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Programme planning

Proposed programme budget for 2023

Part II

Political affairs

Section 5

Peacekeeping operations

Programme 4

Peacekeeping operations

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* [A/77/50](#).

** 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.



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*** 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.

I. Department of Peace Operations

Foreword

The Department works to integrate the efforts of the United Nations and its partners in the context of peacekeeping operations to deliver on their mandates and safeguard the communities they serve, amid increasingly challenging operational environments and the ongoing coronavirus disease (COVID-19) pandemic.

In 2023, the Department of Peace Operations will bring forward the Action for Peacekeeping Plus initiative, which is the implementation plan for the Action for Peacekeeping initiative and provides renewed focus and momentum for that initiative.

Peacekeeping is political, and its ultimate success depends on active and sustainable political processes for the real prospect of a peace process. The Action for Peacekeeping Plus initiative reaffirms the centrality of peacekeeping as a political tool and the importance of developing overarching, coherent political strategies through a collective, integrated effort. Such strategies must address the increased threats to peace and security posed by extremist groups, transnational criminal networks, socioeconomic tensions, population displacement and climate disruption.

The Action for Peace Plus initiative also recognizes the centrality of protecting civilians and supporting institution-building across many operations. It focuses on enhancing our ability to measure and improve peacekeeping performance and putting in place safeguards and measures for the safety and security of peacekeeping personnel. Ensuring that all peacekeeping personnel adhere to United Nations standards of conduct and are held accountable is a central element of the initiative.

Advancing the women and peace and security agenda and pursuing gender parity, along with innovative, data-driven and technology-enabled peacekeeping, are two cross-cutting areas mainstreamed across all seven Action for Peace Plus priorities.

Through the Action for Peace Plus framework, the Department will further enhance its ongoing efforts to reform and improve United Nations peacekeeping.

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

A. Proposed programme plan for 2023 and programme performance in 2021

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 the 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 [60/180](#), [70/262](#) and [74/277](#). The Department provides integrated strategic, political, operational and management advice, direction and support on military, police, mine action and other relevant issues to all operations under its responsibility in order to ensure the effective implementation of 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 continuously ensure the relevance and effectiveness of United Nations peacekeeping, which remains a unique instrument for global peace and security.

Strategy and external factors for 2023

- 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 and its implementation plan, Action for Peacekeeping Plus, will guide the programme, 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, through the integrated approach of the peace and security pillar, to develop proposals for the consideration of the Security Council on the sequencing and prioritization of mandates and to reflect the Action for Peacekeeping priorities in reporting;
 - (b) To implement the women and peace and security agenda across all peace functions, including by developing a methodology for gender-sensitive conflict analysis, distributing 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 the protection of civilians;
 - (d) To support effective performance and accountability of all mission components through the implementation of the Comprehensive Planning and Performance Assessment System to evaluate mission performance using data and analysis, 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 related action and training plans and introducing and using 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 light coordination mechanism, which will strengthen efforts to identify training requirements and match capacity-building providers with new and emerging troop-contributing countries in need of support;
 - (h) To strengthen the conduct of peacekeeping operations and personnel and enhance the operationalization of the human rights due diligence policy on United Nations support to non-United Nations security forces.
- 5.3 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the coronavirus disease (COVID-19) pandemic. Examples of best practices and lessons learned include a reduction (but not elimination) in the use of in-person meetings with and briefings to the Special Committee on Peacekeeping Operations and expert groups and the introduction of online training workshops, allowing for the participation of all interested troop- and police-contributing Member States, while concluding the process with a face-to-face validation. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.
- 5.4 With regard to cooperation with other entities at the global, regional, national and local levels, 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.
- 5.5 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 inclusion, 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.
- 5.6 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, the Inter-Agency Coordination Group on Mine Action and the new Inter-Agency Task Force on Policing. Other cross-agency cooperation will be undertaken through the global focal point arrangement for the rule of law and the Peacebuilding Strategy Group.

- 5.7 With regard to the external factors, the overall plan for 2023 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 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-sensitive 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.
- 5.9 In line with the United Nations Disability Inclusion Strategy, the Department will support Secretariat-wide efforts on disability inclusion, including through the implementation of a joint Department of Political and Peacebuilding Affairs-Department of Peace Operations disability inclusion action plan.

Programme performance in 2021

Impact of the pandemic

- 5.10 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular under subprogramme 4, where training courses for troop- and police-contributing Member States were either postponed or conducted with a reduced number of participants, because of travel restrictions and social distancing requirements. Furthermore, mission senior leadership courses were cancelled and replaced with virtual training with reduced hours.

Legislative mandates

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

General Assembly resolutions

49/37 ; 74/277	Comprehensive review of the whole question of peacekeeping operations in all their aspects	70/262 72/199	Review of the peacebuilding architecture Restructuring of the United Nations peace and security pillar
58/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	72/262 C	Special subjects relating to the programme budget for the biennium 2018-2019 (sect. III)
60/180	The Peacebuilding Commission	74/80	Assistance in mine action
61/279 ; 65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations		

Security Council resolutions

1325 (2000)	2250 (2015)
1894 (2009)	2272 (2016)
2151 (2014)	2282 (2016)
2185 (2014)	2365 (2017)

2382 (2017)	2553 (2020)
2436 (2018)	2589 (2021)
2447 (2018)	2594 (2021)
2518 (2020)	

Deliverables

5.12 Table 5.1 lists all cross-cutting deliverables of the programme.

Table 5.1

Cross-cutting deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	12	12	12
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. Formal session of the Special Political and Decolonization Committee	1	1	1	1
5. Formal session of the Special Committee on Peacekeeping Operations	1	1	1	1
6. Meetings of the Security Council on cross-cutting strategic, policy and structural issues related to peacekeeping	3	3	3	3
7. Meetings of 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 troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping; meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on peacekeeping.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach events, including conferences, exhibits and public briefings on United Nations peacekeeping, as well as 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 content on digital and social media platforms.				

Evaluation activities

- 5.13 The OIOS evaluation on political affairs in peacekeeping missions completed in 2021 has guided the proposed programme plan for 2023.
- 5.14 In 2021, the Department also continued to focus its evaluation capacities on the roll-out of the Comprehensive Planning and Performance Assessment System in peacekeeping operations, which supports the implementation of Security Council resolution [2436 \(2018\)](#).
- 5.15 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2023. For example, the Department will review the peacekeeping mission structures that are in place for implementing missions' political affairs mandates.

- 5.16 In 2023, the Department will continue to support the implementation of the Comprehensive Planning and Performance Assessment System in all United Nations peacekeeping operations, which will help the Department and missions to strengthen mandate implementation.

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:
- (a) 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;
 - (b) 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;
 - (c) 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;
 - (d) Analyse the pandemic's longer-term impact in peacekeeping contexts on key national political processes or operational activities so as to mitigate risks.
- 5.19 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 2021

Transition from peacekeeping to peacebuilding in the Democratic Republic of the Congo

- 5.20 Pursuant to Security Council resolution [2502 \(2019\)](#), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the Government of the Democratic Republic of the Congo agreed on a joint strategy on the progressive and phased drawdown of MONUSCO (see [S/2020/1041](#)) that would allow for a progressive transfer of tasks of MONUSCO to the Congolese authorities, with the support of the United Nations country team and other stakeholders. The joint strategy articulates the desired end state and priority areas of engagement to create an enabling environment for the Mission's sustainable drawdown based on conditions on the ground. In its resolution [2556 \(2020\)](#), the Security Council endorsed the joint

strategy and the broad parameters of the Mission's transition, as well as its planned withdrawal from the Kasai region in 2021. Accordingly, the Kananga field office and the Tshikapa suboffice closed on 30 June 2021, although MONUSCO continued to provide bridging support for key peacebuilding and stabilization efforts, including support to national authorities to strengthen justice and correctional institutions, and to the United Nations agencies, and for strengthening the capacity of human rights defenders and organizations to monitor, document and report on the human rights situation. This included workshops to support the roll-out of humanitarian assistance, development initiatives and peacebuilding efforts.

5.21 Progress towards the objective is presented in the performance measure below (see table 5.2).

Table 5.2
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
—	Operationalization of humanitarian assistance, development initiatives and efforts to advance peacebuilding and stabilization, including the linkages between humanitarian assistance, development and peace in the Kasai Province and the identification of four priority zones, namely, Tshikapa/Kamonia and Mweka in Kasai Province and Luiza and Dibaya in Kasai Central Province	Increased United Nations country team presence to support national peacebuilding and stabilization efforts, including the linkages between humanitarian assistance, development and peace, with a focus on the Kasai, Kasai Central and Tanganyika Provinces

Planned results for 2023

Result 1: completing elections and preserving the integrity of the peace process in the Central African Republic

Programme performance in 2021 and target for 2023

- 5.22 The subprogramme's work contributed to the conclusion of general elections and the swearing in of the President-elect within the constitutional timeline, which met the planned target.
- 5.23 The subprogramme's work contributed to the planning and preparations to hold local elections, including through the development of the electoral calendar and a resource mobilization strategy, which did not meet the planned target of the holding of local elections. The target was not met because the local elections were postponed to September 2022.
- 5.24 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.3).

Table 5.3
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Signing by the Government of the Political Agreement for Peace and Reconciliation in the Central African Republic with major armed groups Promulgation of the Electoral Code	Parliamentary and presidential elections were held on 27 December, within constitutional timelines	The President-elect is sworn in within the constitutional timeline Planning and preparations to hold local elections are undertaken, including the development of the electoral calendar and a resource mobilization strategy	Results of the local elections are announced, authority is extended and decentralization is implemented Commission on Truth, Justice, Reconciliation and Reparation begins its operations	Conclusion of the local elections process

Result 2: progress towards implementation of the peace agreement in Mali

Programme performance in 2021 and target for 2023

- 5.25 The subprogramme's work contributed to maintaining the dialogue between Malian transition authorities and regional partners, which did not meet the planned target of adoption of an electoral calendar and announcement of dates for presidential and legislative elections. The target was not met as a coup d'état took place on 24 May 2021, following the coup d'état on 18 August 2020.
- 5.26 The subprogramme's work also contributed to an agreement between the signatory parties to proceed with the socioeconomic reinsertion of former combatants, which did not meet the planned target of steps taken in the implementation of the peace agreement, including institutional and security reforms. The target was not met as the parties did not make progress on key outstanding issues.
- 5.27 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.4).

Table 5.4
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (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	Dialogue was maintained between Malian transition authorities and regional partners The signatory parties agreed to proceed with the socioeconomic reinsertion of former combatants	Revised timetable is agreed between transition authorities and regional partners for the completion of the transition and the holding of elections Steps are taken to revitalize the implementation of the peace agreement, including institutional and security reforms	Progress in the political transition and preparations for the holding of parliamentary and presidential elections Progress in the implementation of the peace agreement, including institutional and security reforms

Result 3: improved intercommunity relations and a secure environment for all communities in Kosovo¹

Proposed programme plan for 2023

- 5.28 Confidence-building projects and programmatic activities will continue to play a pivotal role in enhancing the subprogramme's delivery on intercommunity trust-building through the United Nations Interim Administration Mission in Kosovo, with a focus on advancing the peace and security agendas relating to women and youth. The subprogramme has focused on strengthening the capacities of authorities and vulnerable communities to address risks, including the COVID-19 pandemic, that could have an impact on their livelihood and resilience. Such projects have also amplified opportunities for the subprogramme to improve collaboration and coherence with key international partners, in line with the Action for Peacekeeping Plus priorities. Strategic communications are currently being strengthened as a tool for advancing an accurate understanding of such efforts.

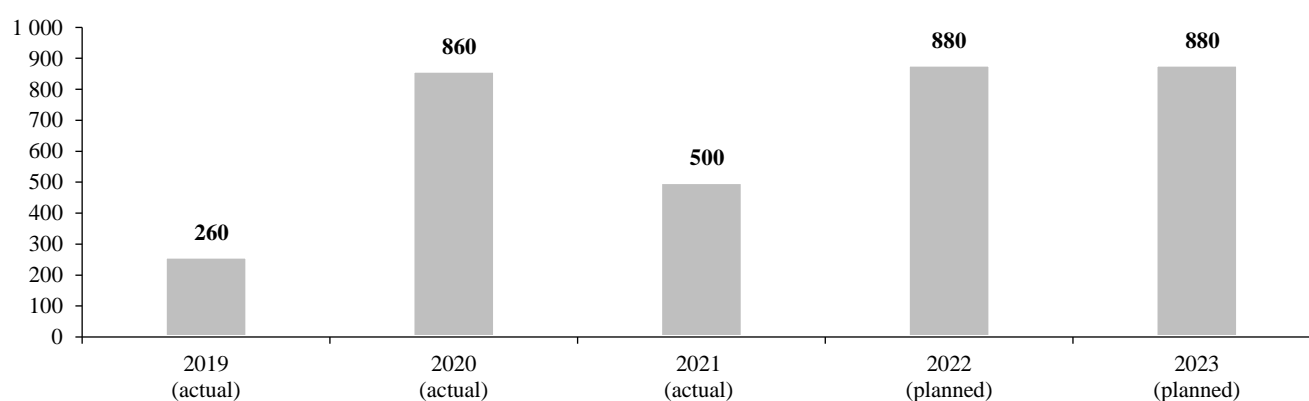
Lessons learned and planned change

- 5.29 The lesson for the subprogramme was the need for improved monitoring of its impact in order to strengthen its strategic approach, in particular with regard to enhancing the participation of women and youth in public discourse. In applying the lesson, the subprogramme will further develop indicators that measure the empowerment of women and youth in intercommunity trust-building, which could enhance the design of the subprogramme's support to local efforts to promote reconciliation.
- 5.30 Expected progress towards the objective is presented in the performance measure below (see figure 5.I).

Figure 5.I

Performance measure: activities by municipal institutions, civil society and local organizations promoting intercommunity trust-building and integration in Kosovo

(Number of activities)



Deliverables

- 5.31 Table 5.5 lists all deliverables of the subprogramme.

¹ References to Kosovo shall be understood to be in the context of Security Council resolution [1244 \(1999\)](#).

Table 5.5

Subprogramme 1: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	56	60	54	55
1. Reports of the Secretary-General to the Security Council on matters related to peacekeeping operations	36	35	34	35
2. Letters from the Secretary-General to the President of the Security Council	20	25	20	20
Substantive services for meetings (number of three-hour meetings)	38	32	38	35
3. Meetings of the Security Council on peacekeeping issues	38	32	38	35
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	13	8	13	12
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	2	3	2
6. Workshops for regional and subregional political strategies for peacekeeping in Africa	5	6	5	5
C. Substantive deliverables				
Consultation, advice and advocacy: 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 the context of specific operations; and 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

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

Strategy

- 5.33 To contribute to the objective, the subprogramme will:
- (a) Provide briefings and analysis to Member States on the military aspects of new or anticipated developments, and crisis and security situations;
 - (b) 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;
 - (c) Train senior military leaders and develop task-related standards for military units and military headquarters on conducting performance evaluations to validate the operational readiness of military units prior to deployment, conduct pre-deployment visits and military capability studies and increase the participation of women in peacekeeping operations;

- (d) Further refine the military performance evaluation system, including implementation of the military performance evaluation tool, further develop a military skills validation training mechanism and initiate and deploy a performance evaluation process for individual uniformed personnel;
- (e) 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;
- (f) Facilitate policy dialogue and knowledge-sharing on effective response measures with Member States and troop-contributing countries to address the impact of the COVID-19 pandemic and mitigate risks, ensuring the generation and rotation of military capabilities required for mandate delivery and force protection in all missions.

5.34 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 and increased safety of military components in peacekeeping operations.

