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

Budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2023 to 30 June 2024

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2023 to 30 June 2024, which amounts to \$66,284,600 and represents an increase of \$326,000, or 0.5 per cent, compared with the apportionment of \$65,958,600 for the period 2022/23.

During the period from 1 July 2023 to 30 June 2024, the Base will continue to provide services to field missions in the areas of geospatial, information and communications technologies and supply chain management, in addition to other specialized areas, such as training and conference management, and occupational safety and health. The Base will also deliver client-centric results and solutions to other Secretariat and United Nations system entities. The United Nations Logistics Base will continue to host tenant units that have administrative reporting lines to the Base, while their functional reporting lines are to the Department of Peace Operations (namely, the Standing Police Capacity and the Justice and Corrections Standing Capacity) and the Department of Operational Support (namely, the Strategic Air Operations Centre and the Field Central Review Bodies Unit) of the Secretariat.

The proposed budget provides for the deployment of 145 international staff (including 2 positions funded under general temporary assistance), 305 national General Service staff and 2 United Nations Volunteers, which reflects a net increase of 1 international post and 2 United Nations Volunteers compared with the approved staffing complement for the 2022/23 period.

The total resource requirements for the Base for the financial period from 1 July 2023 to 30 June 2024 have been linked to the Base's objective through a number of results-based budgeting frameworks, organized according to the functional areas of supply chain functions; geospatial, information and telecommunications technologies; central support; and tenant units. The human resources of the Base in terms of the number of personnel have been attributed to the individual functional areas.

The explanations of variances in levels of resources, both human and financial, have been linked, where applicable, to specific outputs planned by the Base.

Financial resources

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

Category	Expenditure (2021/22)			Apportionment (2022/23)			Cost estimates (2023/24)			Variance	
	Brindisi	Valencia	Total	Brindisi	Valencia	Total	Brindisi	Valencia	Total	Amount	Percentage
Military and police personnel	—	—	—	—	—	—	—	—	—	—	—
Civilian personnel	40 184.5	3 287.4	43 471.9	40 379.4	4 560.2	44 939.6	38 625.4	4 677.6	43 303.0	(1 636.6)	(3.6)
Operational costs	13 734.6	8 415.2	22 149.8	12 366.8	8 652.2	21 019.0	14 857.0	8 124.6	22 981.6	1 962.6	9.3
Gross requirements	53 919.1	11 702.6	65 621.7	52 746.2	13 212.4	65 958.6	53 482.4	12 802.2	66 284.6	326.0	0.5
Staff assessment income	6 166.6	488.9	6 655.5	6 223.2	667.2	6 890.4	5 686.4	681.7	6 368.1	(522.3)	(7.6)
Net requirements	47 752.5	11 213.7	58 966.2	46 523.0	12 545.2	59 068.2	47 796.0	12 120.5	59 916.5	848.3	1.4
Voluntary contributions in kind (budgeted)	—	—	—	—	—	—	—	—	—	—	—
Total requirements	53 919.1	11 702.6	65 621.7	52 746.2	13 212.4	65 958.6	53 482.4	12 802.2	66 284.6	326.0	0.5

Human resources^a

	<i>International staff</i>	<i>National General Service staff</i>	<i>Temporary positions^b</i>	<i>United Nations Volunteers^c</i>	<i>Total</i>
Office of the Director					
Approved 2022/23	8	13	—	—	21
Proposed 2023/24	9	13	—	1	23
Central Service					
Approved 2022/23	13	79	1	—	93
Proposed 2023/24	13	79	1	1	94
Supply Chain Service					
Approved 2022/23	30	116	1	—	147
Proposed 2023/24	30	116	1	—	147
Service for Geospatial, Information and Telecommunications Technologies					
Approved 2022/23	41	83	—	—	124
Proposed 2023/24	41	83	—	—	124
Tenant units					
Approved 2022/23	50	14	—	—	64
Proposed 2023/24	50	14	—	—	64
Total					
Approved 2022/23	142	305	2	—	449
Proposed 2023/24	143	305	2	2	452
Net change	1	—	—	2	3

^a Represents the highest level of authorized/proposed strength.

^b Funded under general temporary assistance.

^c Includes international United Nations Volunteers.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The original storage facility for the Department of Peacekeeping Operations of the Secretariat was the United Nations Supply Depot, located first in Naples, Italy, and subsequently moved to Pisa, Italy. The depot was established in 1956 to receive assets available upon the closure of the United Nations Emergency Force. The United Nations Logistics Base (UNLB) at Brindisi, Italy, has been in operation since late 1994.

2. A memorandum of understanding governing the use of property and facilities at Brindisi by the United Nations was signed by the Secretary-General and the Government of Italy on 23 November 1994. The first addendum to the memorandum, in respect of the donation of three new warehouses, was signed on 7 December 2001, and the second addendum, pertaining to the transfer of additional premises and areas to UNLB by the Government of Italy, was signed on 4 August 2008. A third addendum, in respect of the transfer of six buildings and an open area to UNLB by the Government of Italy, was signed on 23 November 2011. An agreement governing the use of premises in Valencia, Spain, by the United Nations was signed by the Secretary-General and the Government of Spain on 28 January 2009. A supplemental administrative agreement regarding the use by the United Nations of premises in Valencia was signed on 16 March 2009, and an addendum to the administrative agreement providing for additional premises in Valencia, to be made available to the United Nations by the Government of Spain, was signed on 7 June 2021.

3. UNLB operates as a unified entity, comprising two sites located in Brindisi and Valencia. UNLB provides global geospatial, information and telecommunications technologies, service delivery and supply chain operational support and environmental technical assistance, as well as other enabling support services, throughout the life of field missions, from start-up planning and preparation to liquidation. The Logistics Base, Brindisi, will continue to host tenant units that have administrative reporting lines to UNLB while their functional reporting lines are to the Department of Peace Operations or the Department of Operational Support of the Secretariat.

4. The Logistics Base, Brindisi, occupies a total surface area of 368,209 m², on which there are 53 buildings provided by the Government of Italy for the exclusive use of the United Nations and 12 buildings constructed by the United Nations, comprising 17 warehouses, 15 workshops and service buildings, 1 clinic and 32 office and training buildings of various sizes. The United Nations Information and Communications Technology Facility, Valencia, occupies a total surface area of 82,506 m², on which there are seven buildings provided by the Government of Spain for the exclusive use of the United Nations, comprising four operational and office buildings, one cargo handling facility, one pedestrian access control facility and one vehicle access control facility, and five buildings constructed by the United Nations, comprising two prefabricated office buildings, one prefabricated recreational building, one dining facility and one storage facility.

5. The mandate of UNLB is to provide rapid, effective, efficient and responsible services and solutions to its clients. As endorsed by the General Assembly in its resolution [76/277](#), the Advisory Committee on Administrative and Budgetary Questions considered that the core functions of the two UNLB sites remained the provision of logistical support and communications and information technology services to the United Nations peacekeeping operations ([A/76/760/Add.5](#), para. 17). In line with the management reform of the Secretary-General, the Base, under the management of the Office of Supply Chain Management of the Department of

Operational Support and leveraging its mature service-level management framework and reliable track record as a service provider, will continue to position itself as a Secretariat-wide service provider in the areas of digital technology and supply chain management, in addition to other specialized areas, such as training and conference management, and occupational safety and health. The Base will remain an integral part of the Department of Operational Support client engagement framework in support of the Department's portfolio of services in its mandated areas.

6. During the 2023/24 period, UNLB, under the guidance of the Office of Supply Chain Management of the Department of Operational Support, will sustain focus on its role of service and solution provider, focusing on impact in all mandated areas, innovation, efficiencies and sustainability in serving clients.

7. As part of its overall objective, UNLB will continue to upgrade its capabilities to deliver client-centric results and solutions. During the 2023/24 period, it will deliver key outputs in the following functional areas: (a) Supply Chain Service; (b) Service for Geospatial, Information and Telecommunications Technologies; (c) Central Service; (d) Department of Operational Support tenants hosted at Brindisi, namely, the Strategic Air Operations Centre and the Field Central Review Bodies Unit; and (e) Department of Peace Operations tenants located at Brindisi, namely, the Standing Police Capacity and the Justice and Corrections Standing Capacity. The tenant units have administrative reporting lines to UNLB but report operationally and functionally to their parent offices in the respective Departments.

8. The human resources of UNLB, in terms of the number of civilian personnel, have been attributed to individual functional areas and locations. Variances in the number of personnel compared with the budget for the 2022/23 period have been explained under the respective areas.

B. Planning assumptions and mission support initiatives

9. During the 2023/24 period, UNLB will continue to align its operations with the 2030 Agenda for Sustainable Development by integrating the Sustainable Development Goals into the envisaged outputs. UNLB will focus on process simplification, such as in the deployment of smart technologies in field missions, and on the provision of operational, advisory and strategic support in line with Department of Operational Support guidance.

10. Internal and system-wide efficiencies will be pursued, especially in the areas of circular supply chains, occupational safety and health, conference management and learning, groundwater exploration, geoanalytics and situational awareness. New partnership opportunities will be pursued to optimize resources. Collaboration with academia will be harnessed and sustained engagement with Chiefs and Directors of Mission Support will continue to develop comprehensive solutions. Positive legacy, benefits linked to the Sustainable Development Goals and sustainability will be pursued through increased renewable energy deployment, skills transfer and capacity-building in peacekeeping missions.

11. A total of 448 posts (143 international and 305 national staff), 2 positions and 2 United Nations Volunteers are proposed for the 2023/24 period, which reflects a net increase of 1 international post and 2 United Nations Volunteers compared with the approved staffing complement in the 2022/23 period. United Nations Volunteers are proposed to be established for the first time in UNLB. A total of 36 staff will be located at the United Nations Information and Communications Technology Facility, Valencia; 2 staff will continue to be located at the Kuwait Joint Support Office in support of the centralization of payroll and other entitlements processing; and 412 staff and 2 United Nations Volunteers will be assigned to the Logistics Base, Brindisi.

12. Since its inception 28 years ago, the human resources of UNLB have been essential for servicing its clients. In order to provide the services its clients need, UNLB has continuously adapted to the pace of evolution of the information technology and supply chain sectors. Therefore, its staff composition and skills need to adjust to keep up with clients' demands and industry innovation, realize efficiencies in scale, scope and productivity and fully embrace digital transformation. Consequently, the following changes are proposed:

(a) The establishment of one Associate Data Analyst (P-2) post in the Office of the Director; and the establishment of two international United Nations Volunteer positions, one in the Office of the Director and one in the Office of the Chief, Central Service;

(b) The reclassification of one Facilities Management Officer (FS-6) to Facilities Management Officer (P-4);

(c) The redeployment of four posts within the Supply Chain Service: one Logistics Assistant (Field Service) from the Delivery and Return Section to the Planning Support and Sourcing Section; and three Logistics Assistants (national General Service) from the Planning Support and Sourcing Section to the Delivery and Return Section.

Office of the Director

13. For the 2023/24 period, it is proposed that the Office of the Director continue to comprise administrative, legal, liaison, programme management and security functions in the immediate office of the Director and the Regional Aviation Safety Office. The Office of the Director supports the Director and the senior management team with the planning, execution, control and coordination of all strategic activities that ensure the good governance of UNLB. The Office of the Director will continue to focus on consolidating impact, innovation, efficiencies and sustainability in serving field missions and the Secretariat, as well as non-Secretariat entities, on a cost-recovery basis.

14. The Legal Office protects the legal interests of UNLB by providing advice, services and assistance on legal matters affecting the operations and activities of the Base. The Legal Office provides such advice and assistance to the Director of the Base and the senior management team and to the Base's services, sections and units, as well as to the tenant units.

15. The Security Office advises the Director on security and safety matters at UNLB both in Brindisi and Valencia. The Office enables the implementation of security measures for the safe and secure conduct of activities of United Nations personnel, also ensuring the security and safety of all UNLB premises through security surveys and analyses. The Office maintains effective coordination with the Department of Safety and Security of the Secretariat and provides security and safety services at UNLB.

16. The liaison team will facilitate the implementation of host country agreements and will continue to promote the interests of the Base through advocacy and outreach in the local communities in Italy and Spain, and the nurturing of partnerships. The team will work with a broad range of stakeholders in the definition of projects, programmes and strategies aimed at supporting staff well-being through strengthening community ties and reinforcing the services of UNLB to United Nations Secretariat clients. Furthermore, the team will play a leading role as UNLB celebrates its thirtieth anniversary in 2024, consolidating and building on this foundation and reminding the United Nations family of the adaptive and agile potential of UNLB in the face of today's challenges.

17. The Base remains focused on developing a strong client relations function. The request for the establishment of an international United Nations Volunteer position to serve as Public Information Officer, for better alignment and delivery, is part of this approach. The Base will leverage its resources to: (a) enhance its capacity to make information accessible, across all mandated areas, to all United Nations entities, potential partners and clients, and Member States; (b) enhance visibility and client relations focusing on strategic planning and implementation; and (c) foster stronger relations and partnerships to contribute more effectively to the implementation of clients' mandates.

18. Supported by the proposed new Associate Data Analyst (P-2) and aligning with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, the Base will consolidate data-driven decision-making and impact analysis. The Analyst will collaborate in the generation of data analytics, reports, visualization, presentation, dashboards and scorecards. The capacity will enable the Director to manage performance and customer satisfaction through attention to key performance indicators and data-driven, risk-based decision-making.

19. The Regional Aviation Safety Office will continue to support the operationalization of United Nations aviation safety policies, standards and procedures by developing and implementing business solutions for the Department of Operational Support Aviation Safety Programme required for safety performance monitoring, monitoring safety in operations, assessing safety risks, conducting safety assurance activities and processing safety and technical reports. It will also continue to be responsible for capacity-building through the development and delivery of United Nations tailored aviation-related training and awareness-raising.

Central Service

20. The Central Service will continue to provide centralized corporate support and services for UNLB internal operations in the areas of human resources, training, finance and budget, procurement, administration and programme management, and campus support while providing services to the Secretariat, the United Nations field missions and external clients in the areas of occupational safety and health, and conference and learning management. The Central Service will maintain an enabling role for the two service delivery pillars, the Service for Geospatial, Information and Telecommunications Technologies and the Supply Chain Service, in the context of their expanded and increasingly complex service portfolio, and for the tenant units to focus on the services and functions within their technical expertise and for their client base.

21. Within the Central Service, the Occupational Safety and Health Unit is guided by the Health-Care Management and Occupational Safety and Health Division to provide technical and operational support to the Department of Operational Support, peacekeeping and special political missions and other United Nations Secretariat entities, in operational and technical standards development, incident data management, incident response and risk assessment, as well as field occupational safety and health training courses to United Nations field personnel. The Unit includes the clinic that continues to provide UNLB and all hosted personnel with medical advice and support for emergencies and acute illness on site.

22. During the 2022/23 period, staff and visitors returned to the workplace following the lifting of coronavirus disease (COVID-19) restrictions. This has enabled the clinic to resume activities in 2022/23 related to prevention, education and health risk assessments for work-related illnesses. These activities will continue in the 2023/24 period alongside monitoring of the pandemic and any outbreaks of new infectious diseases. The management of all activities ensures safe operations for all

personnel and guests. UNLB will also be able to provide support to the United Nations Secretariat and other entities on the basis of the specialist contribution of this team.

23. Through the Conference and Learning Centre, the Central Service will provide support in organizing conferences, workshops and other learning activities both remotely and in situ. In addition, the Conference and Learning Centre is going through a digital transformation to embrace the changes in the training and conference fields and offer its clients different solutions for remote and virtual delivery and participation. Equipping its facilities to allow hybrid delivery for concurrent in-presence and remote participation is the first milestone.

Supply Chain Service and strategic deployment stocks

24. During the 2023/24 period, the Supply Chain Service will continue its customer-centric approach of service provision with a focus on innovation, efficiency, transparency and performance. As part of the Office of Supply Chain Management of the Department of Operational Support, the Service aims to continuously improve its processes, develop and strengthen its resources and adopt business practices and proven concepts to enhance its capacity and capabilities to serve the field. The Service has consolidated its operations in four focus areas, in alignment with the demands emerging from stakeholders' consultations and with the end-to-end supply chain management processes. The four focus areas are: (a) innovation and infrastructure support, including special attention to the environmental support capacity; (b) supply network management, including the strategic deployment stocks; (c) global material life cycle management; and (d) warehouse and distribution activities.

25. The Service will also continue to work collaboratively with the Service for Geospatial, Information and Telecommunications Technologies and the Enabling and Outreach Service at Headquarters. The focus will continue to be placed on the digitalization of supply chain processes for warehouse activities, as well as tracking and monitoring of assets and property. Joint initiatives with the Service for Geospatial, Information and Telecommunications Technologies, such as three-dimensional printing as a service, partnering with the Enabling and Outreach Service in digitalizing the strategic deployment stocks catalogue and the introduction of a customer-friendly, centralized ordering platform, are examples of this internal collaboration with a focus on customer support and efficiency. The "solution factory" within the Planning and Sourcing Support Section is the internal innovation hub of UNLB to develop, prototype, test and inspect suitable equipment and solutions for use by clients in the field, especially in the areas of regeneration of engineering assets (generators and heavy engineering equipment) and the refurbishment of valuable generator sets from missions for reuse; focusing on smart operational technologies such as the Internet of things and robotics in partnership with the Enabling and Outreach Service on enterprise supply chain solution and process integration has been a successful step towards a progressive and hands-on approach to developing and delivering sustainable solutions for specific challenges across all areas of facilities and infrastructure support.

26. Supply network management is dedicated to optimizing the supply of solutions directly to clients in the field through a supply network consisting of the global hub in Brindisi, the Regional Deployment Stock Cell in Entebbe, Uganda, which carries regional stocks, and vendor-managed storage locations. UNLB will continue to provide the necessary guidance and support for the operationalization of regional deployment stocks. The first regional stocks were deployed in September 2022 for storage in Entebbe.

27. Optimization of the downstream supply network, including the forward movement of goods and the provision of services from UNLB to clients, is crucial

during crisis and emergency situations as well as for sustainment operations. It includes the optimization of inbound logistics planning and the requisitioning, purchase and management of the strategic deployment stocks, including the regional deployment stocks, the United Nations reserve stocks and specialized categories such as blood, accoutrements and vaccines.

28. The global material life cycle management will continue to ensure effectiveness and to improve the utilization of the Organization's materials and assets, including effective oversight and operational governance over material management, preventive maintenance and spare part management. A key element of global material life cycle management and the circular supply chain is the potential for a second or third life cycle of materials through the return, refurbishment and reuse of high-value and low-utilization assets and equipment.

29. The warehouse and distribution capacity continues to focus on improving visibility throughout the processes with the ultimate target of increased accuracy and efficiency. These efforts are combined under the "smart warehouse" project, which is currently ongoing in Brindisi. The project aims at improving warehouse processes, streamlining them under Umoja modules, optimizing available resources and potentially automating manual transactions by means of technology incorporated into Umoja. In the coming period, the transformation will continue to be in a trial and prototyping phase.

Planning and Sourcing Support Section

30. The Planning and Sourcing Support Section will continue to deliver services throughout the life cycles of missions and other entities related to planning and sourcing activities and will strengthen the focus areas of innovation and infrastructure support, strategic deployment stocks and supply network management, and environmental technical support services.

31. In the innovation and infrastructure support focus area, the Section will continue to act as the joint innovation hub of the Office of Supply Chain Management focusing on engineering support, supporting category managers in technical planning and design, and exploring and developing smart operational solutions together with the Enabling and Outreach Service for enterprise applications and process integration solutions, in cooperation with academia and commercial entities under various types of partnerships and memorandum of understanding arrangements.

32. In the supply network management capacity, the Section will operationalize and optimize the use of the strategic deployment stocks and oversee the regional deployment stocks.

33. The environmental and technical support capacity will continue to operate within the Section. It will deliver enabling capability for environmental concerns, specifically for goods and services requiring specialist technical and operational support to operationalize the mission environmental management plans.

Delivery and Return Section

34. The Delivery and Return Section will continue to provide services related to the physical journey of materials, strengthening the focus areas of warehouse and distribution operations. The Section will continue to be responsible for the inbound delivery coordination, receiving and inspection, warehousing and outbound logistics functions for all UNLB-managed inventory, including strategic deployment stocks, the UNLB stock, the United Nations reserve and partner-owned stock.

35. The movement control processes have become more complex through increased logistics and inbound and outbound freight services provided to peacekeeping

operations and other clients, such as United Nations agencies, funds and programmes, on a cost-recovery basis. Those services include the provision of equipment maintenance, inbound and outbound services for the equipment stored at UNLB warehouses, remote property management services, warehousing, engineering services and, under emergency circumstances, the provision of support in response to global crisis, such as the humanitarian crises in Ukraine and Haiti and the COVID-19 pandemic.

36. The Section will also provide material and global property management services and reverse logistics operations in support of missions and will focus on the transition from the current linear supply chain to a circular one, where the planned obsolescence and disposal of property, plant and equipment is replaced with the sourcing of property, plant and equipment with the aim of reusing, recycling and repurposing it to a maximum extent and to allow for a controlled return process from a field entity to a centralized repository within the global supply chain network. This initiative targets pre-used equipment with high acquisition value and low utilization for it to be reintegrated into active service, and is being piloted in the 2022/23 period.

