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Proposed programme budget for 2024

Programme planning

Proposed programme budget for 2024

Part II

Political affairs

Section 5

Peacekeeping operations

Programme 4

Peacekeeping operations

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* Reissued for technical reasons on 2 June 2023.

** [A/78/50](#).

*** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the programme plan and programme performance information (part II) is submitted through the Committee for Programme and Coordination for the consideration of the Assembly.



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**** In keeping with paragraph 10 of General Assembly resolution [77/267](#), the part consisting of the post and non-post resource requirements (part III) is submitted through the Advisory Committee on Administrative and Budgetary Questions for the consideration of the Assembly.

I. Department of Peace Operations

Foreword

The Department of Peace Operations assists Member States and the Secretary-General in their efforts to maintain international peace and security. The Department provides political and executive direction to peacekeeping operations for the effective implementation of their mandates, amid increasingly challenging operational environments.

In 2024, under the umbrella of the Action for Peacekeeping initiative, the Department will continue to implement the reforms necessary to strengthen the efficiency and effectiveness of United Nations peacekeeping operations. Its implementation plan, Action for Peacekeeping Plus, reaffirms the primacy of politics and the importance of developing collective and coherent strategies, based on effective partnerships. It outlines seven priority areas to make our missions stronger, safer and more effective. Peacekeepers protect civilians, actively prevent conflict, reduce violence, strengthen security and support institution-building. The Action for Peacekeeping Plus initiative is intended to strengthen the effectiveness of peacekeeping by improving our ability to measure the results of our action and put in place measures for the safety and security of peacekeeping personnel. Ensuring that all peacekeeping personnel adhere to United Nations standards of conduct and are held accountable is a central element of the initiative.

Advancing the women and peace and security agenda and strengthening the use of innovative data-driven analysis in all aspects of peacekeeping are mainstreamed across all seven Action for Peacekeeping Plus priorities and are key to enhancing operational effectiveness in peacekeeping and sustaining peace.

The Department will continue to work closely with partners to create the enabling conditions for more efficient and effective mandate delivery, making a difference for the communities that we serve.

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

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

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

Strategy and external factors for 2024

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

- and Peacebuilding Affairs, including the Peacebuilding Support Office, as well as other United Nations entities and external partners;
- (f) To improve the safety and security of peacekeepers, including by implementing the related action and training plans and introducing and using technologies, which should be implemented with transparency and in consultation with Member States, as appropriate;
 - (g) To improve peacekeeping partnerships by strengthening United Nations-African Union cooperation on political efforts, including through joint field visits and briefings, as well as through capacity-building and the light coordination mechanism, which will strengthen efforts to identify training requirements and match capacity-building providers with new and emerging troop-contributing countries in need of support;
 - (h) To strengthen the conduct of peacekeeping operations and personnel and enhance the operationalization of the human rights due diligence policy on United Nations support to non-United Nations security forces.
- 5.3 With regard to cooperation with other entities at the global, regional, national and local levels, partnerships with peace and security actors, in particular regional organizations, and with humanitarian and development actors, including international financial institutions, will remain essential to strengthening the overall impact of international efforts in peacekeeping contexts. The Department will also maintain its strategic and operational partnerships with the African Union and other regional and subregional organizations in Africa, as well as with the European Union. The Department will continue to cooperate closely with other regional organizations, including the League of Arab States, the North Atlantic Treaty Organization, the Collective Security Treaty Organization, the Association of Southeast Asian Nations and the Organization for Security and Cooperation in Europe, on issues related to policy, information-sharing and training, among others.
- 5.4 With regard to inter-agency coordination and liaison, the Department will continue to review and refine the implementation of the reform of the peace and security pillar and ensure coherence, working with the Department of Political and Peacebuilding Affairs with a view to, in particular, strengthening a common organizational culture that fosters inclusion, innovation and professional development. The Department will work closely with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support in assisting peacekeeping operations. The Department will maintain strong coordination with the reformed management and development pillars.
- 5.5 The Department will continue to maintain its strong relations with other United Nations agencies, funds and programmes by chairing or participating in a range of inter-agency groups and processes, including the United Nations-World Bank Working Group, Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, the Inter-Agency Security Sector Reform Task Force, the Inter-Agency Coordination Group on Mine Action and the Inter-Agency Task Force on Policing. Other cross-agency cooperation will be undertaken through the global focal point arrangement for the rule of law and the Peacebuilding Strategy Group.
- 5.6 With regard to the external factors, the Department considered applicable risks and, accordingly, the overall plan for 2024 is based on the following planning assumptions:
- (a) Member States continue to support the advancement of the Action for Peacekeeping initiative and its implementation strategy, Action for Peacekeeping Plus;
 - (b) The Security Council reaches consensus on clear, focused and achievable mandates for peacekeeping operations and Member State support their implementation;
 - (c) Peacekeeping partners and other entities sustain the common political strategies supported by peace operations;
 - (d) Availability of capabilities required for deployment to peacekeeping operations.
- 5.7 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, it implements the women and peace and security agenda through guidance on women's full and meaningful participation in peace and political processes, gender-sensitive

analysis and the mainstreaming of a gender perspective into planning, budgeting, implementation and reporting, and through the promotion of the increased representation of women uniformed personnel.

- 5.8 In line with the United Nations Disability Inclusion Strategy, the Department will support Secretariat-wide efforts on disability inclusion, including through the implementation of a joint Department of Political and Peacebuilding Affairs-Department of Peace Operations disability inclusion action plan.