Programme performance in 2021

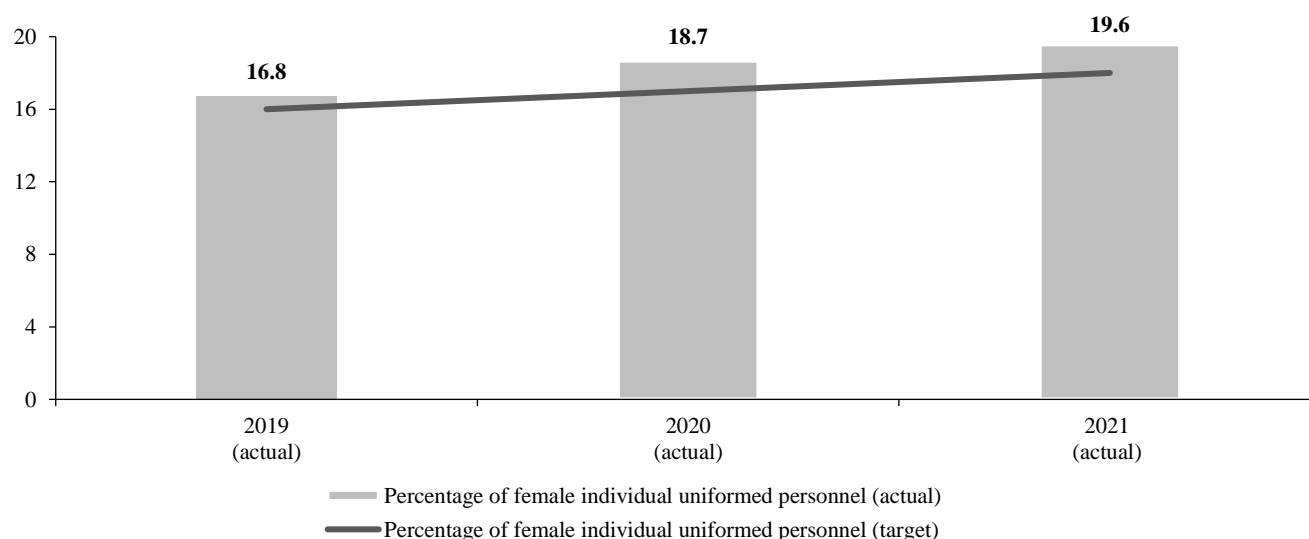
Increased participation of female military individual uniformed personnel in United Nations peace operations

5.35 In line with Security Council resolutions [1325 \(2000\)](#) and [2242 \(2015\)](#), the Uniformed Gender Parity Strategy, 2018–2028, sets out targets for increasing the number of female individual uniformed personnel deployed as military observers and staff officers in United Nations peace operations by 2028. Women peacekeepers can contribute to United Nations peace operations through their interaction with women and girls in local communities, including by gathering community-based information, and can reduce the risk of sexual exploitation and abuse. With a baseline of 15 per cent participation in 2018, the subprogramme set a target of an additional 1 per cent increase per year until 2028. The subprogramme engaged actively with Member States and force headquarters in field missions to increase the number of female peacekeepers. As a result, the representation of female individual uniformed personnel exceeded the target of 18 per cent in 2021.

5.36 Progress towards the objective is presented in the performance measure below (see figure 5.II).

Figure 5.II
Performance measure: female individual uniformed personnel in United Nations peace operations

(Percentage)



Planned results for 2023

Result 1: added safety for peacekeepers through improved management of weapons and ammunition

Programme performance in 2021 and target for 2023

- 5.37 The subprogramme's work contributed to improvement in the management of weapons and ammunition by military components in United Nations peacekeeping operations through the use of specialized training materials and enhancement of the knowledge and capacity of ammunition technical officers to implement new standards, which met the planned target.
- 5.38 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.6).

Table 5.6
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Two guidance materials are in use by peacekeeping operations (weapons and ammunition policy and standard operating procedures on the loss of weapons and ammunition)	The manual on ammunition management is in use by peacekeeping operations	Specialized training materials on weapons and ammunition management are in use by peacekeeping operations and knowledge and capacity of ammunition technical officers to implement new standards is enhanced	Weapons and ammunition management in peacekeeping operations is facilitated by revised policy and training	Enhanced standard of weapons and ammunition management in peacekeeping operations

Result 2: enhanced management of the performance of military components in United Nations peacekeeping operations

Programme performance in 2021 and target for 2023

- 5.39 The subprogramme's work contributed to eight peacekeeping operations piloting the military unit evaluation tool for infantry battalion and quick reaction force units, which met the planned target.
- 5.40 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.7).

Table 5.7
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Initial mechanism to assess the performance of military units in place	Initial mechanism to assess the performance of military units in place	8 peacekeeping missions pilot the military unit evaluation tool for infantry battalion and quick reaction force units	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	All peacekeeping operations use the military unit evaluation tool (for all units for which standards have been promulgated) All peacekeeping operations use the force and sector headquarters evaluation tool Initial mechanism to assess the performance of individually deployed military personnel in place

Result 3: enhanced preparedness of military units in the Peacekeeping Capability Readiness System

Proposed programme plan for 2023

- 5.41 The subprogramme has been working to further enhance rapid force generation through the Peacekeeping Capability Readiness System, which contributes to the strengthening of engagements with Member States to deploy tailored and well-equipped military components to peacekeeping operations within 60 days of an invitation. The requirements and standards for deployment of military units are set in the statements of unit requirements.

Lessons learned and planned change

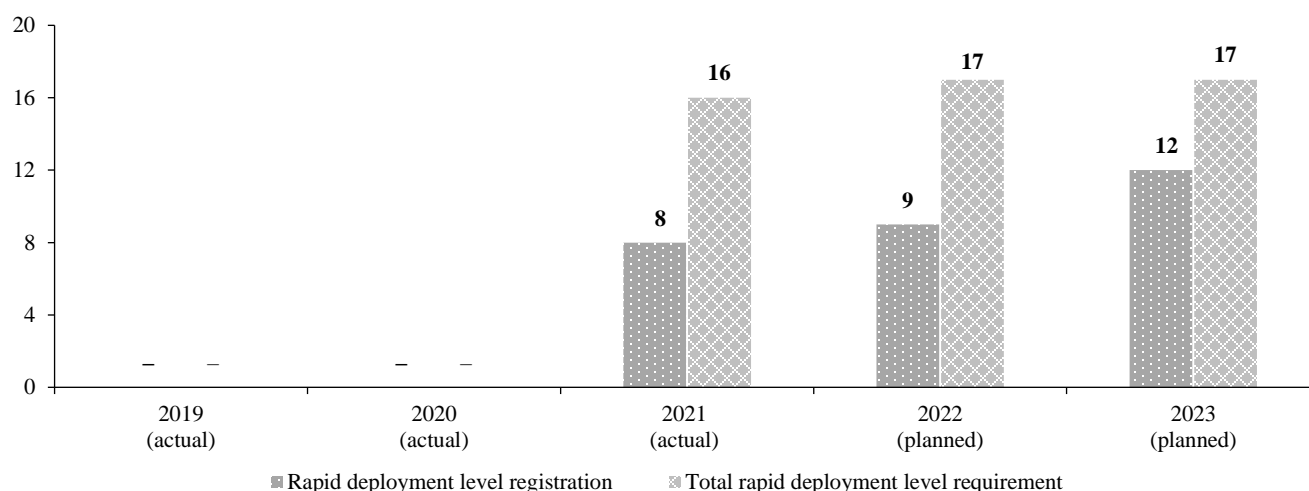
- 5.42 The lesson for the subprogramme was that the previous generic statements of unit requirements for the highest level of preparation and readiness, the rapid deployment level units, which were prepared in 2017, do not take into account the latest United Nations operational modalities, and therefore require further updating to enable a more mobile, flexible and technologically advanced force to fulfil the current demands of peacekeeping operations. In applying the lesson, the subprogramme, with the support of Member States, will revise the statements of unit requirements in line with the updated versions of the United Nations military unit manuals to encourage troop-contributing countries to effectively fill the gaps in the Peacekeeping Capability Readiness System.

5.43 Expected progress towards the objective is presented in the performance measure below (see figure 5.III).

Figure 5.III

Performance measure: military units at the rapid deployment level in the Peacekeeping Capability Readiness System

(Number of units)



Deliverables

5.44 Table 5.8 lists all deliverables of the subprogramme.

Table 5.8

Subprogramme 2: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	164	182	178	182
Training events:				
1. With senior military personnel for predeployment induction and post-appointment briefings and intensive orientation	48	25	44	40
2. For command-post exercises for force headquarters	13	26	25	25
3. On the development, revision and implementation of new military policies and guidance materials	25	34	25	25
4. To mainstream a gender perspective for military components of peacekeeping operations	25	20	25	25
5. 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)	25	30	35	35
6. On peacekeeping intelligence	24	37	24	24
7. On the management of weapons and ammunition	4	10	–	–
8. For evaluators on the operational performance reporting tool	–	–	–	8

Section 5 Peacekeeping operations

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
Technical materials (number of materials)	93	125	106	116
9. On significant operational developments in peacekeeping operations and on evolving conflict areas	40	43	40	40
10. On force headquarters evaluation	–	–	2	2
11. For new or significantly adjusted peacekeeping operations (strategic military plans)	4	7	6	6
12. On threat assessments reports	13	9	12	12
13. On operational requirements and troop-contributing country capabilities and recommendations prepared after predeployment, assessment and operational advisory visits	20	44	20	20
14. On military skills validation training	–	7	10	10
15. On the deployment of military forces, observers and headquarters staff	12	12	12	12
16. On the military components of peacekeeping operations (policies, guidance materials and standard operating procedures)	4	3	4	4
17. On military performance evaluation standards (scoresheets) for infantry units	–	–	–	6
18. On mid- to long-term requirements and on existing capability gaps	–	–	–	4

C. Substantive deliverables

Consultation, advice and advocacy: briefings to approximately 120 troop-contributing countries and the 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 a key nucleus of military staff/support team of up to 14 seconded military officers for possible deployment to new and existing missions for up to 90 days.

Databases and substantive digital materials: 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

- 5.45 The objective, to which this 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

- 5.46 To contribute to the objective, the subprogramme will provide advisory and operational support to peacekeeping operations and special political missions, and where otherwise authorized or requested by Member States. Specifically, the subprogramme will:
- Assist host States in the reform, restructuring and development of their police and other law enforcement institutions, provide operational support and, in rare circumstances, assume interim policing functions in line with the Strategic Guidance Framework for International Policing;
 - Support nationally led efforts to ensure accountability for crimes that fuel armed conflict, in particular those perpetrated against civilians, and crimes committed against United Nations personnel in peacekeeping operations and special political missions, strengthen prison security

and management, re-establish the host State's justice and corrections institutions and engage in trust-building initiatives;

- (c) Support the planning, design and evaluation of processes that remove weapons and individuals from armed groups and facilitate the reintegration of ex-combatants and elements associated with armed groups into society as civilians, and identify and formulate relevant lessons learned and guidance;
- (d) Provide strategic advice on security sector reform and governance and coordinate system-wide efforts to design and implement country-specific assistance, collect lessons learned and develop specialized guidance, while also leveraging partnerships;
- (e) Manage mine action programmes to mitigate explosive threats, train United Nations personnel and enhance national explosive ordnance disposal capacities;
- (f) Rapidly deploy specialist capacities in all the above-mentioned areas;
- (g) Identify and analyse challenges posed by the pandemic in the national rule of law and security sectors and develop and contribute to the implementation of guidance and tools to address them;
- (h) Mainstream support on COVID-19-related issues to national and local responses in policing, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action programmes, where possible.

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

- (a) More effective and accountable security and justice institutions in countries receiving assistance, including increased accountability for crimes that fuel conflict and for crimes committed against United Nations personnel in peacekeeping operations and special political missions;
- (b) Reduced threats posed by armed groups and explosive hazards;
- (c) Sustainable peace and the prevention of armed conflict;
- (d) Mitigation of risks affecting the services of national and local rule of law and security institutions;
- (e) 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 2021

Rule of law institutions needs met in the context of the pandemic

5.48 Despite COVID-19-related challenges, the subprogramme continued rapid deployment of rule of law and security institutions experts to assist United Nations peace operations and host countries. In addition to the Standing Police Capacity and the Justice and Corrections Standing Capacity, the subprogramme established standing capacities for disarmament, demobilization and reintegration and security sector reform and governance in 2019 and 2021, respectively, to increase responsive capacity and enable delivery of support to field operations and national authorities in conflict and post-conflict situations. In 2021, the standing capacity for security sector reform, jointly with the Standing Police Capacity, contributed to the finalization of the United Nations joint police reform support programme in the Democratic Republic of the Congo and assisted with the formulation of a new joint rule of law strategy in Somalia. The standing capacity for disarmament, demobilization and reintegration continued implementation of community violence reduction initiatives.

5.49 Progress towards the objective is presented in the performance measure below (see table 5.9).

Table 5.9
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
—	—	<p>Formulation of a new joint rule of law strategy in Somalia</p> <p>Finalization of the United Nations joint police reform support programme in the Democratic Republic of the Congo</p> <p>Improved capacity of prison authorities of the Central African Republic to classify and house prisoners based on security risk levels</p> <p>Improved performance of national criminal justice institutions in South Sudan to respond to serious crimes in priority geographic areas</p> <p>An assessment of the national judicial response to conflict-related sexual violence cases to enable prioritization by national authorities of prosecutions for war crimes and crimes against humanity in the Democratic Republic of the Congo</p>

Planned results for 2023

Result 1: increased awareness by Member States of specialized conflict prevention support provided by the subprogramme

Programme performance in 2021 and target for 2023

- 5.50 The subprogramme's work contributed to increased awareness of available services and modalities and led to eight Member States receiving specialized support, including on improvised explosive device threat mitigation and prevention of sexual and gender-based violence, which exceeded the planned target of at least two Member States receiving specialized support.
- 5.51 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.10).

Table 5.10
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Member States lack awareness of the conflict prevention support provided by the subprogramme and of how to request it	Increased 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	8 Member States received specialized support from the subprogramme as a result of increased awareness of available services and modalities	An additional 2 Member States receive specialized support from the subprogramme as a result of increased awareness of available services and modalities	An additional 2 Member States receive specialized support from the subprogramme as a result of increased awareness of available services and modalities

Result 2: increased capacity of States hosting United Nations peace operations to strengthen the rule of law and security institutions

Programme performance in 2021 and target for 2023

- 5.52 The subprogramme's work contributed to the finalization of the joint transition plan between MONUSCO and the Government of the Democratic Republic of the Congo, implementation of the National Congolese Police Reform Action Plan 2020–2024 and improved access to justice and legal protections through prosecution support cells, which met the planned target.
- 5.53 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.11).

Table 5.11
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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)	Finalization of the joint transition plan between MONUSCO and the Government of the Democratic Republic of the Congo, implementation of the National Congolese Police Reform Action Plan 2020–2024 and improved access to justice and legal protections through prosecution support cells	States in transition hosting peacekeeping operations receive enhanced programmatic transition support in the area of rule of law and security institutions	States in transition hosting peacekeeping operations continue to receive enhanced programmatic transition support in the area of rule of law and security institutions

Result 3: enhanced accountability for crimes against United Nations personnel in peacekeeping operations and special political missions

Proposed programme plan for 2023

- 5.54 In its resolution [2589 \(2021\)](#), the Security Council called for specific measures to ensure accountability for crimes against peacekeepers. Overall, 1,082 personnel serving in missions have been killed as result of malicious acts since 1948, including 242 peacekeepers from the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and MONUSCO since 2013, accounting for 80 per cent of all such casualties for the period. Significant progress has been made since 2018 to ensure accountability for such crimes, with an increase in the number of alleged perpetrators identified and detained, an increase in the percentage of cases with confirmed national investigations and a number of convictions in the Central African Republic, the Democratic Republic of the Congo, Lebanon and Mali.