Service for Geospatial, Information and Telecommunications Technologies

37. The rapid pace of digital and technological transformation highlights the power of technology. The Secretary-General's reforms, together with his Data Strategy for Action by Everyone, Everywhere and his strategy on new technologies, highlight the central role that technology must play in efforts to accelerate the achievement of the 2030 Agenda for Sustainable Development, which include opportunities for Goal 6: Clean water and sanitation; Goal 7: Affordable and clean energy; Goal 9: Industry, innovation and infrastructure; Goal 11: Sustainable cities and communities; Goal 12: Responsible consumption and production; Goal 13: Climate action; and Goal 17: Partnerships for the Goals. In addition, the joint, departmental Strategy for the Digital Transformation of United Nations Peacekeeping is aimed at enabling missions to implement their mandates more effectively and at enhancing the safety and security of peacekeepers by harnessing the potential of digital technologies. The Service for Geospatial, Information and Telecommunications Technologies at UNLB will remain central to all these efforts, ensuring that its activities align with the Organization's digital transformation efforts.

38. The Service has continued its role as the resilient operational hub for the support and delivery of technology services and solutions to field operations and the broader Secretariat. From centralized connectivity, hosting and monitoring services for enterprise systems such as Umoja, to geospatial information systems and solutions, to robust information and communications technology (ICT) service management processes and protection against increasing cybersecurity threats, and to harnessing and operationalizing innovative and emerging technologies, the Service has supported global, digital ICT operations for over 25 years.

39. In the 2023/24 period, digital technology will continue to encompass information technology and the parts of operational technology that have been digitized, both being bridged by the Internet of things. Digital technology at UNLB is an amalgamation of information, operational and communications technologies to achieve levels of functionality and automation that are not possible with any of them alone.

40. By leveraging its expertise and capacity in innovation and new technologies, in 2022/23 the Service established an Internet of Things Centre of Excellence at UNLB. The Service has demonstrated the success of initiatives such as the Unite field remote infrastructure monitoring system (Unite FRIM), an environmental technology ecosystem that enables the connection of various infrastructure devices, sensors and

systems through the Internet of things, optimizing the use of existing wireless infrastructure and creating more efficient and secure working environments for peacekeepers. Unite FRIM is currently implemented in 10 peacekeeping operations (the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Peacekeeping Force in Cyprus, the United Nations Interim Force in Lebanon, the United Nations Interim Security Force for Abyei (UNISFA), the United Nations Interim Administration Mission in Kosovo, the United Nations Mission in South Sudan (UNMISS), the United Nations Military Observer Group in India and Pakistan (UNMOGIP) and the United Nations Support Office in Somalia (UNSOS)) and will continue to be rolled out across the remaining peacekeeping operations, utilizing around 30,000 data collection points to generate dynamic, real-time data for better-informed decision-making and to enable predictive maintenance of equipment, increased uptime and reductions in water, energy and fuel consumption. Ongoing development of the ecosystem into a more expansive “United Nations Smart Camp” programme of work, based on “smart city” technologies, is under way, closely supported by the Office of Supply Chain Management. These initiatives demonstrate the positive impact that cloud computing and Internet of things technologies have in supporting the mandates of peacekeeping operations, through enhanced data collection, analytics and better-informed decision-making, which in turn increases operational effectiveness, reduces environmental footprints and generates a positive legacy. In the past three years, Unite FRIM has offered numerous benefits to the implementing entities in the form of operational benefits, better resource utilization, strengthened environmental management and improved safety and security. Through Unite FRIM, entities have increased service availability; extended equipment lifespan; increased efficiency or optimized consumption; rationalized supply chain planning; increased analytical capability; reduced their environmental footprint; improved data-driven environment monitoring and management; raised cultural and environmental awareness; reduced exposure to security and safety risks of staff; and enhanced security and situational awareness.

41. The Service will also continue its role as the resilient operational hub for the support and delivery of technology services and solutions under the guidance of the Office of Supply Chain Management, such as analytics, dashboards, key performance indicators and enterprise application process design and integration. Building on its experience during the COVID-19 pandemic, the Service will continue to provide reliable, resilient and innovative smart digital technology solutions and support, beneficial to day-to-day operations, ensuring that staff members in field missions and at Headquarters have access to critical enterprise systems such as Umoja, videoconferencing, iNeed and email.

42. For resilience and risk mitigation, the Service continues to be deployed in two locations as a unified, singular service provider. The success of the Service is enabled by a combination of a core staffing capacity augmented by a contractual and managed service capacity, which is scalable to the demands for services.

43. In the 2023/24 period, the Service will continue to deliver infrastructure and operational support, in accordance with the UNLB mandate, to peacekeeping missions, and to other United Nations entities on a cost-recovery basis, as outlined in table 2 below. In addition, the Service will continue to utilize its two distinct but complementary service delivery approaches, combining both centralized and remote support services. Centralized support services continue the key role of UNLB in ensuring connectivity, hosting and monitoring support for critical enterprise systems,

while remote support services enable the remote delivery, from UNLB, of highly skilled, standardized and consistent support to users anywhere in the world.

44. The Service, as a centre of excellence for technology support services and innovative solutions, will maintain its data centre tier III certification, international certification for service management (International Organization for Standardization (ISO) 20000 standard) and information security management system (ISO 27000) as part of its continuous service and information security improvement processes to guarantee adequate quality for end users and the Organization. The Service will continue to engage actively with clients through its well-established service management framework to ensure optimal service value and continuous value co-creation.

45. Driven by the continued demand for reliable and responsive remote working platforms and tools and enhanced videoconferencing services in response to COVID-19, the Service will continue to optimize its capacity to enable, as required, high-level videoconference meetings, including those of the General Assembly, the Security Council and subsidiary bodies, as well as other platforms for remote working. In addition, the Service will leverage its expertise to provide innovative digital technology products and programmes to field missions and other clients to support data-driven and informed decision-making and optimize operations.

46. The services will continue to be delivered through the Service's four sections (Client Solutions Delivery Section; Infrastructure Operations Section; Technology Development, Design and Planning Section; and Service and Information Security Management Section) through a pre-defined framework of best practices and standard processes.

Client Solutions Delivery Section

47. The Client Solutions Delivery Section will be engaged in groundwater exploration support activities; the development of innovative geospatial solutions, such as automation of the environmental action plan and geovisualization of field remote infrastructure management and United Nations Smart Camp visualization solutions, in cooperation with the Enabling and Outreach Service in the Department of Operational Support; and the development and expansion of the Unite Maps initiative to the Secretariat and field missions to deliver current and accurate base and operational maps as well as imagery, search and navigation solutions and to enhance enterprise applications, such as the Unite Aware, Situational Awareness Geospatial Enterprise, Unite FRIM, Environment Action Planning and Performance (eApp) and digital radio systems and other platforms.

48. Other projects that the Section plans to undertake, in close collaboration with the missions, are related to the enhancement of the Environment Action Planning and Performance application (eApp) to capture the missions' environmental footprints; further development and roll-out of the "event capture" application to capture events information inside the mission; and further development, roll-out and expansion of the facilities and infrastructure management and monitoring solution to additional missions.

Infrastructure Operations Section

49. The Section will continue to support field operations and offices away from Headquarters, providing critical communication and enterprise systems, and to work on the implementation of the cloud and field remote infrastructure monitoring Internet of things platform, for the monitoring of key infrastructure (electricity, generators, fuel and water) and environmental systems (wastewater treatment plants). Also, further development and enhancement of the flagship modular line of products

(M-Programme) in support of field missions is planned to continue in the 2023/24 period.

Technology Development, Design and Planning Section

50. The Section oversees the management of innovation and emerging technologies by: researching, identifying and evaluating available solutions to mission challenges; conducting proof-of-concept and pilot projects to introduce new capabilities to peacekeeping missions; streamlining or enhancing existing practices; and standardizing successful technologies. These activities are at the core of any digital transformation agenda. In the 2023/24 period, the Section plans to further support peacekeeping operations to enhance situational awareness through the implementation of unmanned aircraft systems and counter-unmanned aircraft systems and live video analytics-related technologies. Training for military personnel, the Department of Safety and Security, the Mine Action Service and other civilian staff will be provided as applicable in support of better decision-making for the protection of United Nations personnel and civilians.

51. The Section, in cooperation with the Enabling and Outreach Service of the Office of Supply Chain Management, will continue to play a key role in the application of innovative technology products and programmes and to focus on providing project and programme management services, including support for the Unite FRIM, United Nations Smart Camp and Unite Aware ecosystems, with the objectives of ensuring reliable and data-driven decision-making, as well as a comprehensive and integrated approach to situational awareness and information analysis for United Nations peace operations; and leveraging and optimizing the use of extended reality technologies, including virtual, augmented and mixed reality, to enhance service delivery.

Service and Information Security Management Section

52. The Service and Information Security Management Section will continue to design and update its information technology service management processes and ensure that a common information technology service management framework is followed for global ICT support for all United Nations Secretariat entities; ensure continuous communication with global ICT services clients, following on their needs and feedback through the well-established service relationship management framework; undertake mission cloud migration assessments and implementation of cloud monitoring in line with the organizational cloud strategy; provide 24/7 monitoring of global and client-specific ICT infrastructure; support the Global Service Desk in providing tier I support; follow up on the successful implementation of required controls based on information security vulnerabilities reported by Office of Information and Communications Technology cybersecurity; ensure that UNLB is in compliance with ICT security policies; coordinate disaster recovery exercises and global infrastructure security assessments; and update the UNLB disaster recovery plan and carry out regular failover tests of the satellite- and network-critical components between Brindisi and Valencia to ensure effective resilience.

Scalability model

53. The existing scalability model has undergone yearly review and refinement in line with the recommendations of the legislative bodies. Most recently, the Advisory Committee on Administrative and Budgetary Questions noted the efforts to refine the scalability model and recalled its recommendation, endorsed by the General Assembly in its resolution [75/295](#), to further refine the scalability formula in particular to develop a clear definition of scalability, identify the activities that were scalable and ensure consistency in the application of the scalability model, as well as

to ensure that all scalability models took into account, inter alia, workload factors and efficiency gains (A/76/760/Add.5, para. 48). That recommendation was endorsed by the General Assembly in its resolution 76/277.

54. Over the years, UNLB services have evolved to become global and of an advisory nature, unique to the circumstances of each mission or group of missions and akin to the requirements for the Department of Operational Support, given the nature and scope of the work. UNLB has expanded the services it delivers, both in number and type, evolving from a traditional and transaction-oriented organization into a mature service provider in the areas of technology and supply chain, capable of providing a wide range of complex support and customized advisory services to its clients in environmental technical support, liquidation support and Internet of things technologies.

55. A key principle of the UNLB scalability model, which could be defined as the ability to grow or shrink according to demand for its services, is ensuring a core service and support capacity as well as the retention of critical knowledge and skills in key areas. This is supplemented, as required, by contractual services and capacities as workloads fluctuate and expand. These contractual capacities include agreements with other United Nations entities that are revised yearly and scaled up or down according to demand and planned deliverables, contracts with commercial providers, and the use of individual contractors. For instance, external capacities are used to supplement the UNLB core capacity's services in connectivity, hosting and monitoring of critical ICT systems. Over the past decade, the agility and flexibility associated with the UNLB model have proved to be a vital enabler and component of the support centre.

56. With this approach, UNLB has demonstrated its ability to calibrate its operations to support client demands, which is critical to ensuring business continuity across the United Nations system and respond to unplanned, urgent and complex requests. In the past year, over and above its assigned planned tasks, UNLB has undertaken a number of additional initiatives. From the start of the United Nations involvement in the conflict in Eastern Europe, the Supply Chain Service of UNLB has played a leading role in the provision of logistics and service support for the United Nations Secretariat, as well as for United Nations agencies, funds and programmes on a cost-recovery basis. Since March 2022, UNLB has been involved in the supply and delivery of equipment and inventories for the Office for the Coordination of Humanitarian Affairs, the Department of Safety and Security and other clients.

57. In addition to the exceptional events previously described, many planned outputs related to normal operations were surpassed, demonstrating the utility of the UNLB scalability model, through the fluctuation in the demand for services and how UNLB adjusts to meet the demand. For example, during the 2021/22 period, the Supply Chain Service completed the planning and design of engineering projects and 15 tender packages, representing a 200 per cent surplus over the planned assumption of 5 tender packages, and coordinated a total of 147 planning meetings at the local, global and Headquarters levels where supply chain stakeholders met and reviewed the status of supply chain demand, sourcing, acquisitions and delivery plans, representing an increase of 194 per cent from a planned outcome of 50 meetings. The deployment of UNLB mission support teams to support on-site logistics operations and environmental management in field missions increased from 30 planned mission support teams to 38 actual mission support teams deployed (or 26.7 per cent). For the Service for Geospatial, Information and Telecommunications Technologies, location intelligence reports and geoanalytics production increased by 113.8 per cent. Groundwater and subsurface services (such as well rehabilitation) increased by 63.3 per cent. Support to users of geospatial services climbed by 43.4 per cent. The provision of project management office support went up by 30 per cent, while the

provision of full project management services increased by 100 per cent. The provision of ICT solutions (including solution development, design, proof of concept and transition to United Nations entities) climbed by 50 per cent from the planned assumptions. All these additional tasks were met by using scalable external resources in addition to UNLB staff.

58. It should also be observed that, in the past 10 years, the overall budget for UNLB has followed the decreasing trends of the United Nations peacekeeping missions budgets, which decreased by 17 per cent (from \$7,181.6 million to \$5,971.7 million), while the portfolio of mandated services offered by UNLB to peacekeeping missions increased. For the 2012/13 period, the UNLB approved budget amounted to \$68.6 million, while the approved budget for 2022/23 is \$66.0 million, representing a decrease of \$2.6 million (3.8 per cent). In addition, the reduction in the purchasing power of the United States dollar (based on inflation¹ factors) is even more pronounced as the United States dollar has lost about 27 per cent of its purchasing power since 2012. Despite the downward trend, UNLB has shown its adaptative capacity and resilience to host a significantly more extensive catalogue of services as a growing service provider and partner to field missions.

59. In the past 10 years, the Supply Chain Service has been delegated to provide additional critical functions in the areas of environmental technical support, field contract performance management, supply chain planning support, and the “solution factory”, among others. This was done to respond to the field’s demands and align with organizational imperatives such as environmental risk management. During that same period, the Service for Geospatial, Information and Telecommunications Technologies also added several services to its portfolio. The Service developed global support services with wide-ranging benefits, for example: (a) the global ICT infrastructure monitoring services, which aim to monitor critical ICT systems within missions to support a reduced response time to incidents and increase system availability; (b) the Internet of things infrastructure support service (Unite FRIM), a remote field infrastructure monitoring system that is being extended to all field missions, resulting in benefits in the areas of operational management, resources management and environmental management; and (c) the central support mission critical communications infrastructure, which provides centralized support at UNLB for the field-critical digital radio communications system, resulting in operational and resource savings for the Organization through the avoidance of costs of replication of support services and infrastructure in multiple field operations.

60. For the Central Service, several services and functions have been added to its portfolio, with UNLB delivering substantially more with the same number of staff. To illustrate this, the establishment and growth of the United Nations Information and Communications Technology Facility, Valencia led to additional contracts for goods and services for the Procurement Unit and staff administration, recruitment and onboarding processes for the Human Resources Unit. For the past 10 years, the significant increase in the provision of services by the Supply Chain Service, the Service for Geospatial, Information and Telecommunications Technologies and tenant units has translated into an increased volume of work for the Central Service. Meanwhile, since the Occupational Safety and Health Unit was created in the 2018/19 period, it has experienced a significant increase in requests from peacekeeping for the provision of technical and operational support.

61. This overview demonstrates how UNLB has shown considerable adaptive capacity and resilience to provide a higher number of mandated services with existing or reduced resources.

¹ See <https://data.oecd.org/price/inflation-cpi.htm#indicator-chart>.

62. Based on the above-mentioned experience and approach, proposed staffing tables and resources were analysed in the context of the organizational alignment of UNLB with the Office of Supply Chain Management and Department of Operational Support requirements and updated to ensure continuous scalability between resource requirements and expected deliverables. The blend of core versus contracted workforce continues to enable the Base to respond effectively to planned demands as well as unprecedented emergencies and crises.

Contractors and personnel occupying facilities at Brindisi and Valencia

63. In its resolution [69/309](#), the General Assembly endorsed the recommendation contained in the report of the Advisory Committee on Administrative and Budgetary Questions ([A/69/839/Add.9](#), para. 55) to request the Secretary-General to include, in future budget submissions regarding UNLB, information on all the personnel occupying the facilities at Brindisi and Valencia, as well as details on administrative and cost-recovery arrangements, rental and maintenance costs, income received and any other relevant information on the utilization of United Nations premises. As endorsed by the General Assembly in its resolution [76/277](#), the Advisory Committee noted the increasing presence of the United Nations system in Valencia and recommended that the General Assembly request the Secretary-General to submit a clear strategy on the ongoing transformation, including an overview of resources and efficiency measures, for its consideration ([A/76/760/Add.5](#), para. 30).

64. During the 2023/24 period, UNLB will continue to host support personnel of other entities at Brindisi and Valencia using a cost-recovery framework. The framework will be used for the costs associated with the sharing of the facilities with non-UNLB support personnel, and with providing support for non-peacekeeping client entities with which UNLB maintains a service-level agreement for the delivery of services on a full cost-recovery basis. The UNLB client pool has changed in line with the approval of the management reform of the Secretary-General by the General Assembly in its resolution [72/266 B](#), under the management of the Office of Supply Chain Management of the Department of Operational Support to provide services not only for its clients in peace operations but also for the whole United Nations Secretariat, which is done under cost-recovery arrangements. Costs are recovered for support personnel related to facility services such as cleaning, gardening, security and maintenance. In the 2023/24 period, UNLB will also host staff from the United Nations Office at Geneva, the United Nations Children's Fund (UNICEF) and the International Organization for Migration (IOM). The growth in the number of personnel hosted at the United Nations Information and Communications Technology Facility, Valencia is mainly attributable to the deployment of additional United Nations family entities (such as IOM and UNICEF) to the Valencia facility during 2021, at the invitation of the Government of Spain. By an exchange of notes verbales, the Government of Spain has agreed to facilitate the conduct of ICT operations of such entities in Spain, by installing them at the Facility premises in Valencia. The cost of hosting these entities will be recovered in accordance with the relevant service-level agreements. The above-mentioned growth in the number of personnel hosted at the Facility is not, therefore, the result of a Secretariat or Department of Operational Support transformation strategy for the Facility, but rather the result of bilateral engagements between the Government of Spain and United Nations system entities (such as IOM and UNICEF). While any increasing presence of the United Nations system in Valencia is the result of the above-mentioned bilateral engagements, the Secretariat notes that this increased presence does have the potential for harmonization and resource efficiencies. The co-location of ICT elements of the broader United Nations family at the United Nations technology hub in Valencia enables important synergies in a "One United Nations" context. In particular, the costs of running and maintaining the Facility, such as security, water, electricity, waste,

facilities management and cleaning services, are captured and apportioned across all occupants of the Facility to derive a per-head rate for office space. This rate is charged to United Nations system entities occupying the Facility, such as UNICEF and IOM. Therefore, one benefit of increasing the Facility's occupancy is the reduction of the overall per-head cost. For instance, the 2022/23 office space rate (for a cubicle) was reduced by 20 per cent compared with 2020/21.

65. The cost-recovery framework will enable the recovery of the costs associated with the use of the facilities by non-UNLB support personnel providing support for non-Department of Operational Support client entities with which UNLB maintains a service-level agreement. No costs are recovered for personnel of the United Nations Office for Project Services (UNOPS) and of the United Nations International Computing Centre who are working on projects for the Department of Operational Support and field missions, in accordance with the provisions of contractual arrangements.

66. It is estimated that 862 full-time support personnel from other entities will occupy premises at UNLB, 825 of whom will provide functions related to communications and information technology, while the remaining 37 are from the United Nations Field Staff Union, the master data maintenance team and other United Nations personnel in Brindisi (see table 1). The requirements for UNLB contractors are reflected in the present budget, while requirements for the personnel of other United Nations entities and external contractors are funded through other funding sources.

Table 1

Analysis of occupancy of contractors and non-United Nations Logistics Base personnel at the premises of the Base, by location

Entity	2021/22 actual	2022/23 estimate	2023/24 target			Service-level agreement/cost reimbursement (yes or no)
			Brindisi	Valencia	Total	
International Computing Centre						
Department of Operational Support clients	82	69	39	33	72	No ^a
Non-Department of Operational Support clients	245	168	36	213	249	Yes ^b
Subtotal, International Computing Centre	327	237	75	246	321	
United Nations Office for Project Services						
Department of Operational Support clients	170	148	42	86	128	No ^a
Non-Department of Operational Support clients	3	29	–	3	3	Yes ^b
Subtotal, United Nations Office for Project Services	173	177	42	89	131	
United Nations Children’s Fund	81	100	–	140	140	Yes
International Organization for Migration	11	30	–	30	30	Yes
United Nations Office at Geneva	3	–	–	4	4	Yes
Other United Nations contractors^c						
Office of Information and Communications Technology – Cybersecurity Service contractors subject to cost recovery	–	–	1	8	9	Yes
Office of Information and Communications Technology – Operations Support Division contractors subject to cost recovery	–	–	–	2	2	Yes

Entity	2021/22 actual	2022/23 estimate	2023/24 target			Service-level agreement/cost reimbursement (yes or no)
			Brindisi	Valencia	Total	
Office of Information and Communications Technology – Enterprise Solutions Service contractors subject to cost recovery	7	–	4	9	13	Yes
Other contractors not subject to cost recovery	152	150	78	74	152	No
Subtotal, other contractors	159	150	83	93	176	
Other personnel (United Nations posts)^d						
Office of Information and Communications Technology – Operations Support Division	–	–	–	1	1	Yes
Office of Information and Communications Technology – Enterprise Solutions Service	9	10	–	22	22	Yes
Umoja master data management personnel	9	10	5	5	10	No
United Nations Field Staff Union	4	4	4	–	4	No
Security Sector Reform Standing Capacity, Office of Rule of Law and Security Institutions, Department of Peace Operations	1	1	1	–	1	Yes
Other personnel ^e	9	13	11	11	22	No
Subtotal, other personnel	32	38	21	39	60	
Total	786	732	221	641	862	

^a International Computing Centre and UNOPS personnel working on projects for the Department of Operational Support and peace operations under contractual agreements. No costs are recovered for those personnel.

