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Section 5

Peacekeeping operations

Programme 4

Peacekeeping operations

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* [A/76/50](#).

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

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



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I. Department of Peace Operations

Foreword

Amid the coronavirus disease (COVID-19) pandemic, peacekeeping operations have steadfastly delivered their mandates while safeguarding communities. However, in spite of their resilience and progress, challenges remain, in particular in the largest peacekeeping operations, which continue to implement complex mandates, protect civilians, facilitate political processes and support the implementation of signed peace agreements through partnerships.

In 2022, under the umbrella of the Action for Peacekeeping initiative, the Department of Peace Operations will continue to implement the reforms necessary to ensure that United Nations peacekeeping remains fit for purpose, as it confronts daunting security threats, mitigates risks of relapse into conflict and prepares for technological and climate disruptions.

First and foremost, the Department will ensure that all actions contribute to overarching political strategies that advance sustainable peace, not simply short-term stability. That should be true in all areas of our mandates, be it the protection of civilians or support to institution-building. In contexts where the pandemic has laid bare the widespread nature of inequality, operations will also need more substantive strategic integration with development and peacebuilding actors to work towards successful transitions and sustainable peace.

To ensure that operations deliver effectively on their mandate, improving performance and accountability will remain another major priority. In cooperation with all peacekeeping partners, the Department will continue to refine and implement the integrated peacekeeping performance and accountability framework and deliver on its promise to improve the safety and security of peacekeepers with a shift towards more agile operations and improved situational awareness. Crucial to improved effectiveness will be our efforts to strengthen strategic guidance and planning capacities and to apply a gender perspective across all areas of work.

International solidarity is at the heart of United Nations peacekeeping, as all its partners, first and foremost Member States, demonstrated again through the pandemic. That commitment to collective action drives our efforts to improve peacekeeping and to better answer the call, enshrined in the Charter of the United Nations, to save succeeding generations from the scourge of war.

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

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

- 5.1 The Department of Peace Operations is responsible for supporting the maintenance of international peace and security by providing political and executive direction to peace operations within its purview in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [72/262 C](#), and the annual comprehensive reviews of the whole question of peacekeeping operations in all their aspects and the annual consideration of cross-cutting issues related to peacekeeping operations. The objectives of the programme are also conceived taking into account Security Council mandates, in particular Council resolutions [1325 \(2000\)](#), [2250 \(2015\)](#), [2282 \(2016\)](#) and [2436 \(2018\)](#), as well as General Assembly resolutions [74/277](#), [60/180](#) and [70/262](#). The Department provides integrated strategic, political, operational and management advice, direction and support to all operations under its responsibility in order to effectively implement their mandates. Through its efforts to improve peacekeeping, enhance its performance and adapt to contemporary risks and challenges, the Department will continue to help conflict-affected countries on their path back to sustainable peace. The work of the Department is critical to continue to ensure the relevance and effectiveness of United Nations peacekeeping, which remains a unique instrument for global peace and security.

Strategy and external factors for 2022

- 5.2 The strategy of the Department of Peace Operations remains guided by all relevant Security Council mandates. The Department will continue to prioritize the full implementation of the peace and security reform objectives. The Action for Peacekeeping initiative will continue to guide priorities, in line with the commitments set out in the Declaration of Shared Commitments on United Nations Peacekeeping Operations. The areas of focus continue to be:
- (a) To enhance political strategies and advance lasting political solutions, including by developing country and regional strategies, enabled by the integrated approach of the new peace and security pillar, to develop proposals for the consideration of the Security Council on the sequencing and prioritization of mandates and reflect the Action for Peacekeeping priorities in reporting;
 - (b) To implement the women, peace and security agenda, including by developing a methodology for gender-responsive conflict analysis, preparing guidance on women's full, equal and meaningful participation in peace processes and systematizing reporting on women and peace and security outcomes;
 - (c) To strengthen the protection provided by peacekeeping operations, including by updating and disseminating the policy on the protection of civilians in United Nations peacekeeping, integrating strategic approaches to protection into the strategic thinking and actions of missions and conducting context-specific training on protection of civilians;
 - (d) To support effective performance and accountability of all mission components through the development of the Comprehensive Planning and Performance Assessment System to evaluate mission performance, the development of an integrated performance policy framework and increased engagement with troop- and police-contributing countries on performance;
 - (e) To strengthen the impact of peacekeeping on sustaining peace, including by implementing joint transition and mobilization strategies and coordinating closely with the Department of Political

and Peacebuilding Affairs, including the Peacebuilding Support Office, as well as other United Nations entities and external partners;

- (f) To improve the safety and security of peacekeepers, including by implementing the action plan to improve the security of peacekeepers, taking forward the training plan and the introduction and use of technologies, which should be implemented with transparency and in consultation with Member States, as appropriate;
 - (g) To improve peacekeeping partnerships by strengthening United Nations-African Union cooperation on political efforts, including through joint field visits and briefings, as well as through capacity-building and the expansion of triangular partnership arrangements and the light coordination mechanism;
 - (h) To strengthen the conduct of peacekeeping operations and personnel and enhance the operationalization of the human rights due diligence policy.
- 5.3 For 2022, the Department's planned deliverables and activities reflect known and anticipated challenges related to the coronavirus disease (COVID-19) pandemic that are being faced by Member States. The Department will continue to engage and interact with troop- and police-contributing countries in accordance with the mandates given and ensure the continued readiness of personnel for deployment. It will provide support to national authorities, in particular rule of law and security institutions. Specific examples of such planned deliverables and activities are provided under subprogrammes 1, 3 and 4.
- 5.4 With regard to cooperation with other Secretariat entities, the Department will continue to review and refine the implementation of the reform of the peace and security pillar and ensure coherence, working with the Department of Political and Peacebuilding Affairs with a view to, in particular, strengthening a common organizational culture that fosters inclusivity, innovation and professional development. The Department will work closely with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support in assisting peacekeeping operations. The Department will maintain strong coordination with the reformed management and development pillars.
- 5.5 Partnerships with peace and security actors, in particular regional organizations, and with humanitarian and development actors, including international financial institutions, will remain essential to ensuring that the overall impact of international efforts in peacekeeping contexts is maximized. The Department will also maintain its strategic and operational partnerships with the African Union and other regional and subregional organizations in Africa, as well as with the European Union. The Department will continue to cooperate closely with other regional organizations, including the League of Arab States, the North Atlantic Treaty Organization, the Collective Security Treaty Organization, the Association of Southeast Asian Nations and the Organization for Security and Cooperation in Europe, on issues related to policy, information-sharing and training, among others. The Department will continue to reinforce its cooperation with the World Bank, through the United Nations-World Bank Working Group.
- 5.6 With regard to inter-agency coordination and liaison, the Department will continue to maintain its strong relations with other United Nations agencies, funds and programmes by chairing or participating in a range of inter-agency groups and processes, including the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, the Inter-Agency Security Sector Reform Task Force and the Inter-Agency Coordination Group on Mine Action. Other cross-agency cooperation is undertaken through the global focal point arrangement for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations and the Peacebuilding Strategy Group.
- 5.7 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Availability of political support and adequate capabilities;

- (b) Continued support from Member States for the advancement of the Action for Peacekeeping initiative;
 - (c) Continued support from peacekeeping partners and other entities.
- 5.8 With regard to the COVID-19 pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 5.9 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, it implements the women and peace and security agenda, which includes strengthening gender-responsive conflict analysis, providing guidance on women's full, equal and meaningful participation in peace processes and systematizing reporting on women and peace and security outcomes.
- 5.10 With regard to disability inclusion, the Department will integrate the rights of persons with disabilities both in its workforce inclusion efforts and in the delivery of its peace and security mandates by implementing a joint action plan with the Department of Political and Peacebuilding Affairs in line with the United Nations Disability Inclusion Strategy.

Programme performance in 2020

Impact of COVID-19 on programme delivery

- 5.11 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the Department, which had to adapt to virtual delivery whenever possible and provide additional assistance to field missions and host countries. Specific examples of the impact are provided under all subprogrammes. The change in approach and postponements of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under subprogrammes 2 and 4.
- 5.12 At the same time, however, some planned deliverables and activities were modified and new activities added during 2020, within the overall scope of the objectives of the subprogrammes, in order to support Member States on issues related to the pandemic. Those modifications included adapting regular peacekeeping processes such as deployment and training or providing additional assistance to rule of law and security institutions in host countries. Specific examples are provided under all subprogrammes. The activities contributed to results in 2020, as described in the programme performance under subprogramme 3 and 4.
- 5.13 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the Department will mainstream lessons learned and best practices related to the adjustments to and the adaptation of its programme owing to the COVID-19 pandemic. Specific examples include the expansion of online and hybrid tools for standard processes, for example, training and assessments of uniformed units and personnel.

Legislative mandates

- 5.14 The list below provides all mandates entrusted to the programme, which is also guided in its functions related to peacekeeping operations by the mandates entrusted to specific missions by the Security Council.

General Assembly resolutions

49/37; 74/277	Comprehensive review of the whole question of peace-keeping operations in all their aspects	61/279; 65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
58/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	70/262 72/199 74/80	Review of the peacebuilding architecture Restructuring of the United Nations peace and security pillar Assistance in mine action

Security Council resolutions

1325 (2000)	2365 (2017)
1894 (2009)	2382 (2017)
2151 (2014)	2436 (2018)
2185 (2014)	2447 (2018)
2250 (2015)	2518 (2020)
2272 (2016)	2553 (2020)
2282 (2016)	

Deliverables

5.15 Table 5.1 lists all cross-cutting deliverables, by category and subcategory, for the period 2020–2022.

Table 5.1

Cross-cutting deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	45	43	45	41
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Briefing to the formal session of the Special Political and Decolonization Committee	1	1	1	1
5. Briefing to the formal session of the Special Committee on Peacekeeping Operations	1	1	1	1
6. Briefings to the Security Council on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	36	34	36	32
7. Briefings to the General Assembly and its subsidiary organs on the developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	4	4	4	4

C. Substantive deliverables

Consultation, advice and advocacy: visits to key troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping; meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on peacekeeping.

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
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D. Communication deliverables

Outreach programmes, special events and information materials: outreach events (conferences, exhibits and public briefings on United Nations peacekeeping, including associated promotional materials).

External and media relations: media events, including interviews and press briefings on thematic and mission-specific topics.

Digital platforms and multimedia content: peacekeeping-themed posts on digital and social media platforms.

Evaluation activities

- 5.16 The Department continues to focus its evaluation capacities on the development and roll-out of a Comprehensive Planning and Performance Assessment System in peacekeeping operations, which will support the implementation of Security Council resolution [2436 \(2018\)](#).

Programme of work

Subprogramme 1 Operations

Objective

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

Strategy

- 5.18 To contribute to the objective, the subprogramme will improve mission- and context-specific analysis and reporting on peacekeeping, to the Security Council, the General Assembly and other intergovernmental bodies and troop- and police-contributing countries. The subprogramme will ensure that integrated planning processes are completed according to Security Council substantive and time requirements, with an emphasis on supporting transitions between peacekeeping operations and follow-up United Nations presences. The subprogramme will incorporate regional aspects in-country- and mission-specific strategies, as part of the emphasis on a regional approach to peace, security and stability further to the reform of the peace and security pillar.
- 5.19 The subprogramme plans to support Member States on issues related to COVID-19 by analysing the pandemic's longer-term impact in peacekeeping contexts on key national political processes or operational activities so as to mitigate risks.
- 5.20 The above-mentioned work is expected to result in:
- (a) Better information on peacekeeping operations being available to the General Assembly, the Security Council and other intergovernmental bodies;
 - (b) Better planning for mandate delivery by peacekeeping operations and for transitions;
 - (c) More coherent and impactful United Nations engagement and support in matters of peace and security provided to countries and the regions in which they are situated.

Programme performance in 2020

- 5.21 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Smooth transition from peacekeeping to peacebuilding in Darfur

- 5.22 On 31 December 2020, the mandate of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) ended after 13 years. The decision not to renew the mandate reflected the improved security situation in Darfur and the recognition that peacekeeping was no longer the most suitable tool to meet the needs of the people of Darfur. It was also a reflection of a new political reality in the Sudan, following the signing of the Juba Peace Agreement and the demonstration by the new transitional Government of the Sudan of the political will to fully assume its responsibilities with regard to the protection of civilians. In that context, the subprogramme put in place the conditions necessary for a responsible withdrawal of UNAMID and a transition to political support through the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS).
- 5.23 The subprogramme supported the peace process by providing technical, advisory and logistical support to facilitate the negotiations that culminated, on 3 October 2020, in the signing of the Juba Agreement for Peace in the Sudan. The subprogramme engaged closely with the transitional Government to support its national plan for protecting civilians after the exit of UNAMID and, following the signing of the Agreement, further engaged with the transitional Government with regard to the responsibilities assigned to the United Nations in its implementation. Anticipating a possible decision by the Security Council to end the mandate, the subprogramme coordinated with the transitional Government, troop- and police-contributing countries, and other stakeholders to create plans for a safe and orderly drawdown process. That entailed close cooperation with the advance team of UNITAMS, which included giving support for the operationalization of its interim Mission headquarters in Khartoum.

Progress towards the attainment of the objective, and performance measure

- 5.24 The above-mentioned work contributed to the objective, as demonstrated by a continuous reduction in authorized levels of military and police personnel and the termination of the UNAMID mandate (see table 5.2).

Table 5.2
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Authorized military personnel: 8,735	Authorized military personnel: 4,050	A continuous reduction of authorized military and police personnel Termination of UNAMID mandate on 31 December 2020.
Authorized police personnel: 2,500	Authorized police personnel: 2,500	
Total: 11,235.	Total: 6,550.	

Impact of COVID-19 on subprogramme delivery

- 5.25 Owing to the impact of COVID-19 during 2020, the subprogramme faced certain difficulties in its efforts to advance peace processes, as the pandemic affected political engagement activities that depend on face-to-face interactions and mission footprints for monitoring activities were reduced. Because of the travel restrictions, workshops for heads of political components of peacekeeping operations were postponed, as were several workshops for regional and subregional political strategies were postponed. The adjustment period needed to shift to virtual platforms contributed to a slight reduction in the number of oral briefings to the Security Council on peacekeeping issues.

- 5.26 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely by putting in place innovative solutions for political dialogue, engagement and community outreach using virtual platforms and taking public diplomacy initiatives. Peacekeeping operations also provided direct support to communities and national partners by providing drugs and equipment and by conducting awareness-raising activities.

Planned results for 2022

- 5.27 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: United Nations Organization Stabilization Mission in the Democratic Republic of the Congo shifts its attention to protection in eastern Democratic Republic of the Congo and prepares for a gradual exit¹

Programme performance in 2020

- 5.28 The subprogramme has continued the work related to the provision of strategic and operational guidance to missions. The subprogramme ensured that the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) adopted an integrated approach to the protection of civilians, including through its good offices, with the support of a reconfigured force. The subprogramme also supported the development of a joint strategy, submitted to the Security Council in October 2020, and the consolidation of the MONUSCO presence in the eastern part of the country with its planned withdrawal from the Kasai region by June 2021.
- 5.29 The above-mentioned work contributed to the documentation of 7,391 confirmed human rights violations in conflict-affected areas and the identification of 290 perpetrators of human rights violations who were held accountable, which did not meet the planned targets of, respectively, 4,000 confirmed human rights violations and 500 perpetrators reflected in the proposed programme budget for 2020. The increase in the number of human rights violations was caused by more intense activity by armed groups in the eastern part of the country. A 20 per cent increase in the number of violations was related to a restriction of the democratic space due to tensions within the ruling coalition and to restrictions on fundamental freedoms imposed by provincial authorities. The above-mentioned work also contributed to a total of 122 commanders of armed groups captured as at the end of 2020.

Proposed programme plan for 2022

- 5.30 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will support the consolidation of the Mission's presence in the eastern part of the country, including a withdrawal from additional provinces, should the political and security situation allow. The expected progress is presented in the performance measure below (see table 5.3).

¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect.5)).

Table 5.3
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^b	2022 (planned)
5,416 confirmed human rights violations in conflict-affected areas	4,550 confirmed human rights violations in conflict-affected areas	7,391 confirmed human rights violations in conflict-affected areas	3,500 confirmed human rights violations in conflict-affected areas	3,000 confirmed human rights violations in conflict-affected areas
57 commanders of armed groups captured (annual)	101 commanders of armed groups captured (cumulative) ^a	122 commanders of armed groups captured (cumulative)	144 commanders of armed groups captured (cumulative)	174 commanders of armed groups captured (cumulative)
287 perpetrators of human rights violations identified and held accountable (annual)	400 perpetrators of human rights violations identified and held accountable (annual)	290 perpetrators of human rights violations identified and held accountable (annual)	600 perpetrators of human rights violations identified and held accountable (annual)	700 perpetrators of human rights violations identified and held accountable (annual)
			Number of complaints from citizens handled by the National Human Rights Commission: 300 (annual)	Number of complaints from citizens handled by the National Human Rights Commission: 350 (annual)

^a The performance measure for 2019 presented in the programme budget for 2021 (A/75/6/Add.1) was an interim proxy and was presented as an annual number. The presentation now reflects the cumulative numbers of commanders of armed groups captured.

^b To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: completing elections and preserving the integrity of the peace process in the Central African Republic²

Programme performance in 2020

- 5.31 The subprogramme has supported peacekeeping operations, including with regard to strengthening partnerships with regional organizations, and facilitated the establishment of follow-up mechanisms to political agreements. For example, the subprogramme has ensured sustained support to the peace process in the Central African Republic by international partners, including by means of a virtual high-level meeting held during the seventy-fifth session of the General Assembly and a joint high-level visit by the United Nations, the African Union and the Economic Community of Central African States to Bangui, as well as by providing sustained support to the organization of general elections within constitutional timelines. In view of the rapidly evolving security and political context, the subprogramme supported the temporary strengthening of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) through inter-mission cooperation arrangements so that the Mission could address an unforeseen change in conflict dynamics and ensure that elections were held.

² As reflected in the programme budget for 2021 (A/75/6/Add.1).

- 5.32 The subprogramme has supported MINUSCA, thereby facilitating the holding of the presidential and parliamentary elections on 27 December 2020, within constitutional timelines, which preserved the integrity and momentum of the peace process, which met the planned target reflected in the programme budget for 2021.

Proposed programme plan for 2022

- 5.33 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue its support to MINUSCA in advancing constructive and inclusive political dialogue, including under the Political Agreement for Peace and Reconciliation in the Central African Republic, and preventing conflict and the escalation of violence. The subprogramme will continue to optimize strategic partnerships with regional organizations and other partners to ensure coherence and coordination of efforts in the peace process. The expected progress is presented in the performance measure below (see table 5.4).

Table 5.4
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
–	Signing by the Government of the Political Agreement for Peace and Reconciliation in the Central African Republic with major armed groups	Parliamentary and presidential elections were held on 27 December, within constitutional timelines	Regional organizations participate in the peaceful resolution of any electoral disputes, and swearing-in of President-elect	Results of the local elections are announced, authority is extended and decentralization is implemented
	Promulgation of the Electoral Code		Holding of local elections (date to be determined)	Commission on Truth, Justice, Reconciliation and Reparation begins its operations

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: progress towards implementation of the peace agreement in Mali

Proposed programme plan for 2022

- 5.34 The subprogramme will continue its work related to preserving the stability of Mali by supporting the country's 18-month political transition following the coup d'état on 18 August 2020, which includes providing support to the holding of legislative and presidential elections in 2022 at the conclusion of the transition, and supporting progress in the implementation of the Agreement on Peace and Reconciliation in Mali, signed in 2015, which includes a series of key institutional and security reforms, in line with the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). The subprogramme will support the Mission in advancing constructive and inclusive political dialogue and continuing to optimize strategic partnerships with regional organizations and other partners to ensure coherence and coordination of efforts.

Lessons learned and planned change

- 5.35 The lesson for the subprogramme was that it needed to strengthen its continued advocacy with members of the Security Council, including through its reports to the Council, to ensure support for MINUSMA and recognition for the Mission's importance for the advancement of the peace process.

In applying the lesson, the subprogramme will continue to highlight the key role played by MINUSMA in maintaining the country's stability in the wake of the coup d'état of 18 August 2020. The subprogramme will also strengthen its advocacy regarding the important role of MINUSMA in supporting signatory parties to the peace agreement to maintaining their focus on its implementation and ensuring concrete progress.

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

- 5.36 This work is expected to contribute to the objective, as demonstrated by the successful conclusion of the political transition and the holding of parliamentary and presidential elections, and by progress in the implementation of the peace agreement, including institutional and security reforms (see table 5.5).

Table 5.5
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
—	—	Following a coup d'état, new institutions for an 18-month political transition were established An agreement was reached to hold the new presidential and legislative elections in 2022	An electoral calendar is adopted and dates for presidential and legislative elections are announced Steps are taken in the implementation of the peace agreement, including institutional and security reforms	Political transition completed with the holding of parliamentary and presidential elections within the agreed timeline Progress in the implementation of the peace agreement, including institutional and security reforms

Deliverables

- 5.37 Table 5.6 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.6
Subprogramme 1: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	119	98	94	92
1. Reports of the Secretary-General to the Security Council on matters related to peacekeeping operations	40	41	36	34
2. Letters from the Secretary-General to the President of the Security Council	33	20	20	20
3. Oral briefings to the Security Council on peacekeeping issues	46	37	38	38
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	18	1	13	13

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
4. Workshops for heads of political components of peacekeeping operations	5	—	5	5
5. Workshops for regional and subregional political strategies for peacekeeping in the Middle East	3	—	3	3
6. Workshops for regional and subregional political strategies for peacekeeping in Africa	10	1	5	5

C. Substantive deliverables

Consultation, advice and advocacy: Expert advice and information on relevant aspects of peacekeeping operations to approximately 120 troop- and police-contributing countries; consultations with/among 5 regional organizations to promote regional peacekeeping capacities expanded in context of specific operations; and expert advice to at least 120 permanent missions to the United Nations, the Bretton Woods institutions, 13 international and regional governance and security organizations and non-governmental organizations on peacekeeping issues.