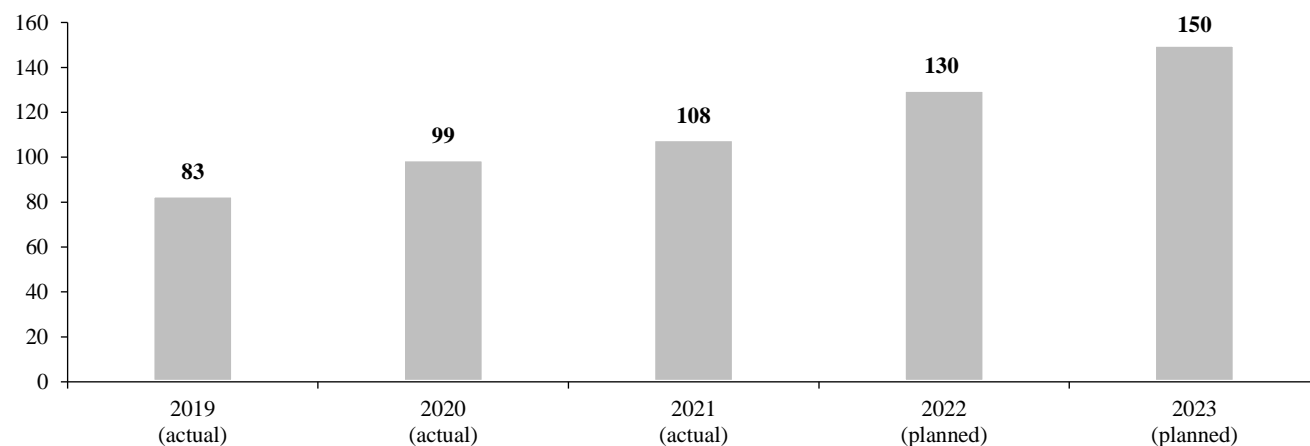
Lessons learned and planned change

- 5.55 The lesson for the subprogramme was to focus on both the political and the operational aspects of supporting national authorities in their efforts to bring to justice the perpetrators of such crimes. In applying the lesson, the subprogramme will support the implementation of Security Council resolution [2589 \(2021\)](#) through enhanced support to host countries for the investigation and prosecution of cases, including through enhanced implementation of standard operating procedures and development of a comprehensive online database to monitor cases related to the killing of, and all acts of violence against, United Nations personnel serving in peacekeeping operations, and will undertake political advocacy, establish a group of friends and develop public information initiatives.
- 5.56 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 5.IV).

Figure 5.IV

Performance measure: confirmed investigative measures in MINUSCA, MINUSMA and MONUSCO as of October of each year (cumulative)

(Number of measures)



Deliverables

- 5.57 Table 5.12 lists all deliverables of the subprogramme.

Table 5.12

Subprogramme 3: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	17	18	18	22
Briefings to Member States on:				
1. Mission/field- and police-specific issues	13	13	14	14
2. Mine action matters	4	5	4	4
3. Accountability for crimes against United Nations personnel in peacekeeping operations and special political missions	—	—	—	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	24	45	33	42
4. On police thematic expertise, including on planning and police reform to missions/the field	3	3	3	3
5. On police requirements and capacity and resource needs (predeployment visits to Member States)	5	5	5	5
6. For the development and management of programmes in support of justice and corrections systems	2	2	2	2
7. On mine action (technical and advisory support to field missions and Member States for design of mine action field programmes and oversight)	3	14	3	8
8. On deployment of humanitarian mine action assets	1	2	1	1
9. On risk education in mine action programmes	5	14	14	14
10. On security sector reform policies and strategies	3	3	3	2
11. On disarmament, demobilization and reintegration and community violence reduction	2	2	2	2
12. On accountability for crimes against United Nations personnel in peacekeeping operations and special political missions	—	—	—	5
Seminars, workshops and training events (number of days)	63	63	63	73
13. Seminars on the national selection mechanisms for the readiness, deployment and training of individual police personnel and units	47	47	47	47
14. Training for future heads of police components	6	6	6	6
15. Training/workshops on justice and corrections practices, including predeployment training for corrections officers	10	10	10	10
16. Training/workshops on the investigation and prosecution of crimes against United Nations personnel in peacekeeping operations and special political missions	—	—	—	10
Publications (number of publications)	1	1	1	1
17. Multi-donor report on activities of the Mine Action Service	1	1	1	1
Technical materials (number of materials)	20	22	23	22
18. On disarmament, demobilization and reintegration and community violence reduction	3	3	3	3
19. On the implementation of disarmament, demobilization and reintegration and community violence reduction	2	3	4	4
20. On strategic police capability, police operational plans, standard operating procedures and concepts of operation for police components	6	6	6	6
21. On policing for police-contributing countries, United Nations police and national authorities	4	4	4	4
22. To strengthen assistance in justice and corrections areas	1	1	1	1

Section 5 Peacekeeping operations

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
23. On security sector reform, including defence sector reform, to strengthen assistance to national security sector reform processes	3	3	3	2
24. On issues related to mine action	1	2	2	2
25. On the prevention, investigation and prosecution of serious crimes against United Nations personnel in peacekeeping operations and special political missions	–	–	–	2

C. Substantive deliverables

Consultation, advice and advocacy: consultations with and advice to 22 Member States to strengthen the capacities of national police services and other law enforcement entities; consultations with 47 Member State groupings, regional organizations and specialized institutions on policing; 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; policy and technical advice to 20 Member States to build the capacity of national authorities and local partners on mine action; technical advice to Member States on weapons and ammunition management and improvised explosive device threat mitigation; advice to facilitate consensus-building on security sector reform options and modalities in “sustaining peace” contexts; consultations and advice to mobilize coordinated and integrated Member State and related partner support for national justice and corrections efforts; consultations with and advice to 25 Member States on issues related to the implementation of Security Council resolution 2589 (2021) on accountability for crimes against peacekeepers, as well as accountability for crimes against United Nations personnel in special political missions.

Databases and substantive digital materials: pledged formed police units registered in the Peacekeeping Capability Readiness System and other personnel matters in the computerized human resources system; online database on accountability for crimes against peacekeepers.

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

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

Strategy

- 5.59 To contribute to the objective, the subprogramme will:
- (a) 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 and the subsequent Action for Peacekeeping Plus initiative launched in 2021;
 - (b) Support peacekeeping operations in the implementation of the Comprehensive Planning and Performance Assessment System;
 - (c) 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;
 - (d) 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;

- (e) Build the capacity of policy and best practices officers and focal points in field missions through advice, coordination and training, and continue to strengthen systems and infrastructure for knowledge management by increasing the quality and number of relevant documents available to users in field missions;
- (f) Support Member States that are contributing uniformed personnel through expanded partnerships with national and regional training institutions and partners for the delivery of predeployment training and train-the-trainer courses and the development and delivery of training materials for predeployment preparations;
- (g) Provide civilian predeployment training and leadership and management training for all mission components and backstop missions in the delivery of in-mission training through train-the-trainer courses in operational and support skills;
- (h) Use a learning management system accessible by Member States to host courses, enable the registration of participants, deliver online elements of programmes and enable testing ahead of face-to-face course sessions.

5.60 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) 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 consistently trained uniformed and civilian leaders, contingents and individuals.

Programme performance in 2021

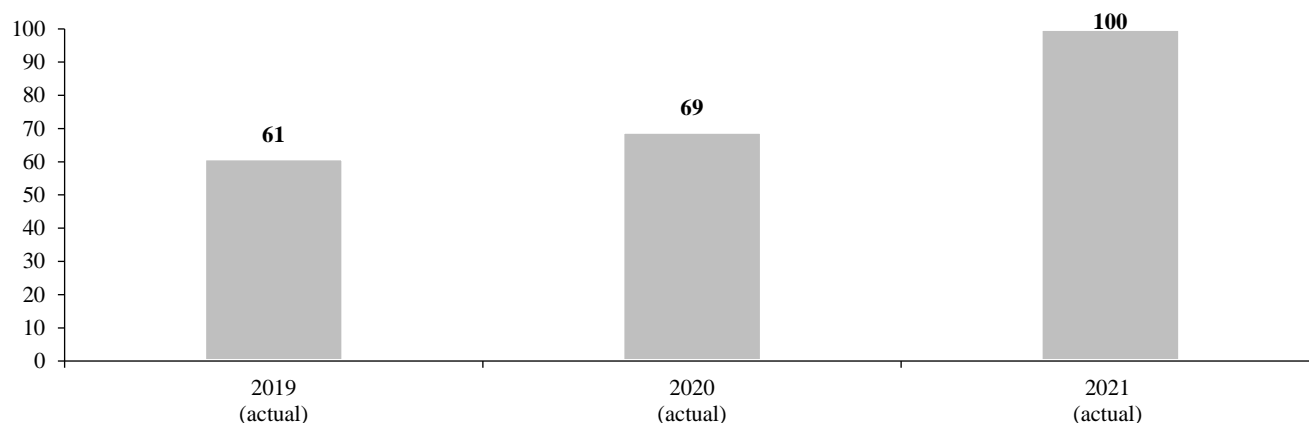
Peacekeeping operations implemented the Comprehensive Planning and Performance Assessment System

- 5.61 The subprogramme has continued the work related to the evaluation of the performance of peacekeeping missions, which is aimed at strengthening the effectiveness of missions, including through the implementation of the Comprehensive Planning and Performance Assessment System, which enables peacekeeping operations to systematically assess their operating environment, develop an integrated plan for mandate implementation and assess progress and performance over time using data and analysis. This work informs future plans and helps in the formulation of recommendations to decision makers and mission leadership. The methodology enables missions to respond quickly to changes in the local context and adapt operations, as required. Since the implementation of the System in all peacekeeping operations in 2021, peacekeeping missions have started using it for briefings to the Security Council with visualized data and analysis and for transition planning and monitoring. Based on feedback from peacekeeping operations, the subprogramme streamlined the methodology, migrated the information technology platform to a more secure, integrated and faster infrastructure and developed automated reports that can be tailored to individual missions' needs, including a recommendations tracker that allows for the monitoring of implementation. Using data generated in the System, the subprogramme has started to identify successful approaches and systemic challenges in common mandated areas across missions.
- 5.62 Progress towards the objective is presented in the performance measure below (see figure 5.V).

Figure 5.V

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

(Percentage)

**Planned results for 2023****Result 1: United Nations police personnel skills training adapted to contemporary requirements****Programme performance in 2021 and target for 2023**

- 5.63 The subprogramme's work contributed to the training of 24 police-contributing Member States, enabling them to build self-sustaining national capacity and deliver foundational predeployment training to individual police personnel who could be deployed to United Nations operations, which did not meet the planned target of a minimum of 43 police-contributing Member States. The target was not met because COVID-19 restrictions affected training activities.
- 5.64 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.13).

Table 5.13

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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	24 police-contributing Member States received training enabling them to build self-sustaining national capacity and deliver foundational predeployment training to individual police personnel who could be deployed to United Nations operations	Police training centres in 43 police-contributing countries have the capacity to provide foundational or specialist predeployment training courses to police personnel who could be deployed to United Nations operations	Police training centres in 43 police-contributing countries have the capacity to provide foundational or specialist predeployment training courses to police personnel who could be deployed to United Nations operations

Result 2: improved understanding of the performance of units deployed by troop- and police-contributing countries

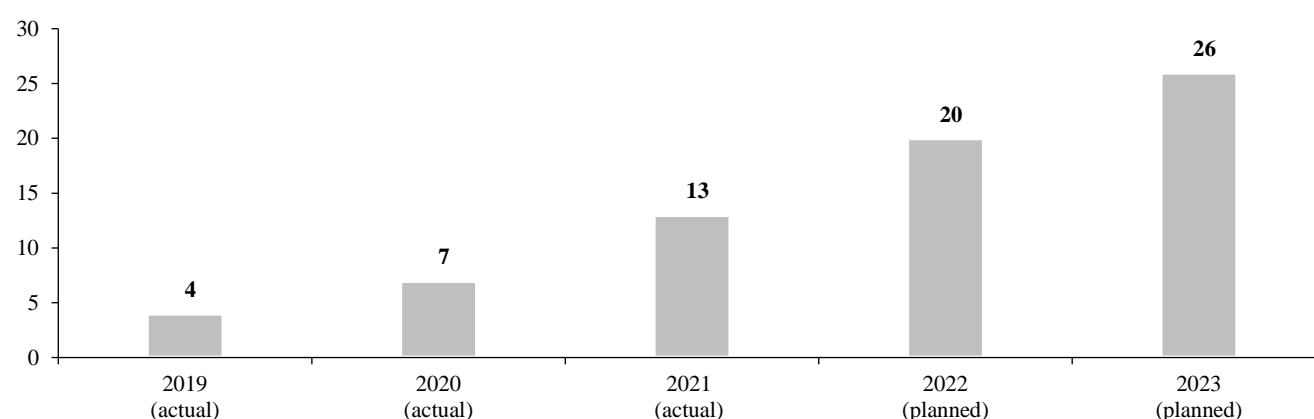
Programme performance in 2021 and target for 2023

- 5.65 The subprogramme's work contributed to the enhanced understanding of 13 troop- and police-contributing countries of the performance of their units, which met the planned target.
- 5.66 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 5.VI).

Figure 5.VI

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

(Number of countries)



Result 3: improved access to and understanding of knowledge and guidance materials by United Nations peacekeeping personnel

Proposed programme plan for 2023

- 5.67 The development of guidance and best practice materials is important for the professionalization of peacekeeping. Such materials outline standards for the implementation of mandated tasks, respond to changes in the operational environment and standardize mission processes for greater efficiency and effectiveness. The subprogramme has created over 400 guidance materials over the past decade and aims to improve access and understanding of knowledge and guidance materials by making them available in different formats.

Lessons learned and planned change

- 5.68 The lesson for the subprogramme was the need to strengthen the access to and utility of peacekeeping guidance to enable its effective implementation, taking into account the varied needs and capacities of diverse peacekeeping personnel. In applying the lesson, the subprogramme will tailor the content and format of materials to the needs of different categories of peacekeeping personnel and target distribution to those who need the material. The subprogramme will strengthen its policy and practice database using multimedia formats, including webinars, podcasts and videos, to enhance the uptake and implementation of guidance.
- 5.69 Expected progress towards the objective is presented in the performance measure below (see table 5.14).

Table 5.14
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	Peacekeeping personnel have access to guidance webinars	Peacekeeping personnel have access to the multimedia page on the policy and practice database	Improved access to and understanding of guidance by peacekeeping personnel through the “Policy meets practice” podcast series and guidance and best practice webinars	Improved access to and understanding of guidance by peacekeeping personnel through multimedia guidance and best practice

Deliverables

5.70 Table 5.15 lists all deliverables of the subprogramme.

Table 5.15
Subprogramme 4: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
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	35	38	38
2. Meetings of the Special Committee on Peacekeeping Operations	34	31	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)	7	5	7	5
4. In the areas of protection of civilians, child protection, civil affairs, conflict-related sexual violence, policy planning, partnerships and force generation	7	5	7	5
Seminars, workshops and training events (number of days)	488	383	421	422
5. Workshops for the provision of strategic guidance, training-of-trainers and assistance in curriculum development and delivery, training methodology, materials and training gap identification to Member States, regional peacekeeping training and policy institutions, and field missions	419	342	365	365
6. Training events on leadership, management and administration for senior civilian and uniformed personnel from field missions and supporting offices, Member States and regional organizations	53	26	45	45
7. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	10	14	10	11
8. Workshops for the European Union and its Member States on a rotational system in support of United Nations peacekeeping operations	6	1	1	1

Part II Political affairs

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
Technical materials (number of materials)	38	39	38	38
9. On all aspects of peacekeeping for Member States and field missions (policy papers, standard operating procedures, technical reports, lessons learned reports, training materials)	34	35	34	34
10. 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 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: the Comprehensive Planning and Performance Assessment System, the Peacekeeping Capability Readiness System, the troop- and police-contributing countries 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 for 15,000 staff; training newsletters for approximately 120 troop- and police-contributing countries and their training institutions; specialist newsletters on child protection for at least 200 experts from Member States and international organizations.				