^b Costs of facility occupancy by International Computing Centre and UNOPS personnel servicing non-Department of Operational Support clients are recovered through the peacekeeping cost-recovery fund.

^c No costs are recovered from entities or contractors working on projects for United Nations peace operations; the costs of the contractors are provided for in the proposed budgets of the individual peace operations.

^d Other personnel category refers to United Nations Secretariat personnel located at UNLB who are not part of the UNLB staffing table.

^e For the 2023/24 period, the breakdown of the posts is as follows: 3 Department of Safety and Security posts; 15 UNLB extrabudgetary posts (13 in the Service for Geospatial, Information and Telecommunications Technologies: 1 Senior Information Systems Officer (P-5), 3 Information Systems Officer (P-4), 4 Information Systems Officer (P-3), 1 Administrative Assistant (G-5), 1 Liaison Assistant (G-6), 1 Nurse (GS-6), 1 Senior Field Security Assistant (G-7) and 1 Facilities Management Assistant (G-6); and 2 in the Supply Chain Service: 1 Property Management Officer (P-3) and 1 Property Management Assistant (G-6)); 1 Logistics Officer (P-4) extrabudgetary post; 1 Environmental Affairs Officer (P-3); and 2 Air Operations Assistant (FS-6).

Services provided to other entities and cost recovery

67. In its resolution 70/288, the General Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions that the Assembly should be provided with a better understanding of the services provided to other Secretariat and non-Secretariat entities and a full picture of the resources made available to UNLB, and that information on expenditures incurred and income received for all services provided to other Secretariat and non-Secretariat entities should be included in future budget submissions and performance reports (A/70/742/Add.9, para. 68). In its resolution 74/282, the General Assembly endorsed the recommendation of the Advisory Committee that the Assembly should be provided with comprehensive and more transparent information on the services provided to different entities (A/74/737/Add.6, para. 26). That recommendation was reiterated in the subsequent reports of the Advisory Committee (A/75/822/Add.10, endorsed by

the Assembly in its resolution [75/295](#), and [A/76/760/Add.5](#), endorsed by the Assembly in its resolution [76/277](#)).

68. UNLB will continue to coordinate the delivery of ICT and supply chain services, on a cost-recovery basis, to non-peacekeeping operations and United Nations agencies, funds and programmes, as further detailed below.

69. During the 2023/24 period, the Base will provide connectivity services, data storage, cloud services, telecommunications, data centre hosting services, application hosting, event monitoring, campus services, geospatial information systems, ICT security and operational resilience services on a cost-recovery basis using the Umoja service delivery functionality. In addition, the Base will provide training, warehousing, maintenance and remote property management services on a cost-recovery basis. The recoverable costs are based on approved service rate cards, which are reviewed on an annual basis by the Office of the Controller and subject to the Controller's approval. The estimated income and expenditure do not duplicate any proposed resource requirements included in the budget proposal for UNLB for the 2023/24 period. The expected income is presented by client entity in table 2 and the estimated expenditure by category in table 3. The estimates do not include the amounts budgeted in individual peacekeeping missions for contracts centrally managed by UNLB.

Table 2

Analysis of cost-recovery estimates for the period 2023/24

(Thousands of United States dollars)

<i>Entity receiving support</i>	<i>Services provided</i>	<i>Amount</i>
Service for Geospatial, Information and Telecommunications Technologies		
<i>Internal recoveries</i>		
Office of Information and Communications Technology	Hosting services; data storage; connectivity services; event monitoring; platform services; application services	7 484.3
Economic Commission for Africa	Connectivity services; cloud services	666.1
Office of the United Nations High Commissioner for Human Rights	Geospatial information system services; professional consultancy services	654.1
Office for the Coordination of Humanitarian Affairs	Hosting services; data storage; application services; connectivity services; event monitoring	569.9
United Nations Support Office in Somalia	Application services	435.2
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Hosting services; data storage; connectivity services; event monitoring; professional consultancy services	344.6
Department of Safety and Security	Geospatial services; application services; maintenance, warehousing and logistics; property management services	240.4
Department of Economic and Social Affairs	Hosting services; data storage; application services; connectivity services; event monitoring	239.9
Economic and Social Commission for Western Asia	Connectivity services; cloud services	234.7
United Nations Environment Programme	Hosting services; data storage; Internet connection services; cloud services	217.4

<i>Entity receiving support</i>	<i>Services provided</i>	<i>Amount</i>
<i>External recoveries</i>		
International Computing Centre	Hosting services; connectivity services; campus services	1 409.3
United Nations Children's Fund	Campus services; connectivity services; hosting services; telecommunications connectivity services	770.5
United Nations Office for Project Services	Hosting services; data storage; connectivity services; application services; event monitoring; campus services	238.1
United Nations Population Fund	Hosting services; data storage; connectivity services; monitoring services; application services; geospatial services	177.7
Other entities (less than \$100,000 each)	Hosting services; geospatial services; logistics services; applications services; connectivity services; monitoring services; telecommunications; project management; campus services	789.4
Subtotal, Service for Geospatial, Information and Telecommunications Technologies		14 471.6
Supply Chain Service		
<i>Internal recoveries</i>		
Peacekeeping and special political missions	Supply chain training	350.0
Development Coordination Office	Remote property management services	128.5
Department of Safety and Security	Remote property management services; storage; logistics services; ground transportation services	124.1
Other entities (less than \$100,000 each)	Logistics services; ground transportation services; storage	18.8
Subtotal, Supply Chain Service		621.4
Total		15 093.0

70. During the 2023/24 period, UNLB will use the projected cost-recovery income to fund an envisaged 15 general temporary assistance positions: 9 international and 6 national General Service.

Table 3
Details of estimated costs to be recovered for the period 2023/24

(Thousands of United States dollars)

<i>Category</i>	<i>Service for Geospatial, Information and Telecommunications Technologies</i>	<i>Supply Chain Service</i>	<i>Total cost estimates</i>
Civilian personnel			
General temporary assistance (international)	1 374.8	152.0	1 526.8
General temporary assistance (national)	396.4	60.0	456.4
Subtotal	1 771.2	212.0	1 983.2
Operational costs			
Travel	5.0	—	5.0
Facilities and infrastructure	1 112.3	10.0	1 122.3
Ground transportation	—	19.1	19.1

<i>Category</i>	<i>Service for Geospatial, Information and Telecommunications Technologies</i>	<i>Supply Chain Service</i>	<i>Total cost estimates</i>
Communications and information technology	11 565.0	–	11 565.0
Medical	8.0	–	8.0
Other supplies, services and equipment	10.0	380.4	390.4
Subtotal	12 700.3	409.5	13 109.8
Total requirements	14 471.5	621.5	15 093.0

Tenant units

71. UNLB will continue to host and support tenant units, including the Standing Police Capacity and the Justice and Corrections Standing Capacity, which report to the Department of Peace Operations; and the Strategic Air Operations Centre and the Field Central Review Bodies Unit, which report to the Department of Operational Support. Resource requirements of the tenant units are presented in table 4.

Table 4

Resource requirements of the tenant units for the period 2023/24

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

	<i>Standing Police Capacity</i>	<i>Justice and Corrections Standing Capacity</i>	<i>Field Central Review Bodies Unit</i>	<i>Strategic Air Operations Centre</i>	<i>Total tenant units</i>
Civilian personnel					
International staff	5 531.0	1 005.4	458.3	1 022.8	8 017.5
National staff	128.4	64.2	513.8	192.6	899.0
Subtotal	5 659.4	1 069.6	972.1	1 215.4	8 916.5
Operational costs					
Consultants and consulting services	7.5	–	–	–	7.5
Official travel	64.1	34.1	15.1	20.4	133.7
Communications and information technology	–	–	0.9	7.1	8.0
Other supplies, services and equipment	9.2	–	6.0	13.4	28.6
Subtotal	80.8	34.1	22.0	40.9	177.8
Total requirements	5 740.2	1 103.7	994.1	1 256.3	9 094.3

Standing Police Capacity

72. The Standing Police Capacity, which comprises 36 posts, will continue to deliver its two core functions, namely, the start-up of new police components in peace operations and the provision of assistance to police components in existing peace operations. If requested, it would also conduct operational assessments and monitoring of police components.

73. The Standing Police Capacity may also respond, on a selective basis, to the requests from the Department of Political and Peacebuilding Affairs of the Secretariat as well as backstopping demands from United Nations agencies, funds and programmes and other partners under the Organization's peacebuilding mandate on a cost-recovery basis, as applicable.

74. In addition, the Standing Police Capacity will continue to contribute to the in-house compilation, collation and analysis of information and statistics and the development of compendiums for the use of United Nations police. The methodology will, inter alia, include reviews of reports, assessments, field visits, surveys, interviews, meetings, discussions and peer reviews.

75. The Standing Police Capacity will also continue to enhance efforts towards more effective preparedness for the start-up of new peace operations, maintaining or upgrading the institutional and operational capacity of peace operations and providing assistance to the existing police components of peace operations, including those undergoing transition. These enhanced efforts will include quantifiable outputs in terms of assistance missions to the police components in existing peace operations, starting up and/or strengthening police components, skills development programmes for Standing Police Capacity experts and support for assessment missions to the existing police components. The Capacity will continue to engage in interaction within the Department of Peace Operations and police components of various peace operations and enhance its role as system-wide service provider.

76. The Standing Police Capacity projects that it will continue to receive requests for support from United Nations field operations and other partners in the 2023/24 period. It also expects that with further reduction in travel restrictions and easing of pandemic-related protocols in 2023/24, it will be able to deploy the staff members to the peace operations in a timelier manner.

Justice and Corrections Standing Capacity

77. Comprising six posts and one administrative position, the Justice and Corrections Standing Capacity will continue to deliver on its core functions in the 2023/24 period, notably providing the start-up capability for justice and corrections components in peace operations, early implementation of transitions and reinforcing existing peace operations in the areas of justice and corrections. It will pursue its support to justice and corrections components in planning for and implementing mandated rule of law-related programmes through the provision of substantive expertise and support in programme implementation and oversight. It will also continue to undertake operational assessments and evaluations as required by field missions, ultimately ensuring the effective, coherent and coordinated delivery of rule of law mandated tasks in support of the missions' political strategy, in line with the Action for Peacekeeping Plus initiative.

78. In the 2023/24 period, it is anticipated that a number of United Nations missions will require critical strategic and specialized support and that the demands will remain high and continue to outweigh currently available capacity. Projected demands relate to rule of law transition planning and implementation, rule of law programming, investigation and prosecution of crimes fuelling conflict, strategies to promote reforms and accountability, including for conflict-related sexual violence, gender-responsive prison reform and management, including prison security and reintegration strategies, and judicial governance and independence, among other requirements. In this context, the Justice and Corrections Standing Capacity provides expert capacity that is usually not available in mission settings. More generally, the gradual staff reductions in transitioning missions have led to an increased demand for Justice and Corrections Standing Capacity deployments to facilitate smooth transition and prevent a relapse into conflict.

79. The Justice and Corrections Standing Capacity will respond to and continue to prioritize requests for support from the Department of Peace Operations and subsequently from the Department of Political and Peacebuilding Affairs, focusing on start-up, transition planning and implementation, and targeted support for the rule

of law in such areas where missions lack sufficient capacity or expertise. In accordance with the policy on the functions and organization of the Justice and Corrections Standing Capacity, adopted in July 2021 by the Under-Secretaries-General for Peace Operations and for Operational Support, the Capacity will continue to enhance its skills and keep them updated with United Nations policies and standards by undergoing dedicated training to continuously meet the demand for specialized expertise.

80. Moreover, in line with the Secretary-General's recognition of the role of the Justice and Corrections Standing Capacity as a system-wide service provider, the need for more coordinated and coherent rule of law support, and taking into account the expectation of the Special Committee on Peacekeeping Operations that more emphasis be placed by the Secretariat on supporting host country priorities aimed at preventing conflict, the Capacity will be increasingly requested to share its expertise with United Nations agencies, funds and programmes, resident coordinator offices or other United Nations entities, in particular under the auspices of the Global Focal Point for the Rule of Law.

Field Central Review Bodies Unit

81. The Field Central Review Bodies Unit, with functional reporting to the Human Resources Services Division in the Office of Support Operations in the Department of Operational Support, consists of the Field Central Review Bodies secretariat and the Reference Verification Unit, comprising 11 posts. The mandate of the Unit expanded with the revision of the staff selection system as from 1 July 2021. The Unit now provides operational support to field entities and local compliance reviews and reference verification in line with the implementation requirements of the revised staff selection system. The Unit continues to serve as secretariat for the review of international recruitment cases of field entities by offering training and review coordination, and continues to process reference verification cases for field entities.

Strategic Air Operations Centre

82. The Strategic Air Operations Centre, a tenant unit of the Office of Supply Chain Management in the Department of Operational Support, comprises 10 posts. The Centre will continue to deliver its functions, namely: (a) exercising global operational control for all out-of-mission flights and providing strategic air support for all United Nations clients, clearance processing (overflight and landing), and monitoring and tracking of all strategic air movements worldwide; (b) exercising global fleet management for the overall United Nations air fleet; (c) providing 24/7 standby medical evacuation capacity in support of all United Nations offices, agencies, funds and programmes worldwide; (d) providing technical administration of the real-time United Nations global tracking system for all peacekeeping and political missions; and (e) providing air operations invoice verifications, certification, processing and reconciliation for more than \$80 million.

83. The new envisaged target for the 2023/24 period is to have 80 per cent of troop rotations performed under the new long-term charter agreements and 20 per cent under letters of assist, which is expected to represent 6,410 flight hours to rotate approximately 75,000 troops. The existing long-term charter agreements have been expanded to cover, in addition to the existing wide-body aircraft segment, five further aircraft segments, providing more flexibility and capacity to operations and ensuring increased troop rotations. The above-mentioned target depends on the appropriated movement control consolidation of the troop-contributing countries' requirements and decision-making process to use the wide-body long-term charter agreement instead of letters of assistance and/or short-term contracts.

Variances in financial resource requirements

84. The proposed civilian staffing complement consists of 448 personnel, including 143 international staff and 305 national staff, 2 international temporary assistance positions and 2 United Nations Volunteers, representing an overall increase of 1 post and 2 United Nations Volunteer positions.

85. The estimated resource requirements for the maintenance and operation of UNLB for the 2023/24 financial period amount to \$66,284,600, which is an increase of \$326,000, or 0.5 per cent, compared with the approved budget for 2022/23 of \$65,958,600, owing to higher operational costs. The estimates for the 2023/24 period reflect decreased staffing costs, which amount to \$43,303,000, indicating a reduction of \$1,636,600, or 3.6 per cent, compared with the approved resources for the 2022/23 period of \$44,939,600. The reduction is mainly due to: (a) the change in the rate of the euro to the United States dollar to 0.967 euros for 1 United States dollar, compared with the rate of 0.888 euros for 1 United States dollar applied in the approved 2022/23 budget (8.9 per cent), coupled with an increase in the vacancy rate for national General Service staff from 4 per cent in the 2022/23 period to 5.9 per cent in the 2023/24 period; and (b) the increase in the vacancy rate for international staff from 13.0 per cent in the 2022/23 period to 15.5 per cent in the 2023/24 period.

86. The overall resource requirements for operational costs amount to \$22,981,600, which represents an increase of \$1,926,600, or 9.3 per cent, compared with the approved resources of \$21,019,000 in the 2022/23 period. This is mainly due to requirements: (a) to purchase and install photovoltaic panels to reduce dependence on the energy market, and carry out repairs to and waterproofing of facilities; (b) to maintain and enhance the Environment Action Planning and Performance application (eApp) and to support and host an open-source examination platform; and (c) owing to the increase in service contract prices for electricity.

C. Regional mission cooperation

87. UNLB will continue to play a key role in the emergency response of the United Nations during crisis and emergency situations, particularly in the delivery of the strategic deployment stocks of personal protective equipment, newly sourced medical equipment and consumables in a constrained transportation environment. The role of the Base has further expanded through one of its tenant units, the Strategic Air Operations Centre, and after December 2022 its capacity will remain scalable to conduct 24/7 medical evacuation air operations to enable the United Nations system-wide medical evacuation mechanism in partnership with the World Food Programme (WFP).

88. With the establishment of the Forward Support and Deployment Hub at the Regional Service Centre in Entebbe, the Strategic Air Operations Centre will continue to work in cooperation with this office in relation to the troop rotation and special air operations. The Hub is the regional point of contact and is responsible for the consolidation of regional air requests for transporting passengers within the region. The Strategic Air Operations Centre is responsible for providing transportation through the regular troop rotation flight schedule or special flights with different air operation types, such as very important person and very very important person flights, shuttle diplomacy, security evacuations, resupply or cargo operations, medical

evacuations and BODEVAC² air operations. To this end, the Centre plans, schedules and exercises tasking authority over all United Nations standby air charter agreements and reports the carrier performance.

89. In addition, the Regional Aviation Safety Office provides remote aviation safety-related training services and safety performance oversight reports to all Department of Operational Support-supported missions. The Strategic Air Operations Centre will continue its support of the Organization's response to the COVID-19 crisis, should the pandemic continue in the 2023/24 period.

D. Partnerships, country team coordination and integrated missions

90. UNLB will support, upon request and on a full cost-recovery basis for non-peacekeeping entities, the Department of Operational Support, the Department of Peace Operations and the Department of Political and Peacebuilding Affairs, and the agencies, funds and programmes across the United Nations system in the implementation of the field occupational safety risk management programme focusing on the prevention of work-related incidents.

91. In addition, on a cost-recovery basis and under service-level agreements, the Base will provide the Office for the Coordination of Humanitarian Affairs with warehousing services and the Department of Safety and Security with warehousing and asset management services. The Base will also provide the United Nations Humanitarian Response Depot, which is managed by WFP, with telephony and data services support, and office space for UNICEF and IOM in Valencia.

92. UNLB will continue to strengthen cooperation with other United Nations funds, programmes, specialized agencies, international tribunals and offices away from Headquarters through the provision of digital technology services relating to geospatial, information and telecommunications technologies and videoconference services on a cost-recovery basis. The Base will also continue to provide the International Computing Centre and UNOPS with office space and other digital technology services.

93. The Director of UNLB will continue to serve as the designated area security coordinator for all United Nations system offices in the area, including the United Nations Humanitarian Response Depot, UNOPS and the International Computing Centre. The Chief of Service for Geospatial, Information and Telecommunications Technologies at the United Nations Information and Communications Technology Facility will continue to serve as the head of premises and area security coordinator for the Technology Facility and designated official a.i. for Spain.

94. The General Assembly, in its resolution [72/266](#) B, approved the Secretary-General's management reform, which recognized the Department of Operational Support (which includes UNLB) as the operational arm of the Secretariat and the client-facing interface for operational support matters in the new management structure ([A/72/492/Add.2](#), para. 38). In accordance with the post-reform structure, UNLB will explore the opportunities for increased global support services to field missions and other entities in areas such as procurement, property management and occupational safety and health.

² BODEVAC: in cases of death at a more remote location, proper arrangements are made, including United Nations body evacuation transport modalities where required, to relocate the remains as soon as possible to a more central duty station where proper handling, potential storage and international transportation or disposal of remains (burial or cremation) are more likely to be possible.