Subprogramme 2 Military

Objective

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

Strategy

- 5.39 To contribute to the objective, the subprogramme will provide briefings and analysis to the Department, the Secretariat and Member States on the military aspects of new or anticipated developments, and crisis and security situations. It will strengthen partnerships with regional organizations to develop common standards in planning peacekeeping operations, generate and deploy appropriate military units, conduct operational assessments and advisory visits, and prepare new troop-contributing countries for future participation in United Nations operations. The subprogramme will train senior military leaders, develop task-related standards for military units and headquarters, conduct performance evaluations, military capability studies and predeployment visits, and increase the participation of women in peacekeeping operations. The subprogramme will develop a military performance evaluation system, conduct military validation skills training, validate the operational readiness of military units prior to deployment and evaluate the performance of units and individual officers once deployed. Lastly, the subprogramme will further refine and develop military doctrine, policies and training materials to support performance evaluation, enhance operational readiness and improve the safety and security of peacekeepers.
- 5.40 The above-mentioned work is expected to result in:
- (a) Improved reporting to the Security Council, the General Assembly, intergovernmental bodies and troop-contributing countries;
 - (b) Rapid deployment and establishment of, or adjustments to, peacekeeping operations in response to Security Council mandates and related decisions;
 - (c) Deployment of better-tailored, better-equipped and more relevant military components to peacekeeping operations;
 - (d) Improved performance overall of military components of peacekeeping operations.

Programme performance in 2020

- 5.41 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Enhanced performance of infantry battalion commanders through training

- 5.42 Improving the performance of military components requires giving training to mission military leaders on United Nations standards and processes. While there have been trainings for heads of military components of peacekeeping operations, none existed for commanders. To address the gap, the subprogramme is developing a training programme for commanders of infantry battalions, which comprise the majority of United Nations peacekeeping forces.
- 5.43 The infantry battalion commanders course is designed to ensure that infantry battalion commanders better understand the environment of peacekeeping operations, current trends and challenges, United Nations norms, policies and standards for deployed infantry battalions, and the tools and mechanisms available to facilitate and support their efforts. The course also serves as a forum for sharing experiences, current issues and best practices. The course strengthens the performance of an essential level of leaders in military components by better preparing commanders for the conduct, coordination, planning and monitoring of military operations in a peacekeeping context. The course was first conducted in 2019. In 2020, the subprogramme developed a training module in French and developed online training modules in both English and French.

Progress towards the attainment of the objective, and performance measure

- 5.44 The above-mentioned work contributed to the objective, as demonstrated by 11 commanders from 10 troop-contributing countries being given the first course for infantry battalion commanders in French and the availability of online interactive training modules in English and French (see table 5.7).

Table 5.7
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
English-language training module of the infantry battalion commanders course available	68 commanders belonging to 31 troop-contributing countries take the infantry battalion commanders course in English in three in-person sessions	11 francophone commanders belonging to 10 troop-contributing countries are the first to take the infantry battalion commanders course in French Troop-contributing countries have access to an interactive online version of the English- and French-language infantry battalion commanders course training

Impact of COVID-19 on subprogramme delivery

- 5.45 Owing to the impact of COVID-19 during 2020, the subprogramme cancelled and postponed activities that required in-person visits to Member States, troop-contributing countries, headquarters of regional organizations and United Nations mission areas, as well as in-person conferences, regional workshops and training sessions. These changes had a significant impact on the programme performance in 2020, as specified in result 1 below.
- 5.46 At the same time, however, the subprogramme identified new approaches to interacting with and supporting Member States, troop-contributing countries and field missions by transferring meetings

and briefings online. The pandemic resulted in the temporary suspension of rotations of uniformed personnel in peacekeeping operations in April 2020 to mitigate the risk of transmission among United Nations personnel, host communities and troop- and police-contributing countries. The subprogramme supported the development and implementation, from July 2020, of transitional measures to conduct rotations and maintain the uniformed operational capabilities of missions, while minimizing the risk of COVID-19 transmissions. New approaches were developed to remotely conduct military skills validations, predeployment and advisory visits, and rapid deployment verifications visits. In addition, online training modules were created.

Planned results for 2022

- 5.47 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: improved safety and security of peacekeepers through better training and equipping³

Programme performance in 2020

- 5.48 The subprogramme has continued its work to enhance the safety and security of peacekeepers and has assisted countries in increasing the preparedness of peacekeepers participating in United Nations missions while reducing their exposure to risks. The subprogramme planned to conduct three mission command-post exercises at force headquarters and one training-of-trainers session in 2020.
- 5.49 The above-mentioned work contributed to the development of a remote training-of-trainers module and the conduct of one remote training-of-trainers session, which did not meet the planned target of staff officers planning command-post exercises in their mission headquarters on their own on a regular basis, reflected in the proposed programme budget for 2020. The target could not be met owing to the COVID-19 pandemic and related travel restrictions. A total of 21 military staff officers were successfully trained.

Proposed programme plan for 2022

- 5.50 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will conduct two training-of-trainers session for command-post exercises and three mission command-post exercises at force headquarters. In addition, the subprogramme will evaluate the capacity of force headquarters to conduct the sector-level command-post exercises on their own. The expected progress is presented in the performance measure below (see table 5.8).

³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 5)).

Table 5.8
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Selected staff officers participated in a single session, without guidance material	Staff officers participated in consultations on new guidance material for peacekeeping operations	Remote training-of-trainer module is available; one remote training-of-trainers session has been conducted with 21 staff officers increasing their capacity	Increase in the number of training-of-trainers sessions to improve the internal capacity to plan command-post exercises in their mission and sector headquarters on their own on a regular basis	2 training-of-trainers sessions and 3 mission command-post exercises in the mission force headquarters; evaluation of the capacity of force headquarters to conduct the sector-level command-post exercise on their own

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: added safety for peacekeepers through improved management of weapons and ammunition⁴

Programme performance in 2020

- 5.51 The subprogramme has continued to improve the management of weapons and ammunition by military components in missions. The subprogramme finalized three sets of guidance materials on weapons and ammunition that cover responsibilities, procedural matters and technical matters. The subprogramme also ensured that contingents deployed with ammunition technical officers, a requirement that was included in the statement of unit requirements. The subprogramme is developing specialized training materials on weapons and ammunition management and preparing to train ammunition technical officers on United Nations procedures and required control systems in 2021 to ensure that missions accurately report losses of weapons and ammunition.
- 5.52 The above-mentioned work contributed to the manual on ammunition management being used by peacekeeping operations, which met the planned target reflected in the programme budget for 2021.

Proposed programme plan for 2022

- 5.53 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will complete the review of the weapons and ammunition management policy in 2022 and promulgate the policy document, thus ensuring that all users in peacekeeping missions, troop-contributing countries, police-contributing countries and relevant offices in the Secretariat clearly understand their roles and responsibilities in the work related to weapons and ammunition management. The expected progress is presented in the performance measure below (see table 5.9).

⁴ As reflected in the programme budget for 2021 (A/75/6/Add.1).

Table 5.9
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Online registration tool established to report the loss of weapons and ammunition	Two guidance materials in use by peacekeeping operations (weapons and ammunition policy and standard operating procedures on the loss of weapons and ammunition)	Manual on ammunition management in use by peacekeeping operations	Specialized training materials in use by peacekeeping operations and ammunition technical officers receive training on new standards	Weapons and ammunition management in peacekeeping operations facilitated by revised policy and training

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: enhanced management of the performance of military components in United Nations peacekeeping operations

Proposed programme plan for 2022

- 5.54 In its resolution [2436 \(2018\)](#), the Security Council reaffirmed its support for clear standards for evaluating the performance of uniformed personnel. In response, the subprogramme initiated the development of a military performance management system. The system has three pillars: (a) evaluation of military units; (b) evaluation of force and sector headquarters; and (c) evaluation of individual military officers. The subprogramme developed standards and indicators for the evaluation of collective tasks by units and basic military skills for soldiers to enhance the ability to monitor and analyse the performance of military components and identify gaps and training needs. In 2019 and 2020, the subprogramme conducted individual military skill validations during predeployment visits to ensure compliance with the new standards for military tasks and functions. Findings and related recommendations were shared with troop-contributing countries. They helped them to adjust the preparations for their next troop rotation, and improvements were observed during the military skill validations of those new rotations. Observations were also incorporated into the development of a new in-mission evaluation system.

Lessons learned and planned change

- 5.55 The operational readiness certification at the end of each unit's predeployment training remains the responsibility of the troop-contributing country. Nonetheless, the lesson for the subprogramme was that, during predeployment visits, United Nations guidance for planning, conducting and evaluating certification exercises for military units had proved insufficient and that training had to be developed for national evaluators based on the latest United Nations standards. In applying the lesson, the subprogramme will finalize guidance for the planning and conduct of predeployment certification exercises in 2022 and complete the military performance management system.

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

- 5.56 This work is expected to contribute to the objective, as demonstrated by the use of the military unit evaluation tool of the new military performance management system by all peacekeeping operations and the piloting of the force and sector headquarters evaluation tool by four peacekeeping operations (see table 5.10). These changes will allow for standardized evaluations of military units and military headquarters.

Table 5.10
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Initial mechanism to assess the performance of military units in place	Initial mechanism to assess the performance of military units in place	Initial mechanism to assess the performance of military units in place	8 peacekeeping operations pilot the military unit evaluation tool of the new military performance management system	All peacekeeping operations use the military unit evaluation tool of the new military performance management system 4 peacekeeping operations pilot the force and sector headquarters evaluation tool

Deliverables

5.57 Table 5.11 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.11
Subprogramme 2: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	131	72	164	178
1. Training events with senior military personnel for predeployment induction and post-appointment briefings and intensive orientation	48	26	48	44
2. Training events for command post-exercise for the Force headquarters	5	5	13	25
3. Training events on the development, revision and implementation of new military policies and guidance materials	20	15	25	25
4. Training events on military gender issues for peacekeeping operations	10	7	25	25
5. Training events to improve situational awareness and strengthen the performance of uniformed military components, targeting operational and tactical leadership (heads of military components, sector commanders and Force chiefs of staff and infantry battalion commanders)	20	7	25	35
6. Training events on peacekeeping-intelligence/information gathering and analysis	28	12	24	24
7. Training events on the management of weapons and ammunition	–	–	4	–
Technical materials (number of materials)	91	103	93	106
8. Strategic analysis reports on significant operational developments in peacekeeping operations and on evolving conflict areas	40	52	40	40
9. Reports on force headquarters evaluation	–	–	–	2
10. Strategic military plans for new or significantly adjusted peacekeeping operations	4	10	4	6
11. Updated threat assessments reports	13	9	13	12

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
12. Reports on operational requirements and troop-contributing country capabilities and recommendations prepared after predeployment, assessment and operational advisory visits	20	17	20	20
13. Reports on military skills validation training	–	–	–	10
14. Monthly reports on the deployment of military forces, observers and headquarters staff with emphasis on actions to achieve gender balance	12	12	12	12
15. Policies, guidance materials and standard operating procedures related to the military components of peacekeeping operations	2	3	4	4

C. Substantive deliverables

Consultation, advice and advocacy: briefings to 120 troop-contributing countries and Military Staff Committee on all military aspects of peacekeeping operations; strategic discussion with 10 Member States and 3 regional organizations on military aspects of peace negotiations, agreements, peacekeeping operations and strategic and operational planning; maintenance of an organized surge capacity comprising key nucleus of military staff/support team of up to 14 seconded military officers, for a possible deployment to new and existing missions for up to 90 days.

Databases and substantive digital materials: updated information on pledged units registered in the Peacekeeping Capability Readiness System by 60 troop-/police- contributing countries; development of a military performance management system.

Subprogramme 3 Rule of law and security institutions

Objective

- 5.58 The objective, to which the subprogramme contributes, is to strengthen the rule of law and security sector governance to contribute to the maintenance of international peace and security in countries where peacekeeping operations and special political missions deploy, or where otherwise authorized, or requested by Member States, in full compliance with the Charter of the United Nations.

Strategy

- 5.59 To contribute to the objective, the subprogramme will continue to provide advisory and operational support to peacekeeping operations and special political missions, and where otherwise authorized or requested by Member States, including by: (a) assisting host States in the reform, restructuring and development of their police and other law enforcement institutions, providing operational support and, in rare circumstances, assuming interim policing functions in line with the Strategic Guidance Framework for International Policing; (b) supporting nationally-led efforts to ensure accountability for crimes that fuel conflict, strengthening prison security and management and re-establishing the host-State's justice and corrections institutions and engaging in trust-building initiatives; (c) supporting the planning, design and evaluation of processes that remove weapons and individuals from armed groups, and reintegrate ex-combatants and elements associated with armed groups into society as civilians, identifying and formulating relevant lessons learned and guidance; (d) providing strategic advice on security sector reform and governance and coordinating system-wide efforts to design and implement country-specific assistance, collect lessons learned and develop specialized guidance, while also leveraging partnerships; (e) managing mine action programmes to mitigate explosive threats and train United Nations personnel; and (f) rapidly deploying specialist capacities in all the above-mentioned areas.
- 5.60 The subprogramme plans to support Member States on issues related to COVID-19 by identifying and analysing challenges posed by the pandemic on national rule of law and security sectors; developing and contributing to the implementation of guidance and tools to address them; and mainstreaming support to national and local responses in policing, justice, corrections, disarmament,

demobilization and reintegration, security sector reform and mine action programmes, where possible.

5.61 The above-mentioned work is expected to result in:

- (a) More effective and accountable security and justice institutions in countries receiving assistance;
- (b) Reduced threats posed by armed groups and explosive hazards.

These changes will contribute to the prevention of conflict and to sustained peace.

5.62 The planned support on issues related to COVID-19 is expected to result in:

- (a) Mitigation of related risks affecting the services of national and local rule of law and security institutions;
- (b) Continuity of United Nations operations in the areas of policing, justice, corrections, disarmament, demobilization and reintegration, security sector reform, and mine action assistance.

Programme performance in 2020

5.63 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Impact of COVID-19 on rule of law and security institutions and programmes mitigated

5.64 The COVID-19 pandemic has threatened mine action activities, efforts to address the threats of armed groups, the basic functioning of the criminal justice chain and the implementation of initiatives related to security sector reform. As immediate measures, the subprogramme produced guidance and tools to support national authorities in prevention and mitigation efforts against COVID-19. Guidance on police planning and operations in times of COVID-19 was developed by April 2020 and shared with 131 United Nations country teams. Further guidance was developed and disseminated to do the following: mitigate the spread of COVID-19 in prisons, including through decongestion and by releasing low-risk offenders; facilitate virtual court hearings; outline the role of the security sector during public health emergencies; and adapt community violence reduction programmes to include pandemic response activities. The subprogramme facilitated the distribution of personal protection equipment and sanitary supplies in detention facilities in several countries hosting peace operations and incorporated COVID-19 prevention messaging into education campaigns on the risks of explosive ordnance.

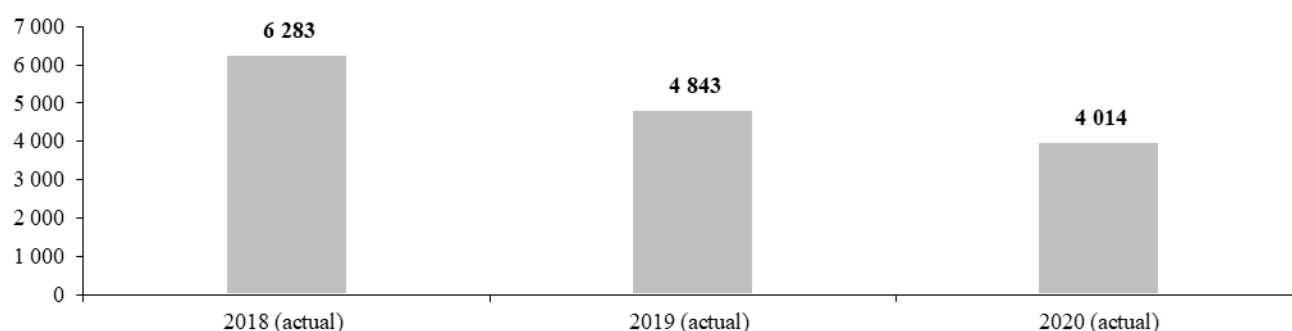
5.65 In particular, as the pandemic threatened the safe implementation by peacekeeping operations of local community violence reduction projects in some of the areas most affected by armed conflicts, the subprogramme developed and disseminated targeted health and safety-related guidance to mitigate the risk of COVID-19 during the implementation of such projects. The subprogramme also facilitated the innovative adaptation of these community violence reduction projects in support of the fight against COVID-19, sensitizing communities, distributing sanitary kits and personal protection equipment, producing face masks and soaps locally, and building additional infrastructure such as isolation wards.

Progress towards the attainment of the objective, and performance measure

5.66 The above-mentioned work contributed to the objective, as demonstrated by the sustained number of more than 4,000 ex-combatants and community members who benefited from the continued implementation of community violence reduction projects, despite the pandemic, in the Central African Republic (see figure 5.I).

Figure 5.1

Performance measure: number of beneficiaries of community violence reduction programmes in the Central African Republic (annual)



Impact of COVID-19 on subprogramme delivery

- 5.67 Owing to the impact of COVID-19 during 2020, the subprogramme postponed the third United Nations Chiefs of Police Summit and two workshops on policy development and planning, while maintaining virtual interactions with relevant constituents. Visits to deliver predeployment readiness assistance to police-contributing countries were conducted in a hybrid fashion, both in person and virtually. Training activities on the newly launched integrated standards for disarmament, demobilization and reintegration, and meetings with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration were transferred online. Predeployment training for government-provided personnel in the justice and corrections sectors was cancelled, while technical support to field missions on matters related to justice and corrections was provided virtually. Meetings of the Group of Friends of Security Sector Reform and the Inter-Agency Security Sector Reform Task Force were conducted virtually. Finally, training and other technical assistance to national authorities and non-governmental organizations in mine action in the field was subject to suspensions in the early stage of the pandemic, but recommenced with COVID 19-appropriate safety measures.
- 5.68 At the same time, however, the subprogramme identified new activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives, namely the development of new COVID-19 risk mitigation policies in the rule of law and security sectors, enhanced advisory support to develop national COVID-19 response plans, and the provision of personal protective equipment and sanitary supplies. The new deliverables contributed to results in 2020, as specified in the emerging result above.

Planned results for 2022

- 5.69 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: comprehensive early warning and stronger conflict prevention capacities⁵

Programme performance in 2020

- 5.70 The subprogramme has continued efforts to mainstream analyses and recommendations on rule of law and security institutions in national and regional conflict prevention strategies and, in line with its mandate, assisted countries in enhancing early warning and conflict prevention capabilities. In 2020, such support was provided to Angola, Burkina Faso, Cameroon, the Gambia, Guinea-Bissau,

⁵ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 5)).

Maldives, Mozambique, the Republic of the Congo, Sierra Leone, the United Republic of Tanzania, Zambia and others. For example, the subprogramme has supported, as part of the transition of the United Nations Integrated Peacebuilding Office in Guinea Bissau, the drafting of the common country analysis, which includes support to rule of law and security institutions as a national peacebuilding priority. The subprogramme contributed to the following: the comprehensive capacity assessment of international and national partners in the rule of law and security institutions areas; the development of a tailored support package to build national institutions based on a broader national security sector reform agenda; and the review of legislation and the delivery of advisory support to the national judicial police and the Transnational Crime Unit.

- 5.71 The above-mentioned work contributed to enhancing early warning and conflict prevention strategies and capabilities of assisted Member States, which met the planned target of systematic inclusion of analyses relating to rule of law and security institutions and mine action in the monitoring of countries at risk of lapsing or relapsing into conflict and related recommendations reflected in the proposed programme budget for 2020.

Proposed programme plan for 2022

- 5.72 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to respond to requests from Member States for conflict prevention support through assistance in the rule of law and security institutions areas, in collaboration with partners and within the mandate and the resources available to the subprogramme. The expected progress is presented in the performance measure below (see table 5.12).

Table 5.12
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Ad hoc inclusion of analyses and recommendations relating to rule of law and security institutions in regional and country-specific prevention strategies	Establishment of arrangements to systematically include analyses and recommendations relating to rule of law and security institutions and mine action in the monitoring of countries at risk of lapsing or relapsing into conflict and related recommendations in regional and country-specific prevention strategies	Systematic inclusion of analyses relating to rule of law and security institutions and mine action in the monitoring of countries at risk of lapsing or relapsing into conflict and related recommendations	Operationalization of analyses and recommendations relating to rule of law, security sector governance and/or mine action contained in regional and country-specific prevention strategies	National rule of law and security institutions are strengthened in line with the programmatic goals established in 2021

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and includes the amendment recommended by the Committee for Programme and Coordination in the report on its sixtieth session (A/75/16) and approved by the General Assembly in its resolution 75/243, and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: increased awareness by Member States of specialized conflict prevention support provided by the subprogramme⁶

Programme performance in 2020

- 5.73 The proposed programme budget for 2020 ([A/75/6 \(Sect. 5\)](#)) underlined the structural challenges faced by the subprogramme in effectively implementing the Secretary-General's conflict prevention agenda, which requires the deployment of expertise and services beyond peacekeeping settings. To overcome those, the subprogramme developed a guidance framework for supporting United Nations rule of law work in such settings. The guidance framework describes situations in which the subprogramme could provide support on the basis of a clear comparative advantage and details the types of assistance Member States can expect.
- 5.74 The above-mentioned work contributed to increasing awareness of the subprogramme's early warning support made available to Member States, regional and subregional organizations and other entities to advance the Secretary-General's prevention agenda, which met the planned target of developing and operationalizing an engagement framework that is made available to Member States, with detailed guidance on possible support and delivery modality, reflected in the programme budget for 2021.

