission's mandate during the 2020/21 period; (b) UNIFIL (\$9.4 million), owing to the lower costs for major contingent-owned equipment due to the revised statement of unit requirements and the lower anticipated average deployment of military contingent personnel; (c) MINUSMA (\$7.0 million), relating to a reduction in delivery fees for rations and higher estimates for non-functional or absent contingent-owned major equipment, and, based on past expenditure trends, lower anticipated compensation for death and disability; and (d) UNMISS (\$6.3 million), stemming from a lower average deployment strength of personnel, reflecting the adaptation of the Mission's footprint in response to the redesignation of protection of civilians sites and a shift towards more proactive deployment and patrolling to areas outside of the protection of civilians sites.</p> <p>The overall decrease is offset in part by increased requirements for: (a) MINUSCA (\$74.1 million), attributable mainly to costs for the phased deployment of additional military contingent personnel authorized by the Security Council in its resolution 2566 (2021); (b) UNSOS (\$9.9 million), attributable mainly to improved serviceability of contingent-owned major equipment and improvements in self-sustainment capabilities on the part of AMISOM troop-contributing countries, as well as to increased requirements related to in-mission delivery of rations; (c) UNISFA (\$5.1 million), attributable to the application of a lower vacancy rate, the revised strength of existing units and increased compliance by the troop-contributing country with standards for major equipment serviceability and self-sustainment; and (d) MONUSCO (\$4.8 million), owing to increased requirements for contingent-owned equipment in connection with the deployment of four quick-reaction forces whose equipment is more expensive than that of the battalions they are replacing, and lower deduction factors for major equipment based on improved performance of equipment, as well as increased requirements for travel on emplacement, rotation and repatriation due to an increase in the hourly cost and flight time of charter flights.</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
United Nations police	<p>The decreased requirements of \$13.9 million (or 11.2 per cent) are attributable mainly to: (a) UNAMID (\$19.9 million), owing to the termination of the mission's mandate during the 2020/21 period; and (b) MONUSCO (\$4.4 million), attributable to a reduction in the deployment of United Nations police resulting from an increase in the delayed deployment factors based on operational requirements.</p> <p>The overall decrease is offset in part by increased requirements for: (a) MINUSCA (\$6.8 million), owing mainly to costs for the phased deployment of additional United Nations police personnel authorized by the Security Council in its resolution 2566 (2021); and (b) UNMISS (\$3.2 million), owing mainly to the application of a higher net daily rate for mission subsistence allowance to reflect the higher rate applicable to individual police personnel who have opted to share accommodation.</p>
Formed police units	<p>The decreased requirements of \$33.8 million (or 13.7 per cent) are attributable mainly to: (a) UNAMID (\$36.9 million), owing to the termination of the mission's mandate during the 2020/21 period; (b) UNISFA (\$8.9 million), owing to expected delays in the deployment of three formed police units, comprising approximately 160 personnel each; (c) UNMISS (\$7.8 million), stemming from the lower average deployment strength of personnel, reflecting the adaptation of the Mission's footprint in response to the redesignation of protection of civilians sites and a shift towards more proactive deployment and patrolling to areas outside of the protection of civilians sites; and (d) MONUSCO (\$4.2 million), owing to a decrease in the average number of personnel of formed police units to be deployed, which was the result of an increase in the delayed deployment factors based on operational requirements.</p> <p>The overall decrease is offset in part by increased requirements for: (a) MINUSCA (\$20.6 million), attributable primarily to the costs for the phased deployment of additional formed police unit personnel authorized by the Security Council in its resolution 2566 (2021); and (b) MINUSMA (\$3.1 million), owing mainly to additional major contingent-owned equipment resulting from the reconfiguration of formed police units and operational requirements, and to the application of improvements in the deployment of contingent-owned equipment for self-sustainment.</p>
International staff	<p>The decreased requirements of \$32.0 million (or 2.5 per cent) are attributable mainly to: (a) UNAMID (\$79.6 million), owing to the termination of the mission's mandate during the 2020/21 period; and (b) UNMISS (\$4.5 million), attributable to the proposed abolishment of 20 posts, the application of a higher vacancy rate based on current and projected incumbency patterns and the transfer of 3 international posts of the Global Procurement Support Section to the budget of the Regional Service Centre in Entebbe, Uganda.</p> <p>The overall decrease is offset in part by increased requirements for: (a) MINUSMA (\$23.9 million), owing to higher rates for international salaries based on the revised salary scale, and the application of the lower vacancy rate; (b) the support account (\$9.1 million), owing to the proposed conversion of general temporary assistance positions to posts and adjustments in staff costs to meet the standard salary costs and vacancy factors; (c) UNISFA (\$6.2 million), owing primarily to the application of a higher post adjustment multiplier of 71.1 per cent, compared with 44.6 per</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
	cent applied in the 2020/21 period; (d) UNSOS (\$4.2 million), owing to the application of the lower vacancy rate, the latest effective salary scales, common staff costs and actual average step levels; (e) the United Nations Logistics Base at Brindisi, Italy (\$2.6 million), owing to the increase of the post adjustment multiplier due to the appreciation of the euro against the United States dollar, the application of a lower vacancy rate and the conversion of two general temporary assistance positions to regular posts; (f) MINUSCA (\$2.4 million), owing to the proposed establishment of 11 posts, the proposed conversion of 5 international temporary positions into posts and the application of the higher rate for danger pay entitlements based on the revised scale; and (g) UNIFIL (\$2.0 million), owing to the application of a revised salary scale.
National staff	<p>The decreased requirements of \$7.1 million (or 1.8 per cent) are attributable mainly to UNAMID (\$35.1 million), owing to the termination of the mission's mandate during the 2020/21 period.</p> <p>The overall decrease is offset in part by the increased requirements at all other peacekeeping operation and, in particular, owing to: (a) lower vacancy rates based on current and projected incumbency patterns at MINUSMA, MINUSCA, UNIFIL, the United Nations Logistics Base and the support account; (b) the increase in the estimated average salary costs at MONUSCO and UNMISS; (c) the application of a higher average grade level/step at MINUSCA and MONUSCO; (d) the proposed establishment of posts at MINUSCA and the proposed conversion of 10 temporary positions to posts at UNMISS; (e) the impact of the appreciation of the euro against the United States dollar at the United Nations Logistics Base, UNMIK and UNFICYP, the West African CFA franc against the United States dollar at MINUSMA and the Central African CFA franc against the United States dollar at MINUSCA; and (f) the application of the latest effective actual average step levels for national staff at UNSOS and the Regional Service Centre.</p>
United Nations Volunteers	<p>The increased requirements of \$4.0 million (or 5.1 per cent) are attributable mainly to: (a) MONUSCO (\$2.7 million), owing to an increase in the average volunteer living allowance and the application of lower-than-budgeted vacancy rates; and (b) MINUSCA (\$2.5 million) and MINUSMA (\$0.8 million), owing to the application of a lower vacancy rate and the proposed establishment of 16 and 2 United Nations Volunteer positions, respectively</p> <p>The overall increase is offset in part by UNAMID (\$2.9 million), owing to the termination of the mission's mandate during the 2020/21 period.</p>
General temporary assistance	<p>The decreased requirements of \$16.0 million (or 30.1 per cent) are attributable mainly to: (a) UNAMID (\$6.9 million), owing to the termination of the mission's mandate during the 2020/21 period; (b) the support account (\$6.3 million), resulting mainly from the proposed conversion of 37 positions to posts; and (c) UNMISS (\$3.4 million), owing to the proposed abolishment of 16 international temporary positions and to the proposed conversion of 10 National Professional Officer temporary positions to posts.</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
Government-provided personnel	The decreased requirements of \$2.1 million (or 15.8 per cent) are attributable mainly to the application of higher vacancy rates at UNMISS (\$1.4 million) and MONUSCO (\$0.5 million), and the termination of the mandate of UNAMID during the 2020/21 period (\$0.3 million).
Consultants and consulting services	<p>The decreased requirements of \$0.6 million (or 8.4 per cent) are attributable mainly to: (a) UNSOS (\$0.5 million), owing to the increased ability of the mission to utilize the skills and experience available in-house; (b) the support account (\$0.2 million), owing to lower requirements for specialized expertise; and (c) UNAMID (\$0.1 million), owing to the termination of the mission's mandate during the 2020/21 period.</p> <p>The overall decrease is offset in part by increased requirements for UNISFA (\$0.2 million), owing to the anticipated increased reliance on the expertise of external consultants in order to accelerate environmental projects that are considered essential to improving the mission's environmental score.</p>
Official travel	The decreased requirements of \$2.8 million (or 8.4 per cent) are attributable mainly to: (a) UNAMID (\$1.3 million), owing to the termination of the mission's mandate during the 2020/21 period; and (b) reduced need for travel, owing to the higher planned utilization of online platforms for meetings and training sessions at UNMISS (\$0.6 million) and MONUSCO (\$0.6 million).
Facilities and infrastructure	<p>The decreased requirements of \$69.5 million (or 12.0 per cent) are attributable mainly to: (a) MINUSMA (\$33.7 million), owing to the non-requirement for the one-time costs that were included in the approved budget for the 2020/21 period for construction, alteration, renovation, field defence supplies and installation with regard to security services, as well as lower costs for maintenance services based on updated contractual arrangements, the availability of safety and security equipment and supplies from existing stocks and the lower anticipated average cost of fuel for generators; (b) UNMISS (\$16.8 million), attributable mainly to the lower price and consumption of fuel as well as lower fuel mobilization costs, and the lower number of new construction projects planned; (c) MONUSCO (\$10.8 million), owing to the non-requirement for the one-time costs which were included in the approved budget for the 2020/21 period for the reimbursement of ammunition to troop-contributing countries and for mobilization fees for the new turnkey contract, a lower average price for fuel in the 2021/22 period, the discontinuation of the replacement of generators as more of the Mission's locations are connected to the national power grid and a reduction in acquisitions related to the closure of two field offices; (d) UNSOS (\$8.1 million), owing to a lower anticipated price and consumption of generator fuel and reduced provisions for construction materials, field defence supplies and prefabricated accommodations as a result of the completion by June 2021 of several projects; and (e) UNAMID (\$8.0 million), owing to the termination of the mission's mandate during the 2020/21 period.</p> <p>The overall decrease is offset in part by the increased requirements for: (a) MINUSCA (\$5.2 million), owing to the higher cost of security services as a result of the enhancement of one existing mini tactical unmanned aircraft system and the deployment of two additional mini tactical unmanned aircraft systems, the higher anticipated consumption of fuel for</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
	generators, and the acquisition of prefabricated facilities, accommodations and refrigeration equipment to replace buildings and damaged and deteriorated equipment; and (b) UNISFA (\$4.1 million), resulting mainly from increased fuel consumption; the expanded range of services in new contractual arrangements; the construction of accommodations for new contingents as well as the alteration, renovation and maintenance of existing incomplete and aging sites; and the increased level of acquisition of generators and electrical equipment to comply with the environmental action plan; as well as the acquisition of safety and security equipment, construction materials and field defence supplies, prefabricated facilities and accommodation and refrigeration equipment.
Ground transportation	<p>The decreased requirements of \$12.0 million (or 12.6 per cent) are attributable mainly to: (a) UNSOS (\$5.6 million), owing to a lack of anticipated need for the acquisition of vehicles, sufficient stocks of spare parts on hand and lower anticipated average fuel prices; (b) MINUSMA (\$3.9 million), as a result of lower anticipated consumption of fuel at a lower average cost based on past and current trends, as well as lower costs for the rental of fewer heavy construction engineering equipment owing to the completion of some construction projects in the 2020/21 period; (c) MONUSCO (\$3.5 million), resulting mainly from a reduction in fuel volume based on the consumption patterns of the previous period, a lower fuel price and the discontinuation of a one-time provision from the 2020/21 period for a fuel reserve and for mobilization fees under a new turnkey contract; and (d) UNAMID (\$1.3 million), owing to the termination of the mission's mandate during the 2020/21 period.</p> <p>The overall decrease is offset in part by increased requirements for: (a) MINURSO (\$0.9 million), owing to the acquisition of 22 vehicles, a turnkey lease contract for the rental of 6 passenger vehicles to replace existing ones past due for write off, and higher requirements for spare parts; (b) UNMISS (\$0.5 million), stemming from the provision for an all-terrain amphibious vehicle and the acquisition and replacement of material-handling equipment; and (c) UNFICYP (\$0.5 million), owing mainly to the acquisition of 20 special-purpose vehicles and the higher repair costs for older vehicles and the replacement of leased cars with United Nations-owned vehicles.</p>
Air operations	<p>The decreased requirements of \$54.4 million (or 8.8 per cent) are attributable mainly to: (a) UNAMID (\$23.0 million), owing to the termination of the mission's mandate during the 2020/21 period; (b) UNMISS (\$19.1 million), owing to lower costs for the rental and operation of aircraft as a result of new contractual arrangements and the lower price of fuel; (c) MONUSCO (\$15.4 million), stemming from the non-requirement for the one-time costs which were included in the approved budget for the 2020/21 period for a fuel reserve and mobilization fees under a new turnkey contract, a lower price for fuel, and lower costs for rental of aircraft due to the discontinuation of two aircraft, the replacement of five aircraft at a lower cost and the reduction in the number of flight hours of fixed-wing aircraft; and (d) UNSOS (\$4.0 million), owing to a lack of anticipated need for certain types of equipment and supplies during the 2021/22 period, a lower price for fuel and lower contractual costs for utility and medical evacuation helicopters.</p>