E. Results-based budgeting frameworks

95. The results-based budgeting frameworks are grouped under the following functional areas: supply chain; geospatial, information and telecommunications technologies; regional aviation safety services; strategic air operations services; field central review bodies/reference verification services; occupational safety services; and central support, reflected under expected accomplishments 1.1 and 1.2. As part of its overall objective, during the budget period, UNLB will contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The outputs of the Standing Police Capacity and the Justice and Corrections Standing Capacity are reflected under expected accomplishment 1.3.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
1.1 Rapid, effective, efficient and responsible operational and technical support services for client missions	<p>1.1.1 Supply Chain Service clients' satisfaction rate, captured through customer-focused surveys on services (included in the services catalogue) rendered during the period (2021/22: 98 per cent; 2022/23: 96 per cent; 2023/24: 96 per cent)</p> <p>1.1.2 Process cycle time for strategic deployment stocks and United Nations reserve orders for single and multiple items from receipt of stock transfer request to release of stock transfer order within 2 and 5 working days, respectively (2021/22: not applicable; 2022/23: 95 per cent; 2023/24: 95 per cent)</p> <p>1.1.3 Percentage of strategic deployment stocks and United Nations reserve items received by the requesting mission from UNLB within 90 days from the approved stock transfer request (2021/22: not applicable; 2022/23: 95 per cent; 2023/24: 95 per cent)</p> <p>1.1.4 Percentage of strategic deployment stocks and United Nations reserve items received by the requesting mission from regional deployment stocks within 30 days from the approved stock transfer request (2021/22: not applicable; 2022/23: 30 per cent; 2023/24: 95 per cent)</p> <p>1.1.5 Percentage of non-serialized inventories (strategic deployment stocks, United Nations reserve, UNLB) held at UNLB checked by cycle counting during the financial year (2021/22: not applicable; 2022/23: 95 per cent; 2023/24: 95 per cent)</p> <p>1.1.6 Percentage of high-value, low-utilization assets participating in the circular programme (return-refurbish-reuse) refurbished within 180 days to enable deployment to requesting entities within the United Nations system (2021/22: not applicable; 2022/23: not applicable; 2023/24: 90 per cent)</p>

1.1.7 Percentage of mission requests for which mission support teams are deployed within 15 working days of the approved request (2021/22: 91 per cent; 2022/23: not applicable; 2023/24: 95 per cent)

1.1.8 Percentage of mission clients expressing satisfaction with geospatial, information and telecommunications technologies services (2021/22: 97.0 per cent; 2022/23: 92 per cent; 2023/24: 92 per cent)

1.1.9 Availability of centrally hosted United Nations field applications (2021/22: 100.0 per cent; 2022/23: 99.8 per cent; 2023/24: 99.8 per cent)

1.1.10 Availability of the wide area network and underpinning enterprise data centres infrastructure (2021/22: 100.0 per cent; 2022/23: 100.0 per cent; 2023/24: 99.8 per cent)

1.1.11 Percentage of ICT incidents addressed in line with service-level agreement standards (2021/22: 99.0 per cent; 2022/23: 95 per cent; 2023/24: 92 per cent)

1.1.12 Efficiency of use of satellite capacity measured in bits per Hz (2021/22: 3.2; 2022/23: 3.1; 2023/24: 3.1)

1.1.13 Percentage of strategic air movements centrally controlled and monitored (2021/22: 100 per cent; 2022/23: 100 per cent; 2023/24: 100 per cent)

1.1.14 Percentage of strategic flights and troop rotations under long-term charter agreements managed, tasked, controlled and monitored (2021/22: 100 per cent; 2022/23: 100 per cent; 2023/24: 100 per cent)

1.1.15 Percentage of on-ground and remote environmental technical assistance requests provided and fulfilled in support of 10 field missions and client entities in the areas of energy, water and wastewater and solid waste management within 90 days (2021/22: 100 per cent; 2022/23: 95 per cent; 2023/24: 95 per cent)

1.1.16 Overall score on property management index, based on 20 underlying key performance indicators out of 2,000 maximum (2021/22: 1,905; 2022/23: $\geq 1,800$; 2023/24: $\geq 1,800$)

*Outputs***Supply chain services**

- Technical and operational support on the planning and design of 10 projects to provide customized engineering solutions to clients from United Nations entities
- Design and development of 5 tender packages for infrastructure projects to enable timely procurement of construction works of clients from United Nations entities
- Conduct of assessment visits for local property, plant and equipment appraisals of high-value assets holdings to identify underutilized assets suitable for the circular programme in UNISFA and UNSOS
- Provision of technical review and/or advice for local procurement authority requests pertaining to acquisitions, engineering, transport and general supplies to verify the accuracy and appropriateness of the solicitation documents for 50 cases received on behalf of United Nations entities
- Provision of support and advice to the Strategic Deployment Stocks Board on responsiveness, reliability, efficiency, and inventory of the strategic deployment stocks to decide, quarterly, on composition, adjustments and introduction of new solutions for field operations
- Refurbishment of 15 high-value, low-utilization assets participating in the circular programme, to enable their future deployment to client entities within the United Nations system through entities' formal requests
- Preparation of strategic deployment stocks and the United Nations reserve equipment for rapid and effective deployment within 10 working days of work order date to ensure timely shipment and availability of stock to support UNLB, field operations and other entities
- Preparation and management of 17 supply chain-related training events to guarantee a high level of after-training satisfaction (good or excellent) in 90 per cent of responses received from participants from UNLB, field operations and other entities
- Technical review and approval of a preliminary asset disposal plan within established time frames (5, 10 or 15 working days, depending on size and type of entity) to verify the asset categorization and disposal of liquidating missions
- Advice on the development, updating and implementation of mission-specific, multi-year management plans on energy infrastructure, waste and wastewater management to reduce environmental risks and increase operational efficiency for the 10 field missions with the largest environmental footprints
- Dissemination of strategic information and technical knowledge, in line with Department of Operational Support environmental strategy, on energy, water and wastewater, and solid waste through 15 engagements with pillar-specific working groups and cross-pillar mission-specific meetings, to improve the environmental performance of field missions
- Training and capacity-building of environmental officers and/or relevant stakeholders on the implementation of environmental impact assessments in new missions and in new projects within existing missions for 10 field missions with the largest environmental footprints
- Preparation, organization and delivery of 2 preventive maintenance workshops per year each for 20 field transport subject matter experts to enhance functional skills required to extend asset life expectancy through effective equipment management in field missions
- Monitoring, analysis and reporting of local supply chain and strategic deployment stocks contracts every quarter to ensure that all services are delivered in accordance with contracts-related terms and conditions
- Physical inspection and categorization of identified assets for liquidation to develop the preliminary asset disposal plan within the established time frames (15, 30 or 60 working days, depending on size and type of entity)

- Provision of end-to-end operational support on blood deliveries (more than 4,000 units and 300 deliveries) to ensure uninterrupted blood supply to 9 field operations
- Provision of 2 tailor-made prototypes, including equipment testing of innovative solutions, to address existing product deficiencies and life expectancy extension, among other things

Global technology support services

- Maintenance of geospatial databases (BASE, operational, and RASTER) and information and visualization products (thematic, topographic, base web maps, featured and image services, and related material) to provide operational support, risk assessment, environmental impact assessment and decision-making for 5,000 United Nations GeoPortal users, including Unite Aware programme users in field offices and headquarters
- 40 technology services on groundwater and subsurface detection to identify new sources, rehabilitate and monitor water wells, and detect mass graves and infrastructure in field missions
- 100 reports and services on location intelligence and geanalytics to support operations and respond to emergencies in field missions
- Provision and maintenance of 7 Unite Maps web services, including 470 layers of common operational/mission operational geospatial information (COGI/MOGI) and collection of 150,000 km² of geospatial data to support clients via Unite Aware and geo-enabled enterprise solutions to ensure current and reliable information for improved decision-making in peacekeeping and special political missions
- Delivery and maintenance of 3 innovative geospatial solutions (eApp, Unite FRIM/Smart Camp, virtual operation centre) to enhance environmental management and reliability of information for improved decision-making in peacekeeping and special political missions
- Maintenance and operational support of 194 centrally hosted applications (including Umoja) to ensure their availability 99.8 per cent of the time to 65,000 users in peacekeeping missions
- Maintenance of 2 International Organization for Standardization certifications, on information technology service management (ISO/IEC 20000) and information security (ISO/IEC 27001:2013) to ensure continuous service improvement, enhanced information security and operational resilience of services
- Operation, maintenance and support of 2 certified data centres in 2 geographical locations, to ensure 100 per cent service availability (24/7, 365 days a year) of hosting services, virtual data centres, related infrastructure, email and hybrid cloud brokerage and management for 62,000 users in peacekeeping and special political missions
- Operation and management of 10 infrastructure support systems required by the integrated Umoja enterprise resource planning solution to securely host and ensure 100 per cent availability (24/7, 365 days a year) for 18,000 users in peacekeeping and special political missions
- Maintenance, update and improvement of 18 information technology service management processes to deliver valuable, reliable and continuously improved services to peacekeeping and special political missions
- Maintenance and update of 1 global services disaster recovery plan, and management and coordination of disaster recovery exercises for global support systems to ensure operational resilience of service delivery to peacekeeping and special political missions
- Delivery, operation and maintenance of the global event monitoring service to support operational resilience for 14 peacekeeping missions (including UNMOGIP, the United Nations Truce Supervision Organization, the Regional Service Centre in Entebbe, UNLB and UNSOS)
- Coordination of 5 global infrastructure security assessments per year to ensure operational resilience and enhanced security for the global infrastructure supporting peacekeeping and special political missions

- Delivery of wide area network connectivity services through satellite links and leased lines and over the Internet to 50,000 users in 250 United Nations sites to enable operational resilience and connectivity in United Nations peacekeeping operations
- Operation and maintenance of centralized digital radio connectivity services to enable operational resilience and connectivity for mission-critical communications for more than 35,000 radio users in 10 United Nations field operations
- Operation and maintenance of videoconference bridging services to ensure connectivity for 800 videoconference events and 3,000 end point connections each month for peacekeeping missions
- Operation, maintenance and support of telephony services to ensure connectivity for up to 190,000 inter-mission and international (public switched telephone network) voice calls per month for 27 entities (peacekeeping and special political missions)
- Provision of project management services for enterprise, regional and mission digital technology projects, supporting standardization for enhanced quality, consistency, efficiency and agility, for 20 projects supporting field missions
- Provision of expert advice on sensors and uncrewed systems related to intelligence, surveillance and reconnaissance, to enhance situational awareness and inform decision-making, to 5 field missions in peace operations

Conference and learning services

- Preparation and management of conferences and training events for 1,000 instances of participation to guarantee an optimal execution of the activities and a high level of satisfaction (good or excellent) in 90 per cent of responses received from participants

External communication services

- Digital and social media content and communication products on initiatives, projects, services and deliverables to promote and provide accessible information across all mandated areas to United Nations entities, potential partners and clients, and Member States, with a minimum of 20,000 visits to UNLB platforms (website and social media) for the period

Aviation safety services

- Provision of online training courses on aviation safety to build capacity of 500 staff from United Nations Headquarters and 16 Department of Operational Support-supported missions
- Operational and technical support on the utilization and continuous improvements of the aviation safety platform to streamline procedures through the automation of 3 aviation safety processes for United Nations Headquarters and 16 Department of Operational Support-supported missions

Strategic air operations services

- Operational tasking, coordination and monitoring of wide-body aircraft and standby charter agreements assigned to the Strategic Air Operations Centre to conduct air operations for 1,500 sorties in support of all peacekeeping and special political missions
- Centralized control and monitoring of strategic air movements using the global tracking system to maintain safety and situational awareness and effective operational control of up to 350 strategic movements of United Nations air operations in field missions
- Provision of effective and strategic support on air support operations to enable clients to cope with emergency situations within 24 hours
- Issuance of semi-annual air fleet performance reports on mission's network and fleet utilization to enable savings on operational costs of the strategic fleet for the United Nations Secretariat

Field Central Review Bodies Unit and reference verification services

- Facilitation of the review of recommended list of candidates by the field central review bodies within 7 working days from receipt in 80 per cent of cases to ensure compliance with the relevant rules and regulations of the recruitment process in field entities
- Delivery of up to 5 training sessions on staff selection, field central review bodies or reference verification, to improve the quality of cases submitted and to build the capacity of human resources officers and/or relevant stakeholders in the recruitment process of field entities
- Conduct of reference checks for candidates selected for appointment within 15 days of notification for at least 80 per cent of submitted cases to ensure timely and quality verification of academic and professional background for field entity recruitment

Occupational safety services

- Organization and delivery of 1 training event (45 days, at least 25 participants) on occupational safety and health to certify occupational safety and health focal points in field missions
- Receipt and review of 150 incident reports to carry out a technical verification and ensure compliance with the Health-Care Management and Occupational Safety and Health Division incident data management and global incident reporting system for field missions and duty stations
- Technical and operational support on occupational safety and health-related matters and field occupational safety and health risk management programme through a minimum of 52 interactions to ensure that consultation services are provided to mission occupational safety and health focal points and the Health-Care Management and Occupational Safety and Health Division
- Processing and development of 1 annual statistical report on work-related incidents to promote and provide essential information to improve occupational safety and health policies for field operations
- Maintenance, update and upgrade of the operational and information technology occupational safety and health tool, software and applications to ensure 100 per cent availability to field missions
- Technical and operational support (remote or on-site) on the development and implementation of the occupational safety and health management system for at least 1 field mission

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
1.2 Rapid, effective, efficient and responsible campus services	<p>1.2.1 Average annual percentage of authorized international posts vacant, excluding tenant units, within the target range (2021/22: 12.2 per cent; 2022/23: 10.0 per cent \pm 3 per cent; 2023/24: 12.5 per cent \pm 3 per cent)</p> <p>1.2.2 Average annual percentage of female international civilian staff (2021/22: 30 per cent; 2022/23: \geq 41 per cent; 2023/24: \geq 41 per cent)</p> <p>1.2.3 Average number of calendar days of recruitment from posting of the job opening to candidate selection, for international candidates (2021/22: 190; 2022/23: \leq 120; 2023/24: \leq 120)</p> <p>1.2.4 Overall score on the Department of Operational Support environment management scorecard (2021/22: 88 per cent; 2022/23: 100 per cent; 2023/24: 100 per cent)</p>

1.2.5 Percentage of all ICT incidents resolved within the established targets for high, medium and low criticality (2021/22: 95 per cent; 2022/23: > 85 per cent; 2023/24: 95 per cent)

1.2.6 Compliance with the 10 core field occupational safety risk management programme requirements (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

Outputs

United Nations Disability Inclusion Strategy

- Enable the access of persons with disabilities to UNLB infrastructure, services and events (i.e., information, communications technology, conferences and meetings, among others)

Service improvements

- Implementation of the 2023/24 UNLB mission-wide environmental action plan in line with the environment strategy for peace operations (2017–2023)
- Support for the implementation of the supply chain management strategy and blueprint of the Department of Operational Support

Audit, risk and compliance

- Implementation of Office of Internal Oversight Services recommendations targeted for implementation by year end (31 December) and any pending prior fiscal year recommendations from the Board of Auditors, as accepted by management

Budget, finance and reporting

- Provision of budget, finance and accounting services for a budget of \$66.3 million, in line with delegated authority
- Finalization of annual financial statements for UNLB in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

Civilian personnel

- Provision of human resource services to a maximum strength of 452 civilian personnel (143 international staff, 305 national staff, 2 temporary positions and 2 United Nations Volunteers), 16 extrabudgetary posts, 4 staff from the United Nations Field Staff Union, 10 Umoja master data management personnel and 7 other posts (3 Department of Safety and Security staff; 2 Air Operations Assistants/extrabudgetary; 1 Senior Security Sector Reform Officer; and 1 Environmental Affairs Officer), including through support for claims, entitlements and benefits processing, recruitment, post management, workforce planning, staff deployment, mediation and conflict resolution, coordination of the response to formal and informal requests from different entities under the administration of justice system (including from the Management Evaluation Unit), and implementation of applicable decisions, budget preparation, and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 573 civilian personnel, and support for out-of-mission training for 38 civilian personnel
- Support for processing of 48 in-mission and 72 outside-mission travel requests for non-training purposes and 38 travel requests for training purposes for civilian personnel

Conference and learning services

- Design, organization and delivery of and logistical support for learning activities addressed to UNLB staff members, expected to reach 800 instances of participation
- Compliance of mandatory training courses maintained: 90 per cent minimum compliance rate for all mandatory courses

Conduct and discipline

- Implementation of a conduct and discipline programme for all personnel, through prevention, including training, and monitoring of investigation and disciplinary action

Geospatial, information and telecommunications technologies services

- Provision and support of 150 handheld portable radios, 10 mobile radios for vehicles and 2 base station radios
- Operation and maintenance of network connectivity for voice, fax, video and data communications, including 1 clustered phone exchange, as well as provision of 3 mobile telephone service plans and support and maintenance of 2 local area networks at 2 sites
- Provision and support of 896 computing devices (laptops, virtual desktop infrastructure and tablets) for an average strength of 1,242 civilian end users, including contractual personnel, and for training rooms and conference rooms
- Support and maintenance of 2 campus local area networks at two sites (Brindisi and Valencia)

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 77 buildings at 2 sites
- Implementation of 5 construction, renovation and alteration projects at UNLB, Brindisi and Valencia
- Operation and maintenance of 3 diesel uninterrupted power supply systems and 4 solar power plants, in addition to electricity services contracted from local providers, at 2 sites
- Provision of waste management services, including liquid and solid waste collection and disposal, at 2 sites
- Provision of cleaning, ground maintenance and pest control services at 2 sites, as well as catering services at 2 sites

Fuel management

- Management of supply and storage of 121,000 litres of petrol (65,000 litres for ground transportation and 56,000 litres for generators and other facilities)

Supply chain management

- Provision of planning and sourcing support for an estimated \$7.2 million in acquisition of goods and commodities, in line with delegated authority
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below threshold, in line with delegated authority, with a total historical cost varying between \$170 million and \$220 million

Vehicle management and ground transportation services

- Operation and maintenance of 134 United Nations-owned vehicles, and provision of transport and shuttle services at 2 sites

Occupational safety services

- Completion of 1 occupational safety risk assessment at UNLB workplaces and subsequent development and implementation of corrective action plan

Medical services

- Operation and maintenance of 1 United Nations-owned level I clinic
- Provision of 1,500 consultations with a nurse for civilian personnel and United Nations visitors and trainees at Brindisi, including nursing assessment and treatment, travel medicine consultations and appropriate referral to the next level of care
- Conduct of 1 health risk assessment of specific work-related health hazards, such as noise, ergonomics and chemical and biological agents, including a survey, a screening and an action plan
- Conduct of 1 health promotion campaign, such as on cardiovascular health, HIV, mental health and/or women's health
- Coordination with other United Nations entities, in and outside the host country, of a minimum of 5 interactions on case management and implementation of medical procedures
- Liaison and coordination with local health authorities (minimum of 3 interactions) for management of medical protocols, entitlements, procedures and services concerning United Nations staff

Security and safety services

- Implementation of measures to ensure 100 per cent security for staff and eligible dependants and to enable the safe and secure conduct of the programmes and activities of United Nations system organizations at Brindisi and Valencia

Environmental management

- Implementation of the 2023/24 UNLB mission-wide environmental action plan in line with the environment strategy for peace operations (2017–2023)

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
1.3 Policing, rule of law and training support provided by the tenant units to peacekeeping missions and other field operations	<p>1.3.1 Prompt processing of requests for deployment by the Standing Police Capacity (2021/22: 13.6 working days; 2022/23: ≤ 21 working days; 2023/24: ≤ 21 working days)</p> <p>1.3.2 Satisfactory accomplishment of agreed terms of reference for deployments by the Standing Police Capacity (2021/22: 100 per cent; 2022/23: 90 per cent; 2023/24: 90 per cent)</p> <p>1.3.3 Deployment of staff members of the Justice and Corrections Standing Capacity to new, adjusted or transitioning operations within 30 days of relevant Security Council resolution or request (2021/22: 100 per cent; 2022/23: 90 per cent; 2023/24: 90 per cent)</p> <p>1.3.4 Satisfactory accomplishment of agreed terms of reference for deployments of the Justice and Corrections Standing Capacity (2021/22: 100 per cent; 2022/23: 90 per cent; 2023/24: 90 per cent)</p>

*Outputs***Standing Police Capacity**

- Provision of 10 assistance missions to police components in existing peace operations in support of national law enforcement capacity-building and operational activities
- Establishment or strengthening of police components in 2 new and/or downsizing/liquidating police components in existing peace operations
- Provision of 2 assessment missions in support of peace operations
- Provision of support for 1 police-contributing country, including at its peace operations-related training centres, to prepare its officers for the implementation of the strategic guidance framework, when deployed
- Provision of 1 training programme for the field missions in the area of the rule of law and on other cross-cutting issues
- Participation in 1 annual international police conference on peacekeeping and related policing issues
- Participation in 8 peacekeeping and relevant policing expertise skills development training programmes to upgrade the skills of Standing Police Capacity members to meet the growing demands for operational technical support

Justice and Corrections Standing Capacity

- 6 deployments to field operations for reinforcement of justice and corrections components for up to 3 months
- 5 operational assessment and evaluation missions in support of justice and corrections components in field operations
- Outreach activities, including publication of 4 articles and conduct of 3 visits to other rapidly deployable capacities/international organizations
- Preparation and issuance of 8 end-of-mission, trip and/or assessment reports to provide updated information on achievements and impacts and to highlight strategic recommendations and follow-up actions after deployment to field missions

External factors

Several factors may have an impact on the ability to deliver proposed outputs as planned, including: changes in the political, security, economic and humanitarian context or weather conditions not foreseen in the planning assumptions; other instances of force majeure; changes in mandate during the reporting period; delays in signing of memorandums of understanding and letters of assist regarding the deployment of uniformed personnel and equipment; inability to obtain all clearances necessary for the employment of selected civilian staff candidates; changes in currency exchange rates not foreseen in the budget; changes in local prices not foreseen in the budget; and inability to obtain all necessary flight clearances and permits

96. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terminology with respect to the six categories are contained in annex I.A to the present report.

Office of the Director

97. For the 2023/24 period, the Office of the Director will be comprised of 22 posts and 1 United Nations Volunteer position, representing a net increase of 1 post and 1 United Nations Volunteer position compared with the approved staffing complement for 2022/23.