Impact of the pandemic and lessons learned

- 5.9 The continuation of the coronavirus disease (COVID-19) pandemic into 2022 had an impact on the implementation of mandates, in particular with missions adjusting to operating with preventive and mitigation measures, as necessary. Quarantine requirements for newly deployed uniformed personnel and other protective measures, including physical distancing, continued to be put in place in the first half of 2022. At Headquarters, the substantive session of the Special Committee on Peacekeeping Operations was fully virtual, and informal briefings from October to December 2022 were conducted in a hybrid format, at the request of Member States, in order to facilitate the attendance of more delegations. The pandemic had a more limited effect on training activities. The Department made vaccination mandatory for all course participants and facilitators, providing a level of protection to countries hosting courses, course participants and United Nations personnel.
- 5.10 The Department of Peace Operations continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. Given the importance of data analytics in the COVID-19 response, the Department will strengthen data capabilities at both Headquarters and in the field, which aligns with the implementation of the Strategy for the Digital Transformation of United Nations Peacekeeping. In addition, challenges surrounding misinformation and disinformation emerged during the pandemic and posed a strategic challenge in several peacekeeping operations. A dedicated workstream has been established to deepen understanding of issues related to misinformation and disinformation and to support peacekeeping operations in addressing the issue.

Legislative mandates

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

General Assembly resolutions

49/37 ; 74/277 ; 76/263	Comprehensive review of the whole question of peacekeeping operations in all their aspects	72/199	Restructuring of the United Nations peace and security pillar
58/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	72/262 C	Special subjects relating to the programme budget for the biennium 2018-2019 (sect. III)
60/180	The Peacebuilding Commission	74/80 ; 76/74	Assistance in mine action
61/279 ; 65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations	76/84 B; 77/128 B	United Nations global communications policies and activities
70/262	Review of the peacebuilding architecture	77/64	Countering the threat posed by improvised explosive devices

Security Council resolutions

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

2447 (2018)	2589 (2021)
2518 (2020)	2594 (2021)
2553 (2020)	2668 (2022)

Deliverables

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

Table 5.1

Cross-cutting deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	12	12	12
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Formal session of the Special Political and Decolonization Committee	1	1	1	1
5. Formal session of the Special Committee on Peacekeeping Operations	1	1	1	1
6. Meetings of the Security Council on cross-cutting strategic, policy and structural issues related to peacekeeping	3	3	3	3
7. Meetings of the General Assembly and its subsidiary organs on the developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: visits to troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping; and meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on peacekeeping.				
D. Communication deliverables				
Outreach programmes, special events and information materials: outreach events, including conferences, exhibits and approximately 30 public briefings on United Nations peacekeeping, as well as associated promotional materials.				
External and media relations: media events, including interviews and press briefings on thematic and mission-specific topics; and approximately 25 media engagements of senior leadership.				
Digital platforms and multimedia content: approximately 1,000 items of peacekeeping-themed content on 8 digital and social media platforms.				

Evaluation activities

- 5.13 The Office of Internal Oversight Services (OIOS) evaluation on women and peace and security in field-based missions: elections and political transitions (see [A/77/83](#)), completed in 2022, has guided the proposed programme plan for 2024.
- 5.14 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2024. The Department, further to a recommendation from OIOS and in collaboration with the Department of Political and Peacebuilding Affairs, is enhancing context-specific learning and knowledge exchange on good practices to support the strategic implementation of the women and peace and security agenda in field missions. The Department, jointly with the Department of Political and Peacebuilding Affairs, has launched a community of practice and will conduct quarterly sessions among field missions covering a wide range of themes related to women and peace and security to enable cross-mission learning and the documentation of best practices from the field.

- 5.15 The following OIOS evaluations are planned for 2024:
- (a) Thematic outcome evaluation of strategic communication carried out by peacekeeping operations;
 - (b) Synthesis of outcome evaluation results on the rule of law in peacekeeping operations.

Programme of work

Subprogramme 1 Operations

Objective

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

Strategy

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

Programme performance in 2022

Planning the transition from peacekeeping to peacebuilding in the Democratic Republic of the Congo

- 5.19 In its resolution [2556 \(2020\)](#), the Security Council approved a joint strategy on the progressive and phased drawdown of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and requested the development of a transition plan. During 2021, a joint working group, comprising the Government of the Democratic Republic of the Congo and the United Nations system, developed the transition plan on the basis of the joint strategy and

in consultation with civil society. The transition plan recognizes the complexity of stabilization and provides a holistic plan for long-term stability. The transition plan was submitted to the Council, which welcomed it in its resolution 2612 (2021). On that basis, MONUSCO closed its Kalemie field office in Tanganyika Province in June 2022 and provided bridging support for key peacebuilding and stabilization efforts, in line with the priority areas of action in Tanganyika Province. For example, MONUSCO, with the support of the Peacebuilding Fund, contributed to securing peace dividends in conflict management and social cohesion by facilitating the work of 14 local peace and development committees, and 24 local committees that support young people from the Twa and Bantu communities in achieving peaceful cohabitation. At the request of the Government of the Democratic Republic of the Congo, the transition plan will be further reviewed to reflect the evolution of the enabling environment required for the transition towards peacebuilding.