*Class of expenditure**Main factors contributing to the variances*

	<p>The overall decrease is offset in part by increased requirements at MINUSMA (\$11.9 million), resulting from higher costs for the rental and operation of the Mission's aircraft fleet owing to updated contractual arrangements and the replacement of helicopters with more specialized capabilities, as well as the higher net costs for air operations services in connection with the operation of an additional unmanned aircraft system to support an additional tasking line for enhanced situational awareness.</p>
Marine operations	<p>The increased requirements of \$1.4 million (or 32.3 per cent) are attributable mainly to the acquisition of sea containers required for the transport of various assets, such as engineering supplies, equipment, commodities and vehicles, to each mission's area of operation at UNSOS, UNISFA and MONUSCO.</p> <p>The overall increase is offset in part by decreased requirements at MINUSMA (\$0.5 million), as a result of a lower number of sea containers, owing to reduced acquisition of equipment, materials and supplies following the completion of construction projects in the 2020/21 period.</p>
Communications and information technology	<p>The increased requirements of \$4.8 million (or 1.7 per cent) are attributable mainly to: (a) UNIFIL (\$6.1 million), for the acquisition of equipment in connection with the implementation of the Blue Line camera project, including long-range, night-enabled cameras or other technology equipment and services to improve force protection and observation capabilities, and the acquisition of network service equipment and computers as part of a five-year asset replacement plan; (b) MONUSCO (\$4.8 million), attributable to the one-year cost of communications services in support of the Geolocation Threat Analysis Unit based on the letter of assist, compared with only six months budgeted in the 2020/21 period; (c) MINUSMA (\$4.4 million), attributable primarily to the acquisition of equipment to protect camps against threats from the use of drones by armed groups as well as to support satellite earth stations and camp perimeter intrusion detection systems in relation to the Mission's force adaptation plan; and (d) UNMISS (\$1.3 million), attributable mainly to increased costs related to additional data bandwidth to accommodate cloud-based storage.</p> <p>The overall increase is offset in part by decreased requirements for: (a) UNAMID (\$9.0 million), owing to the termination of the mission's mandate during the 2020/21 period; (b) MINUSCA (\$3.0 million), resulting mainly from the acquisition of fewer items of equipment given the anticipated completion of the enhancement of the Internet infrastructure, the anticipated sufficient inventory of network, storage and end user equipment, and the lower number of promotional and printing materials, as well as radio and television broadcasting services, given the completion of the presidential and legislative electoral process; and (c) UNSOS (\$1.5 million), attributable mainly to lower anticipated requirements for the replacement of equipment that has reached the end of its useful life.</p>
Medical	<p>The decreased requirements of \$2.3 million (or 6.8 per cent) are attributable mainly to: (a) UNSOS (\$5.2 million), owing to lower anticipated unit costs for hospitalizations, the elimination of the provision for transport related to medical evacuations to be carried out by a third-</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
	<p>party contractor in line with the proposed utilization of a dedicated UNSOS air asset for this purpose in the 2021/22 period, and sufficient stock of medical supplies on hand; and (b) UNAMID (\$0.9 million), owing to the termination of the mission's mandate during the 2020/21 period.</p> <p>The overall decrease is offset in part by increased requirements for: (a) MINUSCA (\$2.0 million), attributable to the acquisition of medical equipment in line with the continued enhancement of the Mission's efforts to reduce peacekeeper fatalities, and the higher costs of services for medical evacuations; (b) UNIFIL (\$0.8 million), owing to higher anticipated costs for medical services; and (c) MONUSCO (\$0.8 million), resulting from the acquisition of equipment, an increase in the prices of medical supplies and the acquisition of additional supplies in response to the coronavirus disease (COVID-19) pandemic.</p>
Special equipment	The requirements of \$0.1 million are attributable the provision of five items of additional explosive detection equipment for access control gates to detect explosives in vehicles and luggage at MINURSO.
Other supplies, services and equipment	The decreased requirements of \$26.0 million (or 7.0 per cent) are attributable mainly to: (a) UNAMID (\$12.8 million), owing to the termination of the mission's mandate during the 2020/21 period; (b) UNSOS (\$8.2 million), as a result of reduced freight costs in connection with lower acquisition levels and the anticipated non-recurrence of requirements for mine detection equipment in the 2021/22 period; and (c) UNMISS (\$4.1 million), attributable mainly to lower costs for mine-detection and mine-clearing services with lower costs for third-party contractual services, as well as lower provisions for freight in connection with a lower planned volume of cargo to be transported.
Quick-impact projects	The increased requirements of \$0.5 million (or 4.0 per cent) are fully attributable to the planned implementation of additional quick-impact projects at UNMISS to improve basic service infrastructure for the eventual safe and voluntary return and reintegration of internally displaced persons and vulnerable populations.

Table 3
Proposed resource requirements for quick-impact projects for the 2021/22 period by peacekeeping mission

(Thousands of United States dollars)

	<i>MINUSCA</i>	<i>MINUSMA</i>	<i>MONUSCO</i>	<i>UNDOF</i>	<i>UNIFIL</i>	<i>UNISFA</i>	<i>UNMISS</i>	<i>Total</i>
Quick-impact projects	3 000.0	4 800.0	1 500.0	200.0	500.0	500.0	2 500.0	13 000.0

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

Table 4
Proposed resource requirements for the 2021/22 period by peacekeeping component

(Thousands of United States dollars; budget year is from 1 July 2021 to 30 June 2022)

Peacekeeping component	Apportionment (2020/21)	Proposed budget (2021/22)	Variance	
			Amount	Percentage
MINURSO	57 524.7	57 186.3	(338.4)	(0.6)
MINUSCA	937 711.7	1 048 692.6	110 980.9	11.8
MINUSMA	1 183 384.7	1 183 917.9	533.2	—
MONUSCO	1 075 338.6	1 054 608.6	(20 730.0)	(1.9)
UNAMID ^a	438 962.8	82 397.1	(356 565.7)	(81.2)
UNDOF	63 343.2	61 608.9	(1 734.3)	(2.7)
UNFICYP	51 750.1	54 894.3	3 144.2	6.1
UNIFIL	480 649.1	480 427.9	(221.2)	—
UNISFA	263 783.9	270 472.2	6 688.3	2.5
UNMIK	39 827.3	41 298.5	1 471.2	3.7
UNMISS	1 178 515.1	1 128 148.1	(50 367.0)	(4.3)
UNSOS	550 608.6	533 714.7	(16 893.9)	(3.1)
Subtotal	6 321 399.8	5 997 367.1	(324 032.7)	(5.1)
United Nations Logistics Base at Brindisi	62 058.2	66 519.7	4 461.5	7.2
Regional Service Centre in Entebbe ^b	37 159.2	40 651.6	3 492.4	9.4
Support account for peacekeeping operations ^c	355 694.2	361 740.5	6 046.3	1.7
Subtotal	6 776 311.4	6 466 278.9	(310 032.5)	(4.6)
Voluntary contributions in kind (budgeted)	1 022.0	962.0	(60.0)	(5.9)
Total	6 777 333.4	6 467 240.9	(310 092.5)	(4.6)

^a Exclusive of the request for authority to enter into commitments of \$46.7 million for UNAMID for the 2020/21 period.

^b Inclusive of \$1,412,400 for the 2020/21 period to be charged against the appropriation for the programme budget for 2021 under section 3, Political affairs, approved by the General Assembly in its resolution [75/253](#).

^c Inclusive of requirements for the period from 1 July 2021 to 30 June 2022 for: the Enterprise Resource Planning Solution Division (\$15.8 million); the global service delivery model (\$0.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$18.2 million).

Table 5

Main factors contributing to variances in resource requirements for the 2021/22 period by peacekeeping component

<i>Peacekeeping component</i>	<i>Main factors for variance</i>
MINURSO	<p>The proposed budget of \$57.2 million represents a decrease of 0.6 per cent (\$0.3 million) compared with the approved budget for the 2020/21 period. The decreased requirements are attributable mainly to air operations (\$2.9 million) resulting from the lower costs of rental and operation of one helicopter, and a lower average price of \$0.49 per litre for fuel, compared with \$0.72 per litre applied in the 2020/21 period.</p> <p>The decreased requirements are offset in part by increased requirements for: (a) ground transportation (\$0.9 million), owing to the acquisition of 20 passenger vehicles and 2 heavy trucks to replace vehicles that have completed life expectancy or been damaged beyond economical repair, a turnkey lease contract for the rental of 6 small electric panel vans to replace existing vehicles past due for write off, and higher requirements for spare parts due to the increased number of specialist vehicles received from UNAMID, MINUJUSTH and the United Nations reserve for deployment to team site locations; (b) international staff (\$0.6 million), attributable to the application of higher average salary costs in the 2021/22 period based on the revised salary scale and the proposed reclassification of one post from the Field Service level to the P-4 level; and (c) national staff (\$0.5 million), stemming mainly from the appreciation of the Moroccan dirham against the United States dollar compared with the 2020/21 period, and an increase in the average salary cost applied in the 2021/22 period.</p>
MINUSCA	<p>The proposed budget of \$1,048.7 million represents an increase of 11.8 per cent (\$111.0 million) compared with the approved budget for the 2020/21 period.</p> <p>The increased requirements are attributable mainly to: (a) military contingents (\$74.1 million), related to costs for standard troop cost reimbursement, contingent-owned equipment, freight, rations, mission subsistence allowance and travel on emplacement to support the phased deployment of the additional military contingent personnel authorized by the Security Council in its resolution 2566 (2021); (b) formed police units (\$20.6 million), stemming primarily from higher costs for standard formed police unit cost reimbursement, contingent-owned equipment, freight, rations and travel on emplacement to support the phased deployment of additional formed police unit personnel authorized by the Council in its resolution 2566 (2021); (c) United Nations police (\$6.8 million), owing primarily to higher costs for mission subsistence allowance to support the phased deployment of additional United Nations police personnel authorized by the Council in its resolution 2566 (2021); (d) facilities and infrastructure (\$5.2 million), owing to higher costs for security services as a result of the enhancement of one existing mini tactical unmanned aircraft system and the deployment of two additional mini tactical unmanned aircraft systems to strengthen capabilities to assist in the planning of operational requirements and the protection of civilians and mission personnel, the higher anticipated consumption of fuel for generators at a lower average cost, the acquisition of prefabricated facilities, accommodations and refrigeration equipment to replace buildings and damaged and deteriorated equipment, and the acquisition of generators and electrical equipment as they relate to a diesel hybrid solar system in line</p>

with the Mission's plan to reduce its carbon emission footprint; and (e) national staff (\$3.1 million), resulting from the application of the higher average grade level/step of the salary scale, the impact of the appreciation of the Central African CFA franc against the United States dollar, the proposed establishment of two posts and the application of the lower vacancy rate.

The increased requirements are offset in part by decreased requirements for: (a) communications and information technology (\$3.0 million), resulting mainly from the acquisition of fewer items of equipment given the anticipated completion of the enhancement of the Internet infrastructure in the 2020/21 period, the anticipated sufficient inventory of network, storage and end user equipment, and the lower number of promotional and printing materials, as well as radio and television broadcasting services, given the completion of the presidential and legislative electoral process; (b) air operations (\$1.7 million), stemming from the lower anticipated average cost of fuel and lower net costs for rental and operation for the Mission's aviation fleet, owing mainly to the replacement of costly attack helicopters with more economical utility helicopters; and (c) other supplies, services and equipment (\$1.2 million), attributable to lower costs for the engagement of implementing partners and grants to support programmatic activities based on priority and impact analysis, and lower freight costs for transportation as a result of the reduced acquisition of supplies and equipment.

MINUSMA

The proposed budget of \$1,183.9 million represents an overall increase of \$0.5 million compared with the approved budget for the 2020/21 period.

The increased requirements are attributable mainly to: (a) international staff (\$23.9 million), owing to higher rates for international salaries based on the revised salary scale and the application of the lower vacancy rate; (b) air operations (\$11.9 million), resulting from higher costs for the rental and operation of the Mission's aircraft fleet owing to updated contractual arrangements and the replacement of helicopters with more specialized capabilities, as well as the higher net costs for air operations services in connection with the operation of an additional unmanned aircraft system to support an additional tasking line for enhanced situational awareness; (c) communications and information technology (\$4.4 million), attributable primarily to the acquisition of equipment to protect camps against threats from the use of drones by armed groups as well as to support satellite earth stations and camp perimeter intrusion detection systems in relation to the Mission's force adaptation plan; and (d) formed police units (\$3.1 million), owing mainly to additional major contingent-owned equipment resulting from the reconfiguration of formed police units based on operational requirements and improvements in the deployment of contingent-owned equipment for self-sustainment.

The increased requirements are offset in part by reduced requirements with respect to: (a) facilities and infrastructure (\$33.7 million), owing to the non-requirement for the one-time costs which were included in the approved budget for the 2020/21 period for construction, alteration, renovation, field defence supplies and installation with regard to security services, as well as lower costs for maintenance services based on updated contractual arrangements, the availability of safety and security equipment and supplies from existing stocks, and a lower anticipated average cost of fuel for generators; and (b) military contingents (\$7.0 million), relating to a reduction

<i>Peacekeeping component</i>	<i>Main factors for variance</i>
MONUSCO	<p>in delivery fees for rations, higher estimates for non-functional or absent contingent-owned major equipment and lower anticipated compensation costs for death and disability, based on past expenditure trends.</p> <p>The proposed budget of \$1,054.6 million represents a decrease of 1.9 per cent (\$20.7 million) compared with the approved budget for the 2020/21 period.</p> <p>The decreased requirements are attributable mainly to: (a) air operations (\$15.4 million), stemming from the non-requirement for the one-time costs which were included in the approved budget for the 2020/21 period for a fuel reserve and mobilization fees under a new turnkey contract, a lower average price for fuel in the 2021/22 period, and lower costs for the rental of aircraft due to the discontinuation of two aircraft, the replacement of five aircraft at a lower cost and the reduction in the number of flight hours of fixed-wing aircraft; (b) facilities and infrastructure (\$10.8 million), owing to the non-requirement for the one-time costs which were included in the approved budget for the 2020/21 period for the reimbursement of ammunition to troop-contributing countries and for mobilization fees for the new turnkey contract, a lower average price for fuel in the 2021/22 period, the discontinuation of the replacement of generators as more of the Mission's locations are connected to the national power grid and a reduction in acquisitions related to the closure of two field offices; (c) United Nations police (\$4.4 million), attributable to a reduction in the deployment of United Nations police resulting from an increase in the delayed deployment factors based on operational requirements; and (d) formed police units (\$4.2 million), resulting from the non-requirement for the one-time costs which were included in the approved budget for the 2020/21 period for the deployment of the contingent-owned equipment of three formed police units and a decrease in the number of formed police units to be deployed, as a result of an increase in the delayed deployment factors based on operational requirements.</p> <p>The decreased requirements are offset in part by increased requirements with regard to: (a) national staff (\$6.2 million), owing to the increase in the estimated average salary costs and the application of an updated grade/step level; (b) military contingents (\$4.8 million), owing to increased requirements for contingent-owned equipment in connection with the deployment of four quick-reaction forces whose equipment is more expensive than that of the battalions they are replacing, and lower deduction factors for major equipment based on improved performance of equipment, as well as increased requirements for travel on emplacement, rotation and repatriation due to an increase in the hourly cost and flight time of charter flights; and (c) communications and information technology (\$4.8 million), attributable to the one-year cost of communications services in support of the Geolocation Threat Analysis Unit based on the letter of assist compared with only six months budgeted in the 2020/21 period.</p>
UNAMID	<p>The proposed financial resources of \$82.4 million reflect a liquidation budget for the 2021/22 period and represent a decrease of \$356.6 million compared with the approved full-year budget for the 2021/22 period at the time of publication of the present report, and before the decision on the third commitment authority for the 2020/21 period.</p>

*Peacekeeping component**Main factors for variance*

UNDOF

The proposed budget of \$61.6 million represents a decrease of 2.7 per cent (\$1.7 million) compared with the approved budget for the 2020/21 period.

The reduced requirements are attributable primarily to: (a) international staff (\$0.8 million), attributable to a decrease in rates for international salaries and the application of a higher vacancy rate; (b) military contingents (\$0.5 million), resulting from lower costs for the reimbursement of major contingent-owned equipment and self-sustainment in line with efficiencies in military capabilities and revised statement of unit requirements; and (c) decreased operating costs (\$0.4 million), mainly due to lower costs of fuel for vehicles and the non-recurrent requirements for the acquisition of vehicles and communications and information technology equipment.

UNFICYP

The proposed budget of \$54.9 million represents an increase of 6.1 per cent (\$3.1 million) compared with the approved budget for the 2020/21 period.

The increased requirements are attributable primarily to: (a) international staff (\$0.8 million), owing to higher salaries based on the revised salary scale and the proposed establishment of two new posts; (b) national staff (\$0.7 million), owing to the appreciation of the euro against the United States dollar; (c) ground transportation (\$0.5 million), owing mainly to the acquisition of 20 special-purpose vehicles and the higher repair cost for older vehicles and the replacement of leased cars with United Nations-owned vehicles; and (d) military contingents (\$0.4 million), attributable mainly to the higher costs for mission subsistence allowance and food rations due to the appreciation of the euro against the United States dollar.

UNIFIL

The proposed budget of \$480.4 million represents a decrease of \$0.2 million compared with the approved budget for the 2020/21 period.