Proposed programme plan for 2022

- 5.75 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will provide preventative support to Member States requesting specialized assistance from the subprogramme. The expected progress is presented in the performance measure below (see table 5.13).

Table 5.13

Performance measure

<i>2018 (actual)</i>	<i>2019 (actual)</i>	<i>2020 (actual)^a</i>	<i>2021 (planned)^a</i>	<i>2022 (planned)</i>
The Secretary-General requests that specialized conflict prevention support, through capacity-building of rule of law and security institutions, be provided to Member States beyond peacekeeping operations, where relevant	Member States lack awareness of the conflict prevention support provided by the subprogramme and of how to request it	Increased awareness on the subprogramme's early warning support made available to Member States, regional and subregional organizations and other entities countries to advance the Secretary-General's prevention agenda	At least two Member States receive specialized support from the subprogramme as a result of increased awareness of available services and modalities	An additional two Member States receive specialized support from the subprogramme as a result of increased awareness of available services and modalities

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

⁶ As reflected in the programme budget for 2021 ([A/75/6/Add.1](#)).

Result 3: increased capacity of States hosting United Nations peace operations to strengthen the rule of law and security institutions

Proposed programme plan for 2022

- 5.76 United Nations peacekeeping operations are often mandated to conduct capacity-building and other early peacebuilding activities in support of national rule of law and security institutions that will lay the groundwork for long-term reform and stability of the host country. The subprogramme has worked to bring together the peacekeeping and development actors engaged in the rule of law and security institutions areas under a common framework of action, promoting shared goals and ensuring coherence of efforts. On the programmatic front, the subprogramme facilitated the development of multi-year joint United Nations rule of law programmes in the field, under the aegis of the Global Focal Point for the Rule of Law. On the strategic front, the subprogramme continues to strengthen collaboration with partners to anchor more effectively the ongoing programmatic needs of Member States in transition settings in the decision making processes led by political and financial partners.

Lessons learned and planned change

- 5.77 The lesson for the subprogramme was that, in order to help host States to sustain key peacebuilding efforts after the drawdown of a peacekeeping operation, integrated efforts by technical, political and financial actors are essential from the outset of the transition planning stage. In applying the lesson, the subprogramme will seek to enhance the transition model of the joint rule of law programmes – piloted through the State liaison function in the Sudan – by developing reviews and guidance, and will promote more systematic consultations with key political and financial actors in transition settings.

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

- 5.78 This work is expected to contribute to the objective, as demonstrated by States in transition hosting peacekeeping operations being provided enhanced programmatic transition support in the area of rule of law and security institutions (see table 5.14).

Table 5.14
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
States hosting peacekeeping operations receive ad hoc transition support in the area of rule of law and security institutions	States hosting peacekeeping operations in transition setting receive joint rule of law programming support (for example, Haiti)	States hosting peacekeeping operations in transition setting receive first whole-of-system programmatic transition support in peacebuilding areas (for example, State liaison functions in the Sudan)	States hosting peacekeeping operations are presented with lessons learned from whole-of-system programmatic transition support and strengthened guidance in support of rule of law and security institutions	States in transition hosting peacekeeping operations receive enhanced programmatic transition support in the area of rule of law and security institutions

Deliverables

5.79 Table 5.15 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.15

Subprogramme 3: deliverables for the period 2020–2022, by category and subcategory

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	13	16	17	18
1. Briefings to Member States that are both mission/field- and police-specific	12	12	13	14
2. Briefing to Member States on mine action matters	1	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	22	30	24	33
3. Project on police thematic expertise, including on planning and police reform to missions/the field	3	3	3	3
4. Predeployment visits to Member States on police requirements and capacity and resource needs	5	5	5	5
5. Technical support for the development and management of programmes in support of justice and corrections systems	2	2	2	2
6. Assessment missions of mine action ⁷ (technical and advisory support to field missions and Member States)	3	3	3	3
7. Deployment of humanitarian mine action assets	1	–	1	1
8. Provision of coordination support for risk education in mine action programmes	5	14	5	14
9. Donor-funded, multi-stakeholder projects to advance security sector reform policies and strategies	3	3	3	3
10. Technical assistance visits on disarmament, demobilization and reintegration and community violence reduction	–	–	2	2
Seminars, workshops and training events (number of days)	63	47	63	63
11. Seminars for police-contributing countries on the national selection mechanisms for the readiness, deployment and training of police personnel and units	47	47	47	47
12. Training for future heads of police components	6	–	6	6
13. Trainings/workshops for justice and corrections practitioners, including predeployment training for corrections officers	10	–	10	10
Publications (number of publications)	1	1	1	1
14. Annual multi-donor report on activities of the United Nations Mine Action Service	1	1	1	1
Technical materials (number of materials)	21	23	20	23
15. Policy guidance to national authorities on disarmament, demobilization and reintegration and community violence reduction	3	3	3	3
16. Technical materials on the implementation of disarmament, demobilization and reintegration and community violence reduction	3	3	2	4

⁷ Mine action may include clearance of landmines and explosive remnants of war, security, management and destruction of weapons and ammunition stockpiles, and/or mitigation of threats from improvised explosive devices.

Section 5 Peacekeeping operations

Category and subcategory	2020 planned	2020 actual	2021 planned	2022 planned
17. Strategic police capability studies, police operational plans, standard operating procedures and concepts of operations for police components	6	6	6	6
18. Policies, guidelines and manuals on policing for police-contributing countries, United Nations police and national authorities	4	4	4	4
19. Guidance and strategic support or lessons learned reports to strengthen assistance in justice and corrections areas	1	1	1	1
20. Policies, standards and guidance on security sector reform, including defence sector reform, to strengthen assistance to national security sector reform processes	3	3	3	3
21. Technical materials for Member States, mine action programmes/field operations on issues related to mine action	1	3	1	2
C. Substantive deliverables				
<p>Consultation, advice and advocacy: consultations with and expert advice to 22 Member States to strengthen the capacities of national police services and other law enforcement entities; consultations with 47 Member States groupings, regional organizations and specialized institutions on policing; strategic consultations with 35 Member States on disarmament, demobilization and reintegration and community violence reduction, including with the Group of Friends of Disarmament, Demobilization and Reintegration; strategic policy and technical advice to 20 Member States to build the capacity of national authorities and local partners on mine action; expert advice to facilitate consensus-building on security sector reform options and modalities in “sustaining peace” contexts; consultations with and expert advice to mobilize coordinated and integrated Member States and related partner support for national justice and corrections efforts, including through the global focal point arrangement.</p> <p>Databases and substantive digital materials: updated information on pledged formed police units registered in the Peacekeeping Capability Readiness System and other personnel matters in the computerized human resources system.</p>				
D. Communication deliverables				
Digital platforms and multimedia content: digital and social media content on activities of the subprogramme.				

Subprogramme 4 Policy, evaluation and training

Objective

- 5.80 The objective, to which the subprogramme contributes, is to enhance the performance and effectiveness of peace operations within the purview of the Department.

Strategy

- 5.81 To contribute to the objective, the subprogramme will promote and facilitate policy development, evaluation, organizational learning and training on issues relating to peacekeeping, taking into consideration the views and recommendations provided by Member States on the Action for Peacekeeping initiative, launched by the Secretary-General in 2018. The subprogramme will continue to support peacekeeping operations in the implementation of the Comprehensive Planning and Performance Assessment System. The subprogramme will formulate, update and disseminate policies and practical guidance and provide support to missions in specific thematic areas, such as protection of civilians, civil affairs and child protection. The subprogramme will further strengthen knowledge-sharing and guidance development for peacekeeping operations, and coordinate the development of guidance for the peace and security pillar and for the Department of Operational Support, in close cooperation with the Department of Political and Peacebuilding Affairs and the Department of Operational Support. The subprogramme will support policy and best practices officers and focal points in field missions and continue to improve systems and infrastructure for

knowledge management by increasing the quality and number of relevant documents available to users in field missions.

- 5.82 In addition, the subprogramme will continue to provide support to Member States that are contributing uniformed personnel through expanded partnerships with national and regional training institutions and partners for the delivery of predeployment training, train-the-trainer courses and the development and delivery of training materials for predeployment preparations. The subprogramme will provide civilian predeployment training and leadership training for all mission components, both uniformed and civilian, and will backstop missions in the delivery of in-mission training in operational and support skills as well as in leadership and management skills.
- 5.83 The subprogramme plans to support Member States by mitigating the effects of COVID-19 on the delivery of training by using a learning management system accessible by Member States. The system will host courses, enable the registration of participants, deliver online elements of programmes and enable testing ahead of face-to-face course sessions. Work will be undertaken to transform face-to-face courses into blended courses, consisting of online and face-to-face contact.
- 5.84 The above-mentioned work is expected to result in:
- (a) Improved and more responsive decision-making by senior mission management, as comprehensive planning and performance assessment provides senior leadership with data-based evidence showing how resources in their missions are utilized and whether any reorientation of priorities is needed;
 - (b) An increased use by missions of specialized information, thematic policy support and guidance, reflecting lessons learned and promoting an exchange of good practices between missions;
 - (c) Strengthened and sustained mission performance through better and more consistently trained uniformed and civilian leaders, contingents and individuals.

Programme performance in 2020

- 5.85 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

National capacity to prepare their personnel for peacekeeping operational requirements to United Nations standards is strengthened

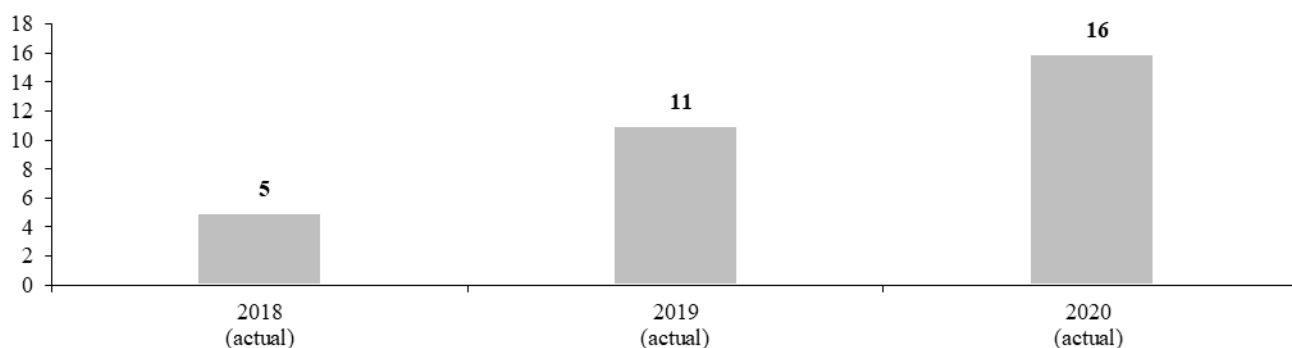
- 5.86 The subprogramme is responsible for the provision of guidelines, standards and materials to support Member States in the delivery of predeployment training. The objective is to enable Member States to prepare uniformed peacekeepers in accordance with United Nations standards and mission operational requirements. The subprogramme develops training materials, delivers them by means of training-of-trainers programmes to build national self-sufficiency in training and verifies delivered courses delivered by Member States to ensure conformity to United Nations standards through a certification process for training recognition. The subprogramme also provides support for civilian predeployment, in-mission and leadership training, and training policy development. In the face of COVID-19 travel restrictions, the subprogramme shifted to the remote delivery of training and recognition of Member State courses, and accelerated the production of additional training materials in response to operational requirements and new policy developments. In 2020, five new training materials were completed to enhance the preparedness of units and personnel on the following topics: peacekeeping military intelligence, explosive ordnance disposal, military observers and comprehensive protection of civilians for United Nations police, as well as a training-of-trainers module, all available on the Peacekeeping Resource Hub.

Progress towards the attainment of the objective, and performance measure

- 5.87 The above-mentioned work contributed to the objective, as demonstrated by the increased number of national training institutions that are certified to deliver verified United Nations peacekeeping training material (see figure 5.II).

Figure 5.II

Performance measure: number of national training institutions certified to deliver verified United Nations peacekeeping training material (annual)



Impact of COVID-19 on subprogramme delivery

- 5.88 Owing to the impact of COVID-19 during 2020, the subprogramme had to cancel all face-to-face training activities as from 13 March 2020. The cancellation has meant that training programmes have not been delivered to national trainers, who in turn cannot deliver training to their uniformed contingents and personnel. In-person training activities for field missions were replaced by virtual alternatives. These changes had an impact on the programme performance in 2020, as specified under results 1 and 2 below.
- 5.89 At the same time, however, the subprogramme identified new activities to support Member States and field missions on issues related to the COVID-19 pandemic, within the overall scope of its objectives. Activities were refocused on the development of training programmes for uniformed and individual personnel and the delivery of training in the use of Microsoft Teams to field missions. With the suspension of all face-to-face training, the reorientation of staff resources to training development resulted in development activities for 12 courses in 2020, with 5 being released before the end of 2020.

Planned results for 2022

- 5.90 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: action for peacekeeping: building an evidence base across missions and mandate areas⁸

Programme performance in 2020

- 5.91 The subprogramme continued the development and implementation of the Comprehensive Planning and Performance Assessment System, which peacekeeping missions can use to systematically assess their operating environment, develop an integrated plan for the realization of the objectives defined in their mandate and assess progress and performance over time using data and analysis. This informs

⁸ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 5)).

future plans and helps in formulating recommendations to decision-makers and mission leadership on ways to enhance effectiveness and mandate implementation. The methodology enables missions to adapt operations that have been identified as not effectively meeting objectives and lets them respond quickly to changes in the local context. That flexibility has led some missions to use the System to help in coordinating and tracking their response to COVID-19. The purpose of the System's roll-out is to improve evidence-based planning, budgeting and reporting to stakeholders. Peacekeeping missions implementing the System are now being requested to use it to inform their budgets. Missions are beginning to use the System proactively to support reporting and communications materials, to show their impact more concretely and to identify challenges to mandate delivery using robust data and analysis.

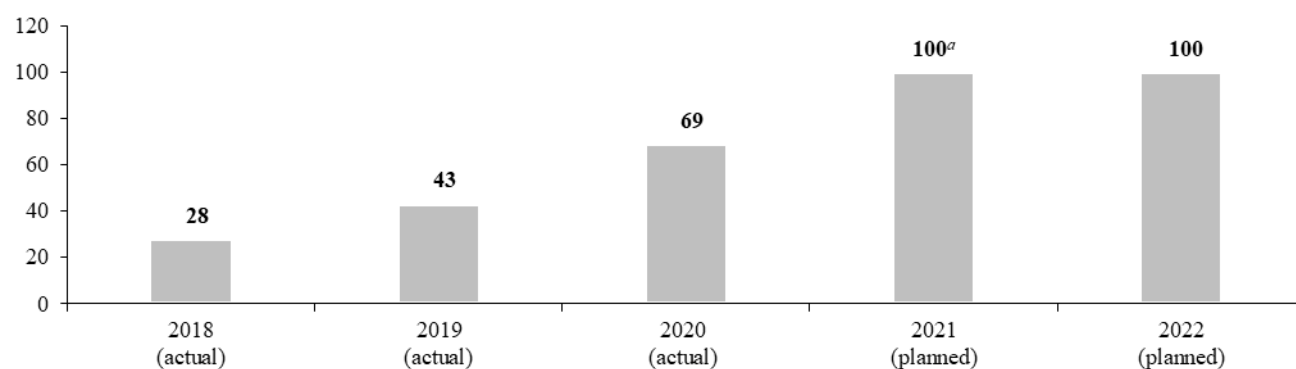
- 5.92 The above-mentioned work contributed to the roll-out of the System in one additional mission, bringing the proportion of peacekeeping operations implementing it to 69 per cent, which did not meet the target of 100 per cent reflected in the proposed programme budget for 2020. Owing to the COVID-19 pandemic, the planned roll-out of the System in all peacekeeping missions during the 2020 period was postponed. The roll-out in the four remaining operations is expected to resume in 2021, once COVID-19 related travel restrictions are lifted.

Proposed programme plan for 2022

- 5.93 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to support the management and implementation of the Comprehensive Planning and Performance Assessment System in all peacekeeping operations. The expected progress is presented in the performance measure below (see figure 5.III).

Figure 5.III

Performance measure: percentage of peacekeeping operations implementing the Comprehensive Planning and Performance Assessment System



^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: United Nations police personnel skills training adapted to contemporary requirements⁹

Programme performance in 2020

- 5.94 As part of its responsibility for the continuous development of tailored training to adapt to the specific requirements of new contexts and mandate tasks, the subprogramme has continued the development of seven new police training programmes: the common police predeployment training

⁹ As reflected in the programme budget for 2021 (A/75/6/Add.1).

programme and six job-specific specialized training programmes on the following: community-oriented policing; intelligence-led policing; monitoring, mentoring and advising; capacity-building and development; protection of civilians/public order management; and crime intelligence. Progress has been slowed by COVID-19 restrictions, which prevented working groups from meeting and led to representatives of Member States being reassigned to national priorities.

- 5.95 The subprogramme continued to deliver training for uniformed and civilian personnel remotely, albeit in suboptimal conditions, taking into account the Action for Peacekeeping initiative and the aim of strengthening the protection provided by peacekeeping operations. Missions were requested to develop and implement a protection training strategy.
- 5.96 The above-mentioned work contributed to the continued development of seven specialist United Nations police courses, which did not meet the target of specialist United Nations police courses being developed and validated, reflected in the programme budget for 2021. The development and validation of the courses could not be completed owing to COVID-19 restrictions. The work is expected to be completed in the first half of 2021, through the continuation of virtual workshops.

Proposed programme plan for 2022

- 5.97 The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will roll out the training programmes to national police training centres to build national self-sustaining training capacity. A minimum of 43 of the current 86 police-contributing countries will participate in training of trainers' programmes. By the end of 2023, all police contributing countries will have participated in the programmes. The expected progress is presented in the performance measure below (see table 5.16).

Table 5.16
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
United Nations police training framework developed	Foundational United Nations police course developed	Continued development of seven specialist United Nations police courses Specialist United Nations police courses could not be fully developed and validated	Police-contributing Member States receive training enabling them to build self-sustaining national capacity and deliver predeployment training to police personnel who could be deployed to United Nations operations	Police training centres in 43 police contributing countries have the capacity to provide predeployment training courses to police personnel that could be deployed to United Nations operations

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: improved understanding of the performance of units deployed by troop- and police-contributing countries

Proposed programme plan for 2022

- 5.98 The performance of military and formed police units in peacekeeping is a high priority for the implementation of Security Council peacekeeping mandates and is part of a shared commitment of the Action for Peacekeeping initiative. In line with Security Council resolution [2436 \(2018\)](#), the

subprogramme has been developing evaluation systems to standardize performance assessment, and analyse and systematically communicate those assessments to Secretariat leadership through the Troop- and Police-Contributing Country Knowledge Management System. Cross-departmental meetings were held quarterly to discuss trends and results of assessments, and decide on remedial measures and activities to support selected units in enhancing their performance. To better understand performance issues associated with shortcomings on the part of the units, the missions or United Nations Headquarters, integrated performance meetings were held with representatives of permanent missions.

Lessons learned and planned change

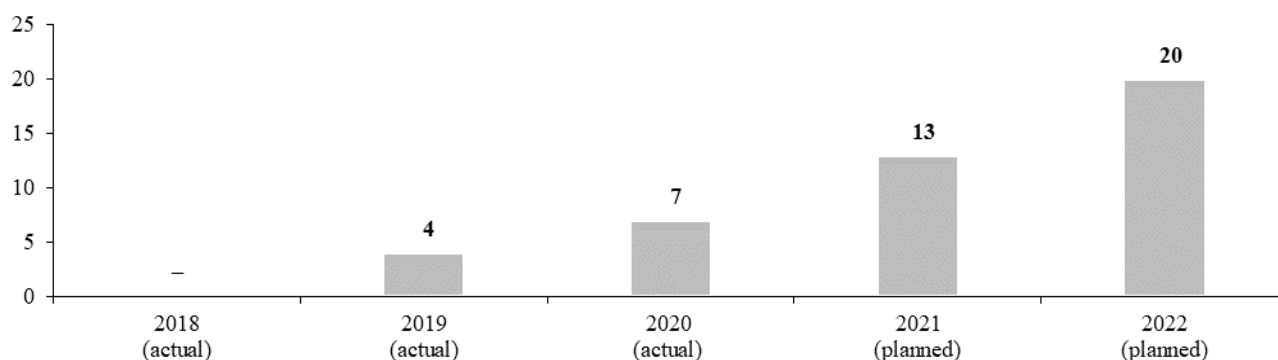
- 5.99 The lesson for the subprogramme was that, in addition to the internal analysis and discussion of performance assessments, troop- and police-contributing countries would benefit from more detailed information on the results of assessments of their contingents and any other performance-related data. In applying the lesson, the subprogramme will use the newly launched System to engage troop- and police-contributing countries systematically with data and analysis on the performance of their units and to help them to enhance the performance of deployed personnel.

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

- 5.100 This work is expected to contribute to the objective, as demonstrated a cumulative total of 20 troop- and police-contributing countries having a better understanding of their own units' performance by the end of 2022, enabling enhancements to future performance (see figure 5.IV).