B. Proposed post and non-post resource requirements for 2023

Overview

5.71 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 5.16 to 5.18.

Table 5.16

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	5 276.5	5 518.5	—	—	—	—	—	5 518.5
Other staff costs	69.5	58.9	—	—	—	—	—	58.9
Hospitality	—	1.5	—	—	—	—	—	1.5
Travel of staff	33.0	24.9	—	—	—	—	—	24.9
Contractual services	150.8	136.0	—	—	—	—	—	136.0
General operating expenses	61.6	75.2	—	—	—	—	—	75.2
Supplies and materials	2.2	52.8	—	—	—	—	—	52.8
Furniture and equipment	46.6	—	—	—	—	—	—	—
Total	5 640.2	5 867.8	—	—	—	—	—	5 867.8

Table 5.17

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2, 9 GS (OL)
Post changes	—	
Proposed for 2023	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2, 9 GS (OL)

Table 5.18

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2023 proposed
	2022 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	3	—	—	—	—	3
D-2	4	—	—	—	—	4
D-1	4	—	—	—	—	4

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

Part II Political affairs

Category and grade	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
P-5	3	—	—	—	—	3
P-3	1	—	—	—	—	1
P-2/1	2	—	—	—	—	2
Subtotal	18	—	—	—	—	18
General Service and related						
GS (OL)	9	—	—	—	—	9
Subtotal	9	—	—	—	—	9
Total	27	—	—	—	—	27

5.72 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 5.19 to 5.21 and figure 5.VII.

5.73 As reflected in tables 5.19 (1) and 5.20 (1), the overall resources proposed for 2023 amount to \$5,867,800 before recosting, reflecting no change in resource level compared with the appropriation for 2022. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.19

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

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2021 expenditure	2022 appropriation	Changes				2023 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total		Percentage
A. Executive direction and management	855.4	710.3	—	—	—	—	—	710.3
B. Programme of work								
1. Operations	2 600.3	3 095.3	—	—	—	—	—	3 095.3
2. Military	620.6	504.6	—	—	—	—	—	504.6
3. Rule of law and security institutions	851.7	841.0	—	—	—	—	—	841.0
4. Policy, evaluation and training	391.8	393.7	—	—	—	—	—	393.7
Subtotal, B	4 464.4	4 834.6	—	—	—	—	—	4 834.6
C. Programme support	320.4	322.9	—	—	—	—	—	322.9
Subtotal, 1	5 640.2	5 867.8	—	—	—	—	—	5 867.8

Section 5 Peacekeeping operations
(2) Other assessed

<i>Component/subprogramme</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2023 estimate</i>
A. Executive direction and management	13 568.7	13 686.8	294.6	2.2	13 981.4
B. Programme of work					
1. Operations	10 249.0	11 768.3	245.7	2.1	12 014.0
2. Military	31 657.6	26 392.8	752.0	2.8	27 144.8
3. Rule of law and security institutions	22 242.9	22 041.2	602.8	2.7	22 644.0
4. Policy, evaluation and training	13 487.8	13 290.9	233.1	1.8	13 524.0
Subtotal, B	77,637.3	73 493.2	1 833.6	2.4	75 326.8
C. Programme support	2 828.2	3 087.7	179.7	5.8	3 267.4
Subtotal, 2	94 034.2	90 267.7	2 307.9	2.6	92 575.6

(3) Extrabudgetary

<i>Component/subprogramme</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2023 estimate</i>
A. Executive direction and management	5 195.3	5 354.6	—	—	5 354.6
B. Programme of work					
1. Operations	67.1	—	—	—	—
2. Military	986.6	1 195.2	—	—	1 195.2
3. Rule of law and security institutions	44 440.6	47 329.0	—	—	47 329.0
4. Policy, evaluation and training	6 249.3	6 780.3	—	—	6 780.3
Subtotal, B	51 743.6	55 304.5	—	—	55 304.5
C. Programme support	1 056.2	1 121.7	—	—	1 121.7
Subtotal, 3	57 995.1	61 780.8	—	—	61 780.8
Total	157 669.5	157 916.3	2 307.9	1.5	160 224.2

Table 5.20

Overall: proposed posts for 2023 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

<i>Component/subprogramme</i>	<i>2022 approved</i>	<i>Changes</i>				<i>2023 proposed</i>
		<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	
A. Executive direction and management	3	—	—	—	—	3

Part II Political affairs

Component/subprogramme	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
B. Programme of work						
1. Operations	15	—	—	—	—	15
2. Military	3	—	—	—	—	3
3. Rule of law and security institutions	3	—	—	—	—	3
4. Policy, evaluation and training	3	—	—	—	—	3
Subtotal, B	24	—	—	—	—	24
Subtotal, 1	27	—	—	—	—	27

(2) *Other assessed^a*

Component/subprogramme	2022 estimate	Change	2023 estimate
A. Executive direction and management	72	—	72
B. Programme of work			
1. Operations	59	—	59
2. Military	127	—	127
3. Rule of law and security institutions	106	2	108
4. Policy, evaluation and training	57	—	57
Subtotal, B	349	2	351
C. Programme support	6	1	7
Subtotal, 2	427	3	430

^a Excludes positions funded under general temporary assistance.

(3) *Extrabudgetary*

Component/subprogramme	2022 estimate	Change	2023 estimate
A. Executive direction and management	12	—	12
B. Programme of work			
1. Operations	—	—	—
2. Military	1	—	1
3. Rule of law and security institutions	45	—	45
4. Policy, evaluation and training	16	—	16
Subtotal, B	62	—	62

Section 5 Peacekeeping operations

Component/subprogramme	2022 estimate	Change	2023 estimate
C. Programme support	7	—	7
Subtotal, 3	81	—	81
Total	535	3	538

Table 5.21

Overall: evolution of financial and post resources

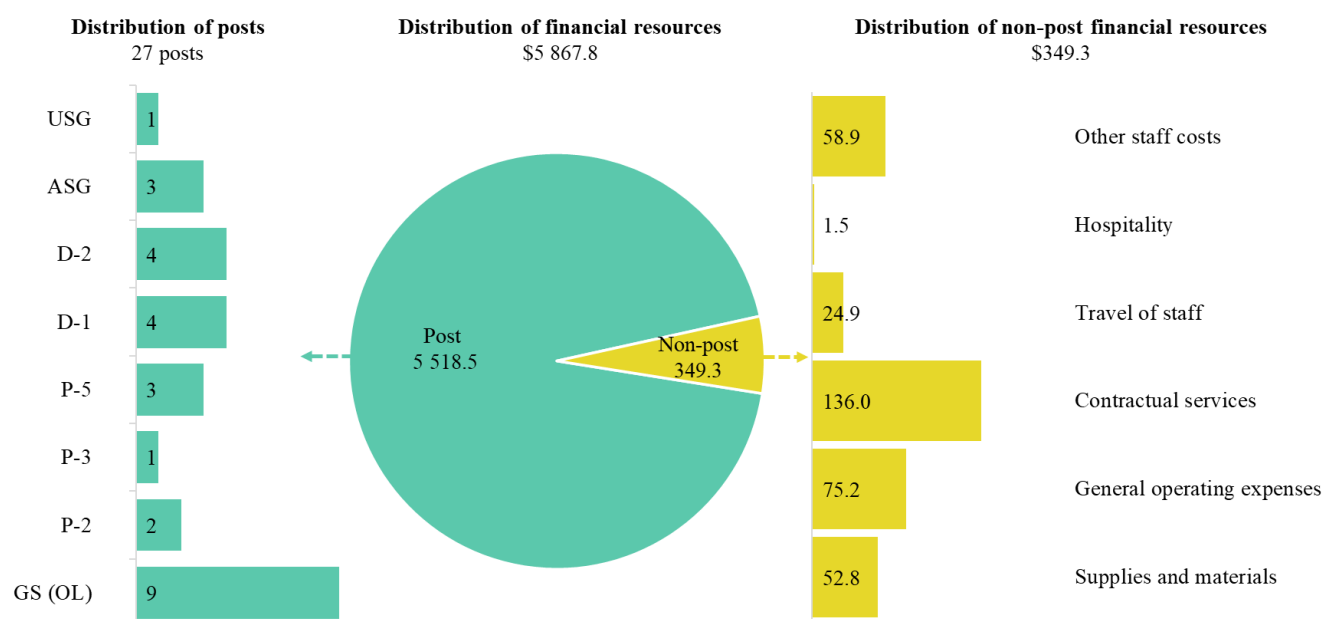
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 276.5	5 518.5	—	—	—	—	—	5 518.5
Non-post	363.7	349.3	—	—	—	—	—	349.3
Total	5 640.2	5 867.8	—	—	—	—	—	5 867.8
Post resources by category								
Professional and higher		18	—	—	—	—	—	18
General Service and related		9	—	—	—	—	—	9
Total		27	—	—	—	—	—	27

Figure 5.VII

Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 5.74 As reflected in tables 5.19 (2) and 5.20 (2), the Department of Peace Operations expects to continue to be funded from other assessed resources. In 2023, other assessed resources are estimated at \$92,575,600 and would provide for 430 posts, as presented in table 5.20 (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 57.7 per cent of the total resources for the Department and reflect an increase of \$2,307,900, or 2.6 per cent, compared with the estimates for 2022. Further details on the resource changes are reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations ([A/76/725](#)).
- 5.75 As reflected in tables 5.19 (3) and 5.20 (3), the Department of Peace Operations expects to receive extrabudgetary resources. In 2023, extrabudgetary resources are estimated at \$61,780,800, and would provide for 81 posts, as presented in table 5.20 (3). Post and non-post resources would mainly provide for the United Nations mine action programme, the implementation of the Action for Peacekeeping initiative, the strengthening of peacekeeping strategic partnerships, the implementation of women and peace and security priorities and the training-of-trainers programme. Extrabudgetary resources represent 38.6 per cent of the total resources for the Department.
- 5.76 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

- 5.77 The executive direction and management component comprises the Office of the Under-Secretary-General, 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.
- 5.78 The overall responsibilities of the executive direction and management component include the following functions:
- (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 members of the Security Council, as well as troop- and police-contributing countries and countries providing financial support, in the implementation of the Security Council mandates;
 - (e) To support peacekeeping operations.
- 5.79 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 providing operational and technical backstopping of peacekeeping operations.
- 5.80 The Integrated Assessment and Planning Unit provides strengthened analysis and planning processes at Headquarters and in the missions, including related guidance and training.

- 5.81 The Office of the Director for Peacekeeping Strategic Partnership has the overall responsibility for undertaking General Assembly-mandated reviews of peacekeeping operations and oversees the cross-departmental working groups established to address the issues identified.
- 5.82 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.
- 5.83 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. The Department will continue to rely on electronic record-keeping and communications in order to reduce printing, paper-based filing and the use of photocopy paper. The Department also plans to improve electronic waste management to facilitate the environmentally friendly disposal of such waste.
- 5.84 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 5.22. The Department has continued efforts to sensitize staff, through various forms of communication, to the importance of early planning for travel and complying with the advance purchase policy. Managers are required to implement preventive and corrective measures.

Table 5.22
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	88	65	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	37	49	40	100	100

- 5.85 The proposed regular budget resources for 2023 amount to \$710,300 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 5.23 and figure 5.VIII.

Table 5.23

Executive direction and management: evolution of financial and post resources

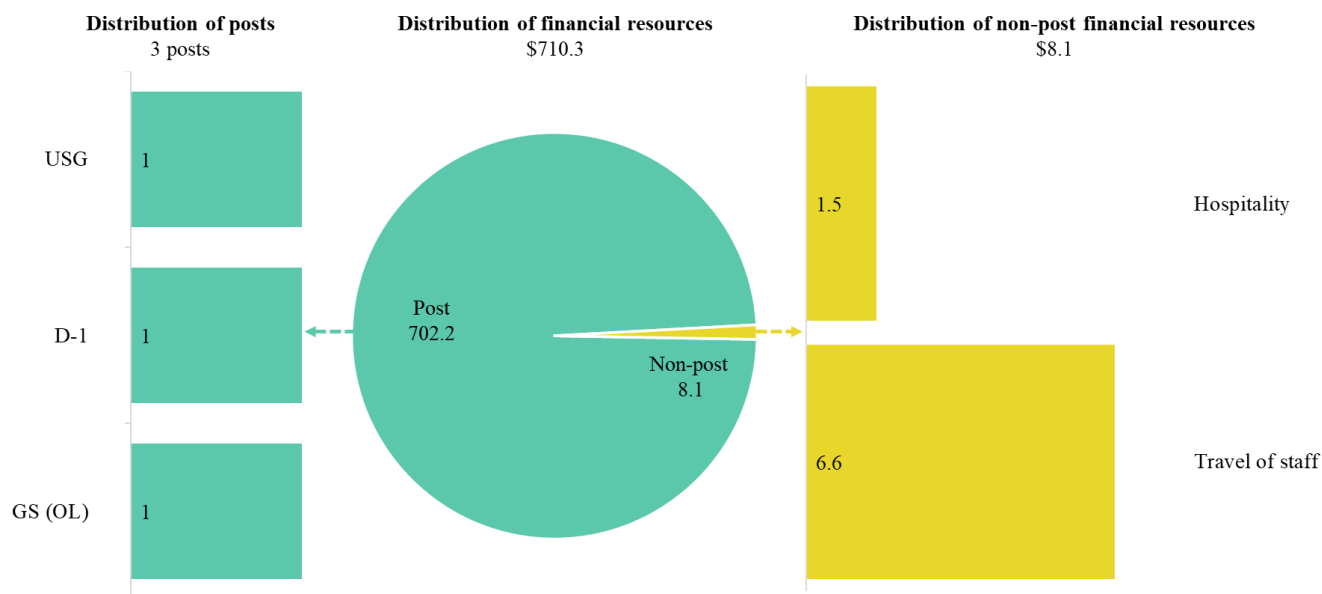
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)	
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	833.3	702.2	—	—	—	—	—	702.2	
Non-post	22.1	8.1	—	—	—	—	—	8.1	
Total	855.4	710.3	—	—	—	—	—	710.3	
Post resources by category									
Professional and higher		2	—	—	—	—	—	2	
General Service and related		1	—	—	—	—	—	1	
Total		3	—	—	—	—	—	3	

Figure 5.VIII

Executive direction and management: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)


Other assessed and extrabudgetary resources

- 5.86 Other assessed resources for executive direction and management are estimated at \$13,981,400 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. The proposed increase of \$294,600 relates to the updated standard salary costs, as reflected in the budget for the support account for peacekeeping operations ([A/76/725](#)).

- 5.87 Extrabudgetary resources for the component are estimated at \$5,354,600 and would provide for 12 posts (2 P-5, 9 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 Department's digital communication, the capacity of the Office for the Peacekeeping Strategic Partnership and the promotion of activities on women and peace and security.

Programme of work

Subprogramme 1 Operations

- 5.88 The proposed regular budget resources for 2023 amount to \$3,095,300 and reflect no change in resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 5.24 and figure 5.IX.