The decreased requirements are attributable mainly to: (a) military contingents (\$9.4 million), owing to the lower costs for major contingent-owned equipment due to the amendments to the memorandum of understanding with the troop-contributing countries based on the revised statement of unit requirements associated with the internal review of the Force's military capabilities conducted in 2019, and the lower anticipated average deployment of military contingent personnel applied in the computation of the standard troop cost reimbursement and contingent-owned equipment for self-sustainment; and (b) facilities and infrastructure (\$1.5 million), owing to the lower anticipated average cost of fuel for generators and the anticipated completion of two non-recurring construction projects in the 2020/21 period.

The overall decreased requirements are offset in part by increased requirements for: (a) communications and information technology (\$6.1 million), resulting from the acquisition of equipment in connection with the implementation of the Blue Line camera project, which will augment 19 positions close to the Blue Line with long-range, night-enabled cameras or other technology equipment and services to improve Force protection and observation capabilities, and the acquisition of network service equipment and computers as part of a five-year asset replacement plan; (b) international staff (\$2.0 million), owing to the application of a revised salary scale; and (c) national staff (\$1.4 million), due to the application of lower vacancy rates.

Peacekeeping component

Main factors for variance

UNISFA

The proposed budget of \$270.5 million represents an increase of 2.5 per cent (\$6.7 million) compared with the approved budget for the 2020/21 period.

The increased requirements are attributable mainly to: (a) international staff (\$6.2 million), owing primarily to the application of a higher post adjustment multiplier of 71.1 per cent, compared with 44.6 per cent applied in the 2020/21 period; (b) military contingents (\$5.1 million), attributable to the application of a lower vacancy rate, the revised strength of existing units and increased compliance by the troop-contributing country with standards for major equipment serviceability and self-sustainment; and (c) facilities and infrastructure (\$4.1 million), resulting mainly from an increase in fuel consumption, the expanded range of services in the new contractual arrangements, the construction of accommodations for new contingents as well as the alteration, renovation and maintenance of existing incomplete and ageing sites, and the increased level of acquisition of generators and electrical equipment to comply with the environmental action plan, as well as the acquisition of safety and security equipment, construction materials and field defence supplies, prefabricated facilities and accommodation and refrigeration equipment.

The overall increased requirements are offset in part by reduced requirements for: (a) formed police units (\$8.9 million), owing to the expected delays in the deployment of three formed police units comprising approximately 160 personnel each; and (b) military observers (\$2.0 million), due to the reduction of 57 military observers.

UNMIK

The proposed budget of \$41.3 million represents an increase of 3.7 per cent (\$1.5 million) compared with the approved budget for the 2020/21 period.

The increased requirements are attributable mainly to: (a) national staff (\$1.1 million), owing to the application of the latest salary scales for local staff effective 1 November 2019, which were promulgated in April 2020, the application of the updated exchange rate and the proposed conversion of one P-2 post to a National Professional Officer post; and (b) international staff (\$0.6 million), owing to the application of a higher post adjustment multiplier of 31.7 compared with the multiplier of 26.3 applied for the 2020/21 period.

The increased requirements are offset in part by reduced requirements with regard to communications and information technology (\$0.3 million), owing to lower provisions for the acquisition of equipment, the non-recurrent requirements for the digital archiving project and the discontinuation of and lower costs for some of the Mission-specific software, licences and fees.

UNMISS

The proposed budget of \$1,128.1 million represents a decrease of 4.3 per cent (\$50.4 million) compared with the approved budget for the 2020/21 period.

The decreased requirements are attributable mainly to: (a) air operations (\$19.1 million), owing to lower costs for the rental and operation of aircraft as a result of new contractual arrangements and the lower projected price for fuel; (b) facilities and infrastructure (\$16.8 million), attributable mainly to the lower price and consumption of fuel as well as lower fuel mobilization costs, and the lower number of new construction projects planned; and (c) formed police units (\$7.8 million) and military contingents (\$6.3 million), stemming from a lower average deployment strength of personnel, reflecting the adaptation of the Mission's footprint in response to the redesignation of protection of civilians sites and a shift towards more proactive deployment and patrolling to areas outside of the protection of civilians sites.

Peacekeeping component

Main factors for variance

	<p>The decreased requirements are offset in part by increased requirements for: (a) national staff (\$6.5 million), owing to the application of the latest salary scales for local staff, the proposed conversion of 10 National Professional Officer temporary positions to posts in the Joint Mission Analysis Centre, the full-year impact of 16 national staff posts, which were established at 50 per cent deployment in the approved resources for the 2020/21 period, and the application of a higher monthly danger pay rate for national staff; and (b) United Nations police (\$3.2 million), owing mainly to the application of a higher net daily rate for mission subsistence allowance to reflect the higher rate for individual police personnel who have opted to share accommodation.</p>
UNSOS	<p>The proposed budget of \$533.7 million represents a decrease of 3.1 per cent (\$16.9 million) compared with the approved budget for the 2020/21 period.</p> <p>The decreased requirements are attributable mainly to: (a) other supplies, services and equipment (\$8.2 million), as a result of reduced freight costs in connection with lower acquisition levels and the anticipated non-recurrence of requirements for mine detection equipment in the 2021/22 period; (b) facilities and infrastructure (\$8.1 million), due to a lower anticipated price and consumption of generator fuel and reduced provisions for construction materials, field defence supplies and prefabricated accommodations as a result of the completion by June 2021 of several projects; (c) ground transportation (\$5.6 million), attributable to the lack of anticipated need for the acquisition of vehicles, sufficient stocks of spare parts on hand and lower anticipated average fuel prices and consumption; (d) medical (\$5.2 million), owing to lower anticipated unit costs of hospitalizations, the elimination of the provision for transport related to medical evacuations to be carried out by a third-party contractor, in line with the proposed utilization of a dedicated UNSOS air asset for this purpose in the 2021/22 period, and sufficient stock of medical supplies on hand; and (e) air operations (\$4.0 million), due to the lack of anticipated need for certain types of equipment and supplies during the 2021/22 period, lower jet fuel prices and lower contractual costs for utility and medical evacuation helicopters.</p> <p>The overall decreased requirements are offset in part by increased requirements for: (a) military contingents (\$9.9 million), attributable mainly to improved serviceability of contingent-owned major equipment and improvements in self-sustainment capabilities on the part of AMISOM troop-contributing countries, as well as to increased requirements related to in-mission delivery of rations; and (b) international staff (\$4.2 million), owing to the application of the lower vacancy rate, the latest effective salary scales, common staff costs and actual average step levels.</p>
United Nations Logistics Base at Brindisi	<p>The proposed budget of \$66.5 million represents an increase of 7.2 per cent (\$4.5 million) compared with the approved budget for the 2020/21 period.</p> <p>The increase in requirements is attributable mainly to: (a) international staff (\$2.6 million), owing to the increase of the post adjustment multiplier, the appreciation of the euro against the United States dollar, the application of a lower vacancy rate and the conversion of two general temporary assistance positions to regular posts; and (b) national staff (\$1.6 million), owing to higher national salaries due to the depreciation of the United States dollar against the euro and the application of a lower vacancy rate.</p>

<i>Peacekeeping component</i>	<i>Main factors for variance</i>
Regional Service Centre in Entebbe	<p>The proposed budget of \$40.7 million represents an increase of 9.4 per cent (\$3.5 million) compared with the approved budget for the 2020/21 period.</p> <p>The increase in requirements is attributable mainly to: (a) international staff (\$1.6 million), owing to the addition of 10 posts related to the Global Procurement Support Section, including the transfer of 9 international staff posts from the budgets of MONUSCO, UNMISS, UNSOS and the support account to the Centre's budget, and the establishment of 1 post previously associated with the Global Procurement Support Section in UNAMID; (b) national staff (\$1.4 million), due to the budgeting for salaries using a higher grade and step level to reflect the actual average staff on board, and the addition of 11 posts related to the Global Procurement Support Section, including the proposed transfer of 7 national staff posts from the budgets of MONUSCO and UNMISS and the establishment of 4 national General Service posts previously associated with UNAMID; and (c) communications and information technology (\$0.5 million), resulting mainly from a requirement for technical support to enhance security and other service improvement projects.</p>
Support account for peacekeeping operations	<p>The proposed budget of \$361.7 million represents an increase of 1.7 per cent (\$6.0 million) compared with the approved budget for the 2020/21 period.</p> <p>The increase in overall requirements is attributable mainly to: (a) standard adjustments in staff costs both at Headquarters and in field locations for the salary costs and vacancy factors (\$5.4 million); (b) peacekeeping contributions to the enterprise resource planning system (Umoja) and its maintenance and support costs covering 12 months in the 2021/22 period, compared with only 6 months covered in the 2020/21 period (\$2.6 million); and (c) periodic events related to conducting the second quadrennial survey (\$0.3 million).</p> <p>The increases are offset in part by reduced requirements for proposed post actions (\$2.0 million) and changes in operational resources (\$0.3 million).</p>

Annex II

Analysis of budget performance for the period from 1 July 2019 to 30 June 2020

Table 1

Budget performance for the 2019/20 period by class of expenditure

(Thousands of United States dollars; budget year is from 1 July 2019 to 30 June 2020)

Class of expenditure	Apportionment (1)	Expenditure (2)	Variance	
			Amount (3)=(1)-(2)	Percentage (4)=(3)÷(1)
Military and police personnel				
Military observers	65 975.3	63 659.7	2 315.6	3.5
Military contingents	2 591 111.3	2 568 054.7	23 056.6	0.9
United Nations police	119 033.1	113 064.4	5 968.7	5.0
Formed police units	253 568.3	233 777.5	19 790.8	7.8
Subtotal	3 029 688.0	2 978 556.3	51 131.7	1.7
Civilian personnel				
International staff	1 178 041.0	1 210 026.4	(31 985.4)	(2.7)
National staff	365 070.3	405 316.6	(40 246.3)	(11.0)
United Nations Volunteers	69 579.7	75 759.9	(6 180.2)	(8.9)
General temporary assistance	43 388.1	51 992.7	(8 604.6)	(19.8)
Government-provided personnel	12 695.0	12 318.3	376.7	3.0
Subtotal	1 668 774.1	1 755 413.9	(86 639.8)	(5.2)
Operational costs				
Civilian electoral observers	—	—	—	—
Consultants and consulting services	8 265.7	5 840.2	2 425.5	29.3
Official travel	34 670.1	23 783.1	10 887.0	31.4
Facilities and infrastructure	547 050.8	555 840.4	(8 789.6)	(1.6)
Ground transportation	91 326.1	98 409.7	(7 083.6)	(7.8)
Air operations	615 848.9	499 285.5	116 563.4	18.9
Marine operations	4 404.0	10 571.1	(6 167.1)	(140.0)
Communications and Information technology	312 808.0	293 644.2	19 163.8	6.1
Medical	32 280.4	61 246.5	(28 966.1)	(89.7)
Special equipment	—	—	—	—
Other supplies, services and equipment	409 298.0	374 601.5	34 696.5	8.5
Quick-impact projects	11 200.0	10 534.7	665.3	5.9
Subtotal	2 067 152.0	1 933 756.9	133 395.1	6.5
Enterprise resource planning	19 376.9	19 376.9	—	—
Global service delivery model	868.5	868.5	—	—
Peacekeeping Capability Readiness System	3 881.6	2 584.5	1 297.1	33.4
Umoja maintenance and support cost	20 803.3	20 810.3	(7.0)	—
Gross requirements	6 810 544.4	6 711 367.3	99 177.1	1.5
Staff assessment income	160 990.9	175 497.3	(14 506.4)	(9.0)
Net requirements	6 649 553.5	6 535 870.0	113 683.5	1.7
Voluntary contributions in kind (budgeted)	956.4	744.2	212.2	22.2
Total requirements	6 811 500.8	6 712 111.5	99 389.3	1.5

Table 2

Main factors contributing to variances in resource requirements for the 2019/20 period

(Thousands of United States dollars; budget year is from 1 July 2019 to 30 June 2020)

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Military observers	65 975.3	63 659.7	2 315.6	3.5	<p>The underexpenditure of \$2.3 million under military observers was attributable mainly to the higher actual average vacancy rate of 30.3 per cent for military observers in MONUSCO compared with an approved delayed deployment rate of 26 per cent; and a lower number of trips on emplacement, rotation and repatriation due to travel restrictions in connection with the coronavirus disease (COVID-19) pandemic at MONUSCO (\$2.7 million).</p> <p>The underexpenditure was offset in part by higher expenditures at UNISFA (\$0.5 million), owing to higher mission subsistence allowance costs and a lower actual average vacancy rate compared with the budget.</p>
Military contingents	2 591 111.3	2 568 054.7	23 056.6	0.9	<p>The underexpenditure of \$23.1 million under military contingents was attributable mainly to:</p> <p>(a) \$27.9 million at UNSOS, stemming from new lower contractual costs for rations and lower warehousing and transportation costs for rations; lower costs of contingent-owned equipment for some AMISOM troop-contributing countries stemming from lower-than-established standards for self-sustainment capabilities; and lower travel costs in connection with the postponement of rotations owing to COVID-19-related travel restrictions; as well as the reduction in the strength of a support team from a troop-contributing country; (b) \$12.0 million at MINUSCA, owing mainly to lower actual costs for rations, including their transportation; fewer actual claims for contingent-owned equipment, attributable primarily to the delayed deployment of major equipment due to procurement challenges faced by the troop-contributing country and lower requirements for tents due to standard accommodations provided by the United Nations; (c) \$7.3 million at UNDOF, resulting from the lower actual costs for standard reimbursement, travel on emplacement, rotation and repatriation and contingent-owned equipment self-sustainment due to the higher-than-budgeted actual average vacancy rate of 20.0 per cent for military contingent personnel, compared with the budgeted rate of 9.9 per cent; lower costs for freight and deployment of contingent-owned equipment as a result of the unanticipated earlier deployment in the 2018/19 period of a new mechanized infantry company; and lower costs for mission subsistence allowance; and (d) \$4.2 million at MONUSCO, owing to a lower deployment of troops than planned, lower costs of freight for the repatriation and rotation of contingent-owned equipment, the postponement of the repatriation of contingent-owned equipment of one unit owing to the COVID-19 pandemic and lower-than-budgeted actual average daily cost of rations.</p> <p>The underexpenditure was offset in part by: (a) higher costs for contingent-owned major equipment and self-sustainment claims for prior periods based on the memorandums of understanding signed during the reporting period, and higher costs for freight and deployment of contingent-owned equipment to support the adaptation of the force in connection with the implementation of the Mission's primary and secondary strategic priorities outlined in Security Council resolution 2480 (2019) at MINUSMA (\$27.4 million); and (b) higher-than-planned average monthly deployment levels pursuant to Security Council resolutions by which the Council decided to allow the postponement of the withdrawal of 295 troops at UNISFA (\$4.8 million).</p>