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

Table 5.2
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
Security Council approves the joint strategy on the progressive and phased drawdown of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and requests the development of a transition plan	<ul style="list-style-type: none"> Security Council considers and welcomes the transition plan developed by the Government of the Democratic Republic of the Congo and the United Nations system Increased United Nations country team presence to support national peacebuilding and stabilization efforts, including the links between humanitarian assistance, development and peace, with a focus on Kasai, Kasai Central and Tanganyika Provinces 	<ul style="list-style-type: none"> Closure of the MONUSCO Kalemie field office in Tanganyika Province 24 local committees support young people from the Twa and Bantu communities in achieving peaceful cohabitation, and 14 local peace and development committees foster dialogue and enhance informal conflict resolution mechanisms to support social cohesion among communities in Tanganyika Province

Planned results for 2024

Result 1: progress towards implementation of the peace agreement and return to constitutional order in Mali

Programme performance in 2022 and target for 2024

- 5.21 The subprogramme's work contributed to continued dialogue between Malian authorities and the Economic Community of West African States following the second coup d'état, in 2021, and agreement on the extension of the transition timeline through March 2024, which met the planned target.
- 5.22 The subprogramme's work also contributed to leveraging the reform agenda of the political transition to advance the peace process with northern armed groups, which met the planned target.
- 5.23 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 5.3).

Table 5.3
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
<ul style="list-style-type: none"> Following a coup d'état, new institutions for an 18-month political transition were established An agreement was reached to hold the new presidential and legislative elections in 2022 	<ul style="list-style-type: none"> Dialogue was maintained between Malian authorities and regional partners The signatory parties agreed to proceed with the socioeconomic reinsertion of former combatants 	<ul style="list-style-type: none"> Following the second coup d'état, in 2021, Malian authorities and the Economic Community of West African States agreed on the extension of the transition timeline through March 2024 Some of the political and institutional reforms, including development of 6 laws on territorial and administrative reorganization, help to advance the implementation of the peace agreement 	<ul style="list-style-type: none"> Progress in the political transition and preparations for the holding of parliamentary and presidential elections Progress in the implementation of the peace agreement, including institutional and security reforms 	<ul style="list-style-type: none"> Return to constitutional order Progress in the implementation of the peace agreement, including peace dividends for the population

Result 2: improved intercommunity relations and a secure environment for all communities in Kosovo¹

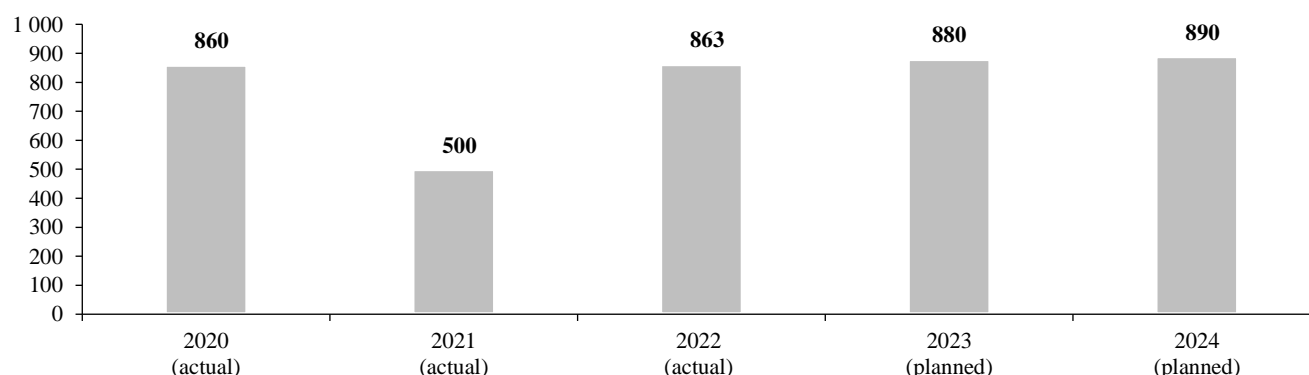
Programme performance in 2022 and target for 2024

- 5.24 The subprogramme's work contributed to the organization of 863 activities by municipal institutions, civil society and local organizations promoting intercommunity trust-building and integration, which did not meet the planned target of 880 activities. Notwithstanding the increased efforts of the local stakeholders to advance intercommunity trust-building and integration, the target was not met because some planned activities could not be held.
- 5.25 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 5.I).

Figure 5.I

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

(Number of activities)



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

Result 3: Progress in the peace process in the Central African Republic is maintained, including through continued preparation for local and general elections

Proposed programme plan for 2024

- 5.26 The subprogramme provides support to the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic. In 2022, the subprogramme's work contributed to the revitalization of the peace process, through enhanced strategic and political engagement with national authorities, regional and subregional partners, and through security gains in the country.

Lessons learned and planned change

- 5.27 The lesson for the subprogramme was the need to foster greater national ownership and dialogue, to ensure sustainable political solutions and create a peaceful environment that fosters an open and inclusive political process. In applying the lesson, the subprogramme will build on gains made in the peace process through the implementation of the Political Agreement for Peace and Reconciliation in the Central African Republic and the Joint Roadmap for Peace in the Central African Republic, with continued dialogue between the Government of the Central African Republic and armed groups, as well as with the political opposition and civil society. It will do so in a political and security context that is anticipated to become increasingly complex as preparations for general elections, scheduled for 2025 and 2026, commence. In addition, the subprogramme will expand engagement with development partners to consolidate political and security gains.
- 5.28 Expected progress towards the objective is presented in the performance measure below (see table 5.4).