Figure 5.IV

Performance measure: total number of troop- and police-contributing countries with enhanced understanding of their performance (cumulative)



Deliverables

- 5.101 Table 5.17 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.17

Subprogramme 4: deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	38	37	38	38
2. Meetings of the Special Committee on Peacekeeping Operations	34	33	34	34
3. Meetings of the Fourth Committee	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects) ¹⁰	7	7	7	7
4. Technical cooperation projects to provide thematic policy support in the areas of protection of civilians, child protection, civil affairs, conflict-related sexual violence, policy planning, partnerships and force generation	7	7	7	7
Seminars, workshops and training events (number of days)	452	402	488	421
5. Provision of strategic guidance, training-of-trainers and assistance to curriculum development and delivery, training methodology, materials and training gap identification to Member States, regional peacekeeping training and policy institutions, and field missions	378	382	419	365
6. Development and delivery of senior leadership, management and administration programmes for civilian and uniformed personnel from field missions and supporting offices, Member States and regional organizations	58	14	53	45
7. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	10	5	10	10
8. Workshops for the European Union and its Member States on a rotational system in support of United Nations peacekeeping operations	6	1	6	1
Technical materials (number of materials)	34	32	38	38
9. Policy papers, standard operating procedures, technical reports, lessons learned reports and training materials for Member States and field missions	30	28	34	34
10. Reports on capability requirements for United Nations peacekeeping operations	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: briefings and presentations to Member States and regional groups on peacekeeping issues; expert advice to permanent missions to the United Nations, the Bretton Woods institutions, international and regional organizations and non-governmental organizations on peacekeeping issues.				
Databases and substantive digital materials: update and maintenance of the Peacekeeping Capability Readiness System, the TCC/PCC knowledge management system, the policy and practice database and the peacekeeping resource hub accessible to all Member States.				
D. Communication deliverables				
Outreach programmes, special events and information materials: knowledge management newsletter sent to 15,000 staff; training newsletters sent to 120 troop- and police-contributing countries and their training institutions.				

¹⁰ Revised to include extrabudgetary funded projects.

B. Proposed post and non-post resource requirements for 2022

Overview

5.102 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 5.18 to 5.20.

Table 5.18

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	4 904.8	5 559.8	—	—	—	—	—	5 559.8
Other staff costs	33.6	55.5	—	—	—	—	—	55.5
Hospitality	—	1.4	—	—	—	—	—	1.4
Consultants	16.5	—	—	—	—	—	—	—
Travel of staff	10.4	24.7	—	—	—	—	—	24.7
Contractual services	63.9	142.4	—	—	—	—	—	142.4
General operating expenses	55.4	71.0	—	—	—	—	—	71.0
Supplies and materials	0.9	58.0	—	—	—	—	—	58.0
Furniture and equipment	5.5	—	—	—	—	—	—	—
Other	0.1	—	—	—	—	—	—	—
Total	5 090.9	5 912.8	—	—	—	—	—	5 912.8

Table 5.19

Overall: proposed posts for 2022

(Number of posts)

	Number	Details
Approved for 2021	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2/1, 9 GS (OL)
Proposed for 2022	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2/1, 9 GS (OL)

Note: The following abbreviations are used in tables and figures: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); USG, Under-Secretary-General.

Table 5.20

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes				Total	2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	—	—	—	—	1
ASG	3	—	—	—	—	3
D-2	4	—	—	—	—	4
D-1	4	—	—	—	—	4
P-5	3	—	—	—	—	3
P-3	1	—	—	—	—	1
P-2/1	2	—	—	—	—	2
Subtotal	18	—	—	—	—	18
General Service and related						
GS (OL)	9	—	—	—	—	9
Total	27	—	—	—	—	27

5.103 Additional details on the distribution of the proposed resources for 2022 are reflected in tables 5.21 to 5.23 and figure 5.V.

5.104 As reflected in tables 5.21 (1) and 5.22 (1), the overall resources proposed for 2022 amount to \$5,912,800 before recosting, reflecting no change compared with the appropriation for 2021. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.21

Overall: evolution of financial resources by source of funding, component and subprogramme

(Thousands of United States dollars)

(1) *Regular budget*

Component	2020 expenditure	2021 appropriation	Changes				2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage
A. Executive direction and management	754.7	726.7	—	—	0.1	0.1	(0.0)
B. Programme of work							
1. Operations	2 406.8	3 118.1	—	—	0.1	0.1	(0.0)
2. Military	532.9	513.3	—	—	—	—	—
3. Rule of law and security institutions	861.4	864.7	—	—	(0.2)	(0.2)	(0.0)
4. Policy, evaluation and training	379.1	363.1	—	—	—	—	—
Subtotal, B	4 180.2	4 859.2	—	—	(0.1)	(0.1)	(0.0)
C. Programme support	155.9	326.9	—	—	—	—	—
Subtotal, 1	5 090.9	5 912.8	—	—	—	—	—

(2) Other assessed

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Executive direction and management	12 907.8	13 565.7	375.3	2.8	13 941.0
B. Programme of work					
1. Operations	11 440.3	12 475.6	(481.2)	(3.9)	11 994.4
2. Military	25 723.2	26 354.9	440.6	1.7	26 795.5
3. Rule of law and security institutions	21 903.3	21 841.8	566.5	2.6	22 408.3
4. Policy, evaluation and training	12 844.0	13 330.6	360.1	2.7	13 690.7
Subtotal, B	71 910.8	74 002.9	886.0	1.2	74 888.9
C. Programme support	2 892.9	3 049.4	238.8	7.8	3 288.2
Subtotal, 2	87 711.5	90 618.0	1 500.1	1.7	92 118.1

(3) Extrabudgetary

Component	2020 expenditure	2021 estimate	Change	Percentage	2022 estimate
A. Executive direction and management	3 659.8	3 664.4	—	—	3 664.4
B. Programme of work					
1. Operations	187.2	112.5	(112.5)	(100)	—
2. Military	376.8	541.2	—	—	541.2
3. Rule of law and security institutions	68 663.2	67 227.8	—	—	67 227.8
4. Policy, evaluation and training	3 776.0	4 117.2	—	—	4 117.2
Subtotal, B	73 003.2	71 998.7	(112.5)	(0.2)	71 886.2
C. Programme support	870.4	1 125.3	—	—	1 125.3
Subtotal, 3	77 533.4	76 788.4	(112.5)	(0.1)	76 675.9
Total	170 335.8	173 319.2	1 387.6	(0.8)	174 706.8

Table 5.22

Overall: proposed posts for 2022 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

Component	2021 approved	Changes				2022 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	3	—	—	—	—	3
B. Programme of work						
1. Operations	15	—	—	—	—	15
2. Military	3	—	—	—	—	3

Section 5 Peacekeeping operations

<i>Component</i>	<i>Changes</i>					<i>2022 proposed</i>
	<i>2021 approved</i>	<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
3. Rule of law and security institutions	3	—	—	—	—	3
4. Policy, evaluation and training	3	—	—	—	—	3
Subtotal, B	24	—	—	—	—	24
C. Programme support	—	—	—	—	—	—
Subtotal, 1	27	—	—	—	—	27

(2) Other assessed

<i>Component</i>	<i>2021 estimate</i>	<i>Change</i>	<i>2022 estimate</i>
A. Executive direction and management	72	—	72
B. Programme of work			
1. Operations	63	(4)	59
2. Military	127	—	127
3. Rule of law and security institutions	106	—	106
2. Policy, evaluation and training	57	—	57
Subtotal, B	353	(4)	349
C. Programme support	6	—	6
Subtotal, 2	431	(4)	427

(3) Extrabudgetary

<i>Component</i>	<i>2021 estimate</i>	<i>Change</i>	<i>2022 estimate</i>
A. Executive direction and management	11	—	11
B. Programme of work			
1. Operations	—	—	—
2. Military	2	—	2
3. Rule of law and security institutions	45	—	45
4. Policy, evaluation and training	15	—	15
Subtotal, B	62	—	62
C. Programme support	7	—	7
Subtotal, 3	80	—	80
Total	538	(4)	534

Table 5.23

Overall: evolution of financial and post resources

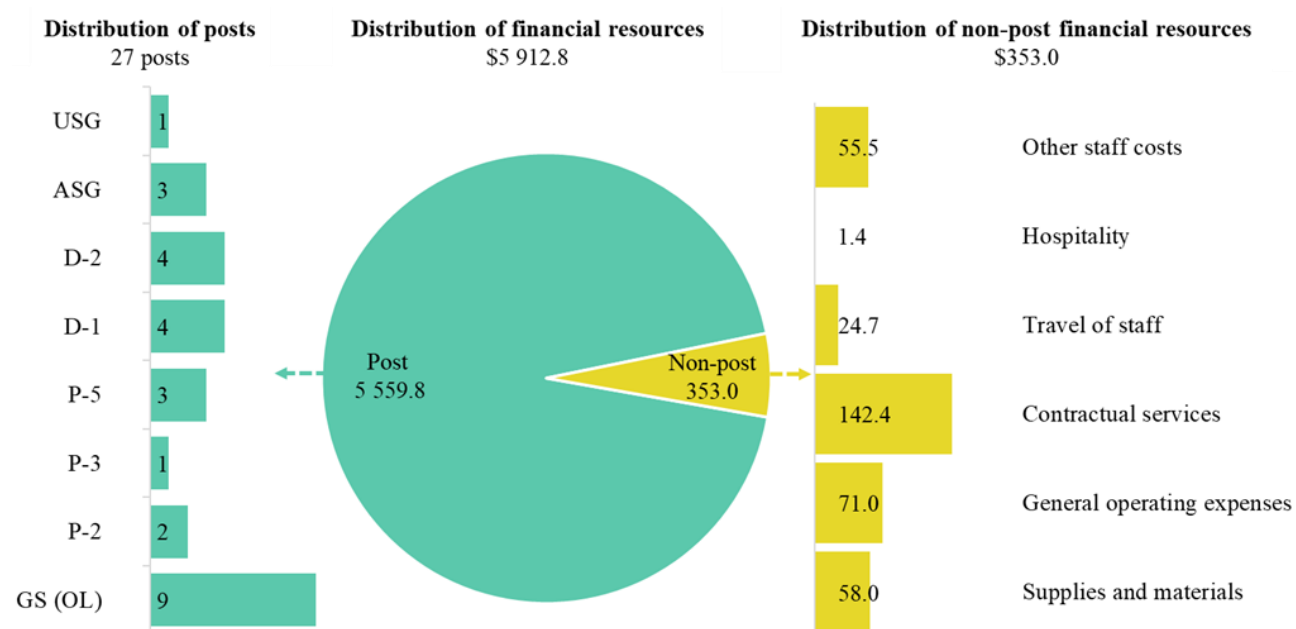
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 904.8	5 559.8	—	—	—	—	—	5 559.8
Non-post	186.1	353.0	—	—	—	—	—	353.0
Total	5 090.9	5 912.8	—	—	—	—	—	5 912.8
Post resources by category								
Professional and higher		18	—	—	—	—	—	18
General Service and related		9	—	—	—	—	—	9
Total		27	—	—	—	—	—	27

Figure 5.V

Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factors

Overall resource changes

Other changes

- 5.105 As reflected in table 5.21, resource changes reflect the cost-neutral redevelopment of resources for travel of staff, from subprogramme 3, Rule of law and security institutions (\$200), to executive

direction and management (\$100) and subprogramme 1, Operations (\$100), to cover the travel plans for 2022 for the component and the subprogramme.

Other assessed and extrabudgetary resources

- 5.106 As reflected in tables 5.21 (2) and 5.22 (2), the Department of Peace Operations expects to continue to be funded from other assessed resources. In 2022, other assessed resources are estimated at \$92,118,100 and would provide for 427 posts, as presented in table 5.22 (2). Post and non-post resources would provide backstopping support and guidance to 12 peacekeeping operations, many of which are deployed in volatile environments. Other assessed resources represent 52.4 per cent of the total resources for the Department and reflect an increase of \$1,500,100 (or 1.7 per cent) compared with the estimate for 2021. Additional details on the resource changes are reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022 ([A/75/785](#)).
- 5.107 As reflected in tables 5.22 (3) and 5.23 (3), the Department expects to receive extrabudgetary resources. In 2022, extrabudgetary resources are estimated at \$76,675,900, and would provide for 80 posts, as presented in table 5.22 (3). Post and non-post resources would mainly provide for the United Nations mine action programme, implementation of the Action for Peacekeeping initiative, strengthening of peacekeeping strategic partnerships and enhanced implementation of women and peace and security priorities, the military performance evaluation task force and the training-of-trainers programme. Extrabudgetary resources represent 44.2 per cent of the total resources for the Department.
- 5.108 The extrabudgetary resources under this section are subject to the oversight of the Department of Peace Operations, which has delegated authority from the Secretary-General.

Executive direction and management

- 5.109 The executive direction and management component comprises the Office of the Under-Secretary-General for Peace Operations, the Gender Unit, the Integrated Assessment and Planning Unit, the Office of the Director for Peacekeeping Strategic Partnership and the Office of the Director for Coordination and Shared Services.
- 5.110 The overall responsibilities of the Office of the Under-Secretary General for Peace Operations are:
- (a) To direct, manage and provide political and policy guidance and strategic direction to the Department-led operations, including in the performance of political, programmatic, managerial and administrative functions;
 - (b) To formulate guidelines and policies for peacekeeping operations, based on Security Council mandates;
 - (c) To advise the Security Council and the General Assembly on all matters related to peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues and initiatives, such as peacemaking, peacekeeping, peacebuilding, transitions through partnerships with regional organizations and other peacekeeping partners and protection of civilians;
 - (d) To maintain high-level contact with parties to conflict and Member States, in particular the Security Council, as well as troop- and police-contributing countries and countries providing financial support, in the implementation of Council mandates;
 - (e) To support peacekeeping operations.
- 5.111 The Gender Unit will continue to operationalize the Action for Peacekeeping commitments on women and peace and security by providing strategic advice on policy development and operational and technical backstopping of peacekeeping operations.

- 5.112 The Integrated Assessment and Planning Unit provides strengthened analysis and planning processes at Headquarters and in the missions, including related guidance and training.
- 5.113 The Office of the Director for Peacekeeping Strategic Partnership has overall responsibility for undertaking General Assembly-mandated reviews of peacekeeping operations and oversees the cross-departmental working groups established to address the issues identified.
- 5.114 The Office of the Director of Coordination and Shared Services, which reports to the Under-Secretary-General for Peace Operations and the Under-Secretary-General for Political and Peacebuilding Affairs, includes the joint Executive Office, the Leadership Support Section, the Peacekeeping Situation Centre, the Strategic Communications Section, the Focal Point for Security, the Information Management Unit and the Registry. The Office will continue to prioritize risk management and provide support for organizational resilience and crisis management, including on COVID-19-related challenges, as well as the enhancement of reporting and data analytics capacities and products. It will maintain its outreach efforts, in particular on social media. It will coordinate processes for the selection of and support for senior mission leadership and will continue to increase and diversify the pool of candidates. The Office will pursue its activities in support of organizational change, further to the reform of the peace and security pillar, with an emphasis on reaching gender parity and strengthening a common culture that fosters inclusivity, innovation and professional development.
- 5.115 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Department is integrating environmental management practices into its operations. In 2020, the Department relied more on electronic record-keeping and communications in order to reduce printing, paper-based filing and the use of photocopy paper. It will continue to use videoconferences for meetings, to the extent possible.
- 5.116 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 5.24. In 2020, a directive was distributed to raise awareness among staff and emphasize that it is important and necessary to comply with the advance purchase rule. Managers are asked to implement preventive and monitoring corrective measures. Compliance rates are monitored, and statistics and trends are distributed to managers on a quarterly basis.

Table 5.24
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Timely submission of documentation	100	88	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	37	49	100	100

- 5.117 The proposed regular budget resources for 2022 amount to \$726,800 and reflect an increase of \$100 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 5.25 and figure 5.VI.

Table 5.25

Executive direction and management: evolution of financial and post resources

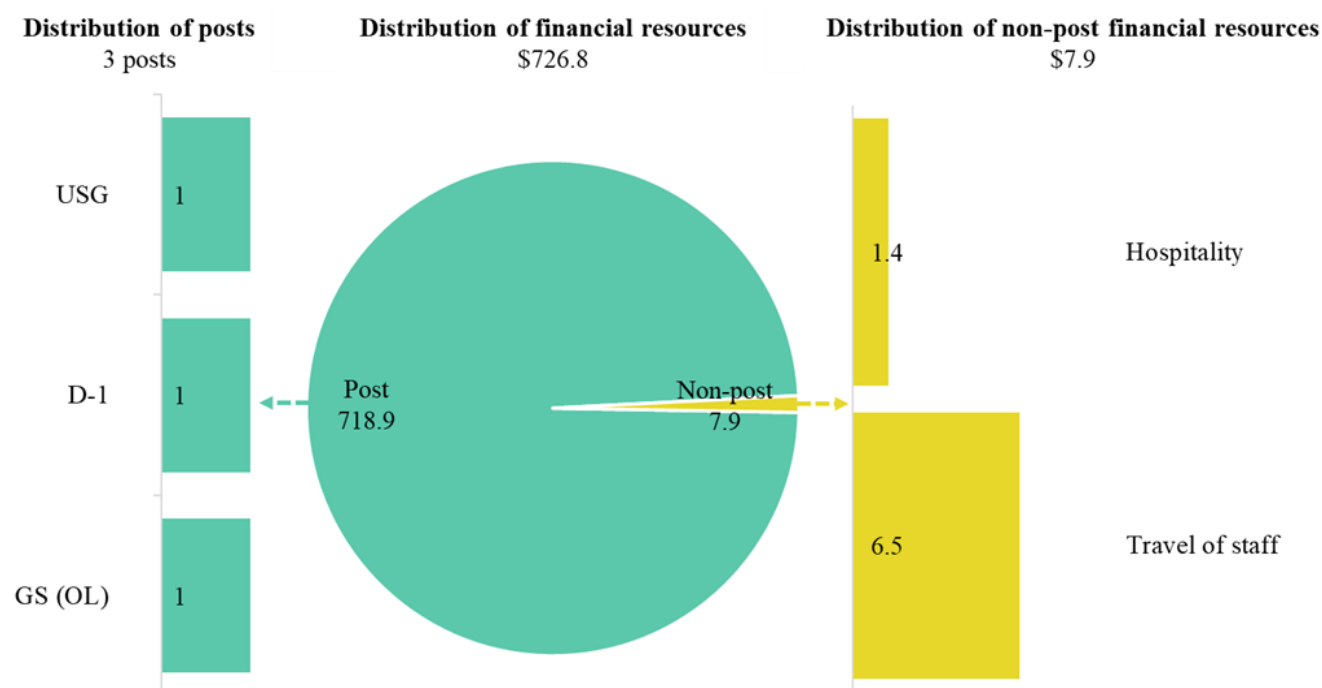
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	743.1	718.9	—	—	—	—	—	718.9
Non-post	11.6	7.8	—	—	0.1	0.1	1.3	7.9
Total	754.7	726.7	—	—	0.1	0.1	1.3	726.8
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General service and related		1	—	—	—	—	—	1
Total		3	—	—	—	—	—	3

Figure 5.VI

Executive direction and management: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)


Other assessed resources

- 5.118 Other assessed resources for the component are estimated at \$13,941,000 and would provide for 72 posts (2 D-2, 1 D-1, 9 P-5, 15 P-4, 21 P-3, 3 P-2/1, 2 General Service (Principal level) and 19 General Service (Other level)), as well as non-post resources. The post and non-post resources would support the Office of the Under-Secretary-General in ensuring an integrated approach to planning, directing, managing and supporting peacekeeping operations and would support the

Under-Secretary-General in overseeing the strategic direction of the Department and performing political, programmatic, managerial and administrative functions.

Extrabudgetary resources

- 5.119 Extrabudgetary resources for the component are estimated at \$3,664,400 and would provide for 11 posts (2 P-5, 8 P-4 and 1 P-3), as well as non-post resources. The post and non-post resources would support the Office of the Under-Secretary-General in implementing the Action for Peacekeeping initiative and strengthen the capacity of the Office for the Peacekeeping Strategic Partnership and the promotion of activities on women and peace and security.

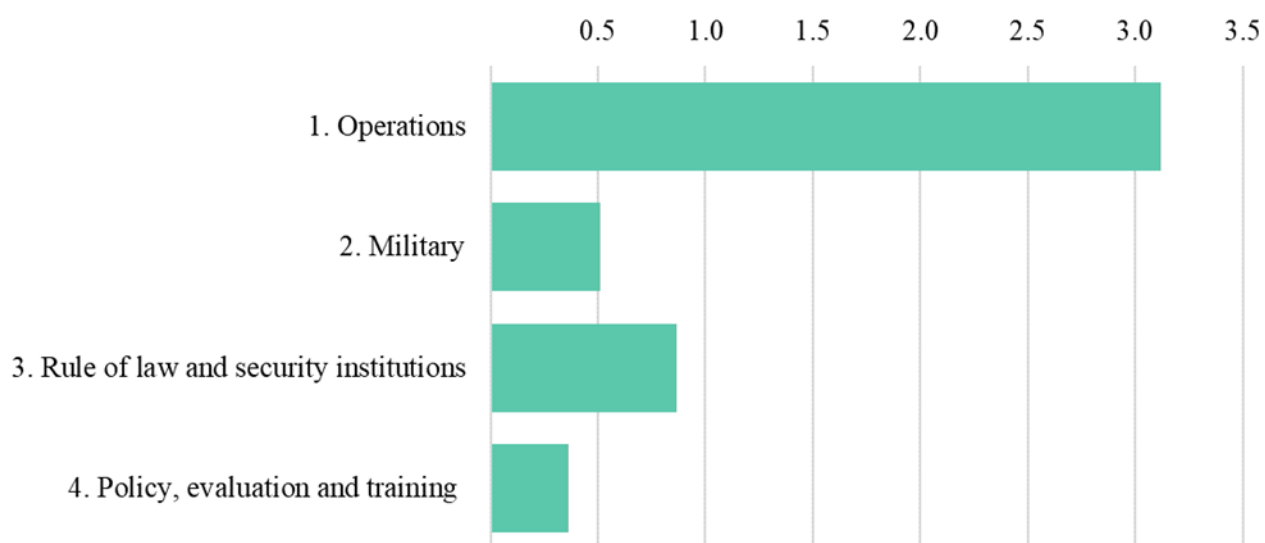
Programme of work

- 5.120 The proposed regular budget resources for 2022 amount to \$4,859,100 and reflect a decrease of \$100 compared with the appropriation for 2021. The distribution of resources by subprogramme is reflected in figure 5.VII.