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
United Nations police	119 033.1	113 064.4	5 968.7	5.0	<p>The underexpenditure of \$6.0 million was attributable mainly to: (a) the higher actual average vacancy rate of 81.1 per cent compared with the vacancy rate of 25 per cent applied in the approved resources for the 2019/20 period, owing to delays in visa processing by the host country and restrictions in connection with the COVID-19 pandemic at UNISFA (\$4.7 million); (b) lower actual costs for mission subsistence allowance at MINUSMA owing to higher actual average vacancy rates compared with the budget following the suspended deployment in connection with the COVID-19 pandemic (\$2.5 million); (c) the higher actual average vacancy rate resulting from the repatriation of United Nations police personnel ahead of the schedule included in the approved budget and the lower actual average cost per flight at MINUJUSTH (\$2.3 million); and (d) the higher actual average delayed deployment rate and a lower number of trips on emplacement, rotation and repatriation as a result of the extension of the deployment of United Nations police officers owing to travel restrictions in connection with the COVID-19 pandemic at MONUSCO (\$1.5 million).</p> <p>The underexpenditure was offset in part by the higher expenditures at UNAMID (\$5.9 million) as a result of higher-than-planned mission subsistence allowances for United Nations police officers.</p>
Formed police units	253 568.3	233 777.5	19 790.8	7.8	<p>The underexpenditure of \$19.8 million was attributable mainly to: (a) the non-deployment of the planned formed police unit owing to a backlog in clearances and delays in visa processing by the host country and restrictions in connection with the COVID-19 pandemic at UNISFA (\$5.7 million); (b) the early repatriation during the 2018/19 period of one formed police unit whose cost was included in the 2019/20 budget, higher unserviceability and non-deployment factors as well as lower self-sustainment performance for contingent-owned equipment and higher actual deductions for absent or non-functional contingent-owned major equipment at MONUSCO (\$4.7 million); (c) lower-than-planned travel on emplacement, rotation and repatriation at UNAMID (\$4.7 million); (d) the postponement of the deployments of two AMISOM formed police units at UNSOS (\$2.8 million); and (e) the combined shipment of contingent-owned equipment for two neighbouring police-contributing countries and the higher actual average vacancy rate resulting from the repatriation of formed police unit personnel ahead of the schedule included in the approved budget at MINUJUSTH (\$2.5 million).</p> <p>The underexpenditure was offset in part by increased costs at MINUSMA (\$2.5 million), due to higher freight costs for the unanticipated rotation of contingent-owned equipment and higher costs for contingent-owned equipment resulting from lower rates of unserviceability and non-deployment of equipment, compared with the budgeted rates.</p>
International staff	1 178 041.0	1 210 026.4	(31 985.4)	(2.7)	<p>The overexpenditure of \$32.0 million was attributable mainly to: (a) lower-than-budgeted actual average vacancy rates at MONUSCO, MINUSMA, UNISFA and the support account; (b) an increase in the post adjustment multiplier at MONUSCO, UNISFA, UNMISS and the support account; and (c) higher-than-anticipated requirements for common staff costs at MINUSMA, UNMISS, UNISFA and the support account.</p> <p>The overexpenditure was offset in part by lower requirements owing to: (a) lower-than-planned common staff costs at UNAMID (\$1.3 million); and (b) higher actual average vacancy rates and lower actual costs for danger pay at UNDOF (\$1.2 million).</p>

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
National staff	365 070.3	405 316.6	(40 246.3)	(11.0)	The overexpenditure of \$40.2 million was attributable mainly to: (a) lower-than-budgeted actual vacancy rates at MONUSCO, UNIFIL and MINUSCA; (b) revised national staff salary scales at MONUSCO and UNIFIL; (c) higher-than-anticipated requirements for common staff costs at MONUSCO and UNMISS; (d) a higher actual average grade level/step and a higher actual monthly rate of danger pay entitlements reimbursed to national General Service personnel at MINUSCA; (e) a higher actual monthly danger pay rate for national staff at MINUSCA and UNMISS; and (f) higher-than-planned national staff salaries and danger pay entitlements at UNAMID.
United Nations Volunteers	69 579.7	75 759.9	(6 180.2)	(8.9)	The overexpenditure of \$6.2 million was attributable mainly to: (a) a lower actual average vacancy rate and a higher average monthly living allowance at MONUSCO (\$4.5 million); and (b) an increase in programme support costs from 8 to 13 per cent effective 1 January 2019 and a higher-than-anticipated monthly living allowance at UNMISS (\$2.1 million).
General temporary assistance	43 388.1	51 992.7	(8 604.6)	(19.8)	The overexpenditure of \$8.6 million was attributable to: (a) the creation of an average of 10 international positions and 5 national positions to accommodate staff members whose posts were abolished as at 1 July 2019, during the separation procedure at MONUSCO; (b) lower-than-budgeted overall actual vacancy rates compared with budgeted rates at MINUSCA and in the support account; and (c) higher costs associated with the International Commission of Inquiry to complete the remaining work as authorized by the Security Council in its resolution 2480 (2019) and by the Secretary-General in his letter dated 14 October 2019 at MINUSMA.
Government-provided personnel	12 695.0	12 318.3	376.7	3.0	The underexpenditure of \$0.4 million was attributable primarily to the higher actual average vacancy rate of 8.3 per cent compared with the budgeted rate of 1.0 per cent, and lower costs for travel, owing to the lower number of trips taken as well as the lower actual average airfare at MINUSCA (\$0.7 million). The underexpenditure was offset in part by increased costs at MINUSMA (\$0.3 million), owing to the lower actual average vacancy rate of 26.3 per cent compared with the approved budget rate of 58.0 per cent.
Consultants and consulting services	8 265.7	5 840.2	2 425.5	29.3	The underexpenditure of \$2.4 million was attributable mainly to: (a) the cancellation of planned consultancy activities owing to restrictions in connection with the COVID-19 pandemic at UNSOS (\$1.0 million); (b) delays related to the COVID-19 pandemic, as well as delays in the implementation of substantive support for the National Oversight Mechanism and the after-action review exercise of processes and procedures of the Independent National Electoral Commission to promote institutional strengthening and capacity-building at MONUSCO (\$0.5 million); and (c) the deferral of the engagement of individual consultants owing to travel restrictions in connection with the COVID-19 pandemic at MINUSMA (\$0.4 million).
Official travel	34 670.1	23 783.1	10 887.0	31.4	The underexpenditure of \$10.9 million under official travel was attributable mainly to lower expenditure in overall travel, owing to the travel restrictions in connection with the COVID-19 pandemic in the support account (\$4.8 million) and at MONUSCO (\$1.5 million), UNMISS (\$1.1 million), MINUSMA (\$0.8 million), MINUSCA (\$0.6 million) and UNAMID (\$0.6 million).

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Facilities and infrastructure	547 050.8	555 840.4	(8 789.6)	(1.6)	<p>The overexpenditure of \$8.8 million was attributable mainly to: (a) the requirement for the construction of security enhancements, the acquisition of essential safety and security equipment such as firefighting equipment, spare parts, personal protection equipment and the replacement of worn-out equipment, and the acquisition of prefabricated facilities and equipment for new installations in formed police unit camps and replacement ablutions at UNSOS (\$11.8 million); (b) higher fuel mobilization costs in respect of the expansion of fuel storage capacity, the implementation of a higher-than-planned number of construction projects and the acquisition of additional prefabricated facilities to replace ageing facilities at UNMISS (\$6.1 million); and (c) the acquisition of prefabricated facilities and accommodations to support the additional police personnel who were expected to deploy pursuant to Security Council resolutions, as well as the acquisition of furniture following the completion of accommodation projects, and the higher-than-planned expenditure in spare parts and supplies as the result of an increase in market prices and the acquisition of additional water treatment plants at UNISFA (\$2.6 million).</p> <p>The overexpenditure was offset in part by: (a) the cancellation of the construction projects for a centralized integrated warehouse and perimeter boundary wall and lower actual costs for security services at MINUSCA (\$3.7 million); (b) lower consumption of fuel for generators, lower management fees, the closure of fuel distribution sites and the lower costs for waste disposal services owing to the closure of camps, and the repatriation of uniformed personnel and separation of civilian personnel ahead of schedule at MINUJUSTH (\$3.3 million); and (c) the lower actual average price for diesel fuel for generators; the deferral and curtailment of the acquisition of construction materials and field defence supplies for in-house construction projects and maintenance and repair work in connection with the reprioritization of activities to cover additional national staff costs; and lower actual monthly contractual rates for waste disposal and drinking water and fewer maintenance services owing to the interruption of services in connection with the COVID-19 pandemic at UNIFIL (\$1.9 million).</p>
Ground transportation	91 326.1	98 409.7	(7 083.6)	(7.8)	<p>The overexpenditure of \$7.1 million was attributable mainly to: (a) the acquisition of trucks and armoured vehicles for which provisions were not included in the approved budget, and higher actual consumption of fuel for vehicles owing to the increased number of movements of military personnel in response to the prevailing security situation at MINUSCA (\$6.0 million); (b) the increased acquisition of heavy specialized equipment to enhance the capability of United Nations-owned equipment for construction and the need for additional spare parts to increase the level of serviceability of vehicles transferred from UNAMID to support the increased police component at UNISFA (\$1.9 million); and (c) the acquisition of specialized vehicles, including 3 ambulances, 3 fire trucks, 1 sewage truck and 1 water truck in support of mitigation measures in connection with the COVID-19 pandemic and the enhancement of the Mission's isolation centres, and the replacement of 15 light passenger vehicles that were past life expectancy at MONUSCO (\$1.8 million).</p> <p>The overexpenditure was offset in part by reduced requirements stemming from the lower-than-budgeted actual average price of fuel and consumption of fuel at UNMISS (\$1.1 million) and at UNAMID (\$0.9 million).</p>

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Air operations	615 848.9	499 285.5	116 563.4	18.9	The underexpenditure of \$116.6 million was attributable mainly to: (a) lower requirements at MONUSCO (\$35.9 million), including lower costs for various outsourced services such as the unmanned aerial system and some outsourced airport services, as well as the travel restrictions implemented as a result of the COVID-19 pandemic, which reduced the consumption of fuel, and the lower requirements for the rental of aircraft; in addition, lower requirements also resulted from a lower actual average price of fuel compared with the budgeted price, the use of a C-130 aircraft provided under a letter of assist at a cost of \$1 per flight hour and the earlier-than-planned release of three helicopters and the non-availability of two helicopters for almost one month due to unscheduled maintenance; (b) the non-deployment of fixed-wing aircraft and unmanned aerial vehicles as a result of sourcing challenges, and related lower fuel consumption at MINUSMA (\$22.4 million); (c) fewer-than-anticipated flight hours owing to flight restrictions in connection with the COVID-19 pandemic, lower-than-anticipated payments to a vendor as a result of the application of performance-related deductions, lower costs for aviation fuel owing to a lower actual average price and lower consumption as a result of flight restrictions in connection with the COVID-19 pandemic and the non-utilization of one aircraft for a period of three months at UNMISS (\$16.0 million); (d) lower costs for rental operations and the resulting lower actual consumption of aviation fuel owing to the restrictions of movements in connection with the COVID-19 pandemic, the unserviceability of one helicopter provided under a letter of assist and the early repatriation of three attack helicopters following the unanticipated cancellation of the letter of assist in September 2019 at MINUSCA (\$16.0 million); (e) the delayed deployment and lower contractual cost of aircraft, the non-deployment of three helicopters, the lower cost of fuel and a reduced number of flight hours due to the COVID-19 pandemic at UNSOS (\$14.4 million); and (f) air traffic restrictions in connection with the COVID-19 pandemic, reduced costs from a change in contractual arrangements, aircraft repositioning delays due to changes in contractual arrangements and the non-utilization of the standby contracts for emergency operations at UNISFA (\$6.7 million).
Marine operations	4 404.0	10 571.1	(6 167.1)	(140.0)	The overexpenditure of \$6.2 million was attributable mainly to: (a) the procurement of five inflatable boats and outboard motors for AMISOM and the acquisition of sea containers for transportation of equipment and supplies from vendors to the mission area of UNSOS (\$1.7 million); (b) the unbudgeted acquisition of sea containers for the transportation of prefabricated buildings, generators, equipment and other materials for the construction of isolation facilities in connection with the COVID-19 pandemic and field defence supplies to strengthen the security of United Nations premises at MINUSCA (\$1.6 million); (c) the higher-than-budgeted acquisition of sea containers for the transportation of prefabricated facilities, equipment and materials for a camp expansion and the unanticipated replacement of deteriorated and obsolete equipment at MINUSMA (\$1.1 million); and (d) the increased requirement for sea containers for the shipping of specialized equipment, supplies and other goods at UNISFA (\$1.1 million).

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Communications and information technology	312 808.0	293 644.2	19 163.8	6.1	<p>The underexpenditure of \$19.2 million was attributable mainly to: (a) lower actual costs for the maintenance of equipment and support services related to the security infrastructure, including for threat detection systems, and lower costs for telecommunications and network services owing to a lower-cost dedicated satellite link compared with the discontinued commercially provided leased line and Internet services at MINUSMA (\$11.7 million); (b) lower rates for telecommunications and network services, the fact that the Dhuusamarreeb office was not yet operational, lower requirements for spare parts owing to the use of existing supplies and the lower use of public information and publication services due to the reduction of in-person activities in connection with the COVID-19 pandemic at UNSOS (\$4.5 million); and (c) the lower cost of telecommunication and network services owing to the utilization of Internet-based protocols for voice- and videoconferencing services as well as the cancellation of the acquisition of spare parts owing to the availability of serviceable assets from closed team sites and a smaller infrastructure at UNAMID (\$3.3 million).</p> <p>The underexpenditure was offset in part by increased requirements at UNMISS (\$3.1 million), which were attributable mainly to the replacement of ageing communications and information technology equipment, including networking and radio equipment, and to higher-than-anticipated costs for centrally managed support services.</p>
Medical	32 280.4	61 246.5	(28 966.1)	(89.7)	<p>The overexpenditure of \$29.0 million was attributable mainly to the peacekeeping missions' share of the costs of system-wide arrangements for medical evacuation for United Nations personnel and the acquisition of medical equipment and supplies, including personal protective equipment, test kits and ventilators, in connection with the COVID-19 pandemic, for which provisions were not included in the approved budget.</p>
Other supplies, services and equipment	409 298.0	374 601.5	34 696.5	8.5	<p>The underexpenditure of \$34.7 million was attributable mainly to: (a) lower actual freight costs due to the movement of cargo by the Mission's combat convoy company and its fleet of United Nations-owned trucks, and lower actual costs for implementing partners and grants related to the delayed implementation of programmatic activities for disarmament, demobilization and reintegration, owing to the pace of national operations, as well as delays in other programmatic activities owing to the restrictions in connection with the COVID-19 pandemic at MINUSMA (\$11.0 million); (b) lower freight costs in connection with the ability to ship cargo directly to Mogadishu instead of through Mombasa and the lower cost of transport of rations within Somalia using third-party logistics contractors, lower costs for warehousing services and lower costs for individual contractual services due to the COVID-19 pandemic at UNSOS (\$7.7 million); (c) the lower rate of implementation of programmatic activities owing to restrictions and limitations in connection with the COVID-19 pandemic, lower requirements for freight owing to the suspension of movements in the final quarter of the period in connection with the COVID-19 pandemic, and the lower cost of the relocation of a formed police unit and a rapidly deployable battalion due to the use of multimodal transport using air, barge and road instead of the faster but more expensive short-term chartering of two aircraft at MONUSCO (\$5.7 million); (d) lower cargo movement within the Mission area due to a prolonged rainy season and delayed movement of contingent-owned equipment as rotations were suspended in connection with the COVID-19 pandemic, as well as lower-than-</p>

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
					planned mine detection and clearing services due mainly to restrictions in connection with the COVID-19 pandemic at UNMISS (\$5.5 million); and (e) lower freight costs owing to the cancellation of logistics operations, the postponement of the closure of team sites and restrictions of logistics movements to prevent the spread of the COVID-19 pandemic, as well as the cancellation of some programmatic activities as a result of the movement and work restrictions imposed to contain the spread of the COVID-19 pandemic at UNAMID (\$4.6 million).
Quick-impact projects	11 200.0	10 534.7	665.3	5.9	The underexpenditure of \$0.7 million was attributable mainly to the lower actual number of projects implemented compared with the budgeted number of projects, owing to delays in the approval and commencement of some projects in connection with the prevailing security situation in the regions, and the delayed implementation of some projects owing to the travel restrictions in connection with the COVID-19 pandemic at MINUSMA (\$0.6 million).