Table 5
Human resources: Office of the Director

	International staff								
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal	NGS staff	UNV ^a	Total
Immediate office of the Director									
Approved posts 2022/23	–	1	3	2	–	6	13	–	19
Proposed posts 2023/24	–	1	3	3	–	7	13	1	21
Net change	–	–	–	1	–	1	–	1	2
Regional Aviation Safety Office									
Approved posts 2022/23	–	–	1	1	–	2	–	–	2
Proposed posts 2023/24	–	–	1	1	–	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Total, Office of the Director									
Approved posts 2022/23	–	1	4	3	–	8	13	–	21
Proposed posts 2023/24	–	1	4	4	–	9	13	1	23
Net change	–	–	–	1	–	1	–	1	2

^a Includes international United Nations Volunteers.

International staff: increase of 1 post

United Nations Volunteers: increase of 1 position

98. It is proposed that one Associate Data Analyst (P-2) post be established within the Office of the Director to perform the data analysis function for the broader UNLB. The Associate Data Analyst will contribute to the implementation of the UNLB programme of work by curating data and providing actionable insights and knowledge to drive meaningful progress and improvements in all mandated areas. The incumbent will extract, manage, integrate and prepare data for analysis, dashboards and reports to legislative bodies, and will prepare and assist the formulation of key performance indicators and a suitable monitoring framework for UNLB activities. Emphasis will be on performance management, monitoring, reporting on efficiencies, data-based decision-making to increase monitoring and visualization, leveraging data analysis and business intelligence. The incumbent will perform periodic data quality control and ensure that governance processes are in place and are being followed, as well as reinforcing collaboration on data with the Enabling and Outreach Service in the Office of Supply Chain Management. The incumbent will produce timely and actionable information to help to drive business results and guide decision-making; will be responsible for performance analysis based on relevant metrics and UNLB specific key performance indicators; and will support cross-cutting performance analysis and reporting across UNLB. This capability will allow for the use of data to predict future trends and to draw conclusions about past events and will also enable realized efficiencies to be accounted for, as requested in paragraph 59 of General Assembly resolution [76/274](#). Data analytics has transformational potential that UNLB aspires to leverage.

Note: The following abbreviations are used in the tables: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; UNV, international United Nations Volunteers; USG, Under-Secretary-General.

99. It is proposed that one international United Nations Volunteer position be established to support the implementation of UNLB communications initiatives and campaigns. The United Nations Volunteer: (a) will be instrumental for the promotion of priority support issues and/or major events; (b) will proactively initiate communications outreach efforts and propose and arrange events and appropriate engagement linked to mandate implementation; (c) will consult with key clients and stakeholders, as well as the Office of Supply Chain Management, the Department of Operational Support and the Department of Global Communications, on approach and other information requests; and (d) will undertake appropriate follow-up action, analysis and reporting on the impact of support to clients. This approach towards communicating strategically is consistent with Action for Peacekeeping Plus and other Organizational priorities. Furthermore, the establishment of this position will provide specialist skills and support organizational structure and communications capacity development.

Table 6
Staffing changes: Office of the Director

<i>Posts</i>					
<i>Office/section/unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Immediate Office of the Director					
	+1	P-2	Associate Data Analyst	Establishment	To perform the data analysis function
	+1	UNV	Public Information Officer	Establishment	To support the implementation of communications initiatives and campaigns
Net change	+2^a				

^a See table 5.

Central Service

100. The Central Service will continue to provide overall guidance and direction to the operations of the Base in the areas of human resources, conference and learning management, occupational safety and health, finance and budget, procurement, administration and programme management, property management, and campus support.

101. It is proposed that for the 2023/24 period, the Central Service will comprise 92 posts, 1 general temporary assistance position and 1 United Nations Volunteer position (15 international and 79 national). The Service will have an enabling role for the two service delivery pillars and the tenant units, so that they may focus exclusively on the service and support functions within their technical expertise and for their client base.

Table 7
Human resources: Central Service

	International staff						NGS staff	UNV ^a	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Central Service, Office of the Chief									
Approved 2022/23	–	–	1	–	–	1	6	–	7
Proposed 2023/24	–	–	1	–	–	1	6	1	8
Net change	–	–	–	–	–	–	–	1	1
Conference and Learning Centre									
Approved posts 2022/23	–	–	–	–	–	–	7	–	7
Proposed posts 2023/24	–	–	–	–	–	–	7	–	7
Net change	–	–	–	–	–	–	–	–	–
Campus Support Cell									
Approved posts 2022/23	–	–	–	–	1	1	27	–	28
Proposed posts 2023/24	–	–	1	–	–	1	27	–	28
Net change	–	–	1	–	(1)	–	–	–	–
Human Resources Unit									
Approved posts 2022/23	–	–	1	1	1	3	9	–	12
Proposed posts 2023/24	–	–	1	1	1	3	9	–	12
Net change	–	–	–	–	–	–	–	–	–
Procurement Unit									
Approved posts 2022/23	–	–	1	1	1	3	11	–	14
Proposed posts 2023/24	–	–	1	1	1	3	11	–	14
Net change	–	–	–	–	–	–	–	–	–
Finance and Budget Unit									
Approved posts 2022/23	–	–	1	1	2	4	9	–	13
Proposed posts 2023/24	–	–	1	1	2	4	9	–	13
Net change	–	–	–	–	–	–	–	–	–
Property Management Unit									
Approved posts 2022/23	–	–	–	1	–	1	6	–	7
Proposed posts 2023/24	–	–	–	1	–	1	6	–	7
Net change	–	–	–	–	–	–	–	–	–
Occupational Safety and Health Unit									
Approved posts 2022/23	–	–	–	–	–	–	4	–	4
Proposed posts 2023/24	–	–	–	–	–	–	4	–	4
Net change	–	–	–	–	–	–	–	–	–

	International staff						NGS staff	UNV ^a	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
General temporary assistance									
Approved temporary positions ^b 2022/23	–	–	–	1	–	1	–	–	1
Proposed temporary positions ^b 2023/24	–	–	–	1	–	1	–	–	1
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Occupational Safety and Health Unit									
Approved 2022/23	–	–	–	1	–	1	4	–	5
Proposed 2023/24	–	–	–	1	–	1	4	–	5
Net change	–	–	–	–	–	–	–	–	–
Total, Central Service									
Approved 2022/23	–	–	4	5	5	14	79	–	93
Proposed 2023/24	–	–	5	5	4	14	79	1	94
Net change	–	–	1	–	(1)	–	–	1	1

^a Includes international United Nations Volunteers.

^b Funded under general temporary assistance.

International staff: no net change

United Nations Volunteers: increase of 1 position

Office of the Chief

102. It is proposed that an international United Nations Volunteer position be established to act as a Programme Officer in the Office of the Chief, Central Service. The position will address the need for the progressive and central coordination and organization of programmes and activities of the Central Service in order to enhance the efficiency of the decision-making process for the Service. There is an increased workload within the Office owing to the implementation of client excellence and client survey initiatives and cross-pillar activities, the development of programmes within Central Service units, and the continuous review, implementation and monitoring of process improvement initiatives. Furthermore, currently the Service lacks support in analytics, continuous business processes review, project management and implementation of innovative ways of working, which is essential for the Office. The incumbent will also liaise with the Administrative Officers and Assistants of the Supply Chain Service and the Service for Geospatial, Information and Telecommunications Technologies in order to ensure better overall coordination of the programmatic activities of the Base, and assist in the development of the unit workplans. The incumbent will lead the analysis and monitoring of programme and project developments and assist the Chief in preparing for implementation and in drafting and reviewing relevant documents and reports for the Service. There is also the need to monitor the implementation of corrective actions from each Central Service unit, liaise with relevant unit chiefs to ensure that follow-up actions are completed, prepare evaluations and reports, and make presentations accordingly. The incumbent will embark on research and develop business concept papers and proposals for various programmes within the Service.

103. The incumbent will report to the Chief, Central Service (P-5) and provide guidance to the support staff of the pillar. The additional capacity will enable the

Chief, Central Service to deliver on the mandate of UNLB and its commitment to service excellence, especially to support the agility and growth of the Supply Chain Service and the Service for Geospatial, Information and Telecommunications Technologies.

Campus Support Cell

104. It is proposed that one post of Facilities Management Officer (FS-6) be reclassified as Facilities Management Officer (P-4) to manage campus support for the two UNLB locations, in Brindisi and Valencia. As UNLB continues to seek to maintain its campus base efficiently and to ensure that facilities and grounds are fit for purpose, cost-effective and client-centred, there is a greater requirement for this post to be of a higher level of functional, technical and managerial skills. The responsibilities of the Facilities Management Officer have substantially increased in the past 10 years. The total number of buildings managed in Brindisi and Valencia have increased from 59 in 2011/12 to 77 in 2023/24. In 2011/12, the Logistics Base in Brindisi occupied a total surface area of 395,974 m²; in 2023/24, although the surface area has been reduced to 368,209 m², the number of buildings managed has increased from 53 to 65 buildings, representing a 22.6 per cent increase. In 2011/12, the Valencia site consisted of a total surface area of 43,621 m², which by 2023/24 has almost doubled to 82,506 m² (an 89.1 per cent increase in surface area), and the number of buildings managed has increased from 6 to 12, representing a 100 per cent increase. With an increase in the Cell's workload, an increase in Organization-wide projects, and Organizational expansions, it is critical that this post be at a senior staff level. A more senior staff member will have the ability to manage different and complex host country arrangements across the two locations, engage in and manage the relationship with local military authorities and UNLB focal points responsible for the maintenance of the entire campus, coordinate facilities meetings at the local level, manage large and complex facilities projects and manage an increased number of complex contracts for the two locations. The incumbent will be responsible for leading a team of 27 staff members and technicians with varying expertise; therefore, having a strong and comprehensive managerial background, the ability to apply innovative and creative solutions, a strong resource efficiency background and environmental knowledge, capacity for utilization of data analytics, and expertise in planning, design and coordination of facilities have become essential. The function requires the incumbent of the post to perform substantive, analytical, evaluative, conceptual and interpretative work that requires theoretical knowledge. The reclassification of the post to the P-4 level will ensure that the incumbent will have an advanced educational background and a proven track record in engineering, architecture or a related field to effectively manage and drive new construction and renovation projects, solar and electrical energy installations and waste management, and to improve the overall facilities while increasing the environmental sustainability of the two campuses. The incumbent will apply professional engineering knowledge and expertise to the development of master plans, which will further provide a vision for UNLB capital project plans and investments.

Table 8
Staffing changes: Central Service

Posts					
Office/section/unit	Change	Level	Functional title	Action	Description
Office of the Chief					
	+1	UNV	Programme Officer	Establishment	To enhance the efficiency of the decision-making process for the Service
Campus Support Cell					
	+1	P-4	Facilities Management Officer	} Reclassification	
	-1	FS	Facilities Management Officer		
Net change	+1^a				

^a See table 7.

Supply Chain Service

105. The Supply Chain Service will continue to provide services and targeted innovative support to peacekeeping missions and other entities guided by the global Office of Supply Chain Management strategy, including the supply of strategic deployment stocks, and property and assets management services, with a focus on efficiency, transparency and performance. The Service will continue to comprise two sections: the Planning and Sourcing Support Section and the Delivery and Return Section. It is proposed that in the 2023/24 period, the Service will continue to comprise 147 posts.

Table 9
Human resources: Supply Chain Service

	International staff								
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal	NGS staff	UNV ^a	Total
Office of the Chief, Supply Chain Service									
Approved posts 2022/23	–	1	1	1	–	3	14	–	17
Proposed posts 2023/24	–	1	1	1	–	3	14	–	17
Net change	–	–	–	–	–	–	–	–	–
Planning and Sourcing Support Section									
Approved posts 2022/23	–	–	5	10	2	17	35	–	52
Proposed posts 2023/24	–	–	5	10	3	18	32	–	50
Net change	–	–	–	–	1	1	(3)	–	(2)
General temporary assistance									
Approved temporary positions ^b 2022/23	–	–	–	1	–	1	–	–	1
Proposed temporary positions ^b 2023/24	–	–	–	1	–	1	–	–	1
Net change	–	–	–	–	–	–	–	–	–

	International staff						NGS staff	UNV ^a	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Subtotal, Planning and Sourcing Support Section									
Approved 2022/23	–	–	5	11	2	18	35	–	53
Proposed 2023/24	–	–	5	11	3	19	32	–	51
Net change	–	–	–	–	1	1	(3)	–	(2)
Delivery and Return Section									
Approved posts 2022/23	–	–	3	4	3	10	67	–	77
Proposed posts 2023/24	–	–	3	4	2	9	70	–	79
Net change	–	–	–	–	(1)	(1)	3	–	2
Total, Supply Chain Service									
Approved 2022/23	–	1	9	16	5	31	116	–	147
Proposed 2023/24	–	1	9	16	5	31	116	–	147
Net change	–	–	–	–	–	–	–	–	–

^a Includes international United Nations Volunteers.

^b Funded under general temporary assistance.

International staff: no net change

National staff: no net change

Planning and Sourcing Support Section

106. The Planning and Sourcing Support Section will comprise 50 posts (5 P-4, 10 P-3, 3 Field Service and 32 General Service) and 1 general temporary assistance position (P-3). The Section is composed of five main components or capacities, each one of them being highly specialized and substantive (supply network management, strategic deployment stocks, innovation and infrastructure support, environmental and technical support, and customer service management).

107. It is proposed that one Logistics Assistant (FS-5) be redeployed from the Delivery and Return Section to the innovation and infrastructure support capacity, specifically to the “solution factory” within the Planning and Sourcing Support Section. The “solution factory”, established in 2022, is an integral part of the innovation and infrastructure support capacity aimed at providing solutions based on requests from the field. It aims at accelerating innovation through a combined physical-virtual hybrid workspace established to validate assets and innovative technical proposals which can be developed and tested on-site before deployment to a mission or undergoing a global sourcing exercise.

108. The Logistics Assistant will supervise the technicians and coordinate the building, installation, servicing, maintenance and testing of equipment, applying knowledge and relevant certifications. The incumbent will ensure adherence to occupational health and safety programmes related to the safe operation of engineering equipment and power tools for hands-on activities of innovation projects, and the commissioning of assets for which a qualified engineering technician is required. The incumbent will provide the necessary skills to support a change from simply operating and maintaining equipment to leading the building, prototyping and testing of all innovations before they are deployed to the field or approved for systematic sourcing.

109. It is proposed that three Logistics Assistants (national General Service) be redeployed from the Planning and Sourcing Support Section to the Delivery and Return Section as part of an internal resource optimization effort and consolidating property and assets management-related functions into one section.

Delivery and Return Section

110. The Delivery and Return Section will comprise 79 posts (1 P-5, 2 P-4, 4 P-3, 2 Field Service and 70 General Service).

111. In line with the recommendation of the Advisory Committee on Administrative and Budgetary Questions ([A/76/760/Add.5](#), para. 6), endorsed by the General Assembly in its resolution [76/277](#), in which the Committee concurred with the recommendation of the Board of Auditors ([A/76/5 \(Vol. II\)](#), chap. II, para. 134) to establish a centralized analysing and enforcing function to perform cross-cutting analyses of missions' and services centres' property, plant and equipment and inventory holdings, it is proposed that three Logistics Assistants (national General Service) be redeployed from the Planning and Sourcing Support Section to the Delivery and Return Section to support the implementation of the global material life cycle activities in terms of the implementation of processes to improve the overall output as well as the utilization of materials and assets. The redeployed posts will support the performance of local, global and strategic property management activities focusing on global material life cycle management and building capacity, including downsizing and liquidations. This capacity will follow materials throughout their life cycle within the organization from acquisition to disposal and will continuously and regularly evaluate them following the set criteria related to utilization, serviceability, output, operational cost, depreciation, sustainability, technological evolution, obsolescence and market value to support the decision-making on whether they should be maintained, replaced, retired, returned or managed in a particular way. It will provide remote technical and evaluation assistance in data analysis and asset disposal plans for client entities and participate in the technical assessment of global assets and property management missions in the various stages of the end-to-end life cycle of assets.

112. It is proposed that one Logistics Assistant (Field Service) be redeployed from the Delivery and Return Section to the Planning and Sourcing Support Section as part of an internal resource optimization and consolidation effort. The role of the Logistics Assistant remains similar but will be integrated with another team to streamline workflow processes.

Table 10
Staffing changes: Supply Chain Service

<i>Posts</i>					
<i>Office/section/unit</i>	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Planning and Sourcing Support Section					
	+1	FS	Logistics Assistant	Redeployment	From the Delivery and Return Section
	-3	NGS	Logistics Assistant	Redeployment	To the Delivery and Return Section
Delivery and Return Section					
	+3	NGS	Logistics Assistant	Redeployment	From the Planning and Sourcing Section
	-1	FS	Logistics Assistant	Redeployment	To the Planning and Sourcing Section
Net change	- ^a				

^a See table 9.

Service for Geospatial, Information and Telecommunications Technologies

113. The approved staffing of the Service for Geospatial, Information and Telecommunications Technologies consists of the five organizational units and 124 posts, as shown in table 11.

Table 11

Human resources: Service for Geospatial, Information and Telecommunications Technologies

	International staff						NGS staff	UNV ^a	Total
	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal			
Service for Geospatial, Information and Telecommunications Technologies, Brindisi									
Office of the Chief									
Approved posts 2022/23	–	–	–	–	–	–	21	–	21
Proposed posts 2023/24	–	–	–	–	–	–	21	–	21
Net change	–	–	–	–	–	–	–	–	–
Client Solutions Delivery Section									
Approved posts 2022/23	–	–	3	5	2	10	13	–	23
Proposed posts 2023/24	–	–	3	5	2	10	13	–	23
Net change	–	–	–	–	–	–	–	–	–
Infrastructure Operations Section									
Approved posts 2022/23	–	–	2	2	7	11	28	–	39
Proposed posts 2023/24	–	–	2	2	7	11	28	–	39
Net change	–	–	–	–	–	–	–	–	–
Service and Information Security Management Section									
Approved posts 2022/23	–	–	2	–	2	4	1	–	5
Proposed posts 2023/24	–	–	2	–	2	4	1	–	5
Net change	–	–	–	–	–	–	–	–	–
Technology Development, Design and Planning Section									
Approved posts 2022/23	–	–	–	–	–	–	–	–	–
Proposed posts 2023/24	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Brindisi									
Approved posts 2022/23	–	–	7	7	11	25	63	–	88
Proposed posts 2023/24	–	–	7	7	11	25	63	–	88
Net change	–	–	–	–	–	–	–	–	–
Service for Geospatial, Information and Telecommunications Technologies, Valencia									
Office of the Chief									
Approved posts 2022/23	–	1	1	–	1	3	6	–	9
Proposed posts 2023/24	–	1	1	–	1	3	6	–	9
Net change	–	–	–	–	–	–	–	–	–

	International staff						NGS staff	UNV ^a	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Client Solutions Delivery Section									
Approved posts 2022/23	–	–	1	1	–	2	–	–	2
Proposed posts 2023/24	–	–	1	1	–	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Infrastructure Operations Section									
Approved posts 2022/23	–	–	2	–	3	5	9	–	14
Proposed posts 2023/24	–	–	2	–	3	5	9	–	14
Net change	–	–	–	–	–	–	–	–	–
Service and Information Security Management Section									
Approved posts 2022/23	–	–	2	–	–	2	3	–	5
Proposed posts 2023/24	–	–	2	–	–	2	3	–	5
Net change	–	–	–	–	–	–	–	–	–
Technology Development, Design and Planning Section									
Approved posts 2022/23	–	–	1	1	2	4	2	–	6
Proposed posts 2023/24	–	–	1	1	2	4	2	–	6
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Valencia									
Approved posts 2022/23	–	1	7	2	6	16	20	–	36
Proposed posts 2023/24	–	1	7	2	6	16	20	–	36
Net change	–	–	–	–	–	–	–	–	–
Total, Service for Geospatial, Information and Telecommunications Technologies									
Approved 2022/23	–	1	14	9	17	41	83	–	124
Proposed 2023/24	–	1	14	9	17	41	83	–	124
Net change	–	–	–	–	–	–	–	–	–

^a Includes international United Nations Volunteers.

114. No staffing changes are proposed for the Service for the 2023/24 period.

Tenant units

Table 12

Human resources: tenant units

	<i>International staff</i>						<i>NGS staff</i>	<i>UNV^a</i>	<i>Total</i>
	<i>USG–ASG</i>	<i>D-2–D-1</i>	<i>P-5–P-4</i>	<i>P-3–P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Standing Police Capacity									
Approved posts 2022/23	–	1	17	14	2	34	2	–	36
Proposed posts 2023/24	–	1	17	14	2	34	2	–	36
Net change	–	–	–	–	–	–	–	–	–
Justice and Corrections Standing Capacity									
Approved posts 2022/23	–	–	4	2	–	6	1	–	7
Proposed posts 2023/24	–	–	4	2	–	6	1	–	7
Net change	–	–	–	–	–	–	–	–	–
Strategic Air Operations Centre									
Approved posts 2022/23	–	–	1	3	3	7	3	–	10
Proposed posts 2023/24	–	–	1	3	3	7	3	–	10
Net change	–	–	–	–	–	–	–	–	–
Field Central Review Bodies Unit									
Approved posts 2022/23	–	–	1	2	–	3	8	–	11
Proposed posts 2023/24	–	–	1	2	–	3	8	–	11
Net change	–	–	–	–	–	–	–	–	–
Total, tenant units									
Approved posts 2022/23	–	1	23	21	5	50	14	–	64
Proposed posts 2023/24	–	1	23	21	5	50	14	–	64
Net change	–	–	–	–	–	–	–	–	–

^a Includes international United Nations Volunteers.