Figure 5.VII

Distribution of proposed resources for 2022 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Operations

- 5.121 The proposed regular budget resources for 2022 amount to \$3,118,200 and reflect an increase of \$100 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 5.26 and figure 5.VIII.

Table 5.26

Subprogramme 1: evolution of financial and post resources

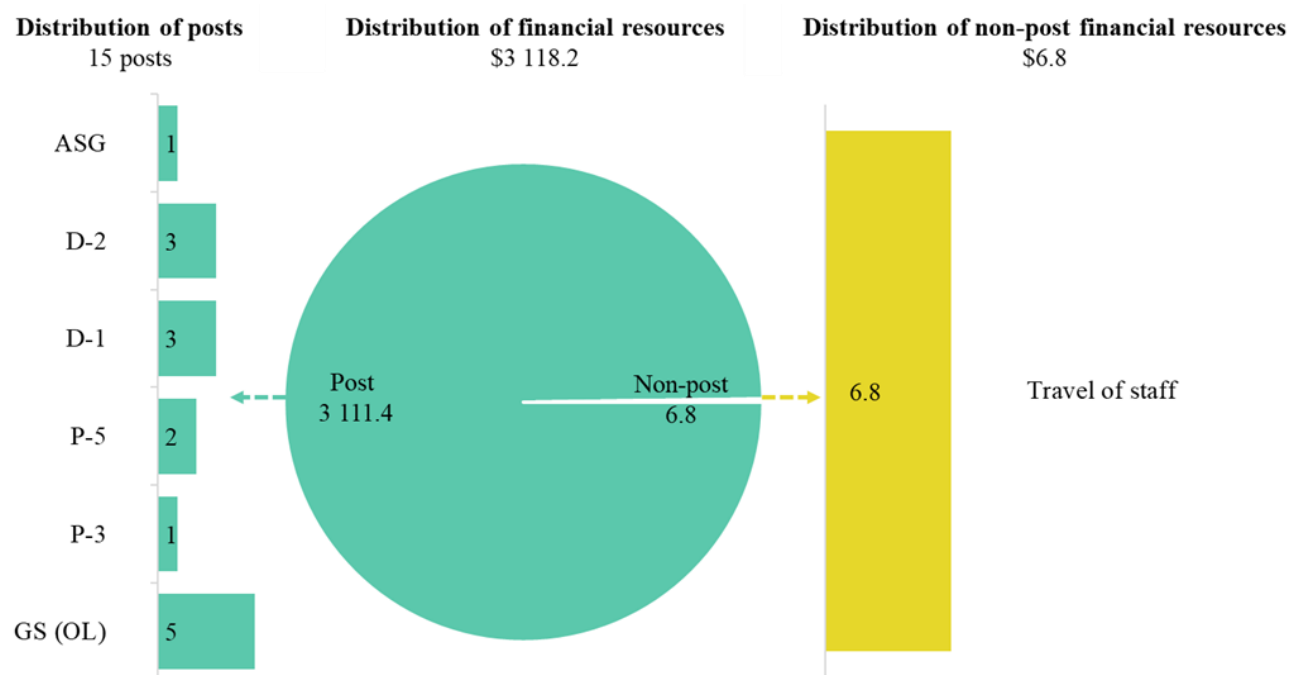
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 391.2	3 111.4	—	—	—	—	—	3 111.4
Non-post	15.6	6.7	—	—	0.1	0.1	1.5	6.8
Total	2 406.8	3 118.1	—	—	0.1	0.1	1.5	3 118.2
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		5	—	—	—	—	—	5
Total		15	—	—	—	—	—	15

Figure 5.VIII

Subprogramme 1: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)


Other assessed resources

- 5.122 Other assessed resources for the subprogramme are estimated at \$11,994,400 and would provide for 59 posts (5 D-1, 8 P-5, 16 P-4, 11 P-3, 4 P-2/1 and 15 General Service (Other level)), as well as non-post resources. The resources would support the regional structure to serve as a single point of entry at Headquarters for all peace and security presences in the field, providing them with coordinated and consolidated political and operational guidance and support.

Subprogramme 2 Military

5.123 The proposed regular budget resources for 2022 amount to \$513,300 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 5.27 and figure 5.IX.

Table 5.27

Subprogramme 2: evolution of financial and post resources

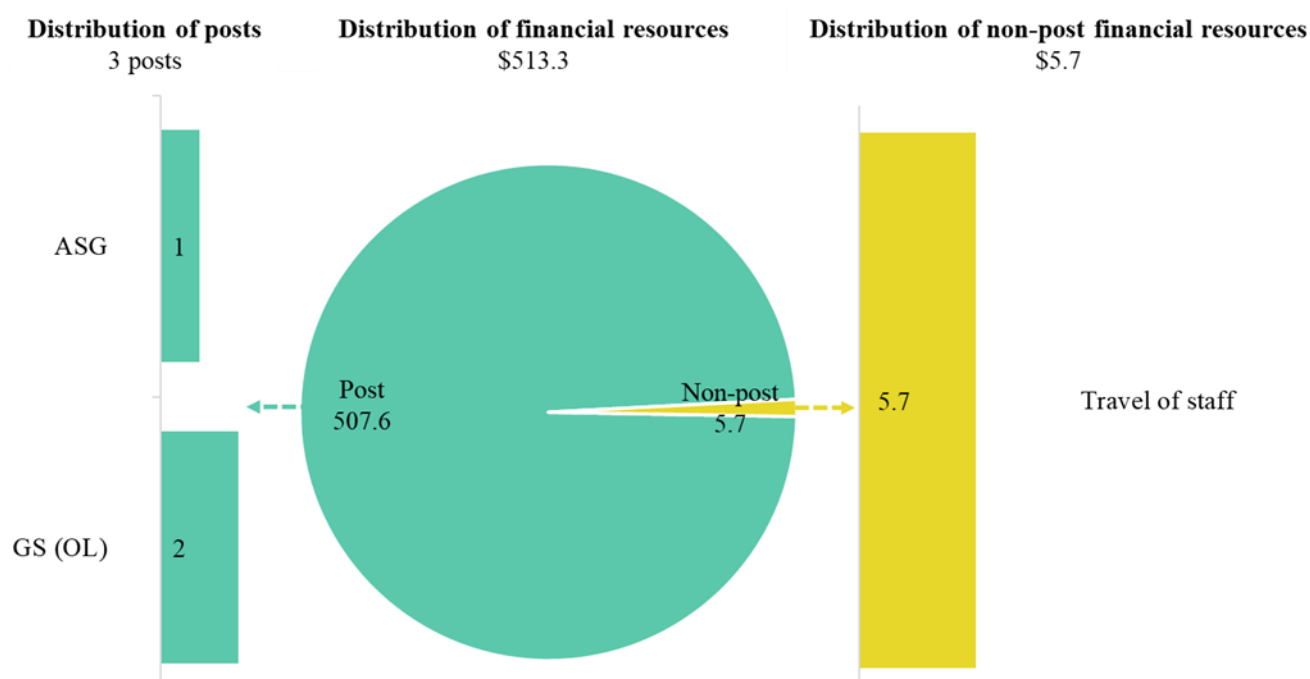
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	530.3	507.6	—	—	—	—	—	507.6
Non-post	2.6	5.7	—	—	—	—	—	5.7
Total	532.9	513.3	—	—	—	—	—	513.3
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		2	—	—	—	—	—	2
Total		3	—	—	—	—	—	3

Figure 5.IX

Subprogramme 2: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed resources

- 5.124 Other assessed resources for the subprogramme are estimated at \$26,795,500 and would provide for 127 posts (1 D-2, 1 D-1, 9 P-5, 84 P-4, 14 P-3 and 18 General Service (Other level)), as well as non-post resources. The resources would support the Office of Military Affairs in providing technical advice and oversight to the heads of military components on specific military plans and operations; assess potential threats to military operations; support, monitor and guide all military components in peacekeeping operations; develop relevant military policy and guidance documents; and maximize military capability and its timely deployment to peacekeeping operations.

Extrabudgetary resources

- 5.125 Extrabudgetary resources for the subprogramme are estimated at \$541,200 and would provide for two posts (1 P-5 and 1 P-3), as well as non-post resources. The resources would support the operational advisory performance management system and the military performance evaluation task force.

Subprogramme 3 Rule of law and security institutions

- 5.126 The proposed regular budget resources for 2022 amount to \$864,500 and reflect a decrease of \$200 compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 5.28 and figure 5.X.

Table 5.28

Subprogramme 3: evolution of financial and post resources

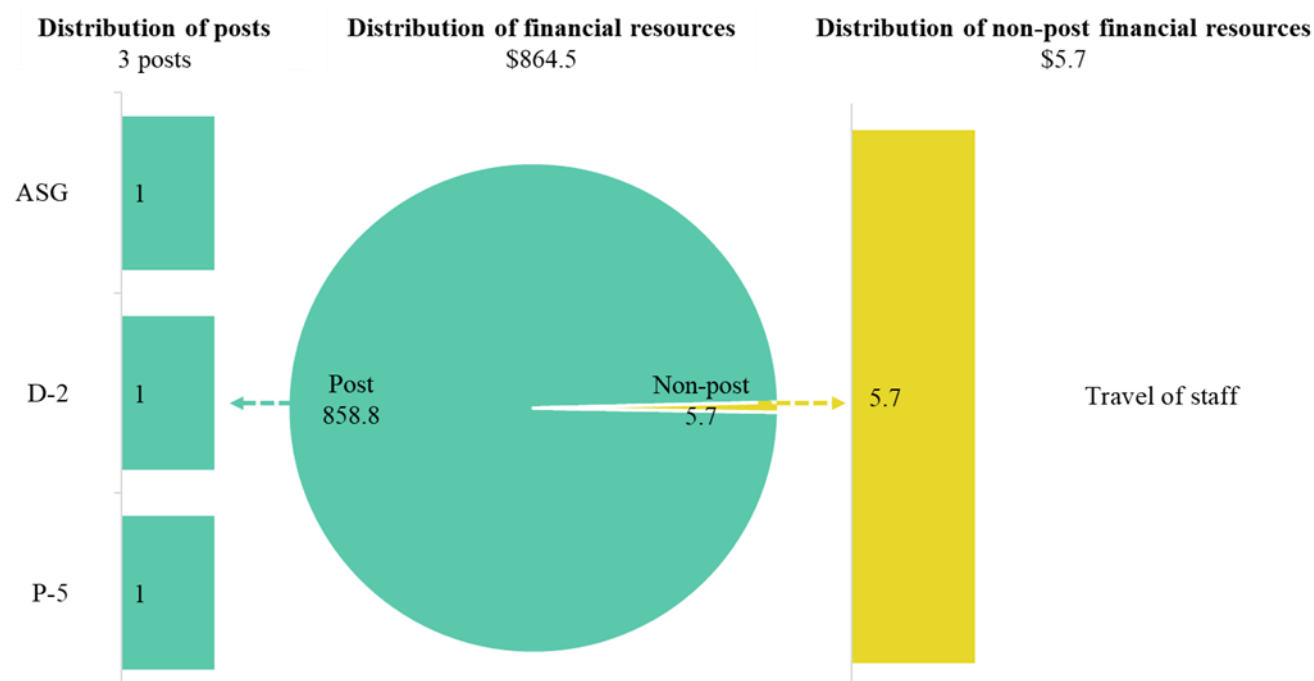
(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	861.0	858.8	—	—	—	—	—	858.8
Non-post	0.4	5.9	—	—	(0.2)	(0.2)	(3.4)	5.7
Total	861.4	864.7	—	—	(0.2)	(0.2)	(0.2)	864.5
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 5.X

Subprogramme 3: distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)


Other assessed resources

- 5.127 Other assessed resources for the subprogramme are estimated at \$22,408,300 and would provide for 106 posts (1 D-2, 3 D-1, 9 P-5, 47 P-4, 30 P-3 and 16 General Service (Other level)), as well as non-post resources. The resources would support rule of law activities undertaken by the Office of the Assistant Secretary-General, the Police Division, the Mine Action Service, the Justice and Corrections Service, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Unit.

Extrabudgetary resources

- 5.128 Extrabudgetary resources for the subprogramme are estimated at \$67,227,800 and would provide for 45 posts (1 D-1, 5 P-5, 16 P-4, 10 P-3, 1 P-2/1, 11 General Service (Other level) and 1 Local level), as well as non-post resources. The resources would support the Mine Action Service, the Global Focal Point for the Rule of Law, effective weapons management in disarmament, demobilization and reintegration and all-female predeployment assessments in the implantation of mine action and disarmament, demobilization and reintegration activities.

**Subprogramme 4
Policy, evaluation and training**

- 5.129 The proposed regular budget resources for 2022 amount to \$363,100 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 5.29 and figure 5.XI.

Table 5.29

Subprogramme 4: evolution of financial and post resources

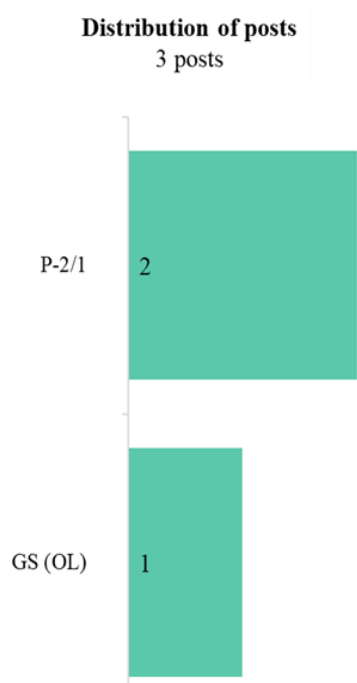
(Thousands of United States dollars/number of posts)

	Changes							2022 estimate (before recosting)
	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	379.1	363.1	—	—	—	—	—	363.1
Total	379.1	363.1	—	—	—	—	—	363.1
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		1	—	—	—	—	—	1
Total		3	—	—	—	—	—	3

Figure 5.XI

Subprogramme 4: distribution of proposed resources for 2022 (before recosting)

(Number of posts)


Other assessed resources

- 5.130 Other assessed resources for the subprogramme are estimated at \$13,690,700 and would provide for 57 posts (1 D-2, 2 D-1, 6 P-5, 21 P-4, 13 P-3, 12 General Service (Other level) and 2 Local level), as well as non-post resources. The resources would enable the Policy, Evaluation and Training Division to implement institutional capacity-building activities to strengthen peacekeeping through the formulation of cross-cutting peacekeeping policy and guidance; knowledge management and the capture and sharing of best practices and innovations; the setting of training standards for peacekeeping personnel; the evaluation of programme performance for mandate implementation; and strategic cooperation within the United Nations and with external partners.

Extrabudgetary resources

- 5.131 Extrabudgetary resources for the subprogramme are estimated at \$4,117,200 and would provide for 15 posts (7 P-4, 5 P-3, 1 P-2/1 and 2 General Service (Other level)), as well as non-post resources. The resources would support the Strategic Force Generation Cell, comprehensive performance assessment, the prevention of conflict-related sexual violence, the training-of-trainers centre and the light coordination mechanism for troop- and police-contributing countries in the implementation of their activities.

Programme support

- 5.132 Programme support services are provided by the Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations for the activities related to the management of financial, human and physical resources.
- 5.133 The proposed regular budget resources for 2022 amount to \$326,900 and reflect no change in the resource level compared with the appropriation for 2021. Additional details on the distribution of the proposed resources for 2022 are reflected in table 5.30 and figure 5.XII.

Table 5.30

Programme support: evolution of financial resources

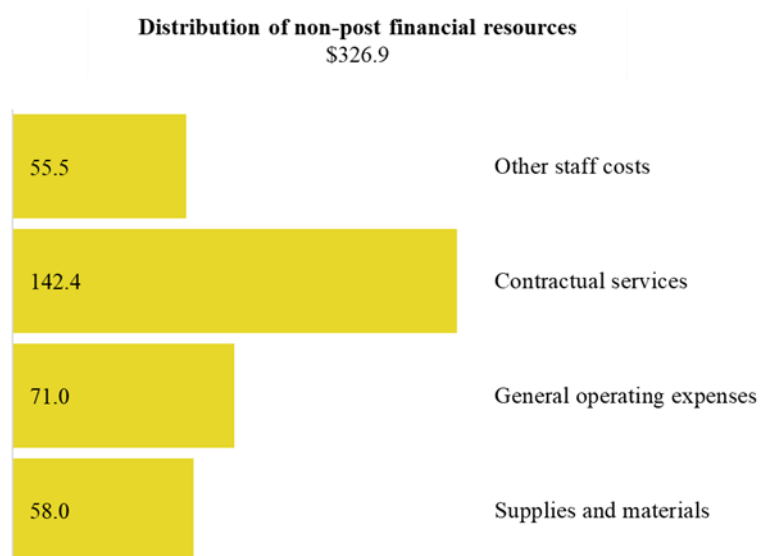
(Thousands of United States dollars)

	2020 expenditure	2021 appropriation	Changes				Total	Percentage	2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other				
Financial resources by main category of expenditure									
Non-post	155.9	326.9	—	—	—	—	—	—	326.9
Total	155.9	326.9	—	—	—	—	—	—	326.9

Figure 5.XII

Programme support: distribution of proposed resources for 2022 (before recosting)

(Thousands of United States dollars)



Other assessed resources

- 5.134 Other assessed resources for the component are estimated at \$3,288,200 and would provide for six posts (1 D-1, 1 P-3, 1 P-2/1 and 3 General Services (Other level)), as well as non-post resources. The resources would enable the Executive Office to provide finance and budget, human resources and administrative support for the Department.

Extrabudgetary resources

- 5.135 Extrabudgetary resources for the component are estimated at \$1,125,300 and would provide for seven posts (2 P-3, 3 General Service (Principal level) and 2 General Service (Other level)), as well as non-post resources. The resources would enable the Executive Office to provide finance and budget, human resources and administrative support for the Department.

II. United Nations Truce Supervision Organization

Foreword

The effects of the coronavirus disease (COVID-19) pandemic will continue to be felt during the coming year and across the five mandate countries: Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic. Along with its national and international partners, the United Nations Truce Supervision Organization (UNTSO) looks to ease the disruptions and temper the effects that could either exacerbate or result in additional sources of potential instability.

The deployment of military observers on the Golan and in south Lebanon in support of peacekeeping mandates facilitates a stable security environment and builds confidence between the parties. UNTSO military observers are also deployed to the mission's regional liaison offices, an equally essential component of the regional peacekeeping equation. The liaison function, at both the strategic and working levels, is a critical conduit for impartial regional engagement to uphold mandate requirements, ease tensions between the parties and keep Member States apprised of the situation, reinforcing the collective United Nations efforts for peaceful resolutions.

The continuity of Observer Group Golan and Observer Group Lebanon deployments and operations on the Golan and in south Lebanon was disrupted during the initial stages of the pandemic. Close coordination with the United Nations Disengagement Observer Force (UNDOF), the United Nations Interim Force in Lebanon (UNIFIL) and troop-contributing countries enabled a return to the regular deployment of trained military observers supporting the implementation of UNDOF and UNIFIL mandates. Lessons will continue to be applied in 2021 to assure onward military observer deployments and monitoring activities. The increases in the number of female military observers are also expected to continue into 2022.

The mission will also combine the positive aspects of experience gained in 2020 in respect of remote networks established to counter strategic- and working-level liaison limitations and supplement direct engagements to maximize liaison scope and effectiveness in 2022, in partnership with its Organizational and national counterparts.

(Signed) Alan Doyle
Acting Head of Mission
United Nations Truce Supervision Organization

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy

- 5.139 To contribute to the objective, UNTSO will continue to implement its current core functions of observer deployment and liaison with national authorities in the region. It will provide trained military observers to UNDOF and UNIFIL to assist with the implementation of their mandates. It will also maintain liaison offices in Egypt, Lebanon and the Syrian Arab Republic and conduct the regular liaison functions with Israel and Jordan from its headquarters.
- 5.140 The mission engages the national authorities of the five parties, as well as senior representatives of troop-contributing countries and other Member States in the mandate area. It will extend its strategic and liaison engagements with relevant national and regional organizations as well as civil society organizations across the mandate area, including those that can provide an essential gender perspective on regional mission activities. This engagement is informed by situational awareness and analysis of complex regional issues, in coordination with the mission's analysis capacities, and in turn informs strategic-level analysis and decision-making congruent with and supportive of the Action for Peacekeeping initiative.
- 5.141 Regional liaison and engagement enhance situational awareness and support informed strategic analysis and decision-making within the Organization, with peacekeeping partners and among regional actors, and will contribute to tension reduction, conflict resolution and stronger peacekeeping partnerships. In that regard, UNTSO will also conduct seminars, briefings and information exchanges with senior representatives of troop-contributing countries and other Member States. The regional analysis and engagement are also congruent with and supportive of the Action

for Peacekeeping initiative, specifically advancing political solutions to conflict, enhancing the political impact of peacekeeping and improving peacekeeping partnerships, where the mission is enhancing regional engagement, including among women and peace and security community networks, and reinforcing common positions and common messaging among regional United Nations actors to enhance coordination and collaboration.