Table 3
Budget performance for the 2019/20 period by peacekeeping component

(Thousands of United States dollars; budget year is from 1 July 2019 to 30 June 2020)

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUJUSTH	49 122.9	38 694.4	10 428.5	21.2
MINURSO	56 347.4	55 734.0	613.4	1.1
MINUSCA	910 057.5	895 690.3	14 367.2	1.6
MINUSMA	1 138 457.9	1 136 908.9	1 549.0	0.1
MONUSCO ^a	1 048 690.4	1 036 092.0	12 598.4	1.2
UNAMID	514 505.6	509 292.6	5 213.0	1.0
UNDOF	69 409.4	60 927.1	8 482.3	12.2
UNFICYP	50 785.3	49 392.5	1 392.8	2.7
UNIFIL	480 102.6	479 886.1	216.5	—
UNISFA	260 177.0	259 010.3	1 166.7	0.4
UNMIK	37 246.7	37 239.9	6.8	—
UNMISS	1 183 447.3	1 182 499.2	948.1	0.1
UNSOS	564 558.1	522 490.2	42 067.9	7.5
Subtotal	6 362 908.1	6 263 857.5	99 050.6	1.6
United Nations Logistics Base at Brindisi	63 381.4	63 266.5	114.9	0.2
Regional service centre in Entebbe	35 386.9	35 375.9	11.0	—
Support account for peacekeeping operations	348 868.0	348 867.4	0.6	—
Subtotal	6 810 544.4	6 711 367.3	99 177.1	1.5
Voluntary contributions in kind (budgeted)	956.4	744.2	212.2	22.2
Total	6 811 500.8	6 712 111.5	99 389.3	1.5

^a The MONUSCO apportionment of \$1,048,690,400 reflects the approved resources of \$1,012,252,800 gross (\$989,601,600 net) and resources authorized under a commitment authority of \$36,437,600 gross for the Mission's additional requirements related to the security situation in the Democratic Republic of the Congo until 30 June 2020.

Table 4

Main factors contributing to variances in resource requirements for the 2019/20 period by peacekeeping component

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
MINUJUSTH	49 122.9	38 694.4	10 428.5	21.2	<p>The underexpenditure of \$10.4 million was attributable primarily to reduced requirements under: (a) operational costs (\$6.1 million), owing to lower consumption of fuel for generators and lower management fees resulting from the repatriation of police personnel and the separation of civilian personnel ahead of the schedule included in the approved budget, the closure of fuel distribution sites following the termination of the fuel contract as part of the liquidation activities, the lower costs for waste disposal services due to the closure of camps and other facilities and the repatriation of uniformed personnel and the separation of civilian personnel ahead of schedule, the engagement of fewer individual contractual personnel to close camps and other facilities given the unanticipated completion of some of the tasks by the end of the previous period and the fewer items of equipment transferred to the United Nations Logistics Base in Brindisi; and (b) military and police personnel (\$4.8 million), owing to the higher actual average vacancy rate for United Nations police and formed police units resulting from their repatriation ahead of the schedule included in the approved budget, lower costs for travel on emplacement, rotation and repatriation due to the lower actual average cost per flight and lower freight costs for the repatriation of contingent-owned equipment for formed police units due to the combined shipment of contingent-owned equipment for two neighbouring police-contributing countries.</p> <p>The overall reduction was offset in part by higher requirements for civilian personnel (\$0.4 million), owing to higher common staff costs for the separation of national staff members, including in connection with annual leave commutation, compared with the budgeted estimates.</p>
MINURSO	56 347.4	55 734.0	613.4	1.1	<p>The underexpenditure of \$0.6 million was attributable primarily to reduced requirements under: (a) international staff (\$0.8 million), as a result of higher-than-budgeted vacancy rates and lower common staff costs associated with reduced entitlement travel due to travel restrictions in connection with the COVID-19 pandemic; and (b) air operations (\$0.4 million), owing mainly to the lower cost of aircraft rental as a result of the reconfiguration of the fixed-wing aircraft fleet and reduction in flight hours in connection with the COVID-19 pandemic, as well as a lower average actual price and consumption of fuel.</p> <p>The overall reduction was offset in part by higher requirements for ground transportation (\$0.5 million), owing to the unbudgeted acquisition of trucks and loaders to replace equipment that was past life expectancy, and higher requirements for the transport of spare parts in line with the actual operational requirements.</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
MINUSCA	910 057.5	895 690.3	14 367.2	1.6	<p>The underexpenditure of \$14.4 million was attributable primarily to reduced requirements under: (a) air operations (\$16.0 million), stemming from the lower costs for rental operations and the resulting lower actual consumption of aviation fuel due to the restrictions of movements in connection with the COVID-19 pandemic, the unserviceability of one helicopter provided under a letter of assist and the early repatriation of three attack helicopters following the unanticipated cancellation of the letter of assist in September 2019; and (b) military contingents (\$12.0 million), owing mainly to lower actual costs for rations, including their transportation, fewer actual claims for contingent-owned equipment, attributable primarily to the delayed deployment of major equipment due to procurement challenges faced by the troop-contributing country, and lower requirements for tents as a result of standard accommodations provided by the United Nations.</p> <p>The overall reduction was offset in part by higher requirements for: (a) ground transportation (\$6.0 million), stemming from the acquisition of trucks and armoured vehicles for which provisions were not included in the approved budget, and higher actual consumption of fuel for vehicles owing to the increased number of movements of military personnel in response to the prevailing security situation; (b) medical (\$4.6 million), owing to the Mission's share of the costs of system-wide arrangements for medical evacuation for United Nations personnel and the acquisition of medical equipment and supplies in connection with the COVID-19 pandemic, for which a provision was not included in the approved budget; and (c) national staff (\$3.9 million), due to a lower actual vacancy rate owing to the continued recruitment efforts of the Mission with regard to long-vacant posts, the higher actual average level/step of the salary scale for General Service staff and the higher costs for danger pay entitlements due to the higher average actual monthly rate reimbursed to General Service staff.</p>
MINUSMA	1 138 457.9	1 136 908.9	1 549.0	0.1	<p>The underexpenditure of \$1.5 million was attributable primarily to operational costs under: (a) air operations (\$22.4 million), due to the non-deployment of fixed-wing aircraft and unmanned aerial vehicles as a result of sourcing challenges and related lower fuel consumption; (b) communications and information technology (\$11.7 million), due to lower actual costs for the maintenance of equipment and support services related to the security infrastructure, including for threat detection systems, and lower costs for telecommunications and network services, owing to a lower-cost dedicated satellite link compared with the discontinued commercially provided leased line and Internet services; and (c) other supplies, services and equipment (\$11.0 million), as a result of lower actual freight costs due to the movement of cargo by the Mission's combat convoy company and its fleet of the United Nations-owned trucks, and lower actual costs for implementing partners and grants related to the delayed implementation of programmatic activities for disarmament, demobilization and reintegration, owing to the pace of national operations, as well as delays in other programmatic activities owing to the restrictions in connection with the COVID-19 pandemic.</p>

Peacekeeping component	Apportionment	Expenditure	Variance		Main factors for variance
			Amount	Percentage	
MONUSCO ^a	1 048 690.4	1 036 092.0	12 598.4	1.2	<p>The overall reduction was offset in part by higher requirements for: (a) military contingents (\$27.4 million), as a result of higher costs for contingent-owned major equipment and self-sustainment claims for prior periods based on the memorandums of understanding signed during the reporting period, and higher costs for freight and deployment of contingent-owned equipment to support the adaptation of the force in connection with the implementation of the Mission's primary and secondary strategic priorities outlined in Security Council resolution 2480 (2019); (b) international staff (\$8.7 million), owing to lower-than-budgeted actual vacancy rates and higher common staff costs associated with education grant entitlements; and (c) medical (\$6.4 million), resulting from the acquisition of medical equipment and supplies in connection with the COVID-19 pandemic and the Mission's share of the costs for system-wide arrangements for medical evacuation and additional medical evacuation services to level II hospitals in Bamako in connection with the COVID-19 pandemic.</p> <p>The underexpenditure of \$12.6 million was attributable primarily to operational costs under: (a) air operations (\$35.9 million), attributable mainly to: (i) lower requirements for air transportation services owing to the unavailability of the unmanned aerial system, the fact that the outsourcing of airport services was not implemented due to the inability to find a provider, the lower cost of polling and tracking services, the global navigation and satellite system and ground-handling services, and the travel restrictions implemented as a result of the COVID-19 pandemic; (ii) lower consumption of fuel due to travel restrictions in connection with the COVID-19 pandemic and a lower actual average price of fuel compared with the budgeted price; and (iii) lower requirements for the rental of aircraft stemming from the COVID-19 pandemic, use of a C-130 provided by Canada under a letter of assist at a cost of \$1 per flight hour and the earlier-than-planned release of three helicopters and the non-availability of two helicopters for almost one month due to unscheduled maintenance; and (b) other supplies, services and equipment (\$5.7 million), owing mainly to the lower rate of implementation of programmatic activities as a result of restrictions and limitations in connection with the COVID-19 pandemic, lower requirements for freight owing to the suspension of movements in the final quarter of the period in connection with the COVID-19 pandemic and the lower cost of the relocation of a formed police unit and a rapidly deployable battalion.</p> <p>The overall reduction was offset in part by higher costs for civilian personnel, which were attributable mainly to: (a) national staff (\$18.6 million), owing to the lower actual vacancy rates compared with the approved vacancy rates, an increase in the salary scale for National Professional Officers and national General Service staff effective 1 August 2019, the payment of termination charges for staff whose posts were abolished as at 1 July 2019 and increases in allowances under common staff costs; and (b) international staff (\$11.8 million), owing to the lower actual vacancy rates compared with the approved vacancy rates and an increase in the post adjustment multiplier from 41.5 per cent to 52.6 per cent effective September 2019.</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
UNAMID	514 505.6	509 292.6	5 213.0	1.0	<p>The underexpenditure of \$5.2 million was attributable mainly to reduced requirements under: (a) formed police units (\$4.7 million), owing to lower-than-planned travel on emplacement, rotation and repatriation due to travel restrictions imposed to contain the spread of the COVID-19 virus from March to June 2020, as well as the deferral of rotations from November 2019 in anticipation of the Operation's drawdown and eventual closure; (b) other supplies, services and equipment (\$4.6 million), owing to the cancellation of logistics operations as a result of the postponement of the closure of team sites and the restriction of logistics movements due to the lockdown to prevent the spread of COVID-19; (c) air operations (\$3.9 million), stemming from the lower utilization of flight hours, the lower consumption of aviation fuel and lower fuel prices; and (d) communications and information technology (\$3.3 million), owing to lower costs under telecommunications and network services due to utilization of Internet-based protocols for voice- and videoconferencing services in addition to the discontinuation of voice telecommunication services from a local provider.</p> <p>The underexpenditure was offset in part by higher requirements under: (a) United Nations police (\$5.9 million), which was attributable primarily to higher-than-planned mission subsistence allowances owing to the change in the accommodation arrangement; and (b) national staff (\$4.6 million), which was attributable mainly to higher-than-planned national staff salaries, staff assessments and danger pay entitlements owing to the change in their average level and step.</p>
UNDOF	69 409.4	60 927.1	8 482.3	12.2	<p>The underexpenditure of \$8.5 million was attributable mainly to reduced requirements under: (a) military contingents (\$7.3 million), owing to the lower actual costs for standard reimbursement, travel on emplacement, rotation and repatriation and contingent-owned equipment self-sustainment due to the higher-than-budgeted actual average vacancy rate of 20.0 per cent for military contingent personnel compared with the budgeted rate of 9.9 per cent; lower costs for freight and deployment of contingent-owned equipment as a result of the unanticipated earlier deployment in the 2018/19 period of a new mechanized infantry company; and lower costs for mission subsistence allowance; and (b) international staff (\$1.2 million), resulting from a higher actual average vacancy rate of 11.5 per cent compared with the budgeted rate of 8.0 per cent, owing to the unexpected turnover of staff towards the end of 2019 and the delayed deployment of staff in the final quarter of the reporting period in connection with the COVID-19 pandemic, and lower actual costs for danger pay given the implementation of telecommuting arrangements.</p> <p>The reduced requirements were offset in part by: (a) increased medical costs (\$0.2 million), which were attributable to the acquisition of additional medical equipment, as well as additional medical supplies in connection with the COVID-19 pandemic, for which provisions were not included in the approved budget; and (b) increased requirements for national staff (\$0.2 million).</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
UNFICYP	50 785.3	49 392.5	1 392.8	2.7	<p>The underexpenditure of \$1.4 million was attributable primarily to: (a) national staff (\$0.5 million), owing to the depreciation of the euro against the United States dollar; (b) facilities and infrastructure (\$0.3 million), resulting from the lower costs for cleaning and catering services as a result of the more favourable contractual rates that were renegotiated with the vendor; and (c) United Nations police (\$0.3 million) and military contingents (\$0.2 million), owing to lower costs for rations and mission subsistence allowances due to the depreciation of the euro against the United States dollar, as well as higher actual average vacancy rates and lower actual costs for travel on emplacement, rotation and repatriation for United Nations police in connection with the COVID-19 pandemic.</p> <p>The reduced requirements were offset in part by increased costs for ground transportation (\$0.2 million), mainly as a result of the acquisition of light passenger vehicles to replace ageing United Nations-owned vehicles, and higher repair and maintenance costs owing to the higher actual number of United Nations-owned vehicles in the Force's fleet for which regular repairs and maintenance were required.</p>
UNIFIL	480 102.6	479 886.1	216.5	—	<p>Approved resources were 99.95 per cent utilized.</p> <p>The overexpenditure was recorded mainly under national staff (\$3.6 million), which was attributable to a lower actual average vacancy rate of 8.3 per cent and 7.4 per cent compared with rates of 15.0 per cent and 8.0 per cent for National Professional Officers and national General Service staff, respectively, and the revised salary scale for national staff, effective 1 January 2020, compared with the budgeted scale; and under medical category of expenditure (\$2.0 million).</p> <p>The underexpenditure was recorded mainly under: (a) facilities and infrastructure (\$1.9 million), as a result of the lower actual average price for diesel fuel for generators, the deferral and curtailment of the acquisition of construction materials and field defence supplies for in-house construction projects and maintenance and repair work in connection with the reprioritization of activities to cover additional national staff costs, and lower actual monthly contractual rates for waste disposal and drinking water and fewer maintenance services, owing to the interruption of services in connection with the COVID-19 pandemic; (b) international staff (\$1.1 million), stemming from lower actual common staff costs owing to the travel restrictions in connection with the COVID-19 pandemic, the higher actual average vacancy rate due to the delayed deployment of staff and a temporary recruitment freeze implemented to cover additional national staff costs; and (c) other supplies, services and equipment (\$0.7 million), resulting from lower actual costs for training fees, supplies and services owing to travel and movement restrictions in connection with the COVID-19 pandemic and lower actual fees for mine detection and mine clearing.</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
UNISFA	260 177.0	259 010.3	1 166.7	0.4	<p>The underexpenditure of \$1.2 million was attributable primarily to: (a) air operations (\$6.7 million), resulting from air traffic restrictions in connection with the COVID-19 pandemic, reduced costs from a change in contractual arrangements, aircraft repositioning delays due to changes in contractual arrangements and the non-utilization of the standby contracts for emergency operations; (b) formed police units (\$5.7 million), due to the non-deployment of the planned formed police unit owing to a backlog in clearances and delays in visa processing and restrictions in connection with the COVID-19 pandemic; and (c) United Nations police (\$4.7 million), owing to a higher actual average vacancy rate of 81.1 per cent compared with the vacancy rate of 25 per cent applied in the approved resources for the 2019/20 period, as a result of delays in visa processing and restrictions in connection with the COVID-19 pandemic.</p> <p>The reduced requirements were offset in part by higher requirements for: (a) military contingents (\$4.8 million), owing to higher-than-planned average monthly deployment levels pursuant to Security Council resolutions by which the Council decided to allow the postponement of the withdrawal of 295 troops; (b) international staff (\$4.0 million), owing to a lower actual average vacancy rate and higher actual salaries, including an increase in the post adjustment multiplier and higher common staff costs; and (c) facilities and infrastructure (\$2.6 million), stemming from the acquisition of prefabricated facilities and accommodations to support the additional police personnel who were expected to deploy pursuant to Security Council resolutions, as well as the acquisition of furniture following the completion of accommodation projects and the discontinuation of a sharing arrangement, and the higher-than-planned expenditures in spare parts and supplies due to an increase in market prices and the acquisition of additional water treatment plants.</p>
UNMIK	37 246.7	37 239.9	6.8	–	<p>Approved resources were 99.98 per cent utilized.</p> <p>Underexpenditures were recorded under: (a) other supplies, services and equipment (\$0.9 million), owing to lower-than-planned expenditures for other programmatic activities due to the implementation of programmatic activities with a lower cost per project compared with the initially planned programmatic activities, as well as the delay in the implementation of some programmatic activities in connection with the COVID-19 pandemic, and expenditures for some of the programmatic activities undertaken during the period in the context of the COVID-19 pandemic being recorded under the relevant budget classes, whereas the overall budget for other programmatic activities was provided under this budget class; and (b) communications and information technology (\$0.2 million), stemming from lower-than-budgeted costs for leased lines and mobile and landline services, and some software licences and fees.</p> <p>The overall reduced requirements were offset by higher expenditures mainly for international staff (\$0.8 million), which was attributable mainly to higher common</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
UNMISS	1 183 447.3	1 182 499.2	948.1	0.1	<p>staff costs owing to the reclassification of the hardship level of the Pristina duty station from A to B and the reclassification of the hardship level of the Mitrovica duty station from B to C, effective 1 January 2019, higher pension subsidy costs and increased requirements for education, settling-in and repatriation grants.</p> <p>The underexpenditure of \$0.9 million was attributable primarily to: (a) air operations (\$16.0 million), resulting from fewer-than-anticipated flight hours owing to flight restrictions in connection with the COVID-19 pandemic, lower-than-anticipated payments to a vendor as a result of the application of performance-related deductions, lower costs for aviation fuel due to lower actual average price and lower consumption as a result of flight restrictions in connection with the COVID-19 pandemic, and the non-utilization of one aircraft for a period of three months; and (b) other supplies, services and equipment (\$5.5 million), owing mainly to lower cargo movements within the Mission area due to a prolonged rainy season and the delayed movement of contingent-owned equipment, as rotations were suspended in connection with the COVID-19 pandemic, as well as lower-than-planned mine detection and clearing services due mainly to restrictions in connection with the COVID-19 pandemic.</p> <p>The overall reduced requirements were offset in part by higher expenditures for: (a) international staff (\$7.5 million), owing to an increase in the post adjustment multiplier and higher-than-anticipated requirements for common staff costs; (b) facilities and infrastructure (\$6.1 million), owing to higher fuel mobilization costs in respect of the expansion of fuel storage capacity in some of the field locations, the implementation of a higher-than-planned number of construction projects and the acquisition of additional prefabricated facilities to replace ageing facilities; and (c) medical (\$5.0 million), as a result of a provision for the Mission's share of the United Nations system-wide medical evacuation arrangements and the acquisition of special medical equipment in connection with the COVID-19 pandemic.</p>
UNSOS	564 558.1	522 490.2	42 067.9	7.5	<p>The underexpenditure of \$42.1 million was attributable primarily to reduced requirements under: (a) military contingents (\$27.9 million), owing to new lower contractual costs for rations and lower warehousing and transportation costs for rations, the lower cost of contingent-owned equipment for some AMISOM troop-contributing countries stemming from lower-than-established standards for self-sustainment capabilities and lower travel costs in connection with the postponement of the rotations owing to COVID-19-related travel restrictions, as well as the reduction in the strength of a support team from a troop-contributing country; (b) air operations (\$14.4 million), owing to the delayed deployment and lower contractual cost of aircraft, the non-deployment of three helicopters, the lower cost of fuel and a reduced number of flight hours due to the COVID-19 pandemic; and (c) other supplies, services and equipment (\$7.7 million), stemming from lower freight costs in connection with the ability to ship cargo directly to Mogadishu instead of through Mombasa and the lower cost of the transport of</p>