115. No staffing changes are proposed for the tenant units for the 2023/24 period.

II. Financial resources

A. Overall

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

Category	Brindisi expenditure (2021/22)	Valencia expenditure (2021/22)	Total expenditure (2021/22)	Brindisi apportionment (2022/23)	Valencia apportionment (2022/23)	Total apportionment (2022/23)	Brindisi cost estimates (2023/24)	Valencia cost estimates (2023/24)	Total cost estimates (2023/24)	Variance	
	(1)	(2)	(3)=(1)+(2)	(4)	(5)	(6)=(4)+(5)	(7)	(8)	(9)=(7)+(8)	Amount (10)=(9)-(6)	Percentage (11)=(10)÷(6)
Civilian personnel											
International staff	20 183.2	1 907.1	22 090.3	20 215.4	2 672.9	22 888.3	19 929.9	2 880.3	22 810.2	(78.1)	(0.3)
National Professional Officer	—	—	—	—	—	—	—	—	—	—	—
National General Service staff	19 668.6	1 380.3	21 048.9	19 785.5	1 887.3	21 672.8	18 291.6	1 797.3	20 088.9	(1 583.9)	(7.3)
United Nations Volunteers	—	—	—	—	—	—	67.3	—	67.3	—	—
General temporary assistance	332.7	—	332.7	378.5	—	378.5	336.6	—	336.6	(41.9)	(11.1)
Government-provided personnel	—	—	—	—	—	—	—	—	—	—	—
Subtotal	40 184.5	3 287.4	43 471.9	40 379.4	4 560.2	44 939.6	38 625.4	4 677.6	43 303.0	(1 636.6)	(3.6)
Operational costs											
Civilian electoral observers	—	—	—	—	—	—	—	—	—	—	—
Consultants and consulting services	280.7	2.8	283.5	136.4	8.1	144.5	162.9	10.5	173.4	28.9	20.0
Official travel	405.8	9.7	415.5	319.6	39.6	359.2	371.7	41.7	413.4	54.2	15.1
Facilities and infrastructure	4 548.6	1 731.2	6 279.8	4 054.7	1 646.1	5 700.8	5 150.2	1 735.6	6 885.8	1 185.0	20.8
Ground transportation	499.3	11.8	511.1	366.3	15.4	381.7	547.9	18.9	566.8	185.1	48.5
Air operations	7.2	—	7.2	3.0	—	3.0	9.0	—	9.0	6.0	200.0
Marine operations	—	—	—	—	—	—	—	—	—	—	—
Communications and information technology	6 904.9	6 549.2	13 454.1	6 584.8	6 760.7	13 345.5	7 638.2	6 134.1	13 772.3	426.8	3.2
Medical	61.2	2.9	64.1	59.3	9.5	68.8	62.3	9.9	72.2	3.4	4.9
Special equipment	—	—	—	—	—	—	—	—	—	—	—
Other supplies, services and equipment	1 026.9	107.6	1 134.5	842.7	172.8	1 015.5	914.8	173.9	1 088.7	73.2	7.2
Quick-impact projects	—	—	—	—	—	—	—	—	—	—	—
Subtotal	13 734.6	8 415.2	22 149.8	12 366.8	8 652.2	21 019.0	14 857.0	8 124.6	22 981.6	1 962.6	9.3

Category	Brindisi expenditure (2021/22)	Valencia expenditure (2021/22)	Total expenditure (2021/22)	Brindisi apportionment (2022/23)	Valencia apportionment (2022/23)	Total apportionment (2022/23)	Brindisi cost estimates (2023/24)	Valencia cost estimates (2023/24)	Total cost estimates (2023/24)	Variance	
	(1)	(2)	(3)=(1)+(2)	(4)	(5)	(6)=(4)+(5)	(7)	(8)	(9)=(7)+(8)	Amount (10)=(9)-(6)	Percentage (11)=(10)÷(6)
Gross requirements	53 919.1	11 702.6	65 621.7	52 746.2	13 212.4	65 958.6	53 482.4	12 802.2	66 284.6	326.0	0.5
Staff assessment income	6 166.6	488.9	6 655.5	6 223.2	667.2	6 890.4	5 686.4	681.7	6 368.1	(522.3)	(7.6)
Net requirements	47 752.5	11 213.7	58 966.2	46 523.0	12 545.2	59 068.2	47 796.0	12 120.5	59 916.5	848.3	1.4
Voluntary contributions in kind (budgeted)	—	—	—	—	—	—	—	—	—	—	—
Total requirements	53 919.1	11 702.6	65 621.7	52 746.2	13 212.4	65 958.6	53 482.4	12 802.2	66 284.6	326.0	0.5

B. Non-budgeted contributions

116. The estimated value of non-budgeted contributions for the period from 1 July 2023 to 30 June 2024 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Memorandum of understanding ^a	5 133.45
Voluntary contributions in kind (non-budgeted)	—
Total	5 133.45

^a Inclusive of office buildings, workshops, warehouses, infrastructure and open spaces provided by the Government of Italy (\$2,915,413), and office buildings, operational buildings and open spaces provided by the Government of Spain (\$2,218,032).

C. Efficiency gains

117. The cost estimates for the period from 1 July 2023 to 30 June 2024 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Facilities and infrastructure: power generation	160.0	<p>With an aim to fully comply with the Department of Field Support (now Department of Operational Support) environmental strategy for field missions to reduce overall demand for energy through efficiencies, UNLB plans to implement a project for the provision and installation of photovoltaic panels in order to reduce the consumption demand for electricity from the grid. The works include all construction and electrical works needed for proper installation.</p> <p>Once the project is completed (split within two consecutive years, \$350,000 and \$200,000, respectively), the investment in the total amount of \$550,000 is expected to be recovered within three years and three months. The projected operating service of 20 years is estimated to generate savings of \$160,000 a year (equivalent to an estimated power production capacity of 700,000 kWh/year and an average cost of energy of \$0.2286/kWh), with overall projected savings of \$2,650,000</p>
Facilities and infrastructure: building insulation	9.9	<p>This project is in line with the UNLB green-related improvements to increase insulation, stop rainwater infiltrations and reduce the UNLB environmental footprint. Phase 1 is insulation of buildings 137, 129 and 232 (\$37,200); phase 2 is insulation of building 20 and the construction of a light metal structure and membrane to cover existing utilities (\$111,600) at building A.</p> <p>Once completed, the initial investment of \$148,800 is expected to be recovered within 15 years owing to lower electricity consumption and improved life expectancy of heating and cooling systems.</p>
Total	169.9	

D. Vacancy factors

118. The cost estimates for the period from 1 July 2023 to 30 June 2024 take into account the following vacancy factors:

(Percentage)

Category	Actual 2021/22	Budgeted 2022/23	Projected 2023/24
Civilian personnel^a			
International staff	16.5	13.0	15.5
National staff			
National General Service staff	6.6	4.0	5.9
Temporary positions ^b			
International staff	66.7	—	—

^a A 50 per cent vacancy rate has been applied to new posts and positions.

^b Funded under general temporary assistance.

119. The vacancy factors applied in the budget take into account the experience of UNLB to date and UNLB-specific circumstances in relation to the recruitment of civilian staff. The assumptions considered for the vacancy factors include the current 12-month average vacancy rate, from January to December 2022, or the actual vacancy rate as at 31 December 2022, as well as the onboarding of civilian staff. This is in line with the policy guidance provided to improve the accuracy and consistency of the vacancy factors applied in the proposed budgets for the 2023/24 period and to ensure that proposed vacancy rates are based, as much as possible, on actual rates. A vacancy rate of 50 per cent has been applied in the calculation of costs for the establishment of new posts.

E. Training

120. The estimated resource requirements for training for the period from 1 July 2023 to 30 June 2024 are as follows:

(Thousands of United States dollars)

Category	Estimated amount
Consultants	
Training consultants	25.0
Official travel	
Official travel, training	90.8
Other supplies, services and equipment	
Training fees, supplies and services	352.6
Total	468.4

121. The number of participants planned for the period from 1 July 2023 to 30 June 2024, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>		
	<i>Actual 2021/22</i>	<i>Planned 2022/23</i>	<i>Proposed 2023/24</i>	<i>Actual 2021/22</i>	<i>Planned 2022/23</i>	<i>Proposed 2023/24</i>
Internal	153	202	219	197	315	354
External ^a	15	29	24	11	19	14
Total	168	231	243	208	334	368

^a Includes the United Nations Logistics Base at Brindisi and outside the mission area.

122. The proposed training programmes include technical training courses and learning activities aimed at strengthening the professional skills and competencies of both national and international staff. Internal courses cover training for ICT, business leadership, management and governance, supply chain management, transportation and logistics, environmental and waste management, security and safety, and conflict prevention. External training courses are intended to strengthen the capacities of staff in various areas, such as leadership and executive management, human resources, occupational safety and aviation safety, engineering, and role-specific courses for tenant units.

F. Official travel, non-training

123. The resource requirements for official travel, non-training for the period from 1 July 2023 to 30 June 2024 are estimated at \$322,600, as follows:

<i>Category</i>	<i>Number of person trips planned</i>	<i>Amount (thousands of United States dollars)</i>	<i>Percentage of total budget 2022/23</i>	<i>Percentage of total budget 2023/24</i>
Travel within the mission area	48	58.0	0.1	0.1
Travel outside the mission area	72	264.6	0.4	0.4
Total	120	322.6		

124. The requested resources are needed for the effective and efficient delivery of the UNLB mandate, to attend strategic meetings and provide on-site support to clients in the areas of circular supply chain, engineering, prototype inspection, environmental technical support, Unite FRIM implementation workshops, strategic deployment stocks implementation and ICT workshops.

III. Analysis of variances³

125. The standard terminology applied with respect to the analysis of resource variances in this section is defined in annex I.B to the present report. The terminology used remains the same as that used in previous reports.

³ Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or \$100,000.

	<i>Variance</i>	
National General Service staff	(\$1,583.9)	(7.3%)

• **Management and external: change in vacancy and exchange rates**

126. The reduced requirements are mainly attributable to: (a) the projected increase of the vacancy rate from 4.0 per cent in the 2022/23 period to 5.9 per cent in the 2023/24 period; and (b) the strengthening of the United States dollar, where the exchange rate applied to the 2023/24 budget is 0.967 euros for 1 United States dollar, compared with the rate of 0.888 euros for 1 United States dollar applied in the approved 2022/23 budget (8.9 per cent). The overall reduction is partly offset by the alignment of budgetary standard salary rates with the current salary scales and the actual average grade, level and step.

	<i>Variance</i>	
International United Nations Volunteers	\$67.3	100%

• **Management: establishment of United Nations Volunteers**

127. The increased requirements are related to the establishment of two international United Nations Volunteers in Brindisi, one in the Office of the Director to act as a Public Information Officer, and one in the Office of the Chief, Central Service to act as a Programme Officer (with a 50 per cent vacancy rate applied to both).

	<i>Variance</i>	
General temporary assistance	(\$41.9)	(11.1%)

• **Management: reduced inputs and outputs**

128. The reduced requirements are mainly attributable to the discontinuation in the 2023/24 period of the Base's share of allocated costs for the general temporary assistance related to activities for the Umoja supply chain implementation support project that were charged to mission budgets during a transitional period.

	<i>Variance</i>	
Consultants	\$28.9	20.0%

• **Management: increased inputs and outputs**

129. The increased requirements are mainly attributable to the requirement for a technical feasibility study where specific specialized skills and commercial knowledge are required and are not internally available. The study of centralized air conditioning systems (variable refrigerant flow/variable refrigerant volume) is required to identify alternative and more efficient heating, ventilation and air conditioning system options for reducing energy consumption and related costs for hard-wall buildings and special facilities (stores, warehouses and large workshops, among others) in all current United Nations operational scenarios and locations.

	<i>Variance</i>	
Official travel	\$54.2	15.1%

• **Management: increased inputs and outputs**

130. The increased requirements are mainly attributable to: (a) requests by MINUSMA and MONUSCO for expert official travel to support reverse logistics extending product lifespan and to maximize the return on investments for

engineering, transport, life support and field technology equipment, which will be equally cost-shared with the requesting missions; (b) requests by UNMISS, UNISFA and the United Nations Disengagement Observer Force to provide technical environmental assistance related to the environmental strategy for field missions in each of the three technical pillars (energy, water and wastewater, and solid waste), for prototype inspection for establishing local and/or global systems contracts; (c) the increase in training activities requiring face-to-face attendance, including security and safety, aircraft accident investigation and environmental strategy training; and (d) the increase in the average daily subsistence allowance and ticket prices.

	<i>Variance</i>	
Facilities and infrastructure	\$1,185.0	20.8%

• **Management: increased inputs and outputs and market rates**

131. The increased requirements are mainly attributable to: (a) construction, alteration, renovation and major maintenance, related primarily to the first phase of the purchase and installation of photovoltaic panels, at an estimated cost of \$350,000, which would allow UNLB to decrease dependence on the electricity grid, with the aim of containing the growing energy prices, and to reduce the energy footprint of the Brindisi base, as well as repairs to and waterproofing of facilities; (b) the increase in contract prices for electricity supply in Brindisi and Valencia; and (c) the increased requirement for the acquisition of generators and engineering and electrical equipment for the design, testing and construction of modular portable containerized solar systems and other hybrid solutions to be introduced to peacekeeping missions as an alternative to traditional engine-generator sets.

	<i>Variance</i>	
Ground transportation	\$185.1	48.5%

• **Management: increased inputs and outputs**

132. The increased requirements are mainly attributable to: (a) increased costs related to the maintenance contract for the fuel station, an increase in prices and frequency of repairs needed for the ageing UNLB vehicle fleet, and the maintenance and refurbishment contract for 50 empty 20-foot containers that need to be sustained in a state of readiness for the strategic deployment stocks; and (b) the increased prices of petrol, oil and lubricants.

	<i>Variance</i>	
Air operations	\$6.0	200%

• **Management: increased inputs and outputs**

133. The increased requirements are attributable to the increase in the expected cost of the UNLB share for the provision of satellite aircraft tracking services for United Nations missions, owing to the higher number of aircraft monitored and managed by the Strategic Air Operations Centre.

	<i>Variance</i>	
Communications and information technology	\$426.8	3.2%

• **Mandate: maintenance of applications for peacekeeping operations**

134. The increased requirements are mainly attributable to the maintenance of communications and information technology equipment and support services: (a) to

maintain and enhance the Environment Action Planning and Performance application (eApp); and (b) to support and host an open-source examination platform (Moodle for the United Nations online examinations and tests system).

	<i>Variance</i>	
Other supplies, services and equipment	\$73.2	7.2%

• **Management: increased inputs and outputs**

135. The increased requirements are mainly attributable to commissioning services of three individual contractors in support of the warehouse operations and smart warehousing-related activities to improve stock management and provide better services to field missions.

IV. Actions to be taken by the General Assembly

136. The actions to be taken by the General Assembly in connection with the financing of the United Nations Logistics Base are:

- (a) To appropriate the amount of \$66,284,600 for the maintenance of the Base for the 12-month period from 1 July 2023 to 30 June 2024;
- (b) To prorate the amount in subparagraph (a) among the budgets of the individual active peacekeeping operations to meet the financing requirements of the Base for the period from 1 July 2023 to 30 June 2024;
- (c) To take note of the assessment of the services offered by the Standing Police Capacity and the Justice and Corrections Standing Capacity.

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions [76/274](#) and [76/277](#), including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution [76/274](#))

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
Requests the Secretary-General to improve comprehensive oversight of the activities of peacekeeping missions and implement the recommendations of relevant oversight bodies in this regard to avoid deficiencies in management and related economic losses, with the aim of ensuring full compliance with the Financial Regulations and Rules of the United Nations (para. 17).	<p>UNLB is in the process of implementing 12 Board of Auditors recommendations, nine of which are from the 2022 audit. Of those nine, two recommendations are de facto implemented pending confirmation from the Board.</p> <p>Previous recommendations under implementation include two from 2020 and one from 2021.</p> <p>There is only one Office of Internal Oversight Services recommendation awaiting confirmation of closure.</p>

*Request/recommendation**Action taken to implement request/recommendation*

Also requests the Secretary-General to further enhance budget transparency by including, in his next budget reports, information about substantial justifications for all post changes and increased operational costs, as well as a breakdown between the resources requested for National Professional Officers and National General Service staff (para. 18).

UNLB has only national General Service staff. Detailed justifications for post changes and increased operational costs changes have been provided in section I.E of the present report, in particular paragraphs 98 to 115, and in the variance analysis in section III, respectively.

Expresses concern at the low rate of compliance with the advance purchase policy directive, and requests the Secretary-General to make stronger efforts to further enhance the rate of compliance with the advance purchase policy directive across all travel categories, taking into account the patterns and nature of official travel and the reasons for non-compliance by each department, office and field mission (para. 19).

Travel cases are closely monitored for compliance with the advance purchase policy. In addition, a new travel agent has been identified and inducted to the requirements of the organizations on timelines to improve the rate.

Updated compliance rates are provided in the budget information pilot.

Also requests the Secretary-General to include justifications for temporary assignments of staff receiving special post allowances for more than one year, including the length of those assignments and the recruitment status of the related posts, in the context of all future budget proposals (para. 31).

The required information is provided in the budget information pilot.

Reiterates its concern about the high number of vacancies in civilian staffing, further reiterates its request to the Secretary-General to ensure that vacant posts are filled expeditiously, and requests the Secretary-General to review the posts that have been vacant for 24 months or longer and to propose in his next budget submission either their retention, with clear justification of need, or their abolishment (para. 33).

UNLB has no post vacant for more than 24 months.

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements where applicable (para. 34).

UNLB will engage in a workforce planning exercise with the Human Resources Services Division in the Department of Operational Support from January to April 2023. One of the objectives of the exercise is to explore and implement nationalization options.

Reiterates that the use of external consultants should be kept to an absolute minimum and that the Organization should utilize its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term (para. 46).

UNLB uses external consultants where specific specialized skills and knowledge are required and are not internally available.

Further requests the Secretary-General to provide in his future budget proposals for each mission, as appropriate, information regarding the mission's utilization trend of the services provided by the Regional Service Centre in Entebbe, Uganda, and the United Nations Logistics Base at Brindisi, Italy, and to provide in his reports an update on services provided to peacekeeping operations, including in aviation, stock deployment and procurement and any other services, as well as an update

Missions' utilization trend of the services provided by the United Nations Logistics Base and an update on services provided to peacekeeping operations is provided in annex IV to the present report. A more comprehensive report covering the efficiencies, improved outcomes and cost savings is being produced and will be submitted in the 2024/25 budget proposal.

*Request/recommendation**Action taken to implement request/recommendation*

on efficiencies, improved outcomes and cost savings which have resulted from the provision of these services (para. 59).

Emphasizes the importance of adequate energy and waste management in order to minimize risk to people, societies and ecosystems, and requests the Secretary-General to intensify the efforts aimed at reducing the overall environmental footprint of missions, including through the implementation of environmentally responsible waste management and power generation systems, also working towards a potential positive legacy for host communities, in full compliance with the relevant regulations and rules (para. 83).

The environmental performance of UNLB is reported in the environmental management scorecard. The environmental performance is steady and is consistently among the top performers, with water and waste generation very good relative to other missions, reflecting the “office”-type operational setup. In addition, UNLB purchases green power, effectively running operations with 100 per cent renewable energy.

The UNLB environmental management scorecard is provided in the supplementary information.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

([A/76/760](#) and General Assembly resolution [76/274](#))

*Request/recommendation**Action taken to implement request/recommendation*

In the interest of clarity, the Advisory Committee reiterates its recommendation that the General Assembly request the Secretary-General to present, in future mission budgets, disaggregated numbers and related financial implications of United Nations Volunteer personnel by international and national categories. In view of their potential for national capacity-building, the Committee also trusts that future mission budgets will include more proposed national United Nations Volunteer positions, as appropriate (para. 53).

Disaggregated numbers and related financial implications are reported in the supplementary information.

With a view to reducing travel costs, the Advisory Committee reiterates that where possible, advanced technology and remote training tools should be fully utilized and trips should be combined or undertaken with fewer travellers (see also [A/73/779](#), paras. 16 and 18–19). The Committee further trusts that the provisions of [ST/SGB/2009/9](#) will be consistently applied for travel of staff to attend internal conferences. The Committee looks forward to receiving disaggregated information on within-mission and outside-mission travel in future peacekeeping missions and overview reports (para. 55).

Details are provided in the section II.F of the present report, on official travel, as well as in the supplementary information.

*Request/recommendation**Action taken to implement request/recommendation*

The Advisory Committee reiterates its recommendation that the General Assembly request the Secretary-General to provide, in the next overview report and in the context of mission budget reports, detailed information on cost recovery, including but not limited to, activities subject to cost recovery, mission-related human and financial resources utilized, classification of non-spendable and spendable revenue and the amount to be returned to Member States, as well as the use of the peacekeeping cost-recovery fund (para. 78).

Details are provided in paragraphs 67–70 and tables 2 and 3 of the present report. In addition, detailed information on cost recovery is provided in the supplementary information.

Financing of the United Nations Logistics Base at Brindisi, Italy

([A/76/760/Add.5](#) and General Assembly resolution [76/277](#))

*Request/recommendation**Action taken to implement request/recommendation*

The Advisory Committee notes the increasing presence of the United Nations system in Valencia and recommends that the General Assembly request the Secretary-General to submit a clear strategy on the ongoing transformation, including an overview of resources and efficiency measures, for its consideration (para. 30).