- 5.142 The mission will continue to use its good offices to reduce tensions and enhance understandings of and with the parties and with representatives of troop-contributing countries, as well as coordinate with other United Nations entities in the region. It will continue to develop contingency planning to address changes in the security situation and regional effects in its area of operation. It will also continue to provide timely and accurate observation reports, as well as assessments and analyses of regional developments and impacts mission-wide, including on the safety and security situation. In addition, the mission will provide administrative, logistical and security support to all outstations and liaison offices and will ensure that such support is provided in the most efficient manner possible.
- 5.143 The above-mentioned work is expected to result in:
- (a) Constructive regional engagement and strategic-level and regular liaison to maintain reliable communications channels and relations of confidence, reduce tensions and correct misunderstandings that could escalate into cross-boundary conflict; expanded liaison and information networks with national and local community representatives and with actors with influence in the areas of interest, which strengthen situational awareness and support informed strategic-level analysis and decision-making, enhancing the coordinated impact of regional United Nations presences;
 - (b) Improved cooperation on and understanding of cross-cutting regional issues among regional counterparts;
 - (c) Progressive return to normality of activities on the Golan.

External factors for 2022

- 5.144 With regard to external factors, the overall programme plan for 2022 is based on the following assumptions:
- (a) All parties to the Armistice Agreements of 1949 and related agreements will cooperate with UNTSO in the performance of its functions;
 - (b) All parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.
- 5.145 With regard to the coronavirus disease (COVID-19) pandemic, the proposed programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments would be reported as part of the programme performance information.
- 5.146 UNTSO integrates a gender perspective in its operational activities, deliverables and results, as appropriate. It has refined strategies, approaches and activities to address gender across mission components, including in response to recent surveys and feedback on gender and misconduct issues. The mission's gender action plan and gender perspective have been embedded in operational routines at all levels. Female military observers enhance the effectiveness of patrols and community engagement, and mixed gender patrols have become a fixed feature of operational activities, as has the presence of female language assistants to improve interaction with local populations.
- 5.147 With regard to disability inclusion, UNTSO has taken steps to improve disability inclusion in its physical facilities and recruitment processes.

- 5.148 With regard to cooperation with other entities at the global, regional, national and local levels, UNTSO cooperates and closely coordinates with its regional peacekeeping partners, special political missions, humanitarian coordinators and relevant agencies to share and validate information from the ground, integrate assessments, ensure consistent key messages and capture synergies to enhance the collective value of regional United Nations presences in the Organization's overall objectives in the Middle East. This cooperation occurs at the strategic level between heads of missions and agencies and directors across the mandate area through regular and development-specific encounters and the regional inter-mission workshops convened by the Department of Peace Operations and the Department of Political and Peacebuilding Affairs, as well as at the working level on a constant basis. Through coordination mechanisms, such as systematized information collection, analyses, updates and report sharing, regular videoconferences and inter-mission meetings of operational and analytical counterparts, and consultative inter-mission forums, UNTSO is able to expand information-sharing and analysis on regional trends affecting the implementation of United Nations mandates.
- 5.149 With regard to inter-agency coordination and liaison, UNTSO maintains close liaison with the Chief Security Adviser of the Department of Safety and Security in all five countries of its area of operations. The UNTSO Chief Security Officer provides reports to the Department at Headquarters and ensures that the Department's policies and procedures are incorporated into security operations and planning. The UNTSO Chief Security Officer represents UNTSO on the inter-agency security cell, while the Head of Mission and Chief of Staff represents UNTSO on the security management team.

Evaluation activities

- 5.150 The evaluation of COVID-19 response protocols and procedures, completed in 2020, has guided the proposed programme plan for 2022.
- 5.151 The findings of the self-evaluation referenced above have been taken into account for the proposed programme plan for 2022. For example, the establishment of COVID-19 response protocols and procedures has enabled UNTSO to operate effectively with minimal impact on operations and without loss of capability to deliver the mandate or capacities provided to UNDOF and UNIFIL.
- 5.152 An evaluation of the UNTSO headquarters evacuation contingency plan is planned for 2022.

Programme performance in 2020

- 5.153 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

Decentralization of regional liaison with regional authorities

- 5.154 The UNTSO regional liaison architecture is a critical mandate function to defuse tensions, convey messages and temper misunderstandings between the parties. UNTSO has gradually expanded its strategic-level regional liaison with government, military and security authorities across the five mandate countries. In 2020, COVID-19 restrictions across the mission area precluded the usual strategic-level engagement with the parties and with most international officials and representatives of troop-contributing countries. UNTSO elevated its regular liaison practices and empowered, to the extent possible, the regional liaison offices to conduct higher-level engagements and assessments with the necessary strategic support from the mission's headquarters.

Progress towards the attainment of the objective, and performance measure

- 5.155 The above-mentioned work contributed to the objective, as demonstrated by decentralized strategic-level regional liaison with government, military and security authorities across the five mandate countries through delegation to the regional liaison offices, which enabled the mission to make the best use of its regional resources under the remote format and preserve the liaison architecture (see table 5.31).

Table 5.31
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)
Strategic-level liaison with high-level government, military and security authorities across the five mandate countries by UNTSO headquarters	Expanded strategic-level regional liaison with government, military and security authorities across the five mandate countries driven by UNTSO headquarters	Decentralized strategic-level regional liaison with government, military and security authorities across the five mandate countries through delegation to regional liaison offices

Impact of COVID-19 on programme delivery

- 5.156 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the mission, in particular owing to travel limitations and boundary-crossing and quarantine restrictions.
- 5.157 Military observer deployments and activities were affected by the suspension of rotations from April to June 2020. Military observer assignments were extended by up to three months, with a knock-on effect on succeeding rotations after the suspension was lifted. Quarantine requirements when deploying military observers to, from and within the mission area reduced their availability during assignments. UNTSO adapted the rotation system by deploying military observers through Israel and Lebanon. This also necessitated adjustments in training and other activities in order to operate effectively in the context of the pandemic and continue to effectively support UNIFIL and UNDOF in the provision of military observers.
- 5.158 During 2020, it was planned to expand coverage for the Observer Group Golan area of observation to 4,515 km² upon the reconstruction of two Bravo-side observation posts. The reconstruction of the first observation post was delayed by access restrictions related to the pandemic, delaying the procurement process and start date for reconstruction. These changes had an impact on the programme performance in 2020, as specified in results 1 and 2 below.
- 5.159 At the same time, however, the mission modified activities to support Member States on issues related to the COVID-19 pandemic, within the overall scope of its objectives. In consultation with the United Nations field support group for the COVID-19 contingency planning team, UNTSO evaluated the options available to sustain the regional liaison function and high-level engagements across the five mandate countries. While it was not possible to recover strategic-level engagement through remote arrangements, the liaison offices were empowered and designated to represent the mission at the levels available with national and international counterparts in direct interactions. UNTSO shifted capacities temporarily to developing new analytical deliverables related to current trends and events in the region.
- 5.160 The mission also identified means to mitigate issues related to the pandemic, such as the establishment of an integrated team of experts, including medical and cross-cutting mission leadership members, who carried out monitoring and evaluation of the pandemic effects; and systematic coordination with national ministries of health and ministries of foreign affairs across the region.
- 5.161 Reflecting the importance of continuous improvement and responding to the evolving needs of Member States, the programme will mainstream lessons learned and best practices related to the adjustments to and adaptation of its programme owing to the COVID-19 pandemic. In 2020, COVID-19 restrictions across the mission area precluded strategic-level engagement with the parties, in particular for the exchange and assessment of sensitive information. In future, UNTSO will carefully assess the effectiveness of virtual interlocutor engagement, specifically for its liaison function and expansion of partnerships, to leverage reach without sacrificing the advantages of in-person engagement.

Planned results for 2022

- 5.162 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: progress towards stabilization¹¹

Programme performance in 2020

- 5.163 In 2020, UNTSO reconstructed some observation posts on the Bravo side of the area of separation, enabling deployment of a limited number of military observers for Observer Group Golan monitoring and observation. To extend the reach of Observer Group Golan monitoring and observation, as envisioned in the overall UNDOF return plans, mobile operations were carried out in addition to the regular static observation.
- 5.164 The above-mentioned work contributed to the consolidation of the area of operation (3,506 km²) on which the decision-making of the Security Council is informed through continuous observation, which did not meet the target of consolidation of an area of operation of 4,515 km² reflected in the proposed programme budget for 2020. Owing to the pandemic and liquidity constraints, there were delays in completing the reconstruction. It is now expected that the occupation and staffing of two additional Bravo-side observation posts will be completed in 2021.

Proposed programme plan for 2022

- 5.165 UNTSO will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, it will consolidate expansion of the Golan observation by increasing the static and mobile operations from and around the reconstructed observation posts. The expected progress is presented in the performance measure below (see table 5.32).

Table 5.32
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021(planned) ^a	2022 (planned)
Limited area (2,856 km ²) on which the decision-making of the Security Council is informed through continuous observation	Expansion of the area (to 3,506 km ²) on which the decision-making of the Security Council is informed through continuous observation	Consolidation of operation (over the 3,506 km ²) on which the decision-making of the Security Council is informed through continuous observation	Consolidation of operation (over the 4,515 km ²) on which the decision-making of the Security Council is informed through continuous observation	Consolidation of operation (over the 4,515 km ²) on which the decision-making of the Security Council is informed through continuous observation

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 2: projecting mandate activities throughout the area of operations¹²

Programme performance in 2020

- 5.166 The mission continued efforts to expand its liaison networks to maximize the regional liaison architecture and good offices capacities. In 2020, it engaged closely with the parties to ease crossing

¹¹ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 5)).

¹² As reflected in the programme budget for 2021 (A/75/6/Add.1).

and access restrictions triggered by the pandemic. It widened its scope of interlocutors to supplement its regional liaison function, building on strong relationships with the peacekeeping operations, political missions and country teams in the region. In addition, Observer Group Lebanon continued to patrol, observe, monitor and report on the 118.6 km length of the Blue Line in support of UNIFIL mandate delivery, while Observer Group Golan continued to observe, monitor, patrol and report on the Alpha side (Israeli-occupied Golan) and the Bravo side in support of UNDOF mandate implementation.

- 5.167 The above-mentioned work contributed to the maintenance of static and mobile observation on the Alpha and Bravo sides, though the area of coverage under continuous observation could not be increased to 4,515 km², which did not meet the target reflected in the programme budget for 2021. Owing to COVID-19 and additional precautionary measures, static and mobile operations could not be expanded beyond the current area of observation.

Proposed programme plan for 2022

- 5.168 UNTSO will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, it will continue its regional liaison engagement with the authorities of the regional mandate countries, representatives of troop-contributing countries and international counterparts through a combination of direct strategic-level engagement and regional liaison office delegations, also linking with other actors with knowledge of regional dynamics. Observation Group Lebanon, in support of UNIFIL, will focus on enhancing accessibility to areas of inhospitable terrain, while Observation Group Golan will staff all reconstructed observation posts and improve monitoring and situational awareness in the centre and south of the area of operation, in support of UNDOF. The expected progress is presented in the performance measure below (see table 5.33).

Table 5.33

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
<ul style="list-style-type: none"> Limited area (2,856 km²) under continuous observation 	<ul style="list-style-type: none"> Increased coverage of the area to 3,200 km² 	<ul style="list-style-type: none"> Maintenance of static and mobile observations on the Alpha and Bravo sides Observation coverage of 3,200 km² 	<ul style="list-style-type: none"> Consolidation of operation over the 4,515 km² 	<ul style="list-style-type: none"> Inhospitable terrain is accessible along the Blue Line

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: enhanced regional liaison through diversified engagement

Proposed programme plan for 2022

- 5.169 UNTSO will diversify its regional liaison engagement. In 2021, assessments by national and international policy representatives contributed to regional analyses and the parties' priorities, which in turn contributed to broader situational awareness and efforts to defuse tensions and temper misunderstandings that could trigger instability.

Lessons learned and planned change

- 5.170 The lesson for the mission was that it needed to further diversify its engagement to produce a more nuanced picture of regional trends and conflict drivers. In applying the lesson, the mission will diversify its regional liaison engagement programme: first, by maintaining its focus on strategic and regular liaison with the parties and, second, by linking the regional liaison programme to additional actors with expertise in the regional dynamics that affect stability and security in the region. UNTSO further plans to capture and integrate broader sources and evolving perspectives into its analytical reports and regional assessments.

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

- 5.171 This work is expected to contribute to the objective, as demonstrated by diversified regional liaison engagement with links to other actors and organizations with regional expertise (see table 5.34).

Table 5.34
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Regional liaison with the parties	Regional liaison with the parties and national experts	Regional liaison with existing parties within the context of COVID-19 restrictions	Diversified regional liaison with additional actors with regional expertise	Diversified regional liaison engagement with links to other actors and organizations with regional expertise

Legislative mandates

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

Security Council resolutions

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

Deliverables

- 5.173 Table 5.35 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.35

Deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	12	3	14	16
1. Seminars Analysis Team	2	2	2	2
2. Seminars (requested by Member States and international organizations)	10	1	12	14
C. Substantive deliverables				
Consultation, advice and advocacy: liaison with national authorities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic to assess stability/security conditions, regional trend effects, potential disturbances among the parties and on peacekeeping areas of operation, and with the 27 troop-contributing countries, other Member State representatives and United Nations operations and organizations in the mission area; liaison and coordination with national officers in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic and with local government officials, community leaders, international interlocutors, United Nations operations and country offices.				
Fact-finding, monitoring and investigation missions: daily observations, mobile patrols, reporting and investigations; mobile monitoring patrols and area familiarization training patrols.				
E. Enabling deliverables				
Administration: weekly, monthly and annual situation reports; analytical assessment and thematic reports and briefings; quarterly update briefs on each mandate country; tactical operational reports, including daily operational reports, incident reports and investigation reports; management and coordination of inter-mission support agreements with the Office of the Special Coordinator for the Middle East Peace Process and Personal Representative of the Secretary-General to the Palestine Liberation Organization and the Palestinian Authority, UNIFIL and UNDOF; and monthly induction training of incoming military observers prior to deployment to UNDOF and UNIFIL.				

B. Proposed post and non-post resource requirements for 2022

Overview

5.174 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 5.36 to 5.38.

Table 5.36

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Technical adjustments	New/ expanded mandates	Changes			2022 estimate (before recosting)
					Other	Total	Percentage	
Post	23 034.7	25 966.2	—	—	(335.6)	(335.6)	(1.3)	25 630.6
Other staff costs	6 168.4	7 112.2	—	—	(86.4)	(86.4)	(1.2)	7 025.8
Hospitality	1.0	2.8	—	—	4.2	4.2	150.0	7.0
Travel of staff	64.5	250.9	—	—	62.1	62.1	24.8	313.0
Contractual services	687.7	660.2	—	—	5.8	5.8	0.9	666.0
General operating expenses	2 919.2	2 870.4	—	—	(384.8)	(384.8)	(13.4)	2 485.6
Supplies and materials	498.6	494.4	—	—	(72.4)	(72.4)	(14.6)	422.0
Furniture and equipment	1 307.7	1 206.5	—	—	147.5	147.5	12.2	1 354.0
Improvement of premises	110.9	221.0	—	—	473.2	473.2	214.1	694.2
Other	22.3	—	—	—	—	—	—	—
Total	34 814.9	38 784.6	—	—	(186.4)	(186.4)	(0.5)	38 598.2

Table 5.37

Overall: proposed posts and post changes for 2022^a

	Number	Details
Approved for 2021	232	1 ASG, 2 D-1, 2 P-5, 3 P-4, 2 P-3, 1 P-2/1, 148 LL, 71 FS, 2 NPO
Abolishment	(3)	1 Administrative Assistant (FS), 1 Field Security Guard (LL) and 1 Vehicle Technician (LL)
Reassignment	—	1 Finance Assistant (LL) as Environmental Assistant
Redeployment	—	1 Claims Assistant (FS) from the Office of the Chief of Mission Support to the Supply Chain Management Section
Proposed for 2022	229	1 ASG, 2 D-1, 2 P-5, 3 P-4, 2 P-3, 1 P-2/1, 146 LL, 70 FS, 2 NPO

^a More information on post changes is reflected in annex III.

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

Table 5.38

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
D-1	2	—	—	—	—	2
P-5	2	—	—	—	—	2
P-4	3	—	—	—	—	3
P-3	2	—	—	—	—	2
P-2/1	1	—	—	—	—	1
Subtotal	11	—	—	—	—	11
General Service and related						
LL	148	—	—	(2)	(2)	146
FS	71	—	—	(1)	(1)	70
NPO	2	—	—	—	—	2
Subtotal	221	—	—	(3)	(3)	218
Total	232	—	—	(3)	(3)	229

5.175 Additional details on the distribution of the proposed resources for 2022 are reflected in table 5.39 and figure 5.XIII.

5.176 As reflected in table 5.39, the overall resources proposed for 2022 amount to \$38,598,200 before recosting, reflecting a net decrease of \$186,400 (or 0.5 per cent) compared with the appropriation for 2021. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.39

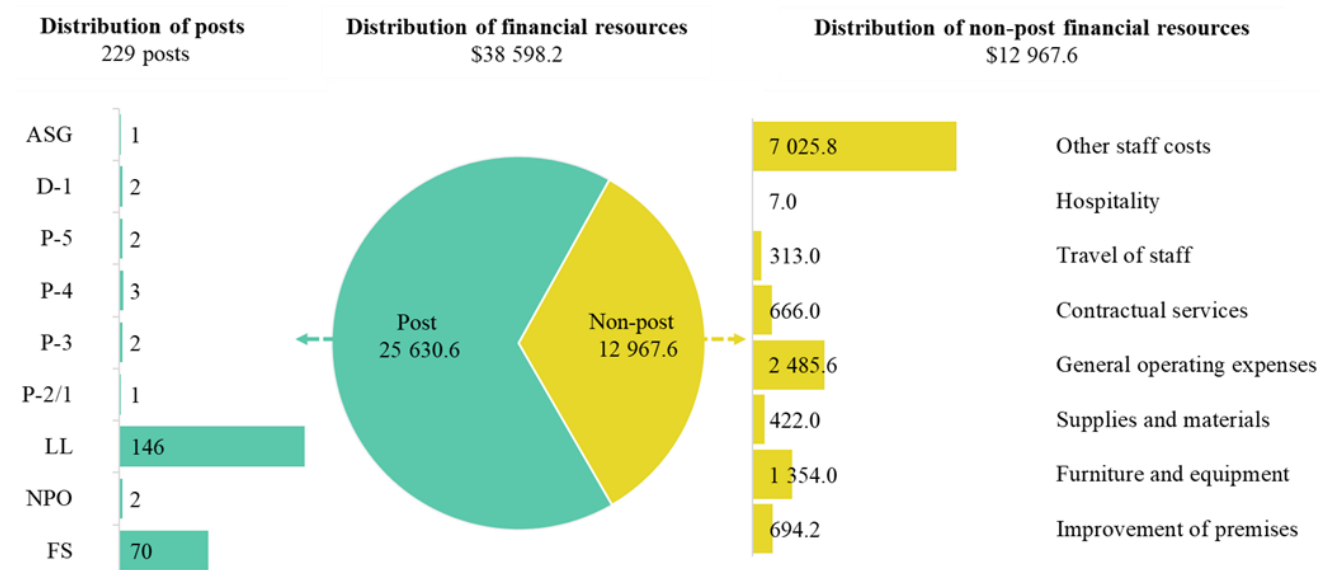
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	23 034.7	25 966.2	—	—	(335.6)	(335.6)	(1.3)	25 630.6
Non-post	11 780.2	12 818.4	—	—	149.2	149.2	1.2	12 967.6
Total	34 814.9	38 784.6	—	—	(186.4)	(186.4)	(0.5)	38 598.2
Post resources by category								
Professional and higher	11	11	—	—	—	—	—	11
General Service and related	224	221	—	—	(3)	(3)	(1.4)	218
Total	235	232	—	—	(3)	(3)	(1.3)	229

Figure 5.XIII
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

5.177 As reflected in table 5.39, resource changes reflect a net decrease of \$186,400, comprising a net decrease of \$335,600 under post resources that is partly offset by a net increase under non-post resources of \$149,200, as follows:

- (a) **Post resources.** The decrease of \$335,600 relates to the proposed abolishment of three posts (1 Administrative Assistant (Field Service), 1 Vehicle Technician (Local level) and 1 Field Security Guard (Local level)) and the reassignment of one Finance Assistant (Local level) as an Environmental Assistant. The proposed post changes reflect efforts undertaken to sustain new working methods and are the outcome of a review of business processes, client and workforce requirements, the automation of work processes and workload redistribution. The outsourcing of vehicle services, including the reliability and reduction in size of the current vehicle fleet, and the installation of an additional layer of closed-circuit television observation and monitoring equipment would enable workload redistribution and the abolishment of the posts of Vehicle Technician (Local level) and Field Security Guard (Local level). The automation of work and business processes in the areas of invoice matching, payment approvals and the use of service centres (Kuwait Joint Support Office) would enable the abolishment of the post of Administrative Assistant (Field Service) and the reassignment of one Finance Assistant (Local level) as an Environmental Assistant. The Environmental Assistant would support the mission's requirements for planning and implementation of its environmental management practices in its operations, in support of the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219. The proposed reassignment would facilitate the work undertaken to reduce the mission's carbon footprint as part of the global effort of the United Nations on

environmental initiatives. In addition, it is proposed that one Claims Assistant (Field Service) be redeployed from the Office of the Chief of Mission Support to the Supply Chain Management Section. The post would ensure, inter alia, prompt reporting and follow-up of third-party claims arising from accidents involving UNTSO vehicles and support the preparation of cases for writing off equipment and materials, including monitoring implementation of Local Property Survey Board and the Local Claims Review Board recommendations.