Table 5.4
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Parliamentary and presidential elections were held on 27 December, within constitutional timelines	<ul style="list-style-type: none"> The President-elect is sworn in within the constitutional timeline Planning and preparations to hold local elections are undertaken, including the development of the electoral calendar and a resource mobilization strategy 	<ul style="list-style-type: none"> Planning and preparations to hold local elections continued; however, local elections were postponed to mid-2023 Dialogue was maintained between Central African authorities and those armed groups that remained committed to the 2019 peace agreement, resulting in the dissolution of four armed groups 	<ul style="list-style-type: none"> Results of the local elections are announced, State authority is extended and decentralization is implemented Commission on Truth, Justice, Reconciliation and Reparation is operationalized 	<ul style="list-style-type: none"> Preparations commence for organization of general presidential and legislative elections Progress in the implementation of the peace agreement, including dialogue between government and armed groups

Deliverables

- 5.29 Table 5.5 lists all deliverables of the subprogramme.

Table 5.5

Subprogramme 1: deliverables for the period 2022–2024, by category and subcategory

<i>Category and subcategory</i>	<i>2022 planned</i>	<i>2022 actual</i>	<i>2023 planned</i>	<i>2024 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	54	66	55	55
1. Reports of the Secretary-General to the Security Council on matters related to peacekeeping operations	34	34	35	35
2. Letters from the Secretary-General to the President of the Security Council	20	32	20	20
Substantive services for meetings (number of three-hour meetings)	38	21	35	35
3. Meetings of the Security Council on peacekeeping issues	38	21	35	35
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	13	3	12	13
4. Workshops for heads of political components of peacekeeping operations	5	—	5	5
5. Workshops for regional and subregional political strategies for peacekeeping in the Middle East	3	3	2	3
6. Workshops for regional and subregional political strategies for peacekeeping in Africa	5	—	5	5
C. Substantive deliverables				
Consultation, advice and advocacy: advice and information on relevant aspects of peacekeeping operations to approximately 120 troop- and police-contributing countries; consultations with/among 5 regional organizations to promote regional peacekeeping capacities expanded in the context of specific operations; and advice to at least 120 permanent missions to the United Nations, the Bretton Woods institutions, 13 international and regional governance and security organizations and non-governmental organizations on peacekeeping issues.				

Subprogramme 2

Military

Objective

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

Strategy

- 5.31 To contribute to the objective, the subprogramme will:
- Provide briefings and analysis to Member States on the military aspects of new or anticipated developments, and crisis and security situations;
 - Strengthen partnerships with regional organizations to develop common standards in planning peacekeeping operations, generate and deploy appropriate military units, conduct operational assessments and advisory visits, and prepare new troop-contributing countries for future participation in peace operations;
 - Train senior military leaders and develop and update military standards for the military component to validate the operational readiness of military units prior to deployment, and conduct in-mission performance evaluations, predeployment/pre-rotation visits and military capability studies;
 - Facilitate the participation of women in peace operations, at all levels, through engagement with troop-contributing countries;
 - Further refine the military performance evaluation system, including implementation of the military performance evaluation tool, further develop an evaluator training mechanism, and initiate and deploy a performance evaluation process for individual uniformed personnel;

- (f) Further refine and develop military doctrine, policies and training materials to support performance evaluation, enhance operational readiness and improve the safety and security of peacekeepers.

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

- (a) Improved reporting to the Security Council, the General Assembly, intergovernmental bodies and troop-contributing countries;
- (b) Rapid deployment and establishment of or adjustments to peace operations in response to Security Council mandates and related decisions;
- (c) Deployment of better-tailored, better-equipped and more relevant military components to peace operations;
- (d) Improved performance and increased safety of military components in peace operations;
- (e) A safe and secure environment in the host country, with a view to enhancing the safety of civilians and the delivery of humanitarian services.

Programme performance in 2022

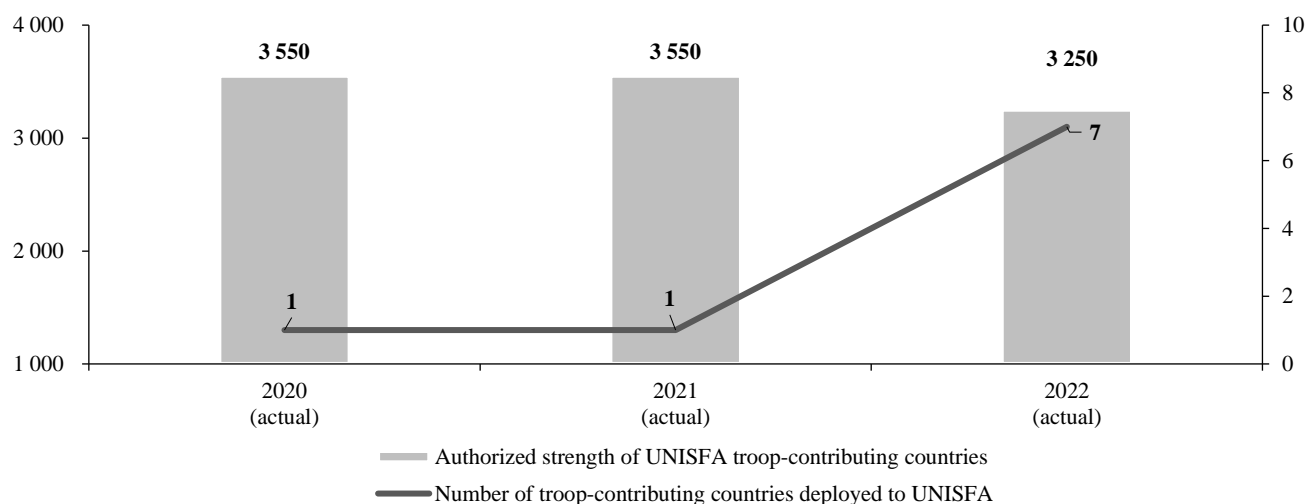
Increased representation of troop-contributing countries in the United Nations Interim Security Force for Abyei