The growth in the number of personnel hosted at the United Nations Information and Communications Technology Facility, Valencia is mainly attributable to the deployment of additional United Nations family entities (such as IOM and UNICEF) to the Facility during 2021, at the invitation of the Government of Spain. By an exchange of notes verbales, the Government of Spain has agreed to facilitate the conduct of ICT operations of such entities in Spain, by installing them at the Facility premises in Valencia. Costs are recovered from such entities in line with established service level agreements and practices. Additional details are provided in paragraphs 64–66 and table 1 of the present report.

The Advisory Committee recommends that the General Assembly request the Secretary-General to provide an assessment of the services offered by the Standing Police Capacity and the Justice and Corrections Standing Capacity in the next report on the United Nations Logistics Base. The Committee considers that this assessment can take into consideration the existing capacities in Headquarters and missions with limited capacities, identify potential challenges and opportunities in centralization or decentralization of the Standing Police Capacities and Justice and Correction Capacities, with a view to delivering better support to Member States and the United Nations system (para. 31).

The assessment is provided in annex III to the present report.

*Request/recommendation**Action taken to implement request/recommendation*

While acknowledging the potential benefits of increased coordination and discussion among the Directors and Chiefs of Mission Support, the Advisory Committee considers that these activities could be achieved through regular means of communication without the creation of a dedicated secretariat structure and location. The Committee trusts that further information will be included in the next report on the United Nations Logistics Base (para. 32).

UNLB coordinated the 2021 and 2022 Conferences of Chiefs and Directors of Mission Support. In order to support this effort, resources had to be reprioritized and pooled together from UNLB, the Department of Operational Support, the Regional Service Centre in Entebbe, UNSOS and other missions that made available personnel to prepare, organize and follow up on the deliberations of the Conferences. There are many topics of critical importance in the fields of human resources, medical, supply chain, data management and others that the Chiefs and Directors of Mission Support community is consulting on and managing a productive dialogue with United Nations Headquarters. Since this is a critical endeavour of consultation, alignment, exchange of best practices and formulation of joint proposals, which entails an important time investment, the Chiefs and Directors of Mission Support community is in the process of deliberating how best to continue the coordination and to collaborate to sustain engagement.

The Advisory Committee reiterates its view that proposed vacancy rates should be based, as much as possible, on actual rates. In cases where the proposed rates differ from the actual rates, clear justification should be provided systematically in the proposed budget and related documents (para. 34).

Proposed vacancy rates are based on the actual average vacancy rates. Details on the proposed vacancy rates are provided in section II.D of the present report.

The Advisory Committee reiterates its view that the General Assembly should be provided with comprehensive and more transparent information on the services provided to different entities, the resources required to provide those services and the different financing and cost recovery arrangements, as well as the recording of related income and expenditures (para. 44).

Details on the services provided to different entities under cost recovery and estimates of the related expenditures have been provided in paragraphs 67–70 and tables 2 and 3 of the present report. In addition, information on income to be received is provided in the supplementary information.

The Advisory Committee notes the efforts to refine the scalability model and recalls its recommendation endorsed by the General Assembly in its resolution [75/295](#), to further refine the scalability formula in particular to develop a clear definition of scalability, identify the activities that are scalable and ensure consistency in the application of the scalability model, as well as to ensure that all scalability models take into account, inter alia, workload factors and efficiency gains (see [A/75/822/Add.10](#), para. 46). The Advisory Committee trusts that updated information will be included in the next report on the United Nations Logistics Base (para. 48).

Details on the scalability model are contained in paragraphs 53–62 of the present report.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment:** a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment:** an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment:** an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification:** an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment:** an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion:** three possible options for post conversion are as follows:
 - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
 - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution [59/296](#), individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
 - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

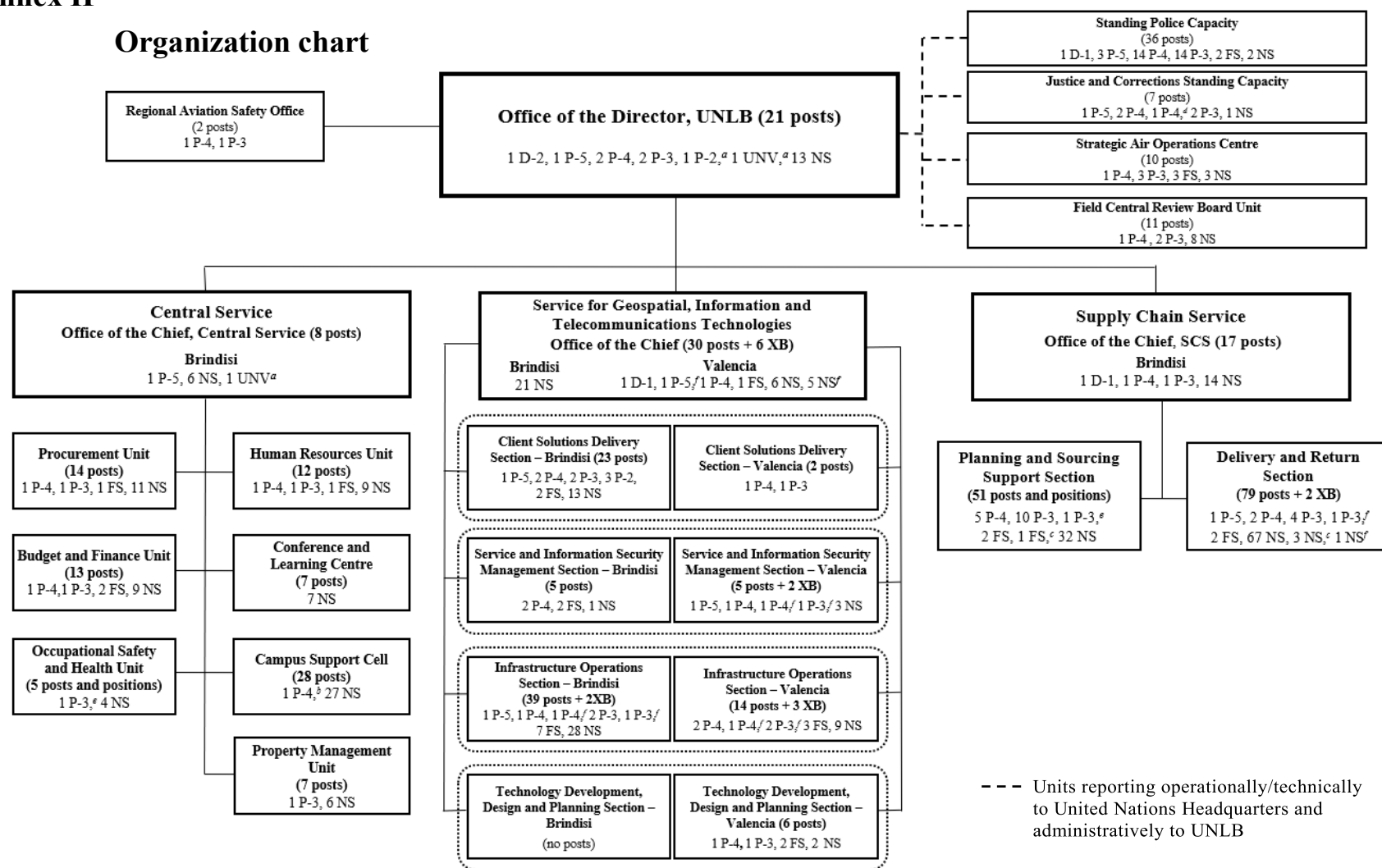
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations, rules and policies.

- **Management:** variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

Annex II

Organization chart



Abbreviations: FS, Field Service; NS, national staff; UNV, United Nations Volunteer; XB, extrabudgetary.

^a New post.

^b Reclassified/reassigned post.

^c Redeployed post.

^d Converted post.

^e Funded under general temporary assistance.

^f Financed through extrabudgetary mechanism.

Annex III

Assessment of the Standing Police Capacity and the Justice and Corrections Standing Capacity

I. Background

1. In paragraph 31 of its report on the proposed budget for the period from 1 July 2022 to 30 June 2023 of the United Nations Logistics Base (UNLB) at Brindisi, Italy ([A/76/760/Add.5](#)) the Advisory Committee on Administrative and Budgetary Questions recommended that the General Assembly request an assessment of the services offered by the Standing Police Capacity and the Justice and Corrections Standing Capacity in the next report on the United Nations Logistics Base; the Committee considered that the assessment could take into consideration the existing capacities in Headquarters and missions with limited capacities, and identify potential challenges and opportunities in centralization or decentralization of the Standing Police Capacity and Justice and Corrections Standing Capacity, with a view to delivering better support to Member States and the United Nations system. That recommendation was endorsed by the General Assembly in its resolution [76/277](#). Accordingly, the assessment was conducted by Secretariat and its findings are presented below.

II. Standing Police Capacity

Services

2. As an integral part of the Police Division within the Office of Rule of Law and Security Institutions of the Department of Peace Operations, the Capacity supports the implementation of the mission of the United Nations police to enhance international peace and security by supporting Member States in conflict, post-conflict and other crisis situations to realize effective, efficient, representative, responsive and accountable police services that serve and protect the population in accordance with international human rights norms and standards ([S/2016/952](#), para. 8). Specifically, the Capacity provides peace operations with timely police and other law enforcement expertise for: (a) start-up capability of police components; (b) assistance in transitions and/or drawdown; and (c) other necessary, time-bound policing-related expertise that may not be readily available in the missions when required. The original requirement for a dedicated standing police capacity to support United Nations peace operations was borne out of the discussions on the on-call roster of 100 police officers recommended in 2000 by the Panel on United Nations Peace Operations ([A/55/305-S/2000/809](#)). Since the establishment of the Capacity in 2006, the role of the United Nations police has evolved. Significant changes have taken place in the United Nations peace and security architecture, and the centrality of the United Nations police within the Organization has been repeatedly recognized.

3. Services of the Capacity comprise a variety of policing, law enforcement and programme delivery expertise, including substantive expertise relevant for United Nations peace operations (such as police reform, public order, gender mainstreaming, investigations and transnational organized crime) and skills to translate substance into action (e.g., programme design, project management and implementation). It must be recognized that the professional expertise of the Capacity must respond to the changes in peacekeeping. Responding to increased demands, additional capacities will be required in areas including forensics, skills to combat cybercrime, border management, crime data analytics and management, including social media monitoring and analysis tools to address misinformation and disinformation, and protection of natural resources (minerals, forests, etc.) to help to strengthen

environmental rule of law. Services provided by the Capacity are in direct support of and/or to reinforce a field operation's mandate implementation and are provided within the reporting lines of that operation. In complement, the New York-based sections of the Police Division carry out desk officer, coordination, policy guidance and recruitment functions at Headquarters, in support of the missions' police components and in close coordination with other Headquarters offices.

4. Police components, during a mission's life cycle, often have time-bound requirements for skills that may not be readily available on the ground, such as surge strategic and transition planning, design of joint programming with the United Nations country team, impact assessment, legal affairs or election security planning. Furthermore, components may have need for time-sensitive capacity-building multipliers. The primary focus of the Capacity is on peace operations' mandate implementation (especially with respect to the protection of civilians and the stabilization or extension of State authority). Moreover, through the Global Focal Point for the Rule of Law, the Capacity provides support to other entities within the United Nations system, in line with the role of the Police Division as a system-wide service provider. For instance, the Capacity provided support in building the capacity of the Joint Force of the Group of Five for the Sahel, thus reinforcing United Nations peacekeeping efforts in the region. Costs for such deployments are borne by the entity requesting support.

Field support

5. The Office of Internal Oversight Services (OIOS), in its report 2019/108 on the audit of the Standing Police Capacity in the Department of Peace Operations, referred to the Capacity as being "widely acknowledged as a valuable tool for field support". While the focus continues to be placed on the impact of Capacity support on the ground in line with the OIOS audit findings (a qualitative indicator), the demand for the Capacity support can be seen as a quantitative indicator of the utility of the Capacity. Since 1 January 2019, the Capacity has undertaken 102 deployments to peace operations with a strong focus on Department of Peace Operations-led missions, as mentioned in UNLB performance reports. Notably, the Capacity has provided support to almost all peacekeeping operations: the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), the United Nations Mission in South Sudan (UNMISS), the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), as well as the United Nations Peacekeeping Force in Cyprus (UNFICYP), the United Nations Mission for Justice Support in Haiti (MINUJUSTH), the United Nations Interim Security Force for Abyei (UNISFA), the United Nations Mission for the Referendum in Western Sahara, the United Nations Interim Force in Lebanon and the United Nations Interim Administration Mission in Kosovo (UNMIK).¹ Peacekeeping operations have consistently represented the vast majority of the Capacity's client base.

6. Examples illustrate the added value of the Capacity, notably in supporting missions in engaging with the United Nations country teams during transitions, as well as in the transition from a peacekeeping operation to a special political mission. In 2020, 2021 and 2022, the Capacity provided the MONUSCO police component with surge support in: transition planning and phased drawdown; design and implementation of joint programming with the Government and the country team, including associated training in project management for the United Nations police;

¹ The last three financial years were chosen for the present assessment to follow on from the 2019 OIOS audit; figures are as at 30 June 2022.

and impact assessment, through support to the Comprehensive Planning and Performance Assessment System. In the Sudan, during the period 2019–2022, the Capacity supported both UNAMID and the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS), first in the transition and drawdown of UNAMID and associated work with the country team, and subsequently with the start-up of UNITAMS and later the start-up of the UNITAMS monitoring support component. In Libya, the Capacity deployed to support the start-up of the ceasefire monitoring component of the United Nations Support Mission in Libya.² In 2022, the Capacity, along with the Justice and Corrections Service, provided surge support to UNISFA in support of the development of a rule of law support strategy for Abyei.

7. With regard to additional areas of critical and time-bound assistance to police components, these include, in 2022 alone, support to an Office for the Peacekeeping Strategic Partnership assessment in UNMISS, an assessment in the United Nations Integrated Office in Haiti (BINUH), and military and police capacity studies in MONUSCO and UNFICYP. The Capacity also provided surge capacity support to bridge strategic management gaps in MONUSCO, UNMISS, BINUH, UNFICYP and UNITAMS. Finally, to operationalize the Strategic Guidance Framework for International Policing, the Capacity, the Police Division sections in New York and the Integrated Training Service led the development and implementation processes for the United Nations police training architecture programme to enhance the performance of United Nations police while concurrently supporting Member States in pre-deployment training.

Centralization/decentralization

8. As noted above, the Capacity is an integral part of the Police Division within the Office of Rule of Law and Security Institutions of the Department of Peace Operations, operating as a tenant unit (and within the budget) of UNLB, as set out in the budget for UNLB for the period from 1 July 2009 to 30 June 2010 ([A/63/824](#) and [A/63/824/Corr.1](#)) and as approved by the General Assembly in its resolution [63/286](#). Through this modality, administrative and logistical support for the Capacity is provided by the Department of Operational Support through UNLB.

9. Notwithstanding its decentralized location, seamless integration of the Capacity into the command and control structure of the Police Division is ensured through the inclusion of the Chief of the Capacity within the Police Division's senior management team, and a matrix of integration of the Capacity into the working processes of the Police Division sections in New York is incorporated in the Department of Peace Operations and Department of Operational Support policy on the functions and organization of the Standing Police Capacity effective from 1 July 2021. At the working level, the Capacity staff providing support to missions interact regularly with the Police Division colleagues in New York. Business continuity, notably continuity of service delivery, during the coronavirus disease (COVID-19) pandemic underscored the functionality of the decentralized model.

III. Justice and Corrections Standing Capacity

Services

10. The Justice and Corrections Standing Capacity falls within the Office of Rule of Law and Security Institutions of the Department of Peace Operations and is an integral part of the Justice and Corrections Service.

² Costs of travel to special political missions were borne by the client, extrabudgetary funding or other non-assessed resources.

11. The Capacity is a field-oriented rapid response team of rule of law, justice and corrections experts who deploy to United Nations peace operations, typically during mission start-up, surge and transition phases. The Capacity's services include a variety of rule of law and programme delivery expertise, including rule of law expertise that is often essential for United Nations peace operations such as the investigation and prosecution of destabilizing crime, including conflict-related sexual violence, as well as organizational and operational skills to translate substance into action (for instance, rule of law programme design and implementation). Moreover, the Capacity provides expertise that is often lacking in peace operations, where staff have broader responsibilities as judicial and corrections professionals. For example, the Capacity staff provide expertise on rule of law transition planning and implementation. The same applies to expertise in prison assistance matters, such as prison intelligence and related security issues, which are key for mission mandate implementation as part of protection of civilians strategies.

12. The Capacity focuses on peace operation mandate implementation (especially with respect to the protection of civilians, the stabilization or extension of State authority, and advancing political processes). The Capacity directly supports the rule of law efforts of field operations, working within the reporting lines of the operation. Complementarily, the New York-based sections of the Justice and Corrections Service carry out traditional Headquarters functions in support of mission components, including policy development, training, recruitment, force generation, desk officer functions, coordination with other Headquarters entities and liaison with permanent missions in New York.

Field support

13. OIOS, in its report 2019/063 on the audit of the Justice and Corrections Standing Capacity, noted that the Justice and Corrections Standing Capacity "is widely acknowledged as an invaluable tool for support to the field". The focus of the Capacity will continue to be on enhancing the impact of support on the ground, in line with the OIOS audit findings (qualitative indicators). Nonetheless, consideration of the number of deployments (a quantitative indicator) is useful to understand the extent of assistance provided by the Capacity to its clients.

14. From 2019 through 2022,³ the Justice and Corrections Standing Capacity carried out 48 deployments to peacekeeping operations, as mentioned in UNLB performance reports. Furthermore, in accordance with its objectives under the results-based budgeting frameworks, the Capacity has systematically deployed to field missions within 30 days of the request for support. During that time frame, the Capacity has dedicated at least three quarters of its working time to directly supporting field missions.⁴

15. Deployments were carried out to all peacekeeping operations with a rule of law mandate, focusing, among other things, on rule of law transition planning (UNAMID and MONUSCO), the prosecution of destabilizing crime, including conflict-related sexual violence (MINUSCA, MINUSMA and MONUSCO), strategic rule of law

³ The time period was chosen for the present assessment so as to follow and update the 2019 OIOS audit.

⁴ This refers to the hours Capacity staff members spend supporting field missions on the ground and remotely. In line with the Capacity policy, when serving at the duty station in UNLB at Brindisi, Capacity officers also participate in mission pre-planning processes and recruitment processes, and establish and nurture partnerships with other United Nations entities and external actors. They also attend to managerial, reporting and administrative functions; support the development of guidance and policy documents; contribute to lessons learned and best practices studies; participate in capacity-building workshops; and provide training for United Nations personnel and government-provided personnel.

planning and operationalization (UNMISS and UNISFA, the latter in complement to a concurrent deployment from the Standing Police Capacity); prison security and reform (MINUSMA, MINUSCA and MONUSCO); and lessons learned (UNAMID and UNMIK). The Capacity also often supported special political missions to sustain peacekeeping gains, such as the support to BINUH and UNITAMS, as follow-on missions to MINUJUSTH and UNAMID, respectively, including during the start-up phase.⁵

16. The nature of deployments by the Capacity has changed over the years, from its serving primarily as a surge capacity to the provision of more specialized skills that were lacking within the field mission. For instance, a wealth of deployments focused on rule of law transition planning. Generally, staff reductions in downsizing missions have led to an increased demand for deployments to facilitate mission transitions. Another area of complementary engagement has been the area of rule of law assistance to political processes and United Nations regional offices to support the good offices of the special representatives of the Secretary-General on political and rule of law matters and contribute to conflict prevention at the regional level. Deployments have also become more product-driven than activity-driven, which has significantly increased the provision of remote “after-care”, especially through the finalization of strategic and planning documents, comprehensive programme and project documents, and assessments.

Centralization/decentralization

17. Upon the recommendation of the Secretary-General to build on the successful experience with the Standing Police Capacity to ensure, from the outset, a holistic and coordinated approach to strengthening the rule of law, the General Assembly, in its resolution [64/270](#), decided to establish the Justice and Corrections Standing Capacity to complement and operate alongside the Standing Police Capacity. The Justice and Corrections Standing Capacity was subsequently included in the budget for UNLB for the period from 1 July 2010 to 30 June 2011 ([A/64/698](#)) and continuously since then.

18. The Justice and Corrections Standing Capacity operates as a tenant unit under the full oversight of the New-York based Justice and Corrections Service, without reporting lines to UNLB, in line with the Department of Peace Operations and Department of Operational Support policy on the functions and organization of the Justice and Corrections Standing Capacity which took effect on 1 July 2021.⁶ Despite the physical separation, the Capacity is substantively and strategically linked with its parent office. The Capacity’s integration with the Justice and Corrections Service is guaranteed through its virtual participation in team meetings and strategic planning processes, and the Capacity’s Team Leader is part of the Service’s management team that meets weekly. Deployments are discussed between the Capacity’s members and Service’s desk officers, who – during their regular engagement with peace operations – follow up systematically on recommendations articulated during and after the Capacity’s deployments.