Peacekeeping component	Apportionment	Expenditure	Variance		Main factors for variance
			Amount	Percentage	
					<p>rations within Somalia using third-party logistics contractors, the lower cost of warehousing services and the lower cost of individual contractual services due to the COVID-19 pandemic.</p> <p>The overall reduced requirements were offset in part by higher requirements mainly for facilities and infrastructure (\$11.8 million), owing to: (a) the requirement for the construction of overhead protection and security enhancements for standards-compliant office and residential facilities for staff and contractors in the aftermath of the January 2019 mortar attack on the United Nations compound in Mogadishu; (b) the acquisition of essential safety and security equipment such as firefighting equipment, spare parts, personal protection equipment for new formed police unit camps and the replacement of worn-out equipment; and (c) the acquisition of prefabricated facilities, accommodations and refrigeration equipment for new installations in formed police unit camps and replacement ablution units in Mogadishu and the sectors.</p>
United Nations Logistics Base at Brindisi	63 381.4	63 266.5	114.9	0.2	<p>The underexpenditure of \$0.1 million was attributable primarily to reduced requirements under communications and information technology (\$1.3 million), owing primarily to the fact that the data storage vendor did not charge for regular support maintenance and transitioned to a new agreement, the non-acquisition of satellite equipment due to a delay in procurement in connection with the COVID-19 pandemic outbreak, savings from satellite and telephone services, as personnel were using Internet-based communication platforms, and the recording of spare parts and supplies expenditures under the facilities and infrastructure budget class owing to the nature of the expenditures.</p> <p>The overall reduced requirements were offset in part by increased civilian personnel costs (\$1.1 million), owing primarily to higher actual common staff costs such as education and repatriation grants for international staff and health insurance for national staff, and a higher actual average grade/step level and lower actual average vacancy rate for national General Service staff, compared with the approved vacancy rate.</p>
Regional Service Centre in Entebbe	35 386.9	35 375.9	11.0	—	<p>Approved resources were 99.97 per cent utilized.</p> <p>The overexpenditure recorded for national staff (\$1.8 million) was attributable to the settlement of outstanding special post allowance payments and retroactive pay adjustments to 113 national General Service staff based on a classification exercise from the 2015/16 period, as well as the application of a new salary scale effective September 2019 and higher common staff costs than budgeted. The overexpenditure recorded under medical (\$0.2 million) was attributable to the Regional Service Centre's share of COVID-19 medical evacuation costs and the acquisition of medical supplies as part of the Centre's contribution to the COVID-19 prevention measures of the MONUSCO clinic.</p> <p>The reduced expenditure recorded under international staff (\$0.9 million) was mainly attributable to a higher actual average vacancy rate. The lower expenditure</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
					recorded under facilities and infrastructure (\$0.5 million) was attributable mainly to delays in operationalizing the contract for maintenance of the Centre's buildings, lower-than-planned reimbursements to MONUSCO as a result of a reduced footprint at the Entebbe Support Base and the lower cost of fuel for generators due to an improvement in electricity supply. The lower requirements for communications and information technology (\$0.3 million) were due to lower requirements for software, licences, spare parts and services. Reduced expenditures under official travel (\$0.2 million) were attributable to lower travel activity following the outbreak of COVID-19.
Support account for peacekeeping operations	348 868.0	348 867.4	0.6	–	<p>Approved resources were 99.99 per cent utilized.</p> <p>Overexpenditures were recorded under: (a) post resources and general temporary assistance classes of expenditure (\$6.1 million), attributable to actual average vacancy rates below the rates applied in the budget for posts in the Professional and higher categories and general temporary assistance positions, the increase in the post adjustment multiplier for Professional and higher categories of staff and higher common staff costs compared with the approved budget; and (b) other supplies, services and equipment (\$1.7 million), owing mainly to the absorption of the peacekeeping share of after-service health insurance costs carried over from the 2018/19 period.</p> <p>Reduced expenditures were recorded under: (a) official travel (\$4.8 million), which was attributable mainly to lower overall travel activity owing to the travel restrictions in connection with the COVID-19 pandemic; and (b) the Peacekeeping Capability Readiness System (\$1.3 million), which was attributable mainly to the lower number of countries and pledges for all capabilities that are required as part of the vanguard brigade, affecting the overall number of available units for the Peacekeeping Capability Readiness System rapid deployment level.</p>

^a Inclusive of authority to enter into commitments in the amount of \$36,437,600 approved by the Advisory Committee on Administrative and Budgetary Questions in its letter dated 28 April 2020.

Annex III

Analysis of current and planned deployment of unmanned aerial systems

<i>Mission</i>	<i>Type of arrangement (commercial/letter of assist)</i>	<i>Number of units</i>	<i>Manufacturer/type of system</i>	<i>2020/21 deployment status</i>	<i>Proposed 2021/22 (United States dollars)</i>
MONUSCO	Commercial	1	Falco Evo (medium-altitude long-endurance unmanned aerial system)	Deployed	10 926 000
	Memorandum of understanding	84	Unmanned aerial systems (up to 2 kg and 200 feet)	Deployed	303 444
MINUSMA	Letter of assist	3	Unarmed Heron-1 (medium-altitude long-endurance unmanned aerial system)	Deployed	6 000 000
	Letter of assist	10	Unarmed Luna (tactical unmanned aerial system)	Deployed	759 960
	Letter of assist	3	Medium-altitude long-endurance unmanned aerial system	Budgeted, not deployed, under Force generation	4 500 000
	Letter of assist	3	Medium-altitude long-endurance unmanned aerial system, small tactical unmanned aerial system	Budgeted, not deployed, under Force generation	4 500 000
MINUSCA	Memorandum of understanding	50	Unmanned aerial systems (up to 2 kg and 200 feet)	Deployed	307 871
	Memorandum of understanding	41	Unmanned aerial systems (up to 2 kg and 200 feet)	Deployed	217 550
	United Nations-owned equipment	20	Quadcopters with thermal capabilities	Deployed	100 000
	Letter of assist	4	Orbiter 2 and Orbiter 3	Deployed	12 623 340

Note: The unmanned aerial systems up to 2 kg and 200 feet provided by a military contingent under memorandum of understanding are subject to the provisions governing contingent-owned equipment.

Annex IV

Death and disability compensation

1. From 1 January to 31 December 2020, 161 death and disability claims amounting to \$4.7 million were processed, of which 121 amounting to \$3.0 million were paid.
2. As at 31 December 2020, there were 481 pending claims, of which 428 had been pending for more than 90 days. Of those 428 claims, 347 related to post-traumatic stress disorder stemming from incidents that occurred at peacekeeping missions.
3. Following the receipt of numerous post-traumatic stress disorder claims, the Department of Operational Support, with the Office of Legal Affairs, coordinated the development of guidelines for the purpose of evaluating compensation claims for injury caused by post-traumatic stress disorder to ensure that all eligible individuals were compensated appropriately, while ensuring the fairness and transparency of the compensation process and the reimbursement of valid and substantiated claims. The majority of injuries were caused by events that had occurred 15 to 20 years ago at missions such as the United Nations Protection Force (UNPROFOR) and the United Nations Preventive Deployment Force (UNPREDEP). The submission of such claims is often delayed because symptoms of post-traumatic stress disorder can take years/decades to be felt or be recognized. The post-traumatic stress disorder claims are now being reviewed by specialists in the field to ascertain whether causation is linked to service in a United Nations mission and to determine the percentage of permanent impairment. As at 31 December 2020, there were 357 pending post-traumatic stress disorder claims, most of which were related to closed missions where no funds were available. In accordance with the decision of the General Assembly, a study is currently under way to provide a holistic analysis of post-traumatic stress disorder related to uniformed personnel, with a view to promoting a sustainable and appropriate approach to such claims.
4. The Secretariat endeavours to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of claims when all documentation is provided.

Status of claims for death and disability compensation, 2020

A. Summary of death and disability compensation

	Claims paid		Claims rejected		Claims closed ^a		Claims pending	
	Number	Amount (thousands of United States dollars)	Number	Amount (thousands of United States dollars)	Number	Amount (thousands of United States dollars)	Number	Amount (thousands of United States dollars)
<i>Peacekeeping mission</i>								
MINUJUSTH	—	—	—	—	—	—	—	—
MINUSCA	33	632	8	250	3	77	11	390
MINUSMA	20	601	1	—	4	50	35	783
MINUSTAH	—	—	—	—	—	—	3	54
MONUSCO	32	729	5	231	4	140	29	725
UNAMID	10	311	3	206	—	—	11	401
United Nations Confidence Restoration Operation in Croatia	—	—	—	—	—	—	2	32

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>
UNFICYP	—	—	—	—	—	—	10	103
UNIFIL	4	183	2	77	1	—	21	420
UNHMOG	—	—	—	—	—	—	1	11
UNIKOM	—	—	—	—	—	—	8	96
UNISFA	5	169	5	277	—	—	6	216
UNMEE	—	—	—	—	—	—	4	48
UNMIK	2	22	—	—	—	—	1	8
UNMIL	—	—	—	—	—	—	—	—
UNMIS	—	—	—	—	—	—	1	10
UNMISS	12	359	4	308	—	—	12	247
UNOCI	3	35	—	—	—	—	3	—
UNPREDEP	—	—	—	—	—	—	3	34
UNPROFOR	—	—	—	—	—	—	320	3 793
Total	121	3 041	28	1 349	12	267	481	7 371

B. Death compensation

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>
MINUJUSTH	—	—	—	—	—	—	—	—
MINUSCA	6	487	2	154	—	—	2	159
MINUSMA	4	301	—	—	—	—	8	631
MONUSCO	6	462	3	231	1	70	5	379
UNAMID	3	234	2	152	—	—	4	294
UNIFIL	2	159	2	77	—	—	2	154
UNISFA	1	77	3	231	—	—	3	154
UNMIK	—	—	—	—	—	—	—	—
UNMIL	—	—	—	—	—	—	—	—
UNMISS	4	309	4	308	—	—	4	154
UNOCI	—	—	—	—	—	—	—	—
Total	26	2 029	16	1 153	1	70	28	1 925

C. Disability compensation

	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>	<i>Number</i>	<i>Amount (thousands of United States dollars)</i>
<i>Peacekeeping mission</i>								
MINUSCA	27	145	6	96	3	77	9	231
MINUSMA	16	300	1	—	4	50	27	152
MINUSTAH	—	—	—	—	—	—	3	54
MONUSCO	26	267	2	—	3	70	24	346
UNAMID	7	77	1	54	—	—	7	107
United Nations Confidence Restoration Operation in Croatia	—	—	—	—	—	—	2	32
UNFICYP	—	—	—	—	—	—	10	103
UNIFIL	2	24	—	—	1	—	19	266
UNHMOG	—	—	—	—	—	—	1	11
UNIKOM	—	—	—	—	—	—	8	96
UNISFA	4	92	2	46	—	—	3	62
UNMEE	—	—	—	—	—	—	4	48
UNMIK	2	22	—	—	—	—	1	8
UNMIL	—	—	—	—	—	—	—	—
UNMIS	—	—	—	—	—	—	1	10
UNMISS	8	50	—	—	—	—	8	93
UNOCI	3	35	—	—	—	—	3	—
UNPREDEP	—	—	—	—	—	—	3	34
UNPROFOR	—	—	—	—	—	—	320	3 793
Total	95	1 012	12	196	11	197	453	5 446

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

Annex V

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

A. Management of contingent-owned equipment

1. The Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions was amended to reflect the provisions approved by the General Assembly in its resolution [74/279](#). The amendments to the Manual were issued on 31 August 2020 in all six official languages of the United Nations ([A/75/121](#)). United Nations Headquarters and field missions continue to coordinate activities to ensure that the provisions of the Manual are implemented.