Table 5.24

Subprogramme 1: evolution of financial and post resources

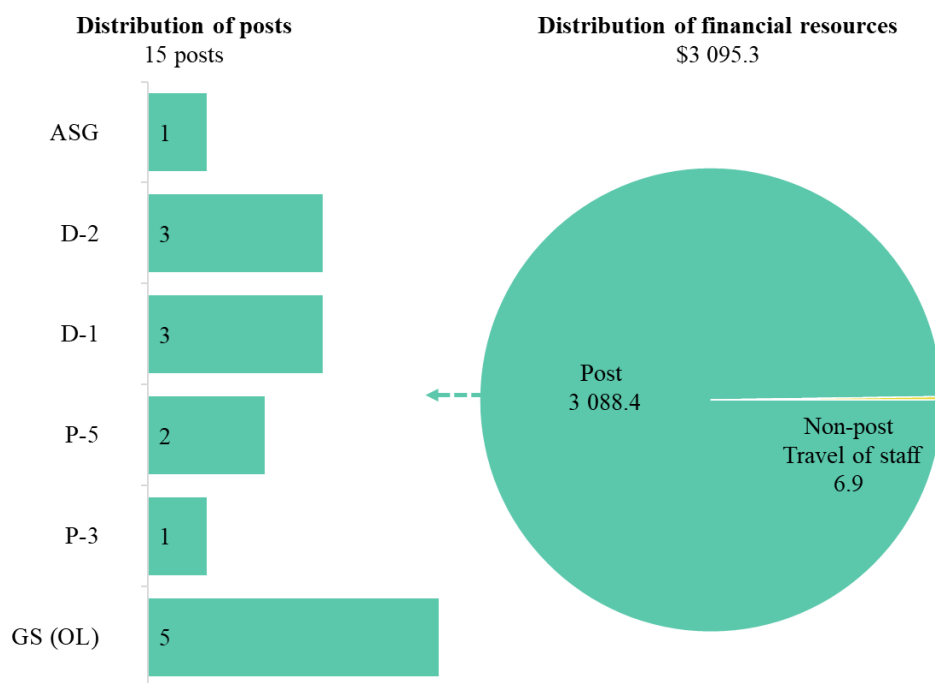
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 590.5	3 088.4	—	—	—	—	—	3 088.4
Non-post								
Travel of staff	9.7	6.9	—	—	—	—	—	6.9
Total	2 600.3	3 095.3	—	—	—	—	—	3 095.3
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		5	—	—	—	—	—	5
Total		15	—	—	—	—	—	15

Figure 5.IX

Subprogramme 1: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed resources

- 5.89 Other assessed resources for the subprogramme are estimated at \$12,014,000 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. The proposed increase of \$245,600 relates to the updated standard salary costs, as reflected in the budget for the support account for peacekeeping operations ([A/76/725](#)).

**Subprogramme 2
Military**

- 5.90 The proposed regular budget resources for 2023 amount to \$504,600 and reflect no change in resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 5.25 and figure 5.X.

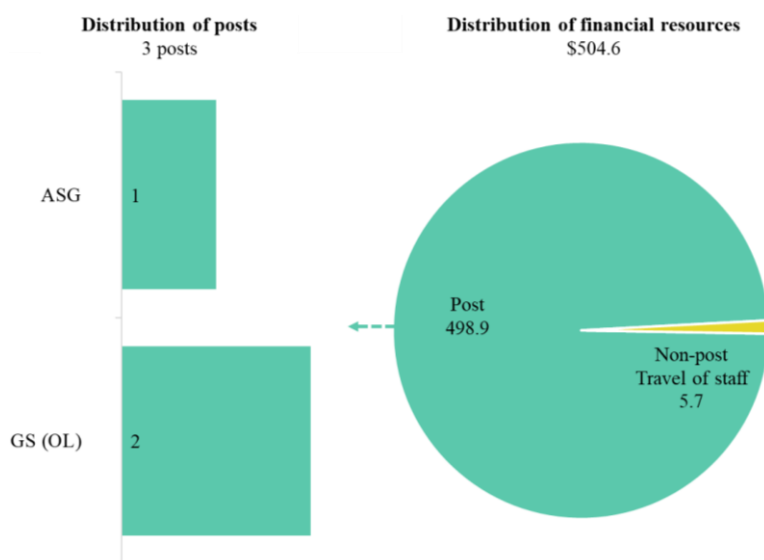
Table 5.25
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	615.0	498.9	—	—	—	—	—	498.9
Non-post								
Travel of staff	5.7	5.7	—	—	—	—	—	5.7
Total	620.6	504.6	—	—	—	—	—	504.6
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		2	—	—	—	—	—	2
Total		3	—	—	—	—	—	3

Figure 5.X
Subprogramme 2: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 5.91 Other assessed resources for the subprogramme are estimated at \$27,144,800 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; assessing potential threats to military operations; supporting, monitoring and guiding all military components in peacekeeping operations; developing relevant military policy and guidance documents; and maximizing military capability and its timely deployment to peacekeeping operations. The proposed increase of \$752,000 relates to the updated standard salary costs, as reflected in the budget for the support account for peacekeeping operations ([A/76/725](#)).

- 5.92 Extrabudgetary resources for the subprogramme are estimated at \$1,195,200 and would provide for one P-5 post, as well as non-post resources. The resources would support the operational advisory performance management system.

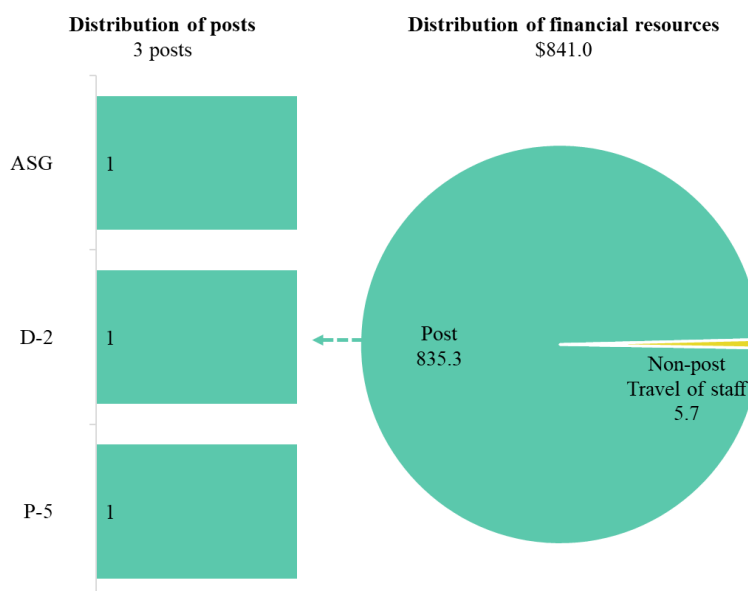
Subprogramme 3 Rule of law and security institutions

- 5.93 The proposed regular budget resources for 2023 amount to \$841,000 and reflect no change in resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 5.26 and figure 5.XI.

Table 5.26
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	845.8	835.3	—	—	—	—	—	835.3
Non-post								
Travel of staff	5.8	5.7	—	—	—	—	—	5.7
Total	851.6	841.0	—	—	—	—	—	841.0
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 5.XI
Subprogramme 3: distribution of proposed resources for 2023 (before recosting)
(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 5.94 Other assessed resources for the subprogramme are estimated at \$22,644,000 and would provide for 108 posts (1 D-2, 3 D-1, 9 P-5, 49 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. The proposed increase of \$602,800 relates to the updated standard salary costs, the increase of one post and the conversion of one general temporary assistance position to a post, as reflected in the budget for the support account for peacekeeping operations ([A/76/725](#)).
- 5.95 Extrabudgetary resources for the subprogramme are estimated at \$47,329,000 and would provide for 45 posts (1 D-1, 6 P-5, 15 P-4, 11 P-3, 1 P-2/1 and 11 General Service (Other level)), as well as non-post resources. The resources would support the Mine Action Service, the Global Focal Point for Rule of Law, effective weapons management in disarmament, demobilization and reintegration, the Police Division and security sector reform activities.

Subprogramme 4 Policy, evaluation and training

- 5.96 The proposed regular budget resources for 2023 amount to \$393,700 and reflect no change in resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 5.27 and figure 5.XII.

Table 5.27

Subprogramme 4: evolution of financial and post resources

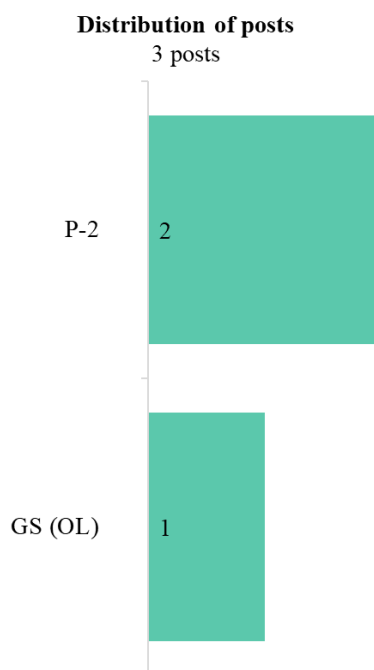
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	391.8	393.7	—	—	—	—	—	393.7
Total	391.8	393.7	—	—	—	—	—	393.7
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		1	—	—	—	—	—	1
Total		3	—	—	—	—	—	3

Figure 5.XII

Subprogramme 4: distribution of proposed resources for 2023 (before recosting)

(Number of posts)



Other assessed and extrabudgetary resources

- 5.97 Other assessed resources for the subprogramme are estimated at \$13,524,000 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. The proposed increase of \$233,100 relates to the updated standard salary costs, as reflected in the budget for the support account for peacekeeping operations ([A/76/725](#)).
- 5.98 Extrabudgetary resources for the subprogramme are estimated at \$6,780,300 and would provide for 16 posts (8 P-4, 6 P-3, 1 P-2/1 and 1 General Service (Other level)), as well as non-post resources. The resources would support the Strategic Force Generation Cell, the implementation of the Comprehensive Planning and Performance Assessment System, the prevention of conflict-related sexual violence, the training-of-trainers centre and the light coordination mechanism.

Programme support

- 5.99 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.
- 5.100 The proposed regular budget resources for 2023 amount to \$322,900 and reflect no change in resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 5.28 and figure 5.XIII.

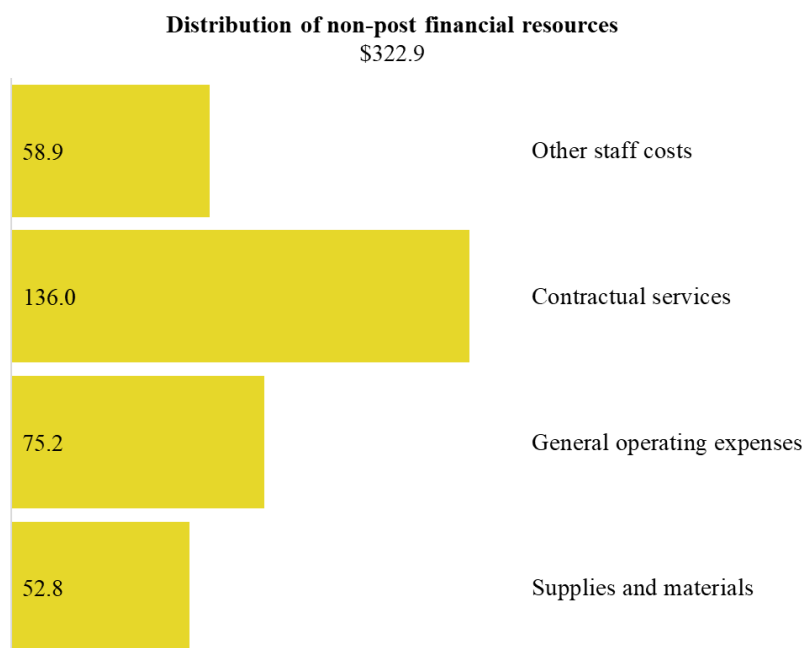
Table 5.28
Programme support: evolution of financial resources

(Thousands of United States dollars)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	320.4	322.9	—	—	—	—	—	322.9
Total	320.4	322.9	—	—	—	—	—	322.9

Figure 5.XIII
Programme support: distribution of proposed resources for 2023 (before recosting)

(Thousands of United States dollars)



Other assessed and extrabudgetary resources

- 5.101 Other assessed resources for the component are estimated at \$3,267,400 and would provide for seven posts (1 D-1, 1 P-4, 1 P-3, 1 P-2/1 and 3 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. The proposed increase of \$179,700 relates to the updated standard salary costs, the conversion of one general temporary assistance position to a post and additional requirements for general operating expenses, offset in part by a decrease under contractual services, as reflected in the budget for the support account for peacekeeping operations ([A/76/725](#)).
- 5.102 Extrabudgetary resources for the component are estimated at \$1,121,700 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

Since its establishment, the United Nations Truce Supervision Organization (UNTSO) has witnessed dramatic changes in its area of operation. The environment is characterized by interaction among a multitude of political, historical and security factors crossing the region. It is unlikely that 2023 will be different, though the changes anticipated may well be positive in relation to the difficulties borne by national populations across the region and the initial steps taken to resolve them. Along with its national and international partners, UNTSO looks to ease the disruptions and temper the effects that could interrupt potential paths towards greater stability.

Uncertainty about the effects of regional agendas and continuing frictions will influence the core mandate functions. The deployment of military observers on the Golan and in south Lebanon in support of peacekeeping mandates contributes to a stable security environment and builds confidence between the parties.

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 reinforce the collective United Nations efforts for peaceful resolution.

(Signed) Patrick **Gauchat**
Head of Mission and Chief of Staff
United Nations Truce Supervision Organization

A. Proposed programme plan for 2023 and programme performance in 2021

Overall orientation

Mandates and background

- 5.103 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.
- 5.104 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

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

Strategy and external factors for 2023

- 5.106 To contribute to the objective, UNTSO will:
- (a) Implement its regional liaison mandate through strategic engagement and regular interaction with the parties, as well as senior representatives of troop-contributing countries and other Member States in the mandate area;
 - (b) Maintain liaison offices in Egypt, Lebanon and the Syrian Arab Republic and conduct regular liaison functions with Israel and Jordan from its headquarters;
 - (c) Extend its strategic and liaison engagements with relevant national and regional organizations and civil society organizations across the mandate area; enhance situational awareness and support informed strategic analysis and decision-making within the Organization, with peacekeeping partners and among regional actors through robust regional assessments; and support peacekeeping partnerships in coordination with other United Nations entities;
 - (d) Conduct seminars, briefings and information exchanges with senior representatives of troop-contributing countries and other Member States;
 - (e) Provide trained military observers to UNDOF and UNIFIL to assist with the implementation of their mandates by providing 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.

- 5.107 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.
- 5.108 The above-mentioned work is expected to result in:
 - (a) Reliable communications channels and relations of confidence with the parties, conflict resolution, reduced tensions, avoidance of misunderstandings that could escalate into cross-boundary conflict and expanded liaison and information networks with national and local community representatives and with actors with influence in the areas of interest;
 - (b) Strengthened situational awareness and informed strategic-level analyses and decision-making, enhancing the coordinated impact of regional United Nations presences;
 - (c) Improved cooperation and understanding of cross-cutting regional issues among regional counterparts;
 - (d) The progressive return to normality of activities on the Golan and continued observation.
- 5.109 With regard to external factors, the overall programme plan for 2023 is based on the following planning assumptions:
 - (a) All parties to the Armistice Agreements of 1949 and related agreements will cooperate with UNTSO in the performance of its functions;
 - (b) All parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.
- 5.110 The mission integrates a gender perspective in its operational activities, deliverables, and results, as appropriate. The UNTSO gender action plan and a gender perspective have been embedded in operational routines at all levels. For example, the presence of female military observers and female military observer patrol members is a standard feature of operational activities, as is the presence of female language assistants to improve interaction with local populations.
- 5.111 In line with the United Nations Disability Inclusion Strategy, UNTSO will continue to take steps to improve disability inclusion in its physical facilities and recruitment processes. The mission ensures that all new and upgraded facilities include disability access as the norm and that job openings for national and international positions include specific provisions to enable recruitment of persons with disabilities.
- 5.112 With regard to cooperation with other entities at the global, regional, national and local levels, UNTSO will continue to cooperate and closely coordinate 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 strategic cooperation will take place between the heads of missions and agencies and directors through regular encounters and regional inter-mission workshops, as well as at the working level on a systematic basis. UNTSO will continue to expand information-sharing and analysis on regional trends affecting the implementation of United Nations mandates, including through consultative inter-mission coordination activities.
- 5.113 With regard to inter-agency coordination and liaison, UNTSO will continue to maintain 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 in security operations and planning. The UNTSO Chief Security Officer represents UNTSO in the inter-agency security cell, while the Head of Mission and Chief of Staff represents UNTSO in the security management teams.