- (b) **Non-post resources.** The net increase of \$149,200 comprises the following:
- (i) Increased requirements in the amount of \$692,800 fall mainly under improvements of premises (\$473,200), furniture and equipment (\$147,500) and travel of staff (\$62,100). The increase of \$473,200 under improvements of premises would provide for the upgrading of offices at the Israel-Syria Mixed Armistice Commission and Observer Group Golan in Damascus; the maintenance and upgrading of access roads to the observation posts on the Alpha and Bravo sides; and rehabilitation works at the observation posts on the Alpha side to improve the security, safety and well-being of military observers. The net increase of \$147,500 under furniture and equipment would mainly provide for the gradual implementation of the mission's vehicle replacement plan in 2022 for the purchase of armoured vehicles and minibuses and includes the redeployment of resources from supplies and materials to cover the cost of personal communication devices. The increase of \$62,100 under travel of staff would provide for within-mission travel for mission staff and personnel to, among other things, observe and report violations of the ceasefire and disengagement agreements relevant to their areas of operation. The proposed increase takes into account the reduced travel resources approved by the General Assembly in its resolution [75/252](#);
 - (ii) Reduced requirements in the amount of \$543,600 under general operating expenses (\$384,800), other staff costs (\$86,400) and supplies and materials (\$72,400). The net decrease of \$384,800 under general operating expenses reflects reduced requirements for the maintenance of premises as a result of the planned completion of the newly reconstructed observation posts on the Bravo side by the end of 2021. The net decrease of \$86,400 under other staff costs reflects lower military observer requirements, taking into account expenditure experience. The net decrease of \$72,400 under supplies and materials relates mainly to the redeployment of costs for personal communication devices to furniture and equipment.

5.178 Information on compliance with advance booking for air travel is reflected in table 5.40. UNTSO continues to raise awareness among staff and emphasize that it is important and necessary to comply with the advance purchase rule. Managers are asked to implement preventive and monitoring corrective measures. Compliance rates are monitored, and statistics and trends are distributed to managers on a quarterly basis.

Table 5.40
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Air tickets purchased at least 2 weeks before the commencement of travel	72	64	100	100

III. United Nations Military Observer Group in India and Pakistan

Foreword

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

The mission has continued to build confidence in the region and will continue to fulfil its mandate with impartiality. This is made possible through the support of the host nations, India and Pakistan, coupled with the welcoming attitude of the local Kashmiri population. The mission has kept the host Governments informed of its activities at the line of control and the working boundary, and continues to regularly engage with United Nations Headquarters on its operations and the challenges faced in the implementation of its mandate.

UNMOGIP continues to play a role in working towards bringing more peace and stability in the South Asia region. Diversity and professionalism are the strengths of UNMOGIP. With the support of the international community and all stakeholders, peace will one day be achieved in the region.

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

A. Proposed programme plan for 2022 and programme performance for 2020

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy

- 5.181 To contribute to the objective, UNMOGIP will continue to focus on the core mandated tasks on prevention, early warning, observation and reporting, and confidence-building. It will provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate. It will continue to employ military observers on both sides of the line of control for the conduct of patrols, inspections and investigations of alleged violations of the ceasefire and the performance of other tasks in the vicinity of the line of control, to the extent permitted by the host countries.
- 5.182 The above-mentioned work is expected to result in adherence to the ceasefire through the presence of United Nations military observers.

External factors for 2022

- 5.183 With regard to the external factors, the overall plan for 2022 is based on the following planning assumptions:
- (a) Host countries cooperate with UNMOGIP in observing the ceasefire and refraining from hostilities and any actions that may aggravate the situation or endanger international peace as embodied in Security Council resolution [307 \(1971\)](#);
 - (b) India and Pakistan remain willing to support UNMOGIP in the conduct of its activities for the delivery of its mandate.
- 5.184 With regard to the coronavirus disease (COVID-19) pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 will be feasible to implement. However, if the pandemic were to continue to have an impact on the planned deliverables and activities, they would be adjusted during 2022 within the scope of the overall objectives, strategies

and mandates. Any such adjustments would be reported as part of the programme performance information.

- 5.185 The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate, to maximize its impact on keeping peace in the area of operations. This includes ensuring that the United Nations military observers engage in an inclusive and comprehensive manner with local communities, among both men and women, to ensure that the mission has a gender-sensitive understanding of community perspectives of the situation on the ground and for the conduct and planning of mission operations.
- 5.186 With regard to disability inclusion, the mission will review and analyse the United Nations Disability Inclusion Strategy with the aim of further advancing disability inclusion in its activities. It will identify measures to overcome any challenges that the implementation may pose.

Programme performance in 2020

- 5.187 Programme performance in 2020 includes the below result that emerged during 2020, as well as programme performance presented under results 1 and 2 below.

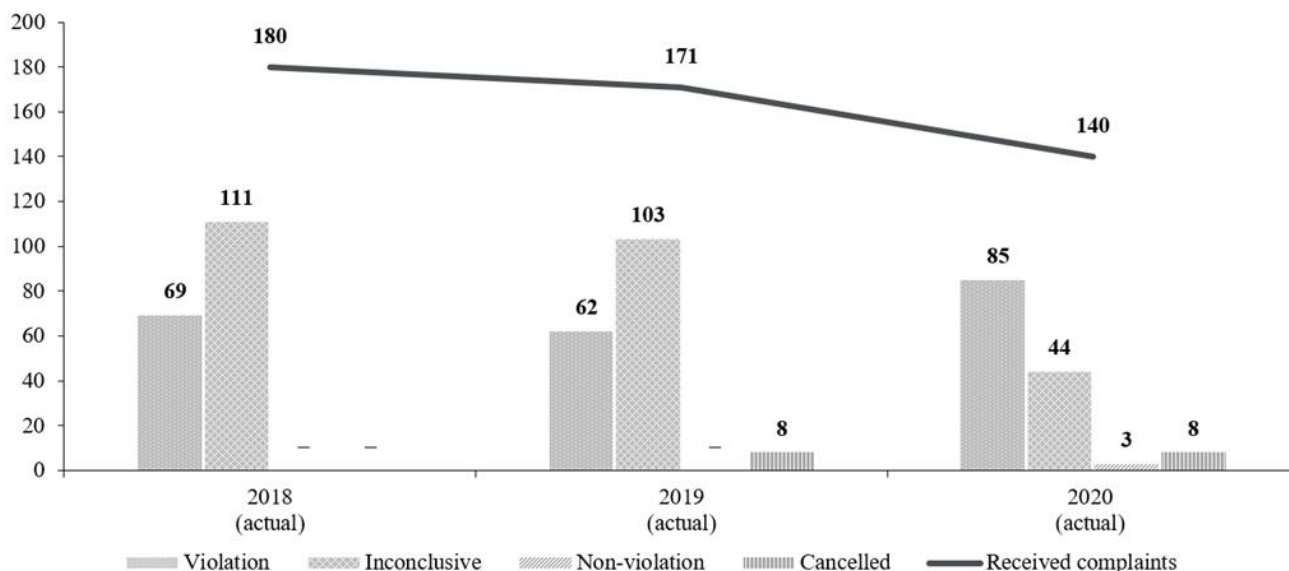
Effective monitoring of the implementation of the mission's mandate based on Security Council resolution 307 (1971)

- 5.188 To implement its mandate, UNMOGIP undertakes best efforts to monitor the ceasefire between India and Pakistan at the line of control. During 2020, the mission ensured supervision of the ceasefire through the presence of United Nations military observers at the 10 UNMOGIP field stations on both sides of the line of control, and within the limitations brought about by the COVID-19 pandemic. UNMOGIP continued to implement its mandate by performing core field tasks, such as 259 observation post operations, 597 area reconnaissance patrols, 132 investigations of alleged ceasefire violations and 24 field trips. In addition, it received 20 petitions from recognized political groups on the situation at and in the vicinity of the line of control in Jammu and Kashmir, expressing concerns over developments affecting Kashmir, in both India and Pakistan.

Progress towards the attainment of the objective, and performance measure

- 5.189 The above-mentioned work contributed to the objective, as demonstrated by the reduction in the annual number of investigated complaints to 140, signalling a reduction of 18 per cent from the previous year (see figure 5.XIV).

Figure 5.XIV

Performance measure: annual number of investigated complaints**Impact of COVID-19 on programme delivery**

5.190 During 2020, the COVID-19 pandemic had an impact on the planned deliverables and activities of the mission. UNMOGIP temporarily suspended field visits and field trips and took precautionary measures, including physical distancing, when engaging with the local population during area reconnaissance patrols and investigations. In addition, the scheduled United Nations Military Observer Conferences were cancelled in observance of pandemic precautions. The operational performance of the mission was also affected by the reduced mobility of mission personnel. The Jammu-Sialkot border crossing point was closed in March 2020 by the host countries owing to COVID-19 concerns and remains closed. This made it necessary for United Nations personnel and equipment to cross at the Wagah-Attari international border crossing, increasing the time and distance needed for routine movements. Field stations in Poonch, Rajouri and New Delhi were temporarily unstaffed by military observers because of visa issues. Owing to COVID-19 restrictions, most of the planned meetings could not be held. These changes had an impact on the programme performance in 2020, as specified in results 1 and 2 below.

5.191 At the same time, however, the mission identified new activities to mitigate issues related to the COVID-19 pandemic, within the overall scope of its objectives. Those new activities included adjusting the mission's hygiene standards at all its field stations and at headquarters while ensuring that its operations continued. Constant broadcasts and the use of virtual meetings with staff helped to minimize infection among UNMOGIP personnel. The mission improved its field technology section infrastructure to enable remote operations without having an impact on the implementation of its mandate and tested its disaster recovery preparedness, in particular for medical and casualty evacuation.

Planned results for 2022

5.192 The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding proposed programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

Result 1: new tools help to share with the parties' summaries of investigations in a timely and accurate fashion¹³

Programme performance in 2020

- 5.193 Visual analysis platforms can help to simplify complex data to enable the timely and accurate investigation of alleged violations. UNMOGIP has observed the line of control and the working boundary by conducting patrols and inspections, investigating alleged ceasefire violations and performing field tasks in the vicinity of the line of control, in accordance with its mandate.
- 5.194 The above-mentioned work contributed to the continued availability of analysis conducted through existing information collation platforms, which did not meet the planned target of conducting analysis in a more timely fashion through information collation platforms reflected in the proposed programme budget for 2020. While analyses took place, the upgrading of the existing information platform in support of faster synthesis of data from different sources and in various formats was delayed owing to liquidity constraints, and the expected benefits should materialize in 2021 and 2022.

Proposed programme plan for 2022

- 5.195 The mission will continue the work related to the planned result, in line with its mandate. It will continue to observe the line of control and the working boundary. This includes maintaining military observer points at all of its operational field stations on both sides of the line of control, conducting patrols and inspections, investigating alleged violations of the ceasefire and performing field tasks in the vicinity of the line of control, in accordance with its mandate. The mission plans to organize training sessions to build the capacity within the mission to leverage advanced analytical tools and prepare more timely and accurate reports. The expected progress is presented in the updated performance measure below (see table 5.41).

Table 5.41
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
Unavailability of analysis conducted through information collation platforms	Availability of some analysis conducted through information collation platforms	Continued availability of analysis through existing information collation platforms	Institutionalized system for analysis and assessment among United Nations military observers across mission headquarters and field stations for responsive reporting based on outputs derived from information collation platforms	Reporting on incidents through advanced information collection platforms

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

¹³ As reflected in the proposed programme budget for 2020 (A/74/6 (Sect. 5)).

Result 2: ensuring continuity in terms of analysis and consistency of process for planning and execution¹⁴

Programme performance in 2020

- 5.196 In 2019, initiatives to enhance the processing of information using existing databases and information collected in the field by United Nations military observers improved analysis, which aided the effective planning and execution of field tasks. In 2020, the mission continued to gather data and information for analysis on the basis of lesson learned and using its legacy information system, Sage.
- 5.197 The above-mentioned work contributed to the continued use of existing information collation platforms to inform the understanding of developments pertaining to ceasefire violations, which did not meet the planned target of greater continuity reflected in the programme budget for 2021. The mission continued to use the existing systems to ensure the continuity of analysis of the situation upon rotation while the envisioned improvements for a more seamless process were delayed owing to liquidity constraints; the improvements are expected to materialize in subsequent years.

Proposed programme plan for 2022

- 5.198 The mission will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the mission plans to make use of new technology in the collation of information and investigations into complaints along the line of control. The expected progress is presented in the updated performance measure below (see table 5.42).

Table 5.42

Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) ^a	2022 (planned)
—	Information collation platforms used to inform understanding of developments pertaining to ceasefire violations	Information collation platforms continued to be used to inform understanding of developments pertaining to ceasefire violations	Full continuity in terms of analysis conducted through information collation platforms used to inform understanding of developments pertaining to ceasefire violations	Analytical reports fed by real-time data with the introduction of new information platforms

^a To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

Result 3: improved situational awareness through geospatial information systems and high-resolution satellite imagery

Proposed programme plan for 2022

- 5.199 The United Nations military observers routinely travel by land through insecure mountain ranges to inspect vast and remote areas along the line of control. Because of the rugged terrain in the area of operation, routes are often in bad and unpredictable conditions, and the military observers therefore need geospatial technologies to prepare their monitoring and observation of ceasefire violations.

¹⁴ As reflected in the programme budget for 2021 (A/75/6/Add.1).

Lessons learned and planned change

- 5.200 The lesson for the mission was that it needed to upgrade its geospatial information systems to ensure that the image material used for planning patrols and observer missions was provided in real time. Geospatial information systems and satellite imagery provide more accurate and real-time information in terms of road conditions, security and the exact location and direction of possible ceasefire violations. In applying the lesson, the mission will work closely with the Department of Operational Support to acquire adequate geospatial information systems and satellite imagery to improve the security of and analytical tools available to the United Nations military observers. The mission will assess whether planned routes are safe and plans to undertake capacity-building activities to leverage the use of geospatial information systems and satellite imagery tools for improved analysis of the nature of identified posts along the line of control.

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

- 5.201 This work is expected to contribute to the objective, as demonstrated by more efficient planning of observer missions by reducing both the time needed to plan United Nations military observer movements and the number of incidents during observer patrols (see table 5.43).

Table 5.43
Performance measure

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned)	2022 (planned)
Use of outdated information systems and satellite images	Use of outdated information systems and satellite images	Use of outdated information systems and satellite images	Military observers use real-time geospatial information systems and satellite imagery to implement the mission's mandate	More efficient planning of observer missions by reducing the time needed to plan United Nations military observer movements

Legislative mandates

- 5.202 The list below provides all mandates entrusted to UNMOGIP.

Security Council resolutions

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

Deliverables

5.203 Table 5.44 lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.44

Deliverables for the period 2020–2022, by category and subcategory

<i>Category and subcategory</i>	<i>2020 planned</i>	<i>2020 actual</i>	<i>2021 planned</i>	<i>2022 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	5	12	12
1. Engagement with host nations' key personalities/leaders	12	5	12	12
C. Substantive deliverables				
Databases and substantive digital materials: document filing and archiving system connectivity.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach and advocacy through advertisements, brochures and peace caravans.				
External and media relations: media engagement.				
Digital platforms and multimedia content: website development/enhancement.				

B. Proposed post and non-post resource requirements for 2022

Overview

5.204 The proposed regular budget resources for 2022, including the breakdown of resource changes, as applicable, are reflected in tables 5.45 to 5.47.

Table 5.45

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	5 118.5	5 750.7	—	—	—	—	—	5 750.7
Other staff costs	1 474.9	1 687.2	—	—	(75.5)	(75.5)	(4.5)	1 611.7
Hospitality	—	7.9	—	—	—	—	—	7.9
Consultants	1.2	—	—	—	—	—	—	—
Travel of staff	165.5	226.3	—	—	107.4	107.4	47.5	333.7
Contractual services	292.9	353.4	—	—	3.9	3.9	1.1	357.3
General operating expenses	1 760.0	1 285.1	—	—	(59.7)	(59.7)	(4.6)	1 225.4
Supplies and materials	265.3	382.5	—	—	(47.3)	(47.3)	(12.4)	335.2
Furniture and equipment	775.5	722.8	—	—	(32.1)	(32.1)	(4.4)	690.7
Other	(2.8)	—	—	—	—	—	—	—
Total	9 851.2	10 415.9	—	—	(103.3)	(103.3)	(1.0)	10 312.6

Table 5.46

Overall: proposed posts for 2022

	Number	Details
Approved for 2021	74	1 D-2, 1 P-5, 1 P-4, 49 LL, 22 FS
Proposed for 2022	74	1 D-2, 1 P-5, 1 P-4, 49 LL, 22 FS

Table 5.47

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/ expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	1	—	—	—	—	1
Subtotal	3	—	—	—	—	3

Note: The following abbreviations are used in tables and figures: FS, Field Service; LL, Local level.

Category and grade	Changes					2022 proposed
	2021 approved	Technical adjustments	New/ expanded mandates	Other	Total	
General Service and related						
LL	49	—	—	—	—	49
FS	22	—	—	—	—	22
Subtotal	71	—	—	—	—	71
Total	74	—	—	—	—	74

5.205 Additional details on the distribution of the proposed resources for 2022 are reflected in table 5.48 and figure 5.XV.

5.206 As reflected in table 5.48, the overall resources proposed for 2022 amount to \$10,312,600 before recosting, reflecting a net decrease of \$103,300 (or 1.0 per cent) compared with the appropriation for 2021. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.48

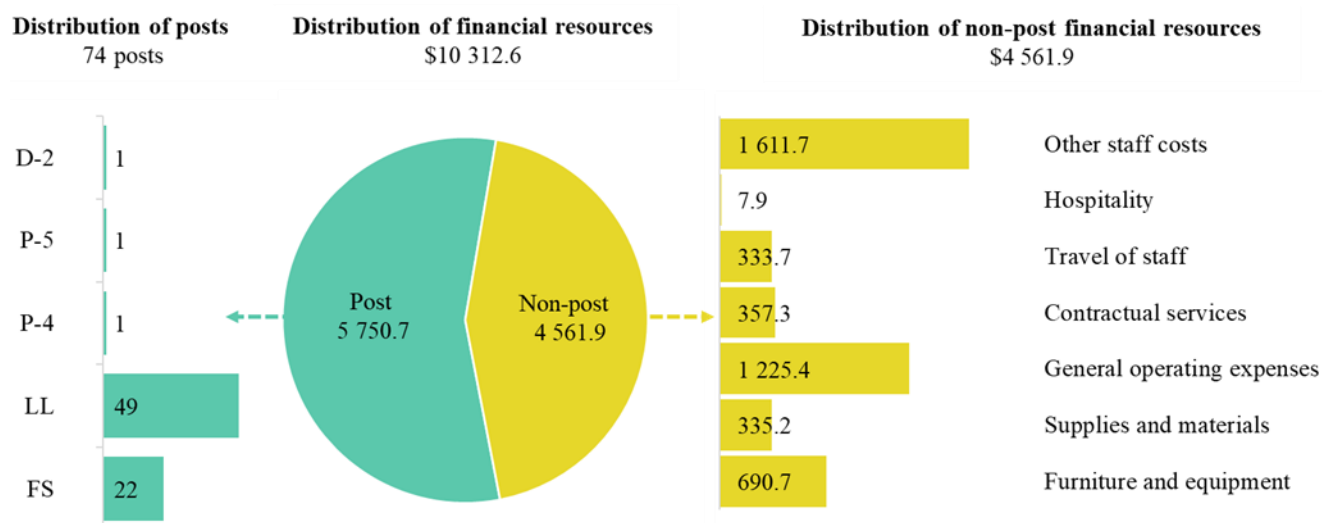
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2020 expenditure	2021 appropriation	Changes					2022 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 118.5	5 750.7	—	—	—	—	—	5 750.7
Non-post	4 732.6	4 665.2	—	—	(103.3)	(103.3)	(2.2)	4 561.9
Total	9 851.2	10 415.9	—	—	(103.3)	(103.3)	(1.0)	10 312.6
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		71	—	—	—	—	—	71
Total		74	—	—	—	—	—	74

Figure 5.XV
Distribution of proposed resources for 2022 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

5.207 As reflected in table 5.48, resource changes reflect a net decrease of \$103,300, as follows:

- (a) Reduced requirements in the amount of \$214,600 comprise other staff costs (\$75,500), general operating expenses (\$59,700), supplies and materials (\$47,300) and furniture and equipment (\$32,100). The net decrease under other staff costs and supplies and materials takes into account historical expenditure trends, including reduced requirements for shipping and travel costs for military observers, and efforts to sustain newly established working practices such as the increased use of online forms of communication or virtual platforms for meetings that would result in lower stationery and office supplies. Net reductions under general operating expenses reflect lower requirements for the maintenance of premises following the planned refurbishment of the accommodation premises in 2021. Net reductions under furniture and equipment are due mainly to lower requirements for the replacement of vehicles;
- (b) Increased requirements in the amount of \$111,300 are mainly under travel of staff (\$107,400). The net increase relates to within-mission travel of military observers to conduct investigations into complaints of alleged ceasefire violations and field visits. The proposed increases take into account the reduced travel resources approved by the General Assembly in its resolution [75/252](#).

5.208 Information on compliance with advance booking for air travel is reflected in table 5.49. UNMOGIP continues to raise awareness among staff and emphasize that it is important and necessary to comply with the advance purchase rule. Managers are asked to implement preventive and monitoring corrective measures. Compliance rates are monitored, and statistics and trends are distributed to managers on a quarterly basis.