5.33 Pursuant to Security Council resolution [2575 \(2021\)](#), the Department conducted a strategic review of the United Nations Interim Security Force for Abyei (UNISFA), which recommended a reconfiguration of UNISFA into a United Nations multinational force. Following the adoption of Security Council resolution [2609 \(2021\)](#), by which the Council authorized a reduction in the troop ceiling from 3,550 to 3,250 troops, the subprogramme proceeded to reconfigure UNISFA from a single troop-contributing country peacekeeping force to a United Nations multinational force. The short timelines notwithstanding, the subprogramme successfully achieved the restructuring of UNISFA with the deployment of the required capabilities from eight troop-contributing countries, to implement the new mandate. The force generation process resulted in the deployment of military units from seven troop-contributing countries in 2022, and the remaining military units from the eighth troop-contributing country is scheduled to deploy by mid-2023.

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

Figure 5.II

Performance measure: number of troop-contributing countries deployed to the United Nations Interim Security Force for Abyei (annual)



Planned results for 2024

Result 1: enhanced management of the performance of military components in United Nations peacekeeping operations

Programme performance in 2022 and target for 2024

- 5.35 The subprogramme's work contributed to infantry units of all peacekeeping operations using the military unit evaluation tool of the new military performance management system, which met the planned target.
- 5.36 The subprogramme's work also contributed to two peacekeeping operations (United Nations Peacekeeping Force in Cyprus and United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)) conducting pilot evaluations to validate the deployed military headquarters evaluation framework, which did not meet the planned target of four peacekeeping operations piloting the evaluation tool. The target was not met because further enhancements to the in-mission evaluation process were needed in order to better integrate it with the Department's overarching evaluation framework.
- 5.37 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 5.6).

Table 5.6

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Initial mechanism to assess the performance of military units in place	8 peacekeeping missions pilot the military unit evaluation tool for infantry battalion and quick reaction force units	<ul style="list-style-type: none"> Infantry units of all peacekeeping operations use the military unit evaluation tool of the new military performance management system 2 peacekeeping operations conduct pilot evaluations to validate the deployed military headquarters evaluation framework 	<ul style="list-style-type: none"> All peacekeeping operations use the military unit evaluation tool (for all units for which standards have been promulgated) All peacekeeping operations use the deployed military headquarters evaluation tool Initial mechanism to assess the performance of individually deployed military personnel in place 	<ul style="list-style-type: none"> The military performance evaluation framework, comprising a set of standards, policy documents, data tool and associated evaluator training, in place and used by all troop-contributing countries and peacekeeping operations 2 peacekeeping operations pilot the initial mechanism to assess the performance of individually deployed military personnel

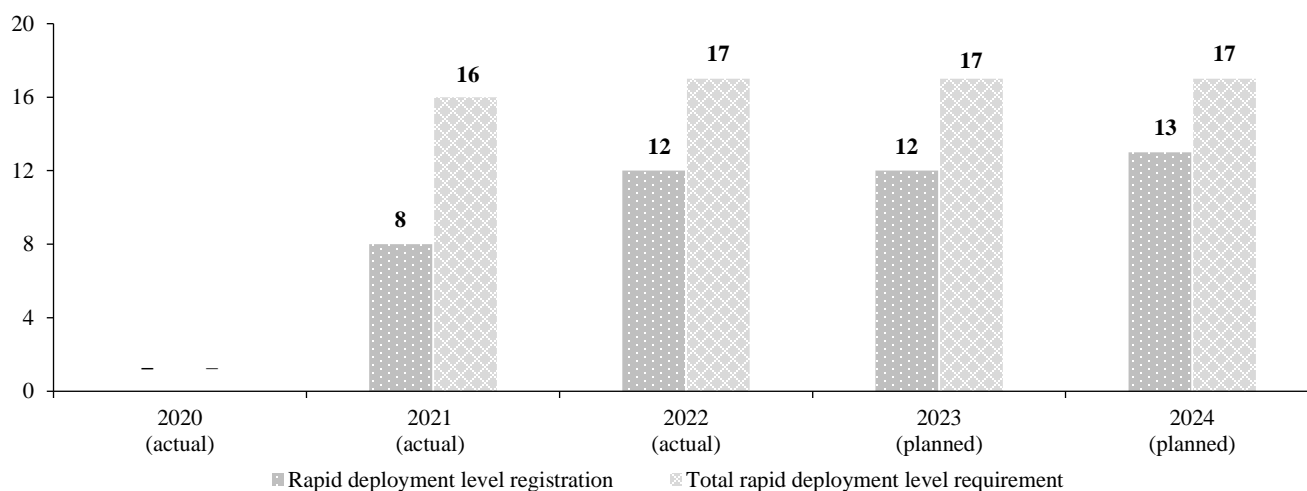
Result 2: enhanced preparedness of military units in the Peacekeeping Capability Readiness System

Programme performance in 2022 and target for 2024

- 5.38 The subprogramme's work contributed to an increase in military units at the rapid deployment level in the Peacekeeping Capability Readiness System to 12, which exceeded the planned target of 9 military units.
- 5.39 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 5.III).

Figure 5.III

Performance measure: number of military units at the rapid deployment level in the Peacekeeping Capability Readiness System (annual)



Result 3: advanced gender parity for military individual uniformed personnel in United Nations peace operations

Proposed programme plan for 2024

- 5.40 In line with Security Council resolutions [1325 \(2000\)](#) and [2242 \(2015\)](#), targets are set in the uniformed gender parity strategy 2018–2028 for increasing the number of female individual uniformed personnel deployed as military observers and staff officers in United Nations peace operations by 2028. With a baseline of 15 per cent participation in 2018, the subprogramme set a target of an additional 1 per cent increase annually until 2028.