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

2. The status of amounts owed and reimbursements due to troop-contributing and formed police-contributing countries for the calendar years 2019 and 2020 is set out below. The estimated amount owed contains liabilities in arrears to UNAMID for the period from April to September 2020, and, for all active peacekeeping missions, the estimated current liabilities for the period from October to December 2020, which will fall due in March 2021.

3. The quarterly payments for military contingents and formed police unit costs and for contingent-owned equipment and self-sustainment claims are explained in more detail in annex IX to the present report.

Table 1

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

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

(Thousands of United States dollars)

	2019 ^a	2020
Owed as at 1 January	994 484	840 661
Estimated amounts owed	1 981 022	2 081 791
Less: payments made during the year	2 134 845	2 280 085
Balance as at 31 December	840 661	642 367

^a Supersedes the information provided in [A/74/736](#).

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2019 ^a	2020
Owed as at 1 January	372 553	412 751
Estimated amounts owed	1 309 510	1 215 549
Less: payments made during the year	1 269 312	1 277 638
Balance as at 31 December	412 751	350 662

^a Supersedes the information provided in [A/74/736](#).**C. Liabilities for contingent-owned equipment and self-sustainment**

(Thousands of United States dollars)

	2019 ^a	2020
Owed as at 1 January	621 931	427 910
Estimated amounts owed	671 512	866 242
Less: payments made during the year	865 533	1 002 447
Balance as at 31 December	427 910	291 705

^a Supersedes the information provided in [A/74/736](#).

4. The details of deductions to personnel reimbursements, in accordance with General Assembly resolution [67/261](#), for the calendar years 2017 to 2020 are provided in table 2.

Table 2

Deductions to personnel reimbursements in accordance with General Assembly resolution [67/261](#), 2017–2020

(Thousands of United States dollars)

Mission ^a	2017	2018	2019	2020	Total
MINURSO	—	—	72.3	49.4	121.7
MINUSCA	10 939.0	8 678.6	4 542.7	5 207.0	29 367.3
MINUSMA	24 093.5	17 516.8	16 814.9	21 122.6	79 547.8
MINUJUSTH	—	53.6	161.4	332.7	547.7
MINUSTAH	1 074.5	—	—	—	1 074.5
MONUSCO	27 233.6	13 558.9	12 124.4	12 185.9	65 102.8
UNAMID	14 909.7	8 011.6	8 544.1	1 459.9	32 925.3
UNDOF	—	238.4	544.2	227.4	1 010.0
UNFICYP	—	—	—	—	—
UNIFIL	3 212.5	2 177.1	901.3	1 274.1	7 565.0
UNISFA	185.5	1 669.4	4 155.0	5 214.6	11 224.5
UNMIL	140.4	22.8	—	—	163.2
UNMISS	14 391.4	12 431.9	11 240.5	15 760.4	53 824.2

<i>Mission^a</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>Total</i>
UNOCI	423.3	—	—	—	423.3
UNSOS	—	—	—	23.8	23.8
Total	96 603.4	64 359.1	59 100.8	62 857.8	282 921.1

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

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

Table 3

Status of memorandums of understanding for deployed units as at 31 December 2020

<i>Mission</i>	<i>Signed memorandums of understanding</i>	<i>Draft memorandums of understanding</i>
MINURSO	1	—
MINUSCA	41	—
MINUSMA	52	1
MONUSCO	53	—
UNAMID	22	—
UNDOF	10	1
UNFICYP	4	—
UNIFIL	44	—
UNISFA	14	—
UNMISS	39	—
UNSOS	53	2
Total	333	4

Annex VI

Air operations

A. Monthly cargo utilization by aircraft type, January–December 2020

Mission	Agreement	Aircraft	January					February				March			
			Cargo capacity	Cargo	Cargo per sortie		Utilization	Cargo	Cargo per sortie		Utilization	Cargo	Cargo per sortie		Utilization
			(metric tons)	(metric tons)	Sorties	(metric tons)	per sortie	(metric tons)	Sorties	(metric tons)	per sortie	(metric tons)	Sorties	(metric tons)	per sortie
MINURSO	Commercial	AN-26	5.50	24.61	23	1.07	0.19	20.81	20	1.04	0.19	18.05	15	1.20	0.22
MINUSCA	Commercial	AN-74	10.00	23.54	17	1.38	0.14	28.30	16	1.77	0.18	29.89	20	1.49	0.15
MINUSMA	Commercial	AN-74	10.00	28.60	5	5.72	0.57	0.22	1	0.22	0.02	7.59	2	3.80	0.38
	Military	C-130	20.40	194.85	27	7.22	0.35	201.01	27	7.44	0.36	158.34	29	5.46	0.27
MONUSCO	Commercial	AN-26	5.50	13.02	7	1.86	0.34	37.50	11	3.41	0.62	91.65	33	2.78	0.50
	Commercial	L-382	20.00	253.78	32	7.93	0.40	189.14	25	7.57	0.38	133.81	24	5.58	0.28
	Commercial	MI-26	19.50	52.94	12	4.41	0.23	9.74	2	4.87	0.25	–	–	–	–
	Military	C-130	20.40	85.72	21	4.08	0.20	144.65	26	5.56	0.27	62.39	30	2.08	0.10
UNMISS	Commercial	AN-26	5.50	93.76	32	2.93	0.53	134.91	37	3.65	0.66	141.45	42	3.37	0.61
	Commercial	L-382	20.00	581.19	52	11.18	0.56	501.58	41	12.23	0.61	440.15	42	10.48	0.52
	Commercial	MI-26	19.50	544.41	87	6.26	0.32	576.97	81	7.12	0.37	465.13	78	5.96	0.31
UNSOS	Commercial	AN-26	5.50	115.57	57	2.03	0.37	169.89	76	2.24	0.41	222.91	102	2.19	0.40
	Commercial	L-382	20.00	342.48	39	8.78	0.44	379.56	63	6.02	0.30	332.37	46	7.23	0.36

Mission	Agreement	Aircraft	April					May				June			
			Cargo capacity	Cargo	Cargo per sortie		Utilization	Cargo	Cargo per sortie		Utilization	Cargo	Cargo per sortie		Utilization
			(metric tons)	(metric tons)	Sorties	(metric tons)	per sortie	(metric tons)	Sorties	(metric tons)	per sortie	(metric tons)	Sorties	(metric tons)	per sortie
MINURSO	Commercial	AN-26	5.50	20.39	16	1.27	0.23	16.60	14	1.19	0.22	9.35	6	1.56	0.28
MINUSCA	Commercial	AN-74	10.00	31.54	20	1.58	0.16	28.30	22	1.29	0.13	51.02	37	1.38	0.14
MINUSMA	Commercial	AN-74	10.00	43.09	14	3.08	0.31	24.03	13	1.85	0.18	18.47	6	3.08	0.31
	Military	C-130	20.40	318.62	61	5.22	0.26	188.63	33	5.72	0.28	305.68	42	7.28	0.36
MONUSCO	Commercial	AN-26	5.50	11.57	6	1.93	0.35	28.02	13	2.16	0.39	49.24	22	2.24	0.41
	Commercial	L-382	20.00	219.14	29	7.56	0.38	105.52	17	6.21	0.31	91.11	16	5.69	0.28
	Commercial	MI-26	19.50	–	–	–	–	–	–	–	–	–	–	–	–
	Military	C-130	20.40	197.07	35	5.63	0.28	61.61	14	4.40	0.22	98.43	26	3.79	0.19
UNMISS	Commercial	AN-26	5.50	49.43	21	2.35	0.43	44.22	19	2.33	0.42	92.32	38	2.43	0.44
	Commercial	L-382	20.00	258.31	32	8.07	0.40	216.78	37	5.86	0.29	253.33	33	7.68	0.38
	Commercial	MI-26	19.50	550.62	84	6.56	0.34	660.92	126	5.25	0.27	501.20	88	5.70	0.29
UNSOS	Commercial	AN-26	5.50	80.90	36	2.25	0.41	155.36	71	2.19	0.40	142.04	65	2.19	0.40
	Commercial	L-382	20.00	316.07	55	5.75	0.29	254.28	43	5.91	0.30	388.22	59	6.58	0.33

Mission	Agreement	Aircraft	July						August				September		
			Cargo capacity (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie
MINURSO	Commercial	AN-26	5.50	21.22	14	1.52	0.28	36.55	26	1.41	0.26	22.88	17	1.35	0.24
MINUSCA	Commercial	AN-74	10.00	29.09	23	1.26	0.13	42.04	33	1.27	0.13	38.26	34	1.13	0.11
MINUSMA	Commercial	AN-74	10.00	152.32	51	2.99	0.30	5.90	1	5.90	0.59	149.22	46	3.24	0.32
	Military	C-130	20.40	101.53	18	5.64	0.28	90.52	15	6.03	0.30	57.30	10	5.73	0.28
MONUSCO	Commercial	AN-26	5.50	29.88	12	2.49	0.45	41.81	16	2.61	0.48	12.32	5	2.46	0.45
	Commercial	L-382	20.00	52.99	9	5.89	0.29	168.30	26	6.47	0.32	180.57	43	4.20	0.21
	Commercial	MI-26	19.50	—	—	—	—	—	—	—	—	—	—	—	—
	Military	C-130	20.40	88.85	43	2.07	0.10	73.11	26	2.81	0.14	163.69	50	3.27	0.16
UNMISS	Commercial	AN-26	5.50	67.19	31	2.17	0.39	54.27	28	1.94	0.35	139.68	47	2.97	0.54
	Commercial	L-382	20.00	150.61	16	9.41	0.47	218.91	26	8.42	0.42	253.27	33	7.67	0.38
	Commercial	MI-26	19.50	403.38	68	5.93	0.30	365.4	63	5.80	0.30	97.73	20	4.89	0.25
UNSOS	Commercial	AN-26	5.50	148.39	63	2.36	0.43	208.43	86	2.42	0.44	175.65	70	2.51	0.46
	Commercial	L-382	20.00	211.41	32	6.61	0.33	382.24	61	6.27	0.31	505.60	77	6.57	0.33

Mission	Agreement	Aircraft	October						November				December				Total		
			Cargo capacity (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie
MINURSO	Commercial	AN-26	5.50	22.78	19	1.20	0.22	8.67	5	1.73	0.32	16.16	10	1.62	0.29	238.07	185	1.29	0.23
MINUSCA	Commercial	AN-74	10.00	47.49	41	1.16	0.12	20.30	22	0.92	0.09	72.29	52	1.39	0.14	442.06	337	1.31	0.13
MINUSMA	Commercial	AN-74	10.00	2.35	3	0.78	0.08	0.81	1	0.81	0.08	0.08	1	0.08	0.01	432.68	144	3.00	0.30
	Military	C-130	20.40	158.87	26	6.11	0.30	163.67	24	6.82	0.33	244.66	36	6.80	0.33	2 183.68	348	6.27	0.31
MONUSCO	Commercial	AN-26	5.50	48.48	25	1.94	0.35	34.92	16	2.18	0.40	47.71	26	1.84	0.33	446.12	192	2.32	0.42
	Commercial	L-382	20.00	152.23	33	4.61	0.23	278.04	57	4.88	0.24	201.39	47	4.28	0.21	2 026.02	358	5.66	0.28
	Commercial	MI-26	19.50	—	—	—	—	—	—	—	—	—	—	—	—	62.68	14	4.48	0.23
	Military	C-130	20.40	192.82	64	3.01	0.15	113.72	52	2.19	0.11	105.60	40	2.64	0.13	1 387.66	427	3.25	0.16
UNMISS	Commercial	AN-26	5.50	86.00	30	2.87	0.52	13.14	6	2.19	0.40	1.45	1	1.45	0.26	917.82	332	2.76	0.50
	Commercial	L-382	20.00	248.23	24	10.34	0.52	265.09	30	8.84	0.44	294.46	25	11.78	0.59	3 681.91	391	9.42	0.47
	Commercial	MI-26	19.50	548.17	93	5.89	0.30	595.37	102	5.84	0.30	557.71	88	6.34	0.33	5 867.01	978	6.00	0.31
UNSOS	Commercial	AN-26	5.50	215.35	82	2.63	0.48	150.81	60	2.51	0.46	149.56	64	2.34	0.42	1 934.86	832	2.33	0.42
	Commercial	L-382	20.00	401.45	59	6.80	0.34	239.73	39	6.15	0.31	252.52	51	4.95	0.25	4 005.93	624	6.42	0.32

B. Total number of passengers moved within missions using United Nations assets, January–December 2020

<i>Mission</i>	<i>United Nations</i>	<i>United Nations agencies</i>	<i>Non-United Nations</i>	<i>Total</i>
MINUSCA	19 895	189	4 745	24 829
MINUSMA	47 881	2 489	13 314	63 684
MONUSCO	35 470	808	3 951	40 229
UNAMID	24 461	103	3 726	28 290
UNFICYP	1 525	0	0	1 525
UNIFIL	14 388	54	72	14 514
UNISFA	5 201	173	1 900	7 274
UNMISS	56 415	671	2 492	59 578
UNSOA/UNSOS	6 810	1 265	31 590	39 665
Total	212 046	5 752	61 790	279 588

Annex VII

Planned mine-action activities for the period from 1 July 2021 to 30 June 2022

(Thousands of United States dollars)

	<i>Quality management and coordination of operations</i>	<i>Risk mitigation and clearance of landmines and explosive remnants of war</i>	<i>Weapons and ammunition management</i>	<i>Improvised explosive device threat mitigation</i>	<i>Key expected outcomes</i>	<i>Approved resources for 2020/21</i>	<i>Planned resources required for 2021/22</i>	<i>Implementing partner/agency</i>
MINURSO	–	X	–	–	Provision of greater access for military observers to once-restricted areas in order to assist in the monitoring of the ceasefire and to ensure safe passage for the local population.	3 265.2	3 255.0	UNOPS
MINUSCA	X	–	X	–	In response to the specific nature of the security situation, particularly the new threat of the use of explosive ordnance by armed groups in the country, MINUSCA will ensure that all relevant civilian and uniformed personnel receive risk awareness training to mitigate the risks of explosive ordnance. The Mission will also assist the Government in setting up a national coordination structure to respond to the threat of explosive ordnance. The following activities will be implemented: (a) inspection visits for quality assurance and control of the weapons and ammunition storage facilities of the defence and security forces; (b) enhancement of storage facilities built for the defence and internal security forces in previous periods; (c) conduct of weapons and ammunitions management training sessions for the national defence and internal security forces; (d) continued support towards the implementation of the national action plan of the National Commission for the Fight against the Proliferation of Small Arms and Light Weapons; (e) support for the creation of a national mine action entity to respond to explosive ordnance threats; (f) conduct of risk education sessions for the civilian population in the west of the country; (g) support for the evaluation and accreditation of members of the Mission's force explosive ordnance disposal teams to respond to explosive ordnance threats; and (h) delivery of risk awareness sessions to MINUSCA civilian and uniformed personnel and humanitarian personnel on the explosive ordnance threats.	6 200	6 440	UNOPS