Table 5.49

Compliance rate

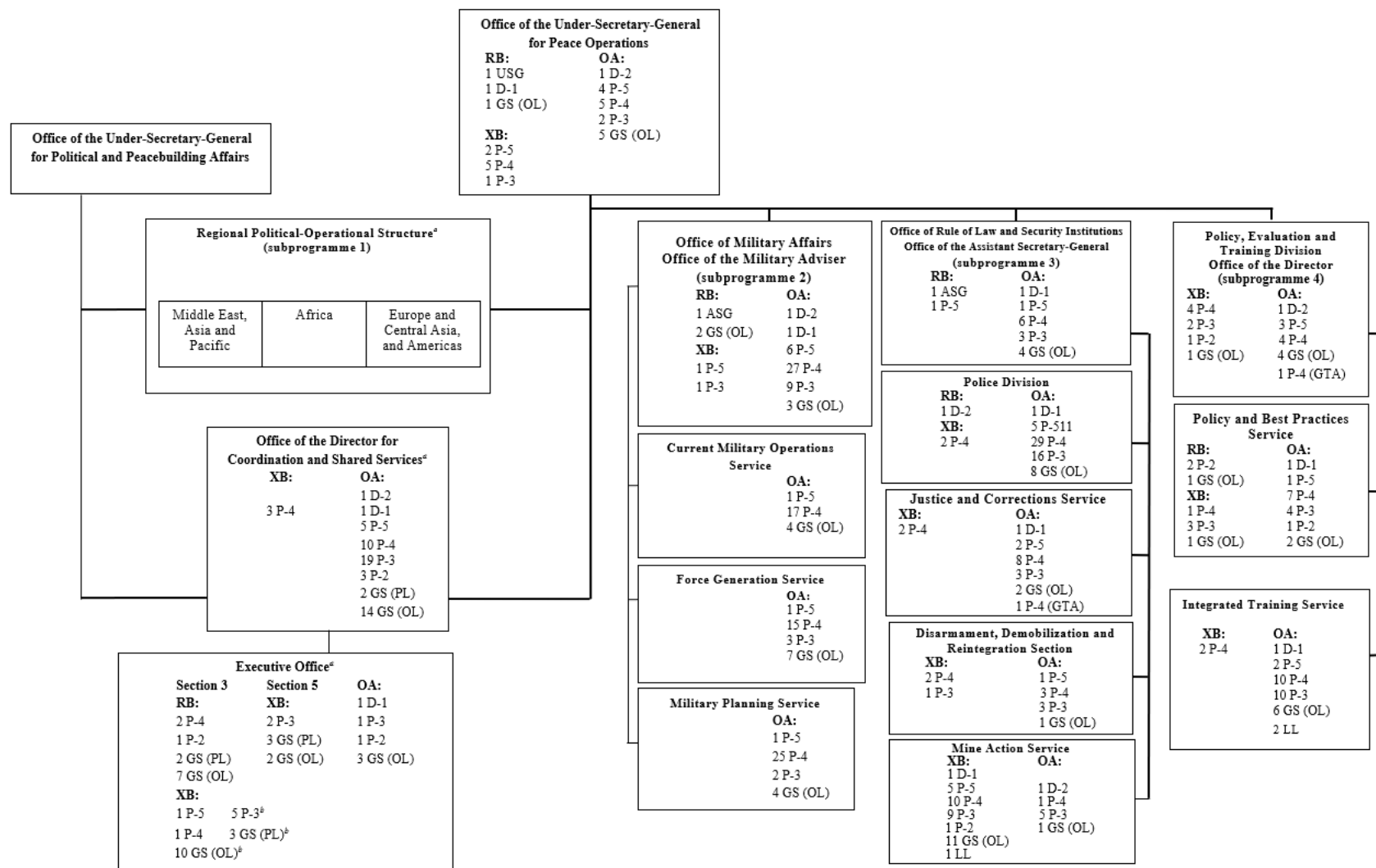
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Planned 2021</i>	<i>Planned 2022</i>
Air tickets purchased at least 2 weeks before the commencement of travel	38	32	100	100

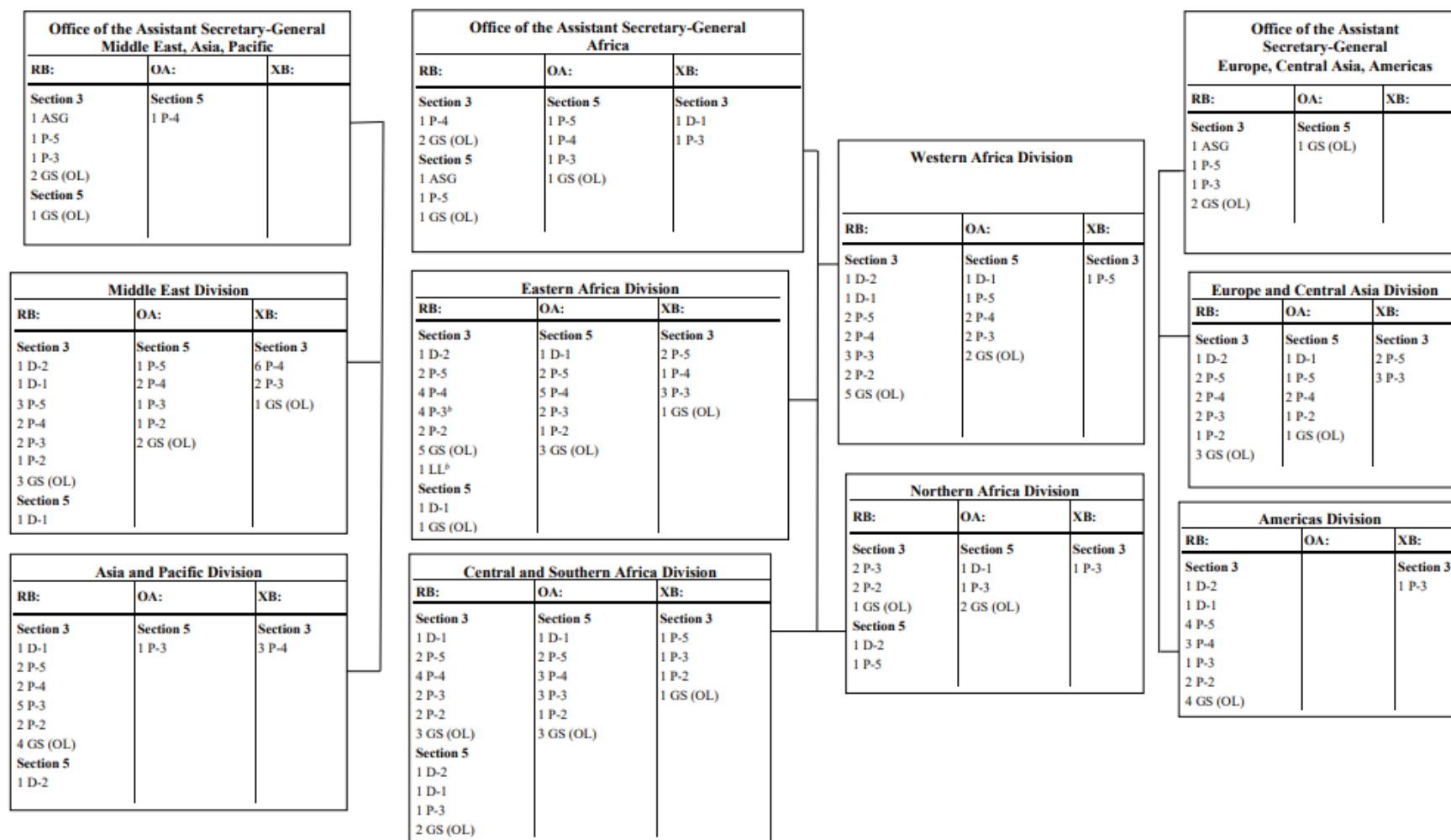
Annex I

Organizational structure and post distribution for 2022

A. Department of Peace Operations



B. Single regional political-operational structure^a

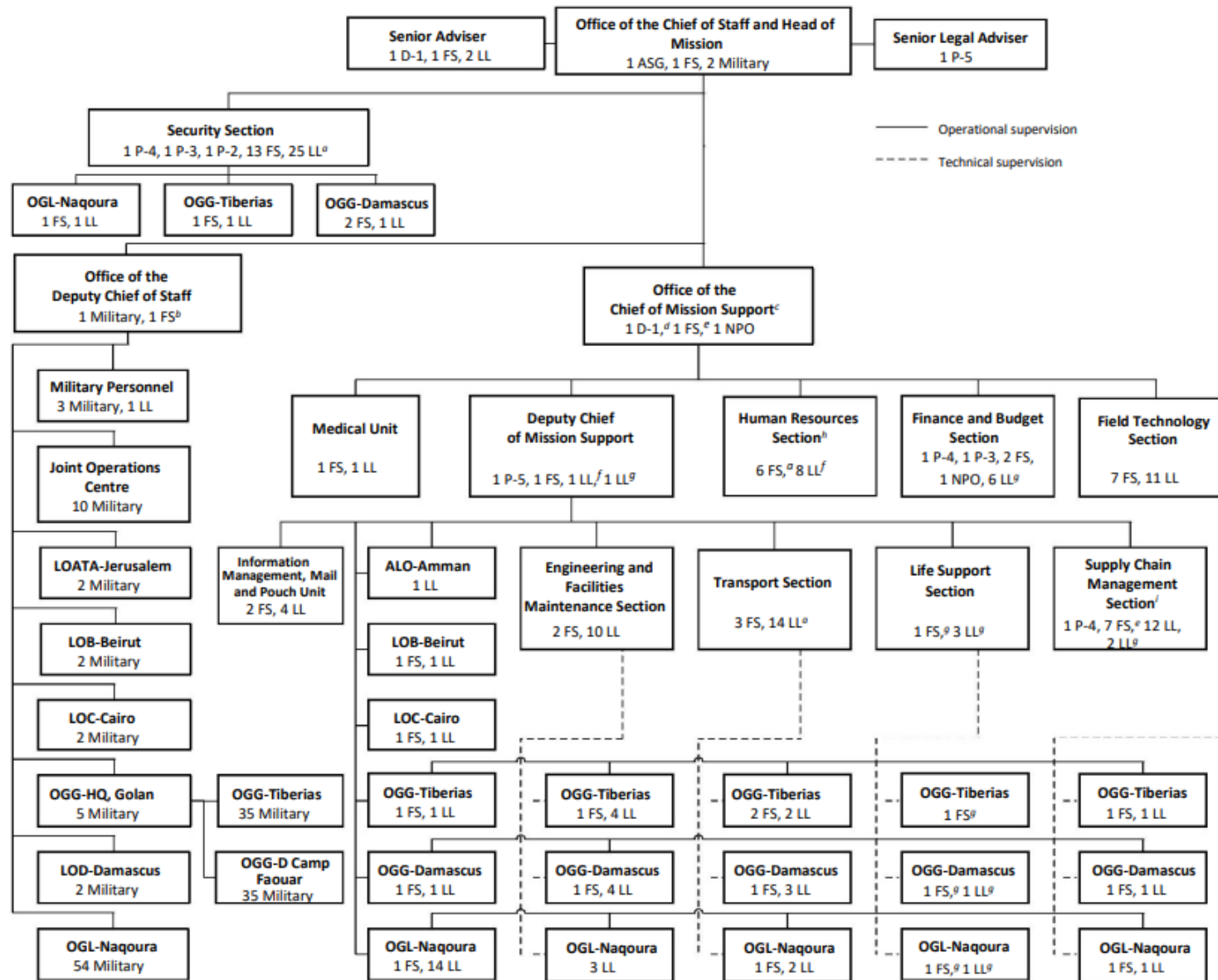


Abbreviations: ASG, Assistant Secretary-General; GS (OL), General Service (Other level); LL, Local level; OA, other assessed; RB, regular budget; XB, extrabudgetary.

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

^b 1 P-3 post and 1 Local level post based in Nairobi.

C. United Nations Truce Supervision Organization



(Footnotes on following page)

(Footnotes to chart C)

Abbreviations: ALO, Administrative and Logistics Office; ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; LOATA, Liaison Office Amman/Tel Aviv; LOB, Liaison Office Beirut; LOC, Liaison Office Cairo; LOD, Liaison Office Damascus; OGG, Observer Group Golan; OGL, Observer Group Lebanon; NPO, National Professional Officer.

^a Abolishment.

^b Dual reporting line.

^c Includes Protocol Cell.

^d Chief of Mission Support (D-1) for UNTSO and the United Nations Special Coordinator for the Middle East Peace Process.

^e Redeployment.

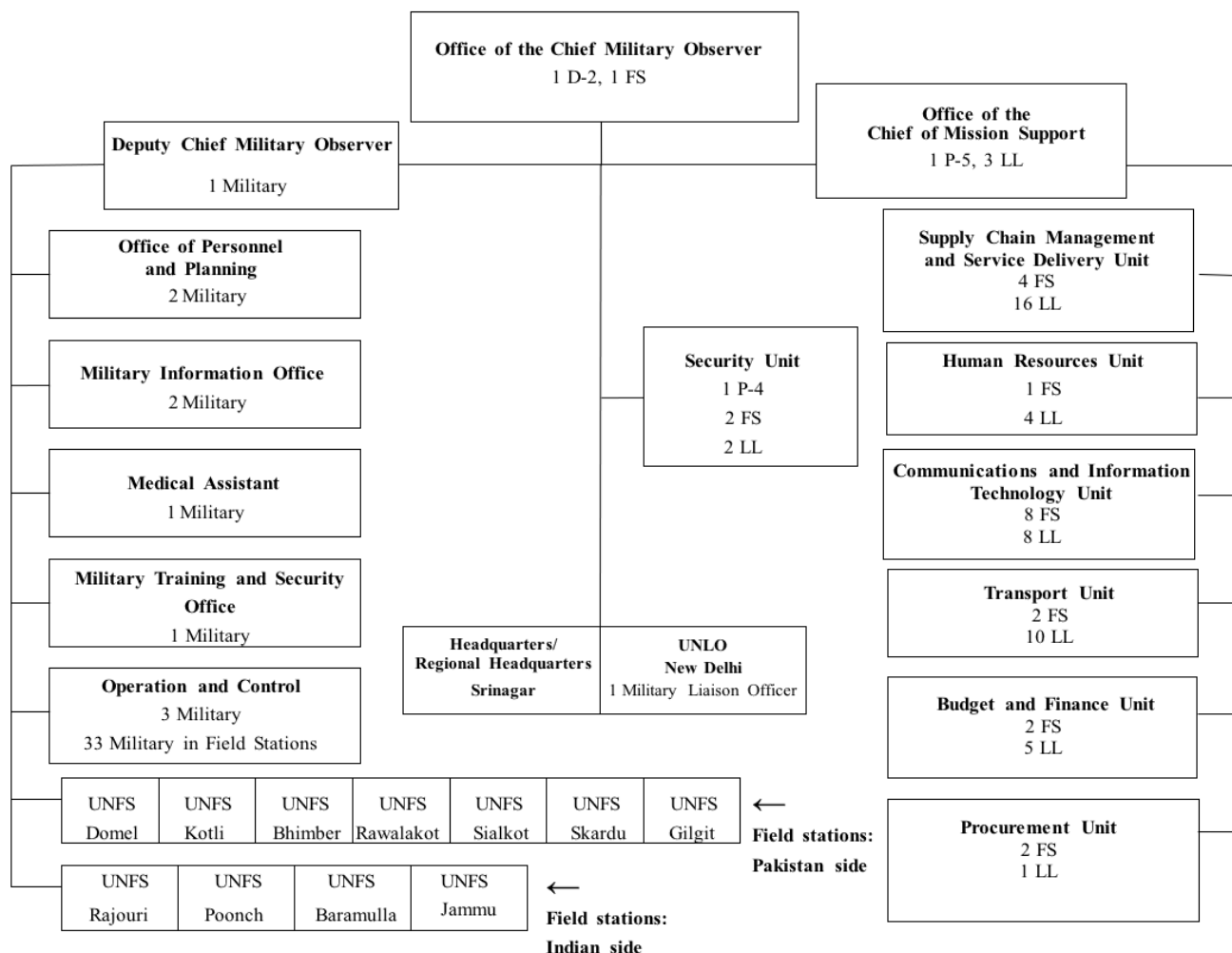
^f Reclassification.

^g Reassignment.

^h Includes Training Cell.

ⁱ Includes Procurement Unit, Central Warehouse Unit, Property Management Unit and Movement Control Unit.

D. United Nations Military Observer Group in India and Pakistan



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

Annex II

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

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions United Nations Truce Supervision Organization [A/75/7/Corr.1](#)

The Advisory Committee encourages the United Nations Truce Supervision Organization (UNTSO) to develop a vehicle acquisition plan with a view to selecting vehicles fit for purpose, including small vehicles (para. II.92.f (a)).

UNTSO has been downsizing its vehicle fleet in conformity with the ratios specified in the Standard Cost and Ratio Manual and the strict guidance provided by the Surface Transport Section at United Nations Headquarters regarding rationalization of the vehicle fleet. In this regard, the mission revised its overall vehicle holdings downwards in 2018 and again in 2019. Its current four-by-four vehicles are used to traverse difficult terrain throughout the mission area, including unpaved roads unsuitable for sedans. UNTSO also utilises four-by-four vehicles at its headquarters as back-ups for outstations when other four-by-four vehicles are off-road for maintenance or repair.

At present, the mission holds three sedans; given the terrain in the mission area and transport operational support requirements, it does not currently foresee acquiring additional sedans to replace the four-by-four vehicles.

United Nations Military Observer Group in India and Pakistan [A/75/7](#)

The Advisory Committee notes again the static nature of United Nations Military Observer Group (UNMOGIP) post resources and, recalling the various restructuring exercises of the mission support component in peacekeeping operations in recent years, the Committee trusts that the Secretary-General will provide, in his next budget submission, information on UNMOGIP efforts to align its mission support component with the standardized structure ([A/74/7](#), para. II.44) (para. II.93).

The Advisory Committee encourages UNMOGIP to develop a vehicle acquisition plan with a view to selecting vehicles that are fit for purpose, including small vehicles (para. II.96 (a)).

After internal consultation, the Secretariat believes that the current structure of the mission support component of UNMOGIP should be maintained.

UNMOGIP maintains a pool system of vehicles, which allows for the rotation of vehicles with high mileage from the field to headquarters and vehicles with low mileage from headquarters to the field, on account of the rugged terrain and mountainous area of operation of the mission. As a result, the use of small vehicles in the field would not be compatible. In 2020 and 2021, UNMOGIP will continue to replace existing vehicles. The acquisition plan conforms with the ratios and guidance provided by the Surface Transport Section at Headquarters regarding rationalization of the vehicle fleet.

Annex III

United Nations Truce Supervision Organization: summary of proposed post changes, by component

	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Human Resources Section	(1)	FS	Abolishment of 1 Administrative Assistant post	The automation of work and business processes in the areas and use of service centres (Kuwait Joint Support Office) would enable the abolishment of the post of Administrative Assistant.
Security Section	(1)	LL	Abolishment of 1 Field Security Guard post	Continued investment in technical equipment to upgrade current UNTSO access control and perimeter protection has allowed the mission to reduce the number of Field Security Guards.
Transport Section	(1)	LL	Abolishment of 1 Vehicle Technician post	Reduced workload following a decrease in the size of the UNTSO vehicle fleet, reliability of the current fleet and outsourcing of some maintenance services, which would allow for the redistribution of the workload among the remaining vehicle technicians to maintain the fleet to the expected standards and roadworthiness.
Finance and Budget Section	(1)	LL	Reassignment of 1 Finance Assistant as Environmental Assistant in the Office of the Deputy Chief of Mission Support	The automation of work and business processes in the areas of invoice matching, payment approvals and use of service centres (Kuwait Joint Support Office) would enable the reassignment of the post of Finance Assistant.
Office of the Deputy Chief of Mission Support	1	LL	Reassignment of 1 Finance Assistant from the Finance and Budget Section as an Environmental Assistant	The Environmental Assistant would support UNTSO requirements for planning and implementation of its environmental management practices in its operations, in support of the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219 . The proposed reassignment would facilitate the work undertaken to reduce the mission's carbon footprint as part of the global effort of the United Nations on environmental initiatives.
Office of the Chief of Mission Support	(1)	FS	Redeployment of 1 Claims Assistant to the Supply Chain Management Section	Change in the reporting structure.
Supply Chain Management Section	1	FS	Redeployment of 1 Claims Assistant from the Office of the Chief of Mission Support	The post of Claims Assistant fulfils a critical function in ensuring, inter alia, prompt reporting and follow-up of third-party claims arising from accidents involving UNTSO vehicles. The post would ensure, inter alia, prompt reporting and follow-up of third-party claims arising from accidents involving UNTSO vehicles and support the preparation of cases for writing off of equipment and materials, including monitoring implementation of Local Property Survey Board and Local Claims Review Board recommendations.

Abbreviations: FS, Field Service; LL, Local level; UNTSO, United Nations Truce Supervision Organization.

Annex IV

Overview of financial and post resources, by entity and funding source

	Regular budget			Other assessed			Extrabudgetary			Total		
	2021 appropriation	2022 estimate (before recosting)	Variance	2021 estimate	2022 estimate	Variance	2021 estimate	2022 estimate	Variance	2021 estimate	2022 estimate	Variance
Financial resources												
Department of Peace Operations	5 912.8	5 912.8	–	90 618.0	92 118.1	1 500.1	76 788.4	76 675.9	(112.5)	173 319.2	174 706.8	1 387.6
United Nations Truce Supervision Organization	38 784.6	38 598.2	(186.4)	–	–	–	–	–	–	38 784.6	38 598.2	(186.4)
United Nations Military Observer Group in India and Pakistan	10 415.9	10 312.6	(103.3)	–	–	–	–	–	–	10 415.9	10 312.6	(103.3)
Total	55 113.3	54 823.6	(289.7)	90 618.0	92 118.1	1 500.1	76 788.4	76 675.9	(112.5)	222 519.7	223 617.6	1 097.9
Post resources												
Department of Peace Operations	27	27	–	431	427	(4)	80	80	–	538	534	(4)
United Nations Truce Supervision Organization	232	229	(3)	–	–	–	–	–	–	232	229	(3)
United Nations Military Observer Group in India and Pakistan	74	74	–	–	–	–	–	–	–	74	74	–
Total	333	330	(3)	431	427	(4)	80	80	–	844	837	(7)