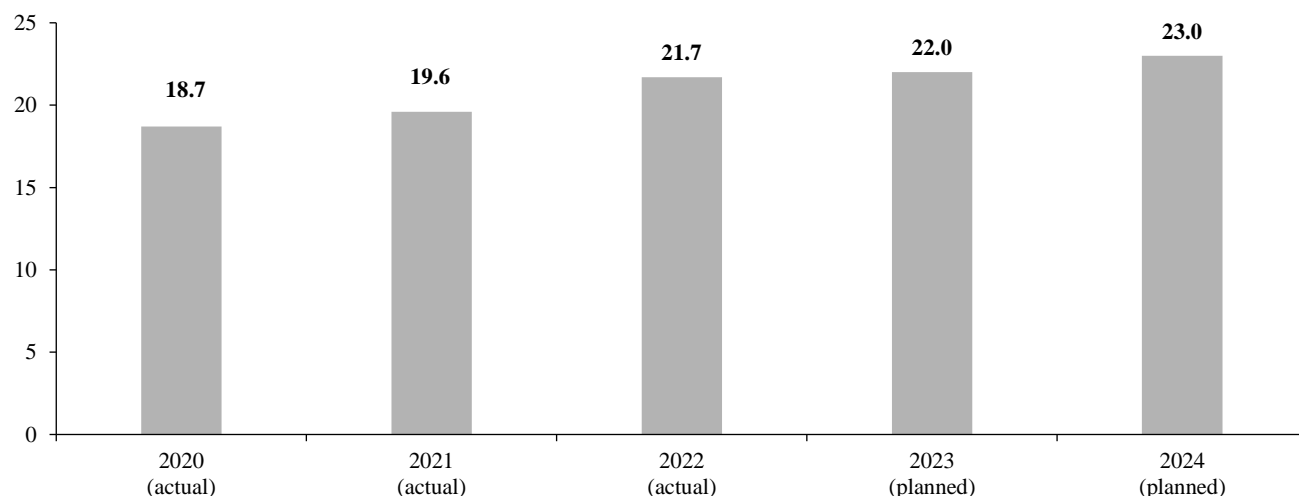
Lessons learned and planned change

- 5.41 The subprogramme observed that the representation of female experts was higher compared with female staff officers. The lesson for the subprogramme was that job descriptions for staff officer posts made it difficult for female officers to meet the requirements owing to national military training regulations. In applying the lesson, the subprogramme will provide guidance and briefings on the force generation process to troop-contributing countries, incorporating training related to various staff officer roles to enable troop-contributing countries to prepare more female staff officers for deployment.
- 5.42 Expected progress towards the objective is presented in the performance measure below (see figure 5.IV).

Figure 5.IV

Performance measure: number of female military individual uniformed personnel in United Nations peace operations (annual)

(Percentage)



Deliverables

5.43 Table 5.7 lists all deliverables of the subprogramme.

Table 5.7

Subprogramme 2: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	178	236	182	181
Training events:				
1. With senior military personnel for predeployment induction and post-appointment briefings and intensive orientation	44	62	40	44
2. For command-post exercises for force headquarters	25	18	25	25
3. On the development, revision and implementation of new military policies and guidance materials	25	34	25	28
4. To mainstream a gender perspective for military components of peacekeeping operations	25	60	25	28
5. To improve situational awareness and strengthen the performance of uniformed military components, targeting operational and tactical leadership (heads of military components, sector commanders and force chiefs of staff and infantry battalion commanders)	35	24	35	20
6. On peacekeeping-intelligence/information gathering and analysis	24	38	24	28
7. For evaluators on the operational performance reporting tool	—	—	8	8
Technical materials (number of materials)	106	99	116	116
8. On significant operational developments in peacekeeping operations and on evolving conflict areas	40	32	40	40
9. On force headquarters evaluation	2	2	2	2
10. For new or significantly adjusted peacekeeping operations (strategic military plans)	6	7	6	6

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
11. On threat assessments reports	12	13	12	12
12. On operational requirements and troop-contributing country capabilities and recommendations prepared after predeployment, assessment and operational advisory visits	20	21	20	20
13. On military skills validation training	10	6	10	10
14. On the deployment of military forces, observers and headquarters staff	12	12	12	12
15. On the military components of peacekeeping operations (policies, guidance materials and standard operating procedures)	4	6	4	4
16. On military performance evaluation standards (scoresheets) for infantry units	–	–	6	6
17. On mid- to long-term requirements and on existing capability gaps	–	–	4	4

C. Substantive deliverables

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

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

Subprogramme 3 Rule of law and security institutions

Objective

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

Strategy

- 5.45 To contribute to the objective, the subprogramme will provide advisory and operational support to peacekeeping operations and special political missions, as well as resident coordinators, and where otherwise authorized or requested by Member States. Specifically, the subprogramme will:
- (a) Assist host States in the reform, restructuring and development of their police and other law enforcement institutions, provide operational support and, in rare circumstances, assume interim policing functions in line with the Strategic Guidance Framework for International Policing;
 - (b) Support nationally led efforts to ensure accountability for crimes that fuel armed conflict, in particular those perpetrated against civilians, and crimes committed against United Nations personnel in peacekeeping operations and special political missions, strengthen prison security and management, re-establish the host State's justice and corrections institutions and engage in trust-building initiatives;
 - (c) Support the planning, design and evaluation of processes that remove weapons and individuals from armed groups and facilitate the reintegration of ex-combatants and elements associated with armed groups into society as civilians, and identify and formulate relevant lessons learned and guidance;