19. Although the Justice and Corrections Standing Capacity is an integral part of the Department of Peace Operations, its decentralization in closer proximity to clients, both in terms of space and time, has allowed it to serve its core function of providing rapid rule of law response in a time- and cost-effective manner. Furthermore, its decentralization has facilitated easier access to clients than from New

⁵ Costs of travel to special political missions were borne by the client, extrabudgetary funding or other non-assessed resources.

⁶ This replaced the policy on the functions and organization of the Justice and Corrections Standing Capacity which took effect on 31 December 2013.

York, including during mission preparation, follow-up and remote support, which has proven critical particularly during the COVID-19 pandemic. Its co-location with the Standing Police Capacity has also helped to promote coordinated support on rule of law and security matters to the field, including during critical phases of mission start-up, drawdown and transition; for joint assessments and lessons learned exercises; and within the framework of the Global Focal Point for the Rule of Law, in a context where the United Nations is increasingly required to deliver jointly and step up its support to sustain peace and prevent conflict.

20. Moreover, the placement of the Capacity within the administrative structure in Brindisi⁷ has had increased relevance, given the role and experience of UNLB as service provider to the field and its support to the start-up, drawdown and transition phases of peace operations. Consequently, administrative support provided in the areas of travel, human resources, and finance and budget is closely linked to similar functions that the Department of Operational Support, through UNLB, carries out in support of field missions, which guarantees the smooth and speedy administration of the Capacity in the same time zone. UNLB is an example of streamlining administrative functions for support to the field and therefore a good practice of United Nations integration within the Secretariat.

21. The Capacity has therefore proved to be an integrated, cost-effective, complementary model that has ensured coherent and coordinated support to the field and could be replicated by other United Nations field-oriented rapid response services within the Office of Rule of Law and Security Institutions and beyond.

22. The Standing Police Capacity and the Justice and Corrections Standing Capacity have proved to be efficient and effective tools in supporting peacekeeping operations at critical times during their lifespan and continue to be relevant in the current peacekeeping context. Drawing on the many benefits that the two capacities have shown, the Office of Rule of Law and Security Institutions considers it beneficial to provide similar readily deployable expertise and capacity in other areas under its purview relating to rule of law and security institutions, to support peace operations.

23. Against this backdrop, the Office of Rule of Law and Security Institutions established, through limited extrabudgetary funding, the Disarmament, Demobilization and Reintegration Standing Capacity (1 P-4) and the Security Sector Reform Standing Capacity (1 P-5) in 2019 and 2021, respectively. UNLB is providing services on a cost-recovery basis. The above-mentioned capacities have also been valuable to peacekeeping operations with emerging advisory needs resulting from adjusted mandates and political strategies. Their location in Brindisi is optimal for the type of service they provide, including in the light of the time zone, geographical proximity, integration with the Office's other standing capacities, such as the Justice and Corrections Standing Capacity and the Standing Police Capacity, and economies of scale by drawing on the administrative and logistical expertise of UNLB. The disarmament, demobilization and reintegration and security sector reform standing capacities have provided critical support during surge periods in peacekeeping settings, such as transition processes marked by downsizing and/or adjusted mandates. With the injection of such additional capacity, as currently seen with the three deployments in 2022 to MONUSCO, transition planning for security sector reform with the missions, United Nations country teams, national authorities and international partners is more effectively supported. The Disarmament, Demobilization

⁷ As set out in the budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2009 to 30 June 2010 ([A/63/824](#) and [A/63/824/Corr.1](#)) and the budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2010 to 30 June 2011 ([A/64/698](#)) and approved by the General Assembly in its resolutions [63/286](#) and [64/270](#), respectively.

and Reintegration Standing Capacity also provided vital support in the lead-up to the adoption and the ongoing implementation of the UNMISS community violence reduction mandate, first introduced in 2019, in the absence of a disarmament, demobilization and reintegration capacity within the Mission to support planning on weapons and ammunition management and community violence reduction. Additionally, the MINUJUSTH and UNAMID transitions received crucial disarmament, demobilization and reintegration support in addressing the gaps in capacity during the few months of downsizing and post-exit. In this vein, the Office of Rule of Law and Security Institutions also intends to pilot a mine action rapid response capacity in Brindisi under cost-recovery arrangements, to benefit from the synergies in planning and deployment with the Office's other standing capacities and ensure efficient expert response to requests from the field.

Annex IV

Missions' utilization trend of the services provided by the United Nations Logistics Base at Brindisi, Italy

1. The mandate of the United Nations Logistics Base (UNLB) at Brindisi, Italy is to provide rapid, effective, efficient and responsible services and solutions to its clients in the areas of global geospatial, information and telecommunications technologies, service delivery and supply chain operational support, and environmental technical assistance, as well as other enabling support services throughout the life of field missions, from start-up planning and preparation to liquidation.

2. Over the years, UNLB services have evolved to become global and of an advisory nature, unique to the circumstance of each mission or group of missions and akin to the variability of requirements for the Department of Operational Support, given the nature and scope of the work. UNLB has expanded the delivered services, both in number and type, evolving from a traditional and transaction-oriented organization into a mature service provider, capable of providing a wide range of complex support and customized advisory services to its clients in environmental technical support, liquidation support and Internet of things technologies.

3. The UNLB client pool changed in line with the approval of the management reform of the Secretary-General by the General Assembly in its resolution [72/266 B](#). Under the management of the Office of Supply Chain Management of the Department of Operational Support and leveraging its mature service-level management framework and reliable track record as a service provider, the Base has positioned itself as a service provider in the specific mandated areas of digital technology, supply chain management, and specialized areas of training and conference management and occupational safety and health, not only for its clients in peacekeeping operations and field missions but also for the whole United Nations Secretariat under cost-recovery arrangements.

4. The UNLB services and their utilization are reflected in the Base's results-based budgeting frameworks. Although it is challenging to capture a quantitative trend of UNLB services owing to its non-transactional nature, the 2019/20, 2020/21 and 2021/22 budget cycles have demonstrated an overall growing trend in both the number of clients and the range of services provided by UNLB in some areas, as described below. It should be noted that some of the services had a short-term downward trend in usage during the coronavirus disease (COVID-19) pandemic; however, UNLB played a critical role in ensuring the business continuity of the whole United Nations Secretariat and intergovernmental bodies by delivering information and communications technology (ICT) services as well as supply chain equipment and services, as follows:

(a) In supply chain services, the number of entities receiving technical and operational support in the areas of planning and design of engineering projects grew from 15 entities in 2019/20 to 16 in 2020/21 and to 18 in 2021/22, completing 8, 15 and 15 tender packages, respectively. The acquisition and coordination of technical and supply chain training courses grew from 7 in 2019/20 to 29 in 2020/21 and to 32 in 2021/22. The provision of on-site support in logistics operations, environmental management and engineering, among other support, to field missions through the deployment of mission support teams went from 24 teams in 2019/20 to 12 teams in 2020/21, owing to COVID-19-related travel restrictions, and up to 38 teams in 2021/22, when the restrictions were eased;

(b) In global technology services, the production of maps (thematic, topographic and base) in 2019/20, 2020/21 and 2021/22 exceeded the planned output, that is, 218 v. 200, 210 v. 200 and 259 v. 250, respectively. Location intelligence reports and geanalytics grew from 132 locations in 2020/21 to 172 locations in 2021/22. Similarly, groundwater and surface services increased from 39 in 2020/21 to 49 in 2021/22. Web mapping services increased from 79 in 2020/21 to 154 in 2021/22. The Unite Aware solutions in support of the situation awareness programme were provided to one mission in 2020/21; in 2021/22, support was provided to seven missions. Centrally hosted applications, including Umoja (197 in 2019/20, 193 in 2020/21 and 198 in 2021/22), were operated, maintained and supported, including the set-up and testing of disaster recovery capability for more than 65,000 users in peacekeeping and special political missions (66,580 in 2019/20, 65,757 in 2020/21 and 67,804 in 2021/22). Wide area network connectivity was delivered to 251 sites in 2019/20, 252 sites in 2020/21 and 261 sites in 2021/22, connecting more than 50,000 end users (70,416 in 2019/20, 56,165 in 2020/21 and 62,161 in 2021/22) through satellite links and leased lines and over the Internet.

5. Additional examples on the usage of UNLB services include the increase in the clients supported by the strategic deployment stocks. The concept was endorsed by the General Assembly in its resolution [56/292](#) of 27 June 2002. Since then, the number of clients supported by it has grown from 16 in the 2004/05 budget cycle to 37 in 2021/22, representing a 131.3 per cent increase in the client base. The number of requests received has also experienced a big increase, from 5 in the 2004/05 budget cycle to 188 in 2021/22, representing an increase in demand of 3,660 per cent. The value of the strategic deployment stocks support depends on the type and quantity of items shipped. In the same period, the average value of the strategic deployment stocks support was \$38.1 million, ranging from \$16.3 million in 2012/13 to \$85.4 million in 2013/14. The figures below show the detailed trend of clients, requests and value of strategic deployment stocks support.

Figure I
Strategic deployment stocks: number of clients supported

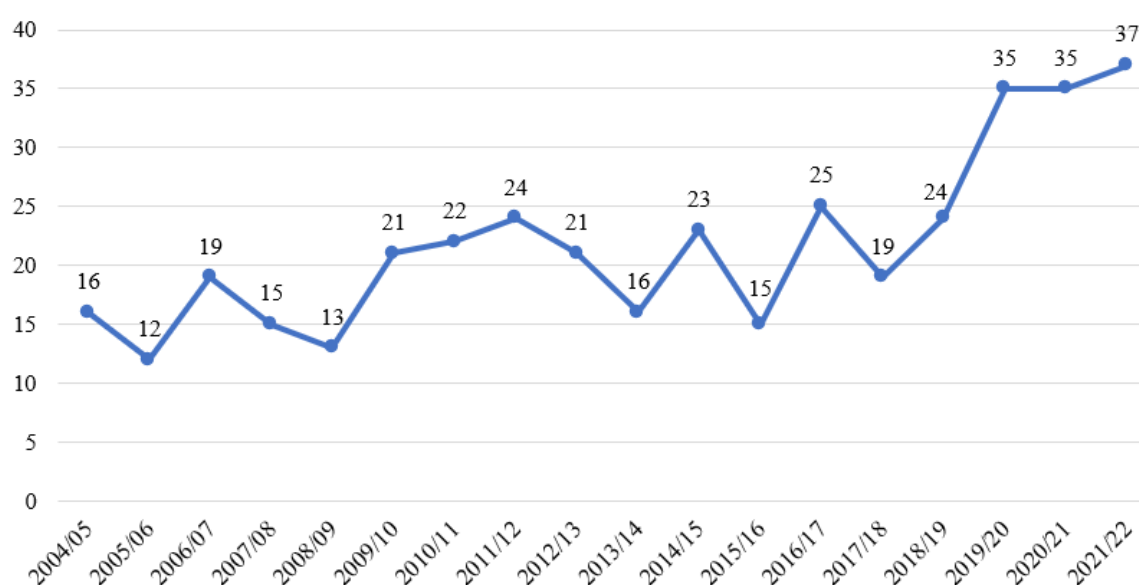


Figure II
Strategic deployment stocks: number of requests

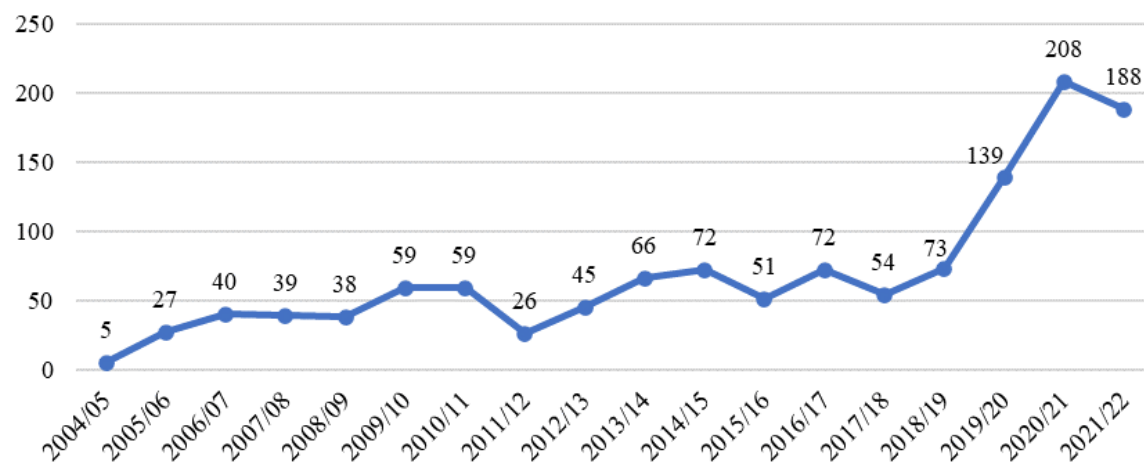
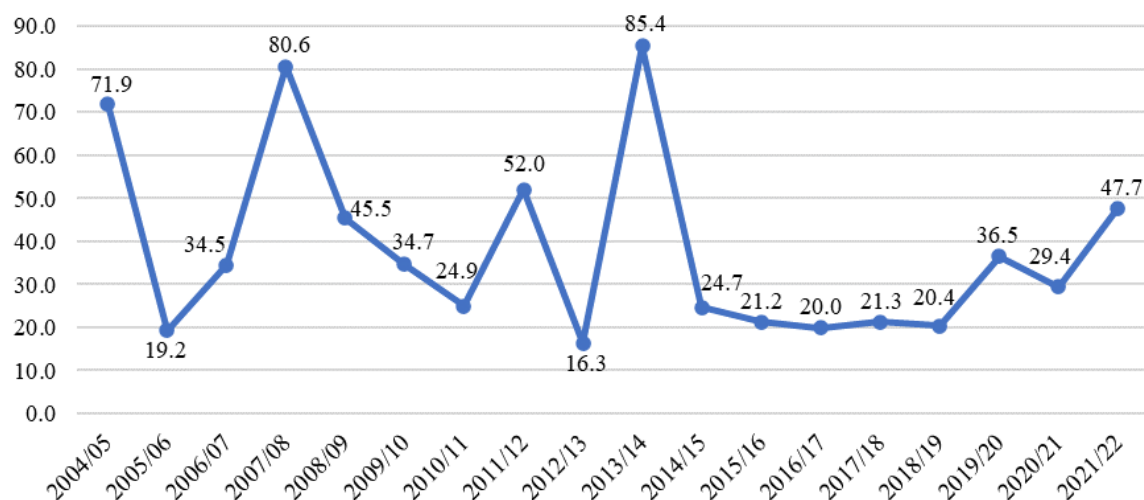


Figure III
Strategic deployment stocks: value of support
(Millions of United States dollars)



6. In respect to ICT services, the usage by peacekeeping operations users shows that these services have been constantly in demand. The table below shows the usage trends from 2018 to 2022 for hosting, connectivity, remote support operations and ICT-related work orders resolved by UNLB.

Indicator	2018	2019	2020	2021	2022
Core hub operations					
Hosting					
Number of peacekeeping servers supported	5 690	5 586	5 203	4 874	5 169
Peacekeeping online storage managed (PB)	3.157	2.411	2.140	2.462	2.659
Peacekeeping archive storage managed (PB)	2.045	2.216	2.215	2.214	2.519
Connectivity					
Number of peacekeeping satellite communications end points supported	273	253	204	182	180
Peacekeeping space segment managed (MB)	835.47	887.35	946	959.78	976.07
Number of peacekeeping digital radios supported	34 065	35 414	34 687	37 821	34 632
Remote support operations					
Number of peacekeeping field configuration items monitored	910	850	1 650	1 370	1 510
Peacekeeping devices supported (Unite FRIM)	n/a	556	989	1 248	2 664
Peacekeeping maps supported (Unite Maps)	211	219	216	259	250
Number of UNLB ICT work orders	156 578	165 181	169 321	162 788	157 881

Abbreviation: n/a, not applicable.

7. The efficacy of UNLB services provided to client missions, as reflected in indicators of achievement 1.1.1 and 1.1.11 in the report of the Secretary-General on the budget performance of UNLB for the period from 1 July 2021 to 30 June 2022 (A/77/613), shows a continued trend of customer satisfaction of 98 per cent and 97 per cent, respectively, in the areas of supply chain operations and geospatial, information and telecommunications technology services.

8. The cost-efficiency/cost avoidance of UNLB support to field missions is inherently built into the management design, which, once established on the basis of a proof of concept, continues to benefit the entities at their level through economies of scale and the leveraging of innovative solutions. Accordingly, the centralization of support services at UNLB enables clients to realize financial benefits and operational efficiencies, demonstrating improved management and due diligence in discharging the overall fiduciary responsibilities of the United Nations. Despite difficulties in calculating detailed savings data owing to the nature of UNLB services, a few examples of such initiatives are provided below. UNLB will continue to provide updated information in future reports:

(a) The circular programme aims to introduce a circular and mobile process to create savings on equipment acquisitions, reducing fleet sizes and encouraging the cross-border utilization of assets from mission to mission. It is based on a cost avoidance strategy of seeking specific underutilized assets with a high acquisition value within missions that are needed in other missions, and aims to use the United Nations assets through refurbishment at a fraction of the cost of buying new equipment. Returns from the United Nations Operation in Côte d'Ivoire, the United Nations Stabilization Mission in Haiti and the African Union-United Nations Hybrid Operation in Darfur have demonstrated that refurbished assets could be transferred and put to use without compromising operational requirements at 24.3 per cent of the asset acquisition costs (approximately \$6 million for assets with an acquisition value of \$24.2 million). In addition, through the circular programme, missions reduce the annual cost of ownership from the ageing and idle equipment as UNLB proposes to

engage the assets for timely maintenance and refurbishment during the early stage of asset life;

(b) Clearing house role service: UNLB provides global asset management services to effectively support peacekeeping missions by continuing the UNLB clearing house role. As a clearing house, UNLB encourages missions to use reserves or surplus instead of buying new items, thereby contributing to avoiding unnecessary acquisitions and facilitating the rotation and deployment of stock holdings, demonstrating fiscal responsibility to Member States. In the 2019/20, 2020/21 and 2021/22 budget cycles, UNLB coordinated the utilization of approximately \$6.4 million of the United Nations reserve assets and \$92.3 million of surplus assets from United Nations peacekeeping and special political missions in the areas of transport, supply, engineering and medical, which are considered as notional savings stemming from UNLB services.

9. In the area of information technology, efficiencies have been realized through the following initiatives:

(a) The consolidation and centralization of ICT remote mission support was introduced as proof of concept in the 2016/17 period in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). On the basis of a cost-benefit analysis, it was assessed that estimated annual savings of \$2 million could be achieved by consolidating and centralizing ICT support staff at UNLB rather than in field missions. Since then, remote mission support services have expanded to 33 missions, and economies of scale have been achieved so that only 13 staff and scalability adjusted through contractors provide the required remote mission support. The aim of remote mission support is to centralize the remote management, operation and support of ICT in-mission infrastructure equipment, reducing the ICT staff footprint in the field and achieving operational cost savings while providing continuous system availability. In addition, the model addresses issues, concerns and challenges associated with the dynamic and volatile operating environment of field missions. One example among many is the utilization of Microsoft systems management, serving more than 29,053 client computers around the world and 3,507 servers from a centralized location in UNLB;

(b) United Nations Smart Camp: the field remote infrastructure monitoring system (Unite FRIM) is an Internet of things solution tailored for United Nations-specific needs which allows for the reduction of operational costs and the extension of the life of assets. It is a key tool to reduce the environmental footprint and change the Organization's culture. The role of UNLB consists of hosting the development of and providing support for Internet of things solutions applied to monitor infrastructure devices remotely, including water, wastewater, energy and fuel. Based on a 2018 McKinsey Global Institute assessment, efficiencies can be expected by implementing smart technologies, such as Unite FRIM, in missions, for example, a 20 to 35 per cent reduction in emergency response times, a 10 to 15 per cent reduction in greenhouse gas emissions and a 20 per cent reduction in airborne pollutants, a 15 per cent reduction in water consumption just through tracking, with an additional 25 per cent reduction in water loss through leakage detection and prevention, and a 10 to 20 per cent reduction in solid waste per capita. Some of the realized efficiencies are the reduction to zero of the power outage and complementary water deliveries in the United Nations Interim Security Force for Abyei (UNISFA), the identification and solution of water leaks in UNLB (1,000 litres per day) and the simplification of fuel management tools in the United Nations Mission in South Sudan (UNMISS) by technicians in the field;

(c) The digital terrestrial trunked radio system, known as TETRA, is a global digital radio standard for vital communications. The TETRA system is digital and Internet protocol-based and offers tremendous networking flexibilities, including the establishment of a centralized switching infrastructure which is both data and voice capable to support all field missions. A centralized TETRA switching infrastructure enables the Department of Operational Support to overcome the technical, economic and administrative constraints inherent in any decentralized communications set-up, such as the one existing before the centralization of all the TETRA systems at UNLB. More often, the TETRA service is operating in places where there are no viable commercial cellular carriers or, if available, they are not reliable. There are currently 10 missions connected to the TETRA system: UNMISS, MINUSCA, MINUSMA, UNISFA, the United Nations Support Mission in Libya, the United Nations Assistance Mission in Afghanistan, the Regional Service Centre in Entebbe, Uganda, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, UNLB and the United Nations Support Office in Somalia. The benefits of the centralized TETRA system include economies of scale through reduced infrastructure; high availability and operational resilience; scalability and ease of expansion; improved service delivery; improved security for staff in the field; and reduced equipment holdings and reduced cooling requirements.