	<i>Quality management and coordination of operations</i>	<i>Risk mitigation and clearance of landmines and explosive remnants of war</i>	<i>Weapons and ammunition management</i>	<i>Improvised explosive device threat mitigation</i>	<i>Key expected outcomes</i>	<i>Approved resources for 2020/21</i>	<i>Planned resources required for 2021/22</i>	<i>Implementing partner/agency</i>
MINUSMA	X	X	–	X	Provide mentoring and training assistance, upon request, to all infantry troop-contributing countries, both prior to deployment and when in-mission, with regard to improvised explosive device awareness training capacity (basic improvised explosive device awareness and avoidance skills); specialist training in the identification and detection of explosive threats and tactics to each infantry battalion, combat convoy company and formed police unit deployed to central and northern Mali; and dedicated training for tactical commanders on planning and response, unless waived. The programme also provides context-specific training and mentoring in accordance with United Nations standards to the explosive ordnance disposal companies of two troop-contributing countries to ensure that they are qualified to conduct basic improvised explosive device response tasks prior to deployment, and that their skills and those of the explosive ordnance disposal teams of combat convoy companies are strengthened once in-mission.	46 000.0	44 831.0	UNOPS
MONUSCO	–	X	–	–	Delivery of explosive ordnance disposal operations in support of the protection of civilians in conflict-affected areas and support for the development of a sustainable and credible national capacity to manage explosive hazards.	3 465.6	3 444.7	UNOPS
UNFICYP	–	X	–	–	The programme will help reduce the risk of mine and explosive remnants of war threats to UNFICYP peacekeepers and staff, contribute to greater force protection, facilitate UNFICYP support for confidence-building measures between communities and preparations for a settlement agreement, and contribute to the shared goal of a mine-free Cyprus.	323.2	325.3	UNOPS
UNIFIL	–	X	–	–	Technical support and training for UNIFIL troop-contributing countries and provision of landmine and explosive remnants of war safety and awareness training and briefings for UNIFIL, United Nations and non-governmental organization personnel.	1 217.1	1 171.5	UNOPS
UNISFA	–	X	–	–	Clear land of landmines and explosive remnants of war, and make routes safe and accessible, as required by the Joint Border Verification and Monitoring Mechanism; explosives and remnants of war found in the Safe Demilitarized Border Zone removed and destroyed.	11.097.8	10 777.4	UNOPS

	<i>Quality management and coordination of operations</i>	<i>Risk mitigation and clearance of landmines and explosive remnants of war</i>	<i>Weapons and ammunition management</i>	<i>Improvised explosive device threat mitigation</i>	<i>Key expected outcomes</i>	<i>Approved resources for 2020/21</i>	<i>Planned resources required for 2021/22</i>	<i>Implementing partner/agency</i>
UNMISS	–	X	–	–	Decrease in the threat of landmines and unexploded ordnance as a result of survey and clearance activities to provide a safer environment for the voluntary return and resettlement of internally displaced persons and refugees.	34 608.5	30 042.8	UNOPS/ contractors
UNSOS	–	X	–	X	Explosive device threat mitigation and explosive ordnance disposal capacity in support of AMISOM and joint operations between AMISOM and the Somali security forces, in line with the transition plan.	44 806.7	42 352.8	UNOPS

Annex VIII

Programmatic activities

Proposed resource requirements for programmatic activities for the 2021/22 period by peacekeeping mission

(Thousands of United States dollars)

<i>Activity or category</i>	<i>MINURSO</i>	<i>MINUSCA</i>	<i>MINUSMA</i>	<i>MONUSCO</i>	<i>UNFICYP</i>	<i>UNIFIL</i>	<i>UNISFA</i>	<i>UNMIK</i>	<i>UNMISS</i>	<i>UNSOS</i>	<i>Total</i>
Civilian arms control programme	—	—	—	—	—	—	5.4	—	—	—	5.4
Community stabilization projects	—	450.0	1 759.6	171.4	—	—	38.7	1 142.0	—	—	3 561.7
Rule of law/human rights/security institutions/security sector reform	—	7 434.4	3 159.2	4 356.0	—	—	59.3	845.0	2 215.3	—	18 069.2
Peace consolidation	—	400.0	—	353.2	—	—	85.7	—	749.6	—	1 588.5
Confidence-building	—	—	1 293.3	320.4	—	—	28.3	389.1	913.8	—	2 944.9
Other	—	—	—	1 850.0	—	—	—	—	—	—	1 850.0
Community violence reduction	—	4 309.5	3 000.0	4 000.0	—	—	69.5	—	442.9	—	11 821.9
Electoral Affairs Division	—	—	949.8	—	—	—	—	—	—	—	949.8
Gender activities	—	—	376.8	—	—	—	—	—	—	—	376.8
Disarmament, demobilization and reintegration	—	1 590.3	5 282.8	3 086.0	—	—	—	—	—	—	9 959.1
Mine action	3 255.0	6 440.0	44 831.0	3 444.7	325.3	1 171.5	10 777.4	—	30 042.8	42 352.8	142 640.5
Total	3 255.0	20 624.2	60 652.5	17 581.7	325.3	1 171.5	11 064.3	2 376.1	34 364.4	42 352.8	193 767.8

Annex IX

Management of the cash balances of all active peacekeeping operations

A. Cross-borrowing principles

1. The General Assembly, in its resolution [73/307](#) on improving the financial situation of the United Nations, approved on a trial basis, for three budget periods starting with the 2019/20 period, the management of the cash balances of all active peacekeeping operations as a pool while maintaining the balances in separate special accounts for each mission. The Assembly also requested the Secretary-General to ensure that proper oversight and controls were in place and that mandate implementation by the lending mission was not negatively impacted. In the same resolution, the Assembly requested the Secretary-General to report annually on the progress in this regard (under the agenda item entitled “Improving the financial situation of the United Nations”).

2. The approved measure has alleviated short-term cash liquidity problems of some of the peacekeeping operations, which helped to facilitate the earlier-than-normal settlement of liabilities to troop- and police-contributing countries. For example, during the 2019/20 and 2020/21 periods, the arrangement resulted in earlier settlements to troop- and police-contributing countries that would otherwise not have been paid at that time as a result of liquidity constraints in the accounts of some peacekeeping missions.

3. The underlying liquidity issues are caused by the delay in payments of outstanding assessed contributions of some Member States. As of the end of the 2019/20 peacekeeping fiscal year, outstanding contributions to all peacekeeping operations (active and closed) amounted to \$2.1 billion (equivalent to 31 per cent of the assessment), which was higher than the \$1.9 billion unpaid (27 per cent of the assessment) as at 30 June 2019. As shown in table 1, the peacekeeping assessment as of the end of June 2020 amounted to \$6.8 billion, which was lower than the five prior years. The share of unpaid assessments compared with total assessments was 31 per cent as of the end of June 2020, whereas in the five previous fiscal years the percentage of unpaid assessments ranged from 17 to 28 per cent.

Table 1
Outstanding peacekeeping contributions as of the end of June, 2015–2020

(Millions of United States dollars)

	2015	2016	2017	2018	2019	2020
Prior arrears	839	797	893	1 403	926	1 755
Dues, January to June	716	937	448	586	962	341
Dues as of the end of June	1 555	1 734	1 341	1 989	1 888	2 096
Peacekeeping assessment	8 382	8 154	7 725	7 163	6 876	6 776
Dues as percentage of assessment	19	21	17	28	27	31

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

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

6. When an active mission requires a loan from another active mission, an analysis of the capacity of a mission to provide a loan takes into account multiple parameters, including: (a) a mission's current cash position and the cash equivalent number of months of operating reserve; (b) the estimated cash requirements for the remainder of the financial period; (c) the status of outstanding contributions from Member States, future assessments and prudent expectations of when further receipts might occur; and (d) the projected timing of cash shortfalls of the borrowing mission and the ability to be repaid the loan.

7. The loans are made, when necessary, from missions with the best cash position after considering the parameters detailed above.

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

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

9. Troop- and police-contributing countries are usually paid on a quarterly basis. Following the adoption by the General Assembly of resolution [73/307](#) in July 2019, at the time of issuance of the present report six quarterly payment cycles had been completed as at 31 December 2020. Table 2 provides a summary of the payments effected in each quarter, including payments effected using the ability to cross-borrow. The amount paid that was enabled by the ability to cross-borrow is determined with a simple formula that measures whether a payment for a mission reduces its cash balance below a cash reserve of three months of operating costs, exclusive of liabilities for government-related provisions, namely, payments due to troop- and police-contributing countries. Further description of the payments in each quarter is proved below.

Table 2
Payments enabled by the ability to cross-borrow

(United States dollars)

<i>Fiscal period</i>	<i>Fiscal quarter</i>	<i>Total paid per quarter</i>	<i>Amount enabled by cross-borrowing</i>	<i>Percentage enabled by cross-borrowing</i>
2019/20	July–September 2019	691 765 805	172 114 600	25
2019/20	October–December 2019	545 453 509	215 968 020	40
2019/20	January–March 2020	125 110 552	97 494 043	78
2019/20	April–June 2020	535 487 981	203 932 062	38
Total, 2019/20		1 897 817 847	689 508 725	36
2020/21	July–September 2020	879 666 139	249 659 581	28
2020/21	October–December 2020	739 820 826	69 313 734	9
Total, 2020/21^a		1 619 486 965	318 973 315	20

^a As at 31 December 2020.

September 2019 payment cycle

10. From 1 July to 30 September 2019, the first quarter of settlements that used the new ability to manage cash balances of all active peacekeeping operations as a pool, payments were effected in the amount of \$691.8 million, of which \$172.1 million was enabled by the ability to cross-borrow. More details are provided in the previous overview report ([A/74/736](#)).

December 2019 payment cycle

11. During the quarter from 1 October to 31 December 2019, the ability to cross-borrow effected settlements at the beginning of October in the amount of \$216.0 million for five missions, which had not been paid in September 2019 owing to the missions' cash balances being below a three-month operating reserve. After this payment, the arrears to troop- and police-contributing countries were reduced to \$89.6 million as of the end of October 2019, including MINUJUSTH, which had been excluded from the cross-borrowing arrangements owing to the irregular collection of assessments, which suggested a risk in its ability to repay the loan to the lending mission. It is recalled that the General Assembly requested that the mandate implementation of the lending missions not be negatively impacted.

12. In order to effect the payments early in October 2019, a loan of \$75 million was issued from MINUSMA to UNAMID. Other missions effected the payments to troop- and police-contributing countries without loans from another active peacekeeping missions; however, their cash balances were brought below the three-month operating reserve upon the understanding that a loan could be issued should it be required. At the time of the decision to issue a loan, MINUSMA had the highest level and rate of cash above the three-month operating reserve.

13. In December 2019, disbursements in the amount of \$329.5 million were effected to troop- and police-contributing countries. The planned payments took into consideration the cash position on 10 December 2019, cash requirements for the next six months of the 2019/20 period, the status of assessed contributions and the ability to cross-borrow without affecting the lending mission. On 10 December 2019, the financial situation of a number of peacekeeping operations remained weak, including for MINUJUSTH, MINURSO and UNAMID, which already had existing loans, and

any additional loans would further constrain those missions' ability to repay the existing loans. A total of \$185.6 million therefore remained in arrears as at 31 December 2019. More details are provided in the previous overview report ([A/74/736](#)).

March 2020 payment cycle

14. During the quarter from 1 January to 31 March 2020, ad hoc settlements were effected in the amount of \$125.1 million, of which \$97.5 million was enabled by the ability to cross-borrow. A total of \$635.9 million remained in arrears as at 31 March 2020.

June 2020 payment cycle

15. During the quarter from 1 April to 30 June 2020, ad hoc settlements were effected in April 2020 in the amount of \$535 million, of which \$203.9 million was enabled by the ability to cross-borrow. After those payments were effected, the arrears to troop- and police-contributing countries as of the end of April 2020 amounted to \$90.2 million, entirely for UNAMID, owing to concerns that the mission might not be able to repay the loan to the lending mission. This approach is in line with General Assembly resolution [73/307](#), in which the Assembly had requested the Secretary-General to ensure that proper oversight and controls were in place and that mandate implementation by the lending mission was not negatively affected. A total of \$631.2 million remained in arrears as at 30 June 2020.

September 2020 payment cycle

16. During the quarter from 1 July to 30 September 2020, settlements were effected in September 2020 in the amount of \$879.7 million, of which \$249.7 million was enabled by the ability to cross-borrow, including \$90.2 million of liabilities in arrears up to 31 December 2019 related to UNAMID.

17. After those payments were effected, the arrears to troop- and police-contributing countries amounted to \$267.3 million, comprising the latest quarter of certified claims for contingent-owned equipment for all peacekeeping operations and, for UNAMID, services rendered by uniformed personnel and claims for contingent-owned equipment for the period from January to June 2020. Cross-borrowing could not be used to settle the remaining liabilities in UNAMID of \$75.4 million in September 2020 owing to concerns that the mission might not be able to repay the loan to the lending mission. Additional payments to UNAMID of \$39.2 million were made for the period from January to March 2020 in the following quarter, as the mission's cash situation temporarily improved. However, as noted in paragraph 18 below, the cash situation of UNAMID did not allow for further payments in 2020.

December 2020 payment cycle

18. For the period from 1 October to 31 December 2020, settlements were effected in November and December 2020 in the amount of \$739.8 million, of which \$69.3 million was enabled by the ability to cross-borrow. After the payments were effected, the arrears to troop- and police-contributing countries amounted to \$71.4 million, comprising only UNAMID liabilities for the period from April to September 2020. Owing to the cash situation of UNAMID in December 2020, the termination of its mandate on 31 December 2020, the uncertainty related to the timing of receipt of assessed contributions and the ongoing cash requirement for the drawdown of the mission, UNAMID remained the only peacekeeping mission with liabilities in arrears owed to troop- and police-contributing countries as at 31 December 2020.

C. Loans for other ongoing operating costs

19. As a result of General Assembly resolution [73/307](#), MINURSO and UNMIK repaid their loans to closed peacekeeping operations in October 2019 and obtained new loans from an active peacekeeping operation (MINUSMA). However, such borrowing from active peacekeeping operations was not extended to MINUJUSTH because of the uncertain and delayed collection of assessments, which suggested a risk in the ability to repay the loan to the lending mission. Consequently, the loan to MINUJUSTH in the amount of \$5.0 million remained the only borrowing from closed peacekeeping operations until 13 March 2020, when MINUJUSTH repaid its loans to closed peacekeeping operations. As at 31 December 2020, there were no outstanding loans from closed peacekeeping missions to active peacekeeping missions.

20. During the 2019/20 period and the first six months of the 2020/21 period, MINURSO and UNMIK continued to utilize the cross-borrowing ability with loans from MINUSMA. In the 2019/20 period, UNAMID also utilized a loan from MINUSMA, which was repaid by the end of the period. As at 1 December 2020, loans to MINURSO and UNMIK from MINUSMA had been reduced to \$10 million and \$15 million, respectively.

21. At the beginning of July 2020, UNSOS temporarily borrowed \$35 million from MINUSMA; however, UNSOS repaid the loan on 15 July 2020.

D. Status of loans

22. The status of cross-borrowing among active missions as at 31 December 2020 is presented in table 3.

Table 3

Current situation of cross-borrowing from active missions

(United States dollars)

<i>Mission</i>	<i>Loans among active peacekeeping missions</i>
MINURSO	10 000 000
UNMIK	15 000 000
MINUSMA	(25 000 000)