- (d) Undertake research and develop knowledge and guidance in the area of security sector reform and governance, and provide targeted, strategic country support, upon request;
 - (e) Manage mine action programmes to mitigate explosive threats, train United Nations personnel and enhance national explosive ordnance disposal capacities;
 - (f) Rapidly deploy specialist capacities in all the above-mentioned areas.
- 5.46 The above-mentioned work is expected to result in:
- (a) More effective and accountable security and justice institutions in countries receiving assistance, including increased accountability for crimes that fuel conflict and for crimes committed against United Nations personnel in peacekeeping operations and special political missions;
 - (b) Reduced threats posed by armed groups and explosive hazards;
 - (c) Sustainable peace and the prevention of armed conflict;
 - (d) Mitigation of risks affecting the services of national and local rule of law and security institutions;
 - (e) Continuity of United Nations operations in the areas of policing, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action assistance.

Programme performance in 2022

Increased representation of women in United Nations peace operations and host country institutions

- 5.47 The promotion of gender equality in rule of law and security institutions is essential to building more accountable, inclusive and responsive institutions. In 2022, the subprogramme helped countries to increase women's participation in national police, justice, corrections and security sectors. The subprogramme supported the recruitment and training of women police, justice and corrections government-provided personnel in peace operations. The subprogramme also contributed to integrating a gender perspective into police capacity-building and development through the increased number of women United Nations police officers, gender advisers and focal points, who engaged with national counterparts on host-State police reforms, including through stakeholder assessments, training and the development of gender-responsive national police plans. It also supported MONUSCO and MINUSMA in increasing the representation of women in the security sector.
- 5.48 Progress towards the objective is presented in the performance measure below (see table 5.8).

Table 5.8
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
<ul style="list-style-type: none"> • Women represent 8 per cent of the Congolese National Police (12,000 women police officers) • Women represent 33.7 per cent of justice and corrections government-provided personnel in peace operations 	<ul style="list-style-type: none"> • Women represent 5.7 per cent of the National Security Council of Mali • Women represent 41.8 per cent of justice and corrections government-provided personnel in peace operations 	<ul style="list-style-type: none"> • Women represent 9.4 per cent of the Congolese National Police (14,000 women police officers) • Women represent 8.9 per cent of the National Security Council of Mali • Women represent 40.5 per cent justice and corrections government-provided personnel in peace operations

Planned results for 2024

Result 1: towards strengthened rule of law and security institutions in States hosting United Nations peace operations

Programme performance in 2022 and target for 2024

- 5.49 The subprogramme's work contributed to the implementation of the National Congolese Police reform action plan 2020–2024, including on the protection of civilians, improved access to justice and legal protections through prosecution support cells, and the transition of explosive ordnance responsibilities to the national authorities in the Democratic Republic of the Congo, which met the planned target.
- 5.50 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 5.9).

Table 5.9
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
States hosting peacekeeping operations in transition settings receive first whole-of-system programmatic transition support in peacebuilding areas (e.g., State liaison functions in the Darfur)	Finalization of the joint transition plan between MONUSCO and the Government of the Democratic Republic of the Congo, implementation of the National Congolese Police reform action plan 2020–2024 and improved access to justice and legal protections through prosecution support cells	<ul style="list-style-type: none"> Implementation of the National Congolese Police reform action plan 2020–2024, including on the protection of civilians 1,056 cases of serious crimes perpetrated against civilians investigated by military justice authorities, with the support of the prosecution support cells in the Democratic Republic of the Congo Transition of explosive ordnance responsibilities to Democratic Republic of the Congo authorities 	States in transition hosting peacekeeping operations continue to engage in programmatic transition support in the area of rule of law and security institutions	States in transition hosting peacekeeping operations continue to engage in programmatic transition support in the area of rule of law and security institutions

Result 2: enhanced accountability for crimes against United Nations personnel in peacekeeping operations and special political missions

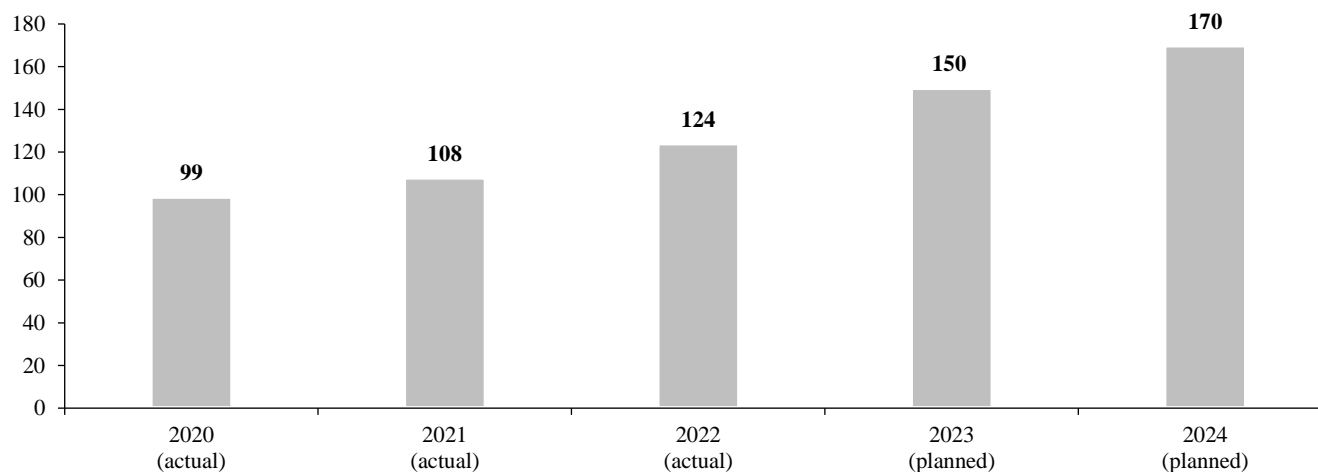
Programme performance in 2022 and target for 2024