Evaluation activities

5.114 The following evaluations are planned for 2023:

- (a) Evaluation of the distribution of equipment and supplies across the mission's area of operations;
- (b) Evaluation of the complexity of the supply chain process across countries and for liaison offices and observer groups.

Programme performance in 2021

Enhanced operations on the Bravo side of the area of separation

5.115 UNTSO has been progressively resuming operations on the Bravo side of the area of separation since military observers were relocated temporarily from observation posts in 2014. Observation post 72 was rebuilt and reoccupied on 23 September 2019 and observation post 56 on 30 September 2019. The pace of rebuilding the observation posts as well as the increase in the number of military observers was slower than planned owing to COVID-19 and security restrictions, as well as weather-related construction delays. As a result, observation posts 71 and 57 were not occupied until 2 September 2021 and 1 November 2021, respectively. The number of military observers operating on the Bravo side has steadily increased from 27 in 2019 to 31 in 2020 and 35 in 2021.

5.116 Progress towards the objective is presented in the performance measure below (see table 5.29).

Table 5.29

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>
Initiation of return to effective observation on the Golan in support of UNDOF, with two rebuilt and manned observation posts and 27 military observers serving on the Bravo side for observation and reporting on violations	Progressive return to effective observation on the Golan in support of UNDOF, with 4 more (total of 31) military observers serving on the Bravo side for observation and reporting on violations	Progressive return to effective observation on the Golan in support of UNDOF, with an additional 2 rebuilt and manned observation posts and 4 more (total of 35) military observers serving on the Bravo side for observation and reporting on violations

Impact of the pandemic

5.117 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular owing to travel limitations. Despite having to accommodate shifting entry requirements of host nations, the mission and troop-contributing countries were able to adjust with no significant impact on the deployment of military observers. The mission was able to conduct 100 per cent of its necessary rotations, albeit with some minor delays at times that were attributable mainly to the COVID-19 pandemic. While it was not possible to recover strategic-level engagement through remote arrangements for the first half of 2021, the liaison offices were empowered and designated to represent the mission at the levels available with national and international counterparts in direct interactions.

Planned results for 2023

Result 1: projecting mandate activities throughout the area of operations

Programme performance in 2021 and target for 2023

- 5.118 The mission's work contributed to the reopening of two observation posts and the maintenance of the area of observation at approximately 3,200 km², which did not meet the planned target of consolidation of operation over 4,515 km². The target was not met owing to the security situation in southwest Syrian Arabic Republic, which restricted freedom of movement by UNTSO patrols in support of UNDOF.
- 5.119 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.30).

Table 5.30
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Increased coverage of the area to 3,200 km ²	Maintenance of static and mobile observations on the Alpha (Israeli-occupied Golan) and Bravo sides Observation coverage of 3,200 km ²	Two observation posts were rebuilt and opened in the area of separation Observation coverage remains at approximately 3,200 km ²	Inhospitable terrain is accessible along the Blue Line	Enhanced observation of the area of separation through improved observation equipment and 24-hour observation Resumption of full inspections on both Alpha and Bravo sides

Result 2: enhanced regional liaison through diversified engagement

Programme performance in 2021 and target for 2023

- 5.120 The mission's work contributed to the enhancement of regional liaison through diversified engagement in strategic and regular liaison with the parties and by linking the regional liaison programme to additional actors among the national and international security, policy and research fields with expertise in regional dynamics, which met the planned target.
- 5.121 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.31).

Table 5.31
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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 national and international actors in the security, policy and research fields with regional expertise	Diversified regional liaison engagement with links to other actors and organizations with regional expertise	Deepened and consolidated regional liaison engagement developed through 2019–2022

Result 3: improved situational awareness in the Sinai

Proposed programme plan for 2023

- 5.122 Following its temporary suspension of patrols in the Sinai in 2019, the Liaison Office Cairo will resume its planned periodic patrols in 2022, maintaining its observation activities in the area.

Lessons learned and planned change

- 5.123 The lesson for the mission was the need to optimize activities to fulfil the observation, reporting and liaison functions in the area based on enhanced support planning for patrols in the Sinai. In applying the lesson, the mission will implement appropriate plans to maintain patrols and to improve situational awareness.
- 5.124 Expected progress towards the objective is presented in the performance measure below (see table 5.32).

Table 5.32
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
The Liaison Office Cairo suspended patrols in northern Sinai and conducted short-range patrols in western Sinai	The Liaison Office Cairo relocated to Isma'iliyah	General inspection and administrative move to Cairo completed to support planning for the resumption of patrolling in the Sinai	Improved situational awareness through the resumption of patrolling in the Sinai	Improved situational awareness through maintained patrolling operations in the Sinai

Legislative mandates

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

Security Council resolutions

50 (1948)

73 (1949)

54 (1948)

Deliverables

- 5.126 Table 5.33 lists all deliverables of UNTSO.

Table 5.33
Deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	14	7	16	16
1. Seminars on the implications of regional developments for peacekeeping areas (formerly Seminars Analysis Team)	2	1	2	2

Section 5 Peacekeeping operations

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
2. Seminars on UNTSO operations (requested by Member States and international organizations)	12	6	14	14

C. Substantive deliverables

Consultation, advice and advocacy: consultation with national authorities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic, to assess regional stability/security conditions, regional trend effects and 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 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.

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; 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; monthly induction training of incoming military observers prior to deployment to UNDOF and UNIFIL.

B. Proposed post and non-post resource requirements for 2023

Overview

5.127 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 5.34 to 5.36.

Table 5.34

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Technical adjustments	Changes				2023 estimate (before recosting)
				New/ expanded mandates	Other	Total	Percentage	
Post	23 167.9	25 347.3	32.6	—	32.5	65.1	0.3	25 412.4
Other staff costs	6 449.0	7 489.0	—	—	(196.9)	(196.9)	(2.6)	7 292.1
Hospitality	0.3	7.5	—	—	—	—	—	7.5
Travel of staff	132.1	315.4	—	—	—	—	—	315.4
Contractual services	794.0	709.1	—	—	—	—	—	709.1
General operating expenses	2 820.3	2 645.6	—	—	(105.1)	(105.1)	(4.0)	2 540.5
Supplies and materials	407.5	385.1	—	—	61.1	61.1	15.9	446.2
Furniture and equipment	1 345.7	1 298.9	—	—	240.9	240.9	18.5	1 539.8
Improvement of premises	16.7	740.0	—	—	—	—	—	740.0
Total	35 133.5	38 937.9	32.6	—	32.5	65.1	0.2	39 003.0

Table 5.35

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved 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
Reclassification	—	Reclassification of 1 P-2 as P-3
Proposed for 2023	229	1 ASG, 2 D-1, 2 P-5, 3 P-4, 3 P-3, 146 LL, 70 FS, 2 NPO

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 5.36
Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 proposed
		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	–	–	1	1	3
P-2/1	1	–	–	(1)	(1)	–
Subtotal	11	–	–	–	–	11
General Service and related						
LL	146	–	–	–	–	146
FS	70	–	–	–	–	70
NPO	2	–	–	–	–	2
Subtotal	218	–	–	–	–	218
Total	229	–	–	–	–	229

5.128 Additional details on the distribution of the proposed resources for 2023 are reflected in table 5.37 and figure 5.XIV.

5.129 As reflected in table 5.37, the overall resources proposed for 2023 amount to \$39,003,000 before recosting, reflecting a net increase of \$65,100 (or 0.2 per cent) compared with the appropriation for 2022. Resource changes result from two factors, namely: (a) technical adjustments; and (b) other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

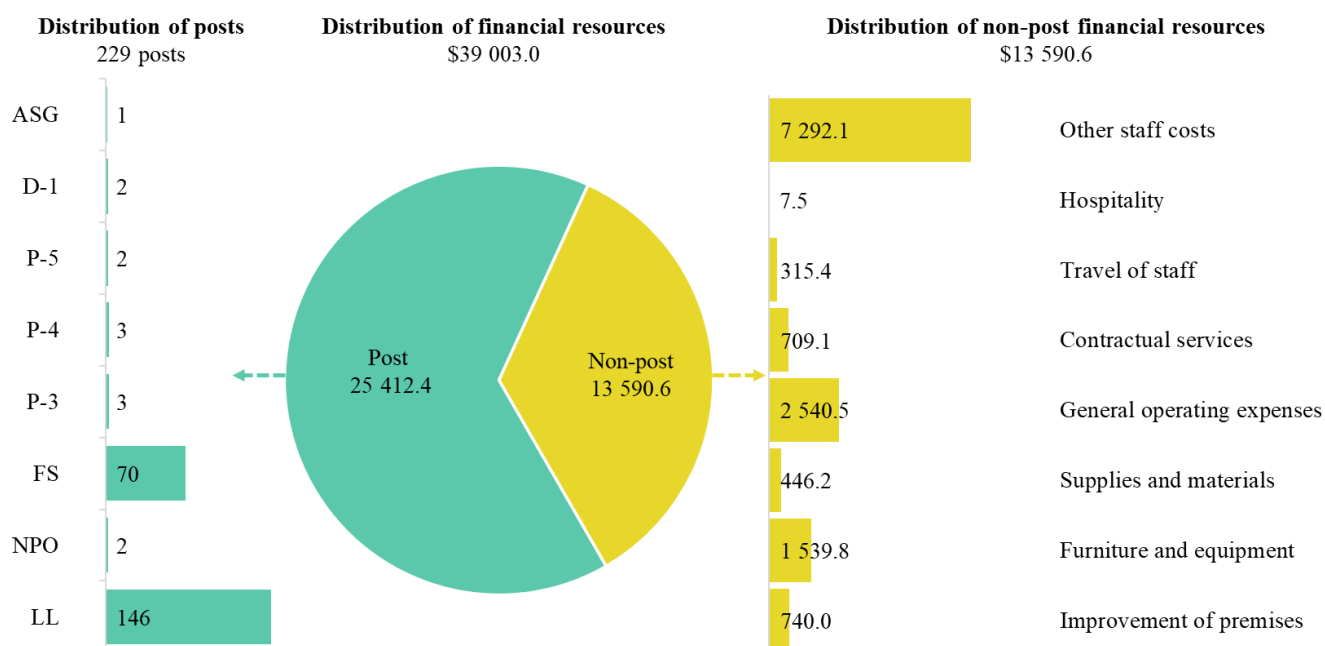
Table 5.37
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	23 167.9	25 347.3	32.6	–	32.5	65.1	0.3	25 412.4
Non-post	11 965.6	13 590.6	–	–	–	–	–	13 590.6
Total	35 133.5	38 937.9	32.6	–	32.5	65.1	0.2	39 003.0
Post resources by category								
Professional and higher		11	–	–	–	–	–	11
General Service and related		218	–	–	–	–	–	218
Total		229	–	–	–	–	–	229

Figure 5.XIV
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Technical adjustments

- 5.130 As reflected in table 5.34, resource changes reflect a net increase of \$32,600 related to the higher provision for the reassignment of one post of Finance Assistant (Local level) as an Environmental Assistant (Local level) that was approved pursuant to General Assembly resolution 76/245 and is subject to a 50 per cent vacancy rate in accordance with the established practice for the costing of new posts.

Other changes

- 5.131 As reflected in table 5.34, resource changes reflect a net increase of \$32,500, comprising an increase under post resources (\$32,500) and cost-neutral changes under non-post resources. The increase of \$32,500 under posts reflects the proposed reclassification of one post of Associate Security Officer (P-2) as a Field Security Officer (P-3) within the Security Section (see annex II).
- 5.132 Information on compliance with advance booking for air travel is reflected in table 5.38. UNTSO achieved a 73.9 per cent compliance rate in 2021 in spite of the travel restrictions due to the COVID-19 pandemic. 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 measures and monitor corrective actions while monitoring compliance rates.

Table 5.38
Compliance rate

(Percentage)

	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023
Air tickets purchased at least 2 weeks before the commencement of travel	72	64	74	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.

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 it faces 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 2023 and programme performance in 2021

Overall orientation

Mandates and background

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

Programme of work

Objective

- 5.134 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 and external factors for 2023

- 5.135 To contribute to the objective, UNMOGIP will:
- (a) Continue to focus on the core mandated tasks of prevention, early warning, observation and reporting, and confidence-building;
 - (b) Provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate;
 - (c) 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.
- 5.136 Reflecting the importance of continuous improvement and responding to the needs and requests of Member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. At the same time, it is assumed that those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objective, strategy and mandates and would be reported as part of the programme performance information.
- 5.137 The above-mentioned work is expected to result in adherence to the ceasefire through the presence of United Nations military observers.

- 5.138 With regard to the external factors, the overall plan for 2023 is based on the following planning assumptions:
- 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 \(1971\)](#);
 - India and Pakistan remain willing to support UNMOGIP in the conduct of its activities for the delivery of its mandate.
- 5.139 The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate, to maximize its impact in keeping peace in the area of operations. This includes ensuring that the United Nations military observers engage in an inclusive and comprehensive manner with local communities, among both men and women, to ensure that the mission has a gender-sensitive understanding of community perspectives of the situation on the ground and to facilitate the conduct and planning of mission operations.

Programme performance in 2021

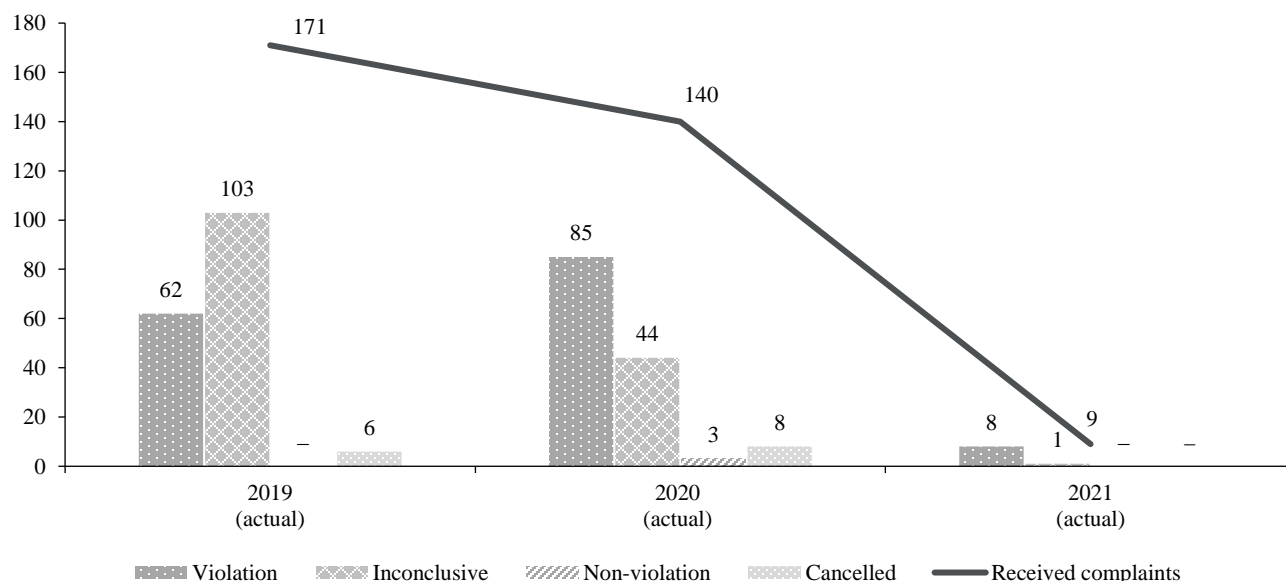
Effective monitoring at the line of control pursuant to Security Council resolution [307 \(1971\)](#)

- 5.140 To implement its mandate, UNMOGIP makes best efforts to monitor the ceasefire between India and Pakistan at the line of control. In 2021, UNMOGIP ensured the 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 resulting from the COVID-19 pandemic. UNMOGIP continued to implement its mandate through investigations of nine complaints concerning alleged ceasefire violations. In addition, it received 12 petitions from recognized political groups on the situation at and in the vicinity of the line of control in Jammu and Kashmir expressing concern over developments affecting Kashmir, in both India and Pakistan. The significant reduction in the number of complaints received in 2021 was likely due to the reaffirmation by India and Pakistan in February 2021 of their commitment to the 2003 ceasefire agreement at the line of control.
- 5.141 Progress towards the objective is presented in the performance measure below (see figure 5.XV).

Figure 5.XV

Performance measure: investigated complaints

(Number of investigated complaints)



Impact of the pandemic

- 5.142 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular UNMOGIP temporarily suspended field visits and field trips and tailored reconnaissance patrols to gather information from the local population at locations where precautionary measures, including physical distancing, could be taken. These adaptations enabled the mission to continue to fulfil its mandate in 2021 during the pandemic.

Planned results for 2023

Result 1: ensuring continuity in terms of analysis and consistency of process for planning and execution

Programme performance in 2021 and target for 2023

- 5.143 The mission's work contributed to the availability of a new information collation platform, which exceeded the planned target of the continued use of information collation platforms to inform the understanding of developments pertaining to ceasefire violations.
- 5.144 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.39).

Table 5.39

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
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	A new information collation platform is available (the Comprehensive Planning and Performance Assessment System)	Analytical reports fed by real-time data with the introduction of new information platforms	Strengthened strategic decision-making based on data and evidence from new information collation platforms

Result 2: improved situational awareness through geospatial information systems and high-resolution satellite imagery

Programme performance in 2021 and target for 2023

- 5.145 The mission's work contributed to the scoping of the requirements for geospatial information systems and satellite imagery, which did not meet the planned target of military observers using real-time geospatial information systems and satellite imagery to implement the mission's mandate. The target was not met owing to delays experienced in incorporating geospatial information into operational maps.
- 5.146 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 5.40).

Table 5.40
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Use of outdated information systems and satellite images	Use of outdated information systems and satellite images	Scoping of the requirements for geospatial information systems and satellite imagery	More efficient planning of observer missions by reducing the time needed to plan United Nations military observer movements	Improved analysis of planned routes and the nature of identified posts along the line of control

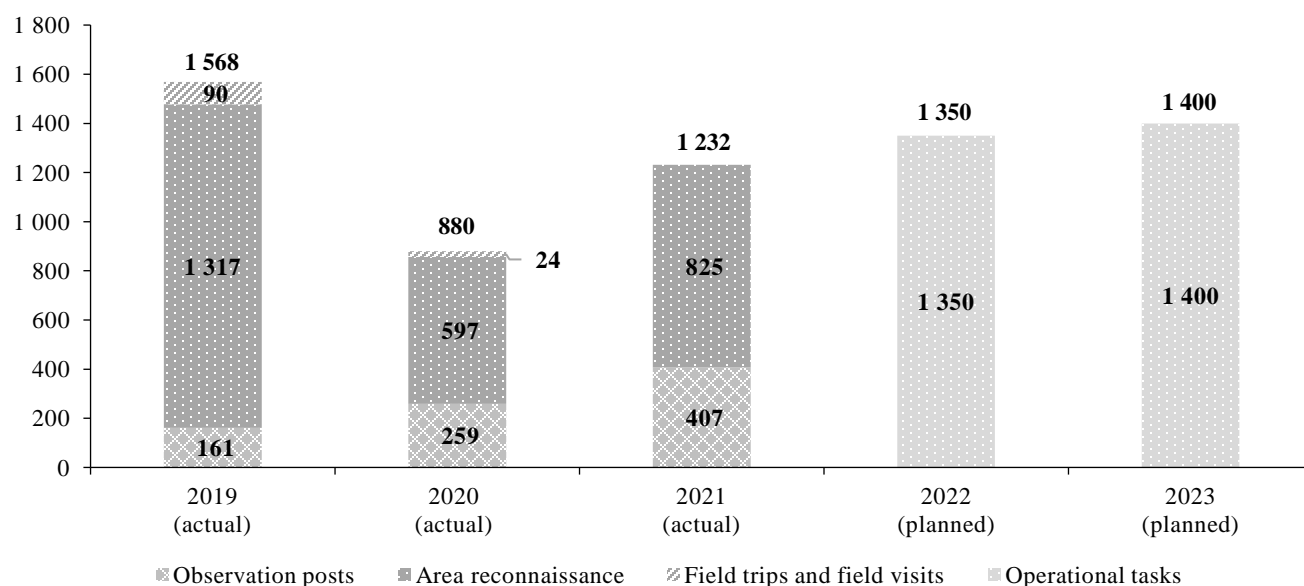
Result 3: increased presence at the line of control**Proposed programme plan for 2023**

- 5.147 The mission monitors developments pertaining to ceasefire violations at the line of control through the presence of United Nations military observers at UNMOGIP field stations on both sides of the line of control. These military observers conduct patrols, inspections and investigations of alleged violations of the ceasefire. The presence of military observers at the line of control informs parties to the conflict of the mission's presence and its intent to fulfil its mandate.

Lessons learned and planned change

- 5.148 The lesson for the mission was that there was a need to leverage the benefits of new monitoring tools to adapt the mission's operations to increase its presence at the line of control. In applying the lesson, the mission will leverage enhancements to operational planning, including the Comprehensive Planning and Performance Assessment System, to increase its presence at the line of control through the execution of observation post tasks and an increased number of area reconnaissance tasks. The mission will employ new monitoring methods, including new and enhanced operational maps, to facilitate decision-making processes and the production of timely reports. The increased presence of the mission will enable it to more clearly observe the situation at the line of control and obtain confirmation of alleged ceasefire violations.
- 5.149 Expected progress towards the objective is presented in the performance measure below (see figure 5.XVI).

Figure 5.XVI
Performance measure: presence at the line of control
 (Number of operational tasks)



Legislative mandates

5.150 The list below provides all mandates entrusted to UNMOGIP.

Security Council resolutions

39 (1948) 307 (1971)
 47 (1948)

Deliverables

5.151 Table 5.41 lists all deliverables of UNMOGIP.

Table 5.41
Deliverables for the period 2021–2023, by category and subcategory

Category and subcategory

C. Substantive deliverables

Consultation, advice and advocacy: monthly engagement with military personnel of host nations.

D. Communication deliverables

Outreach programmes, special events and information materials: advertisements and brochures on the mandate and work of UNMOGIP; briefings and/or presentations to national universities.

Digital platforms and multimedia content: UNMOGIP website.

E. Enabling deliverables

Administration: field trip reports, incident reports, investigation reports, weekly and monthly situation reports, monthly induction training of incoming military observers, bimonthly training of officers in charge, annual situation report.

B. Proposed post and non-post resource requirements for 2023

Overview

5.152 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 5.42 to 5.44.

Table 5.42

Overall: evolution of financial resources by objects of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Post	4 939.1	5 306.6	—	—	—	—	—	5 306.6
Other staff costs	1 523.2	1 654.0	—	—	(33.7)	(33.7)	(2.0)	1 620.3
Hospitality	7.5	8.0	—	—	12.0	12.0	150.0	20.0
Travel of staff	384.7	336.3	—	—	17.0	17.0	5.1	353.3
Contractual services	292.6	366.6	—	—	(50.7)	(50.7)	(13.8)	315.9
General operating expenses	1 249.1	1 256.3	—	—	99.4	99.4	7.9	1 355.7
Supplies and materials	341.3	294.6	—	—	123.1	123.1	41.8	417.7
Furniture and equipment	691.9	638.6	—	—	(167.1)	(167.1)	(26.2)	471.5
Total	9 429.4	9 861.0	—	—	—	—	—	9 861.0

Table 5.43

Overall: proposed posts and post changes for 2023

	Number	Details
Approved for 2022	74	1 D-2, 1 P-5, 1 P-4, 49 LL, 22 FS
Post changes	—	
Proposed for 2023	74	1 D-2, 1 P-5, 1 P-4, 49 LL, 22 FS

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

Table 5.44

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 proposed
		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
General Service and related						
FS	22	–	–	–	–	22
LL	49	–	–	–	–	49
Subtotal	71	–	–	–	–	71
Total	74	–	–	–	–	74

5.153 Additional details on the distribution of the proposed resources for 2023 are reflected in table 5.45 and figure 5.XVII.

5.154 As reflected in table 5.45, the overall resources proposed for 2023 amount to \$9,861,000 before recosting, reflecting cost-neutral changes in the resource level compared with the appropriation for 2022.

Table 5.45

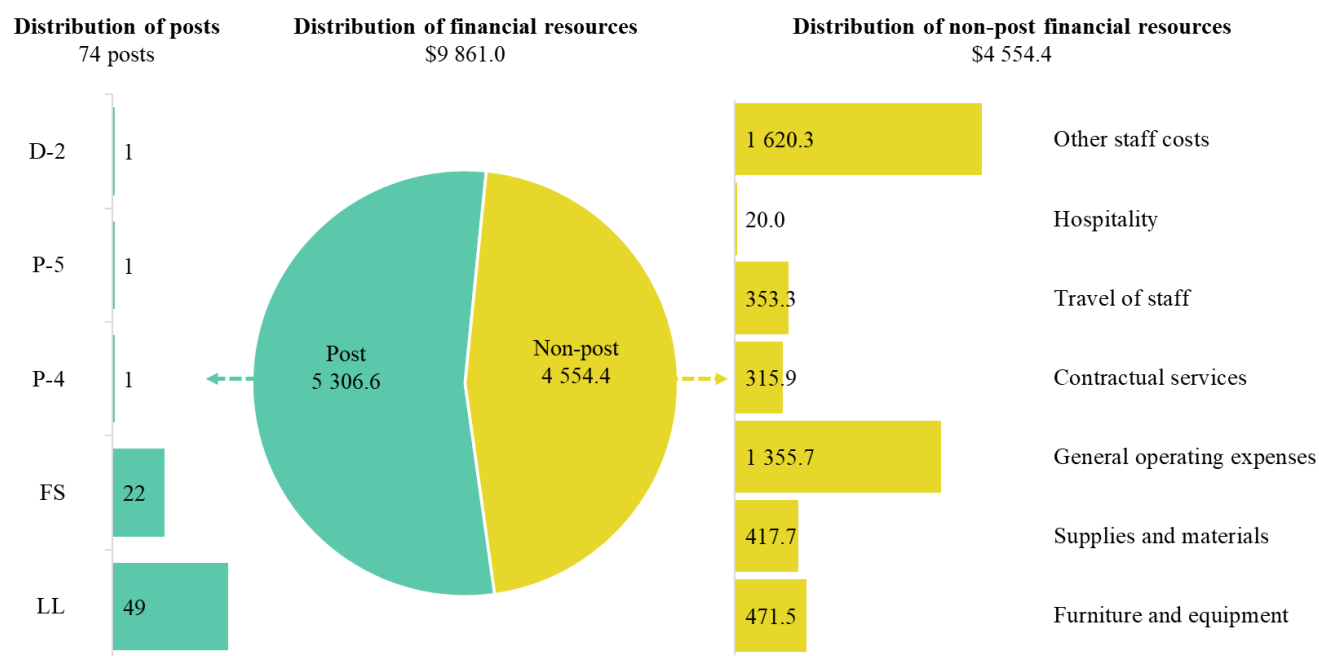
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 939.1	5 306.6	—	—	—	—	—	5 306.6
Non-post	4 490.3	4 554.4	—	—	—	—	—	4 554.4
Total	9 429.4	9 861.0	—	—	—	—	—	9 861.0
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		71	—	—	—	—	—	71
Total		74	—	—	—	—	—	74

Figure 5.XVII
Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



5.155 Information on compliance with advance booking for air travel is reflected in table 5.46. 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 measures and monitor corrective measures. Statistics on compliance rates and information on trends are distributed to managers on a quarterly basis.

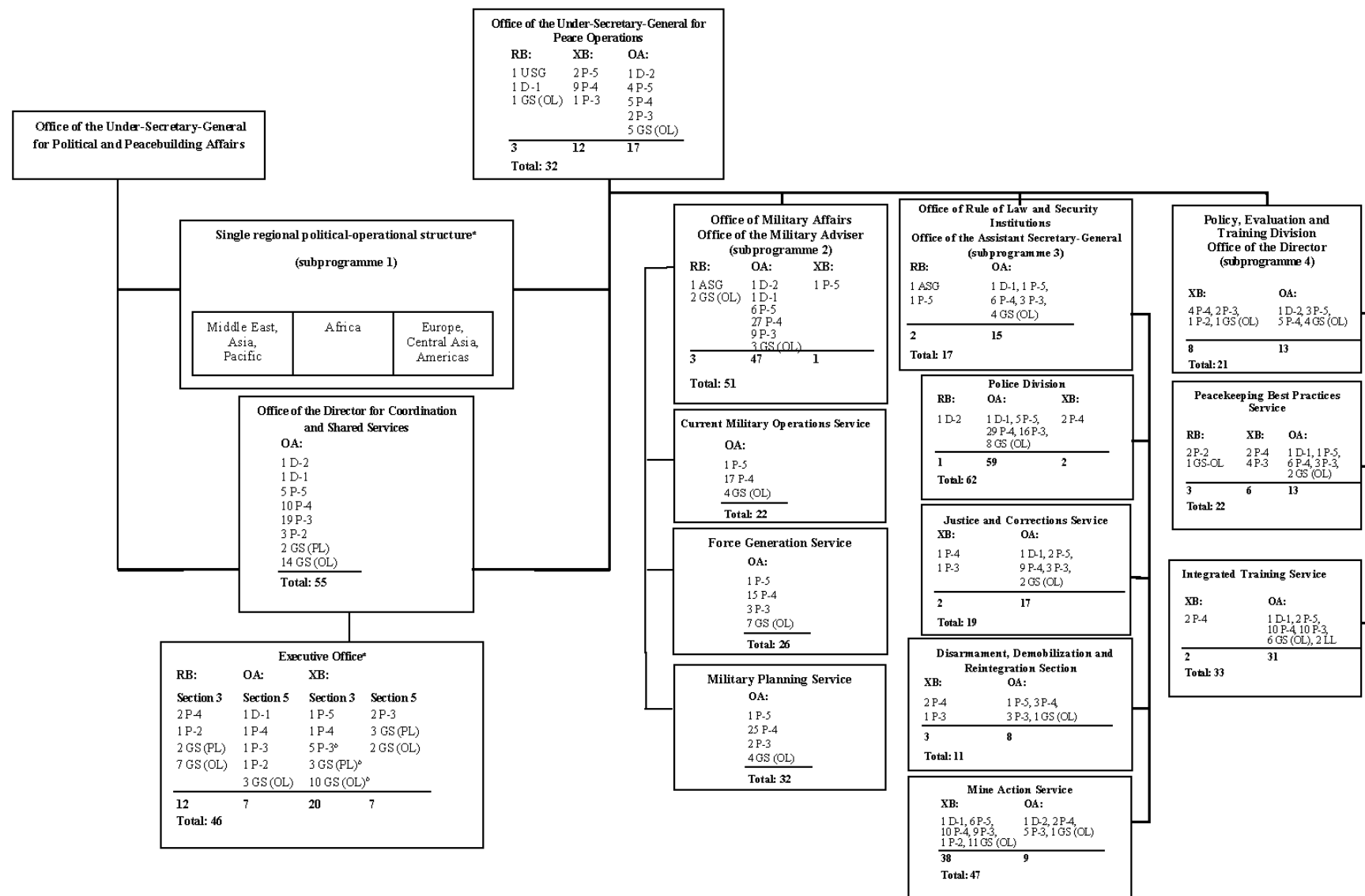
Table 5.46
Compliance rate
(Percentage)

	Actual 2019	Actual 2020	Actual 2021	Planned 2022	Planned 2023
Air tickets purchased at least 2 weeks before the commencement of travel	38	32	32	100	100

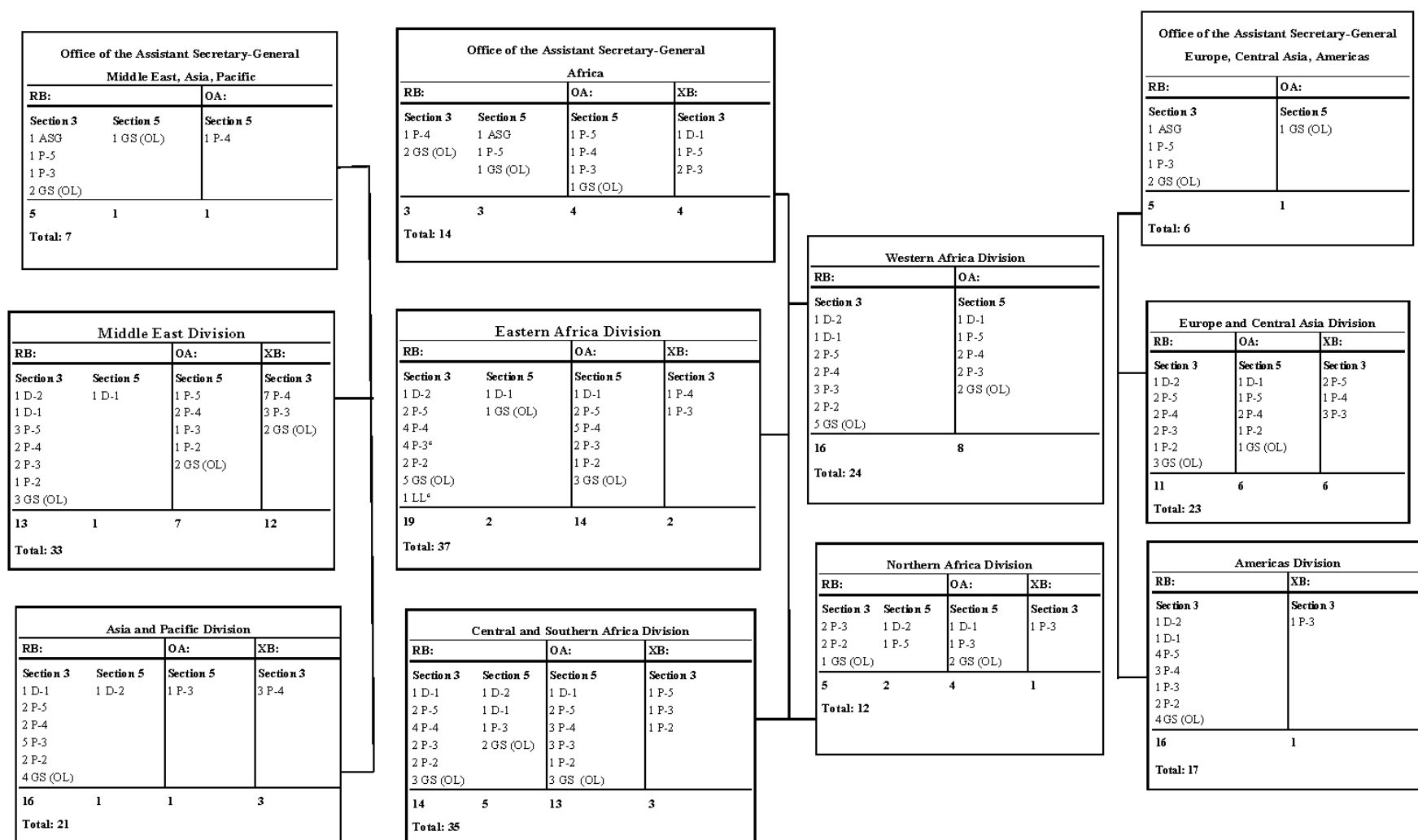
Annex I

Organizational structure and post distribution for 2023

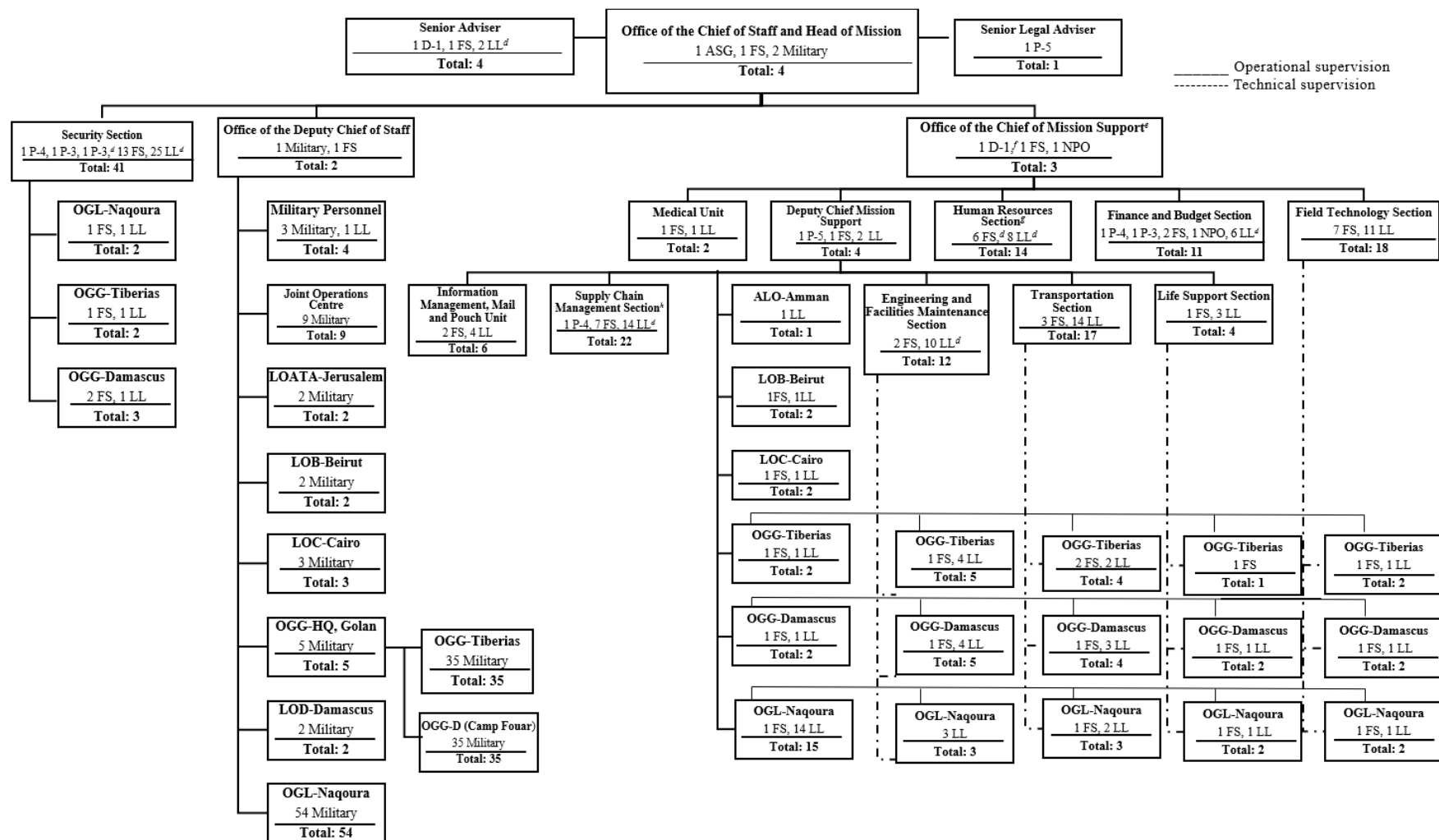
A. Department of Peace Operations



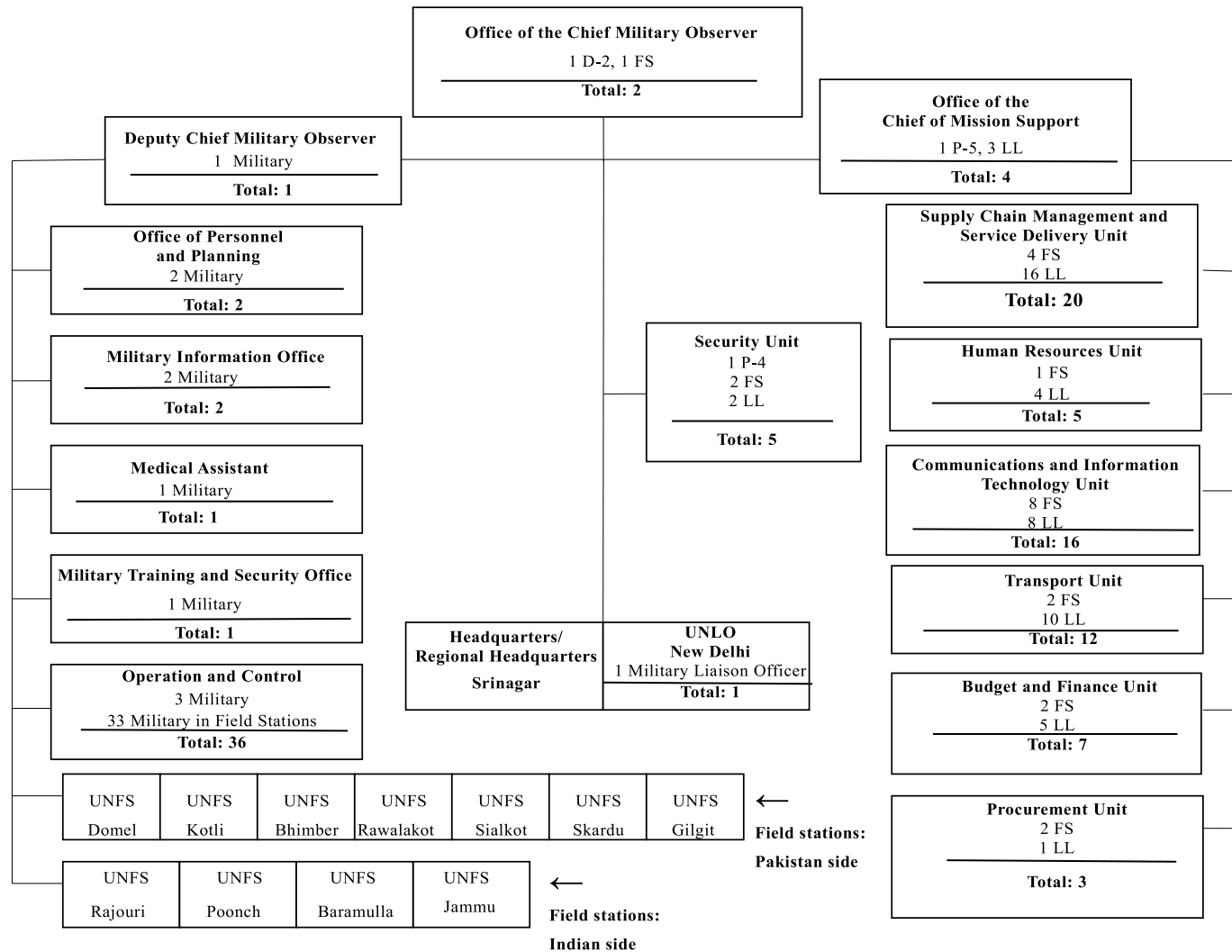
B. Single regional political-operational structure^a



C. United Nations Truce Supervision Organization



D. United Nations Military Observer Group in India and Pakistan



(Footnotes on following page)

(Footnotes to annex I)

Abbreviations: ALO, Administrative and Logistics Office; ASG, Assistant Secretary-General; FS, Field Service; HQ, headquarters; LL, Local level; LOATA, Liaison Office Amman/Tel Aviv; LOB, Liaison Office Beirut; LOC, Liaison Office Cairo; LOD, Liaison Office Damascus; NPO, National Professional Officer; OA, other assessed; OGG, Observer Group Golan; OGL, Observer Group Lebanon; RB, regular budget; UNFS, United Nations Field Station; UNLO, United Nations Liaison Office; USG, Under-Secretary-General; XB, extrabudgetary.

^a In line with 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 General 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 Two P-3, one GS (PL) and two GS (OL) funded from extrabudgetary resources of the Office of Counter-Terrorism are located in the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

^c One P-3 and one LL based in Nairobi.

^d Reclassification.

^e Includes the Protocol Cell.

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

^g Includes the Training Cell.

^h Includes the Procurement Unit, the Central Warehouse Unit, the Property Management Unit and the Movement Control Unit.

Annex II

United Nations Truce Supervision Organization: summary of proposed post changes

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
UNTSO	(1)	P-2	Reclassification of 1 post from Associate Security Officer (P-2) to Field Security Officer (P-3)	<p>The Security Section will be restructured to merge the current Security Operation Centre and the Security Information and Coordination Unit to establish a Security Information Operation Centre. The new Centre will consolidate the information-gathering and security operations processes, allowing the Security Section to improve and streamline its services to UNTSO staff across all five countries and better contribute to full implementation of the mission's mandate.</p> <p>The establishment of the Security Information Operation Centre will: bring UNTSO into conformity with contemporary United Nations security structures; add a significant qualitative dimension to the conduct of programme delivery by providing detailed security analysis, trend identification, contingency planning and emergency response coordination; and increase the mission's capacity to assess risk levels and their impact on operations. Given the larger unit structure and increased level of responsibility (the P-3 is expected to supervise 9 staff), the post is proposed for reclassification from the P-2 to the P-3 level.</p>

Annex III

Overview of financial and post resources by entity and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Other assessed			Extrabudgetary			Total		
	2022 appropriation	2023 estimate (before recosting)	Variance	2022 estimate	2023 estimate	Variance	2022 estimate	2023 estimate	Variance	2022 estimate	2023 estimate	Variance
Financial resources												
Department of Peace Operations	5 867.8	5 867.8	–	90 267.7	92 575.6	2 307.9	61 780.8	61 780.8	–	157 916.3	160 224.2	2 307.9
United Nations Truce Supervision Organization	38 937.9	39 003.0	65.1	–	–	–	–	–	–	38 937.9	39 003.0	65.1
United Nations Military Observer Group in India and Pakistan	9 861.0	9 861.0	–	–	–	–	–	–	–	9 861.0	9 861.0	–
Total	54 666.7	54 731.7	65.1	90 267.7	92 575.6	2 307.9	61 780.8	61 780.8	–	206 715.2	209 088.2	2 373.0
Post resources												
Department of Peace Operations	27	27	–	427	430	3	81	81	–	535	538	3
United Nations Truce Supervision Organization	229	229	–	–	–	–	–	–	–	229	229	–
United Nations Military Observer Group in India and Pakistan	74	74	–	–	–	–	–	–	–	74	74	–
Total	330	330	–	427	430	3	81	81	–	838	841	3