- 5.51 The subprogramme's work contributed to 124 confirmed investigative measures by host country authorities of the Central African Republic, the Democratic Republic of the Congo and Mali, which did not meet the planned target of 130 investigative measures. The target was not met because only 124 of the 270 cases of fatalities as a result of malicious acts since 1 January 2013 have been formally referred by the missions concerned to national authorities for investigation and prosecution. The subprogramme will work with missions to ensure greater compliance with the referral procedures to national authorities.
- 5.52 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 5.V).

Figure 5.V

Performance measure: confirmed investigative measures by host country authorities of the Central African Republic, the Democratic Republic of the Congo and Mali as of October of each year (cumulative)

(Number of measures)



Result 3: troop-contributing countries generate well-prepared troops for deployment in high explosive ordnance threat environments

Proposed programme plan for 2024

- 5.53 Explosive ordnance tactics deployed by non-State armed groups in peacekeeping settings continuously evolve, requiring the United Nations to rapidly adapt its response. In 2022 alone, explosive ordnance incidents killed 16 peacekeepers and injured 72. In the light of the importance of training peacekeepers to mitigate this threat, also recognized by the Security Council (see [S/PRST/2021/11](#)), the subprogramme has worked with peacekeeping missions in high explosive ordnance threat environments to provide rotating troops with threat mitigation predeployment and in-mission training.

Lessons learned and planned change

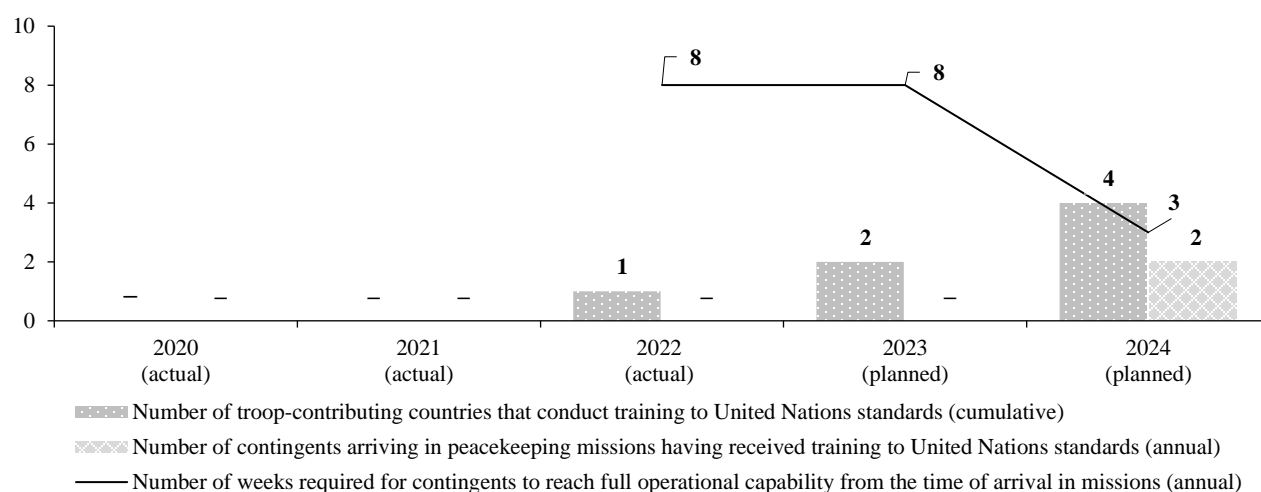
- 5.54 The lesson for the subprogramme, based on the recommendation of the independent strategic review (see [S/2021/1042](#)), was the need to engage prior to deployment with troop-contributing countries to build their capacity to sustain the training of contingents to United Nations standards. Lengthy in-mission training reduces the availability of contingents, affecting the delivery of mission mandates. In applying the lesson, the subprogramme will partner with subprogrammes 2 and 4 to support troop-contributing countries in aligning their explosive ordnance threat mitigation training modules to United Nations standards and deploy peacekeepers who are well prepared to mitigate explosive

ordnance. This will reduce the need for in-mission training and the time required for contingents to achieve full operational capability after deployment.

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

Figure 5.VI

Performance measure: improved explosive ordnance threat mitigation training by troop-contributing countries and reduced time for trained contingents to reach full operational capability



Deliverables

5.56 Table 5.10 lists all deliverables of the subprogramme.

Table 5.10

Subprogramme 3: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	18	20	22	23
Briefings to Member States on:				
1. Mission/field- and police-specific issues	14	14	14	14
2. Mine action matters	4	6	4	6
3. Accountability for crimes against United Nations personnel in peacekeeping operations and special political missions	—	—	4	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	33	51	42	48
4. On police thematic expertise, including on planning and police reform to missions/the field	3	3	3	3
5. On police requirements and capacity and resource needs (predeployment visits to Member States)	5	5	5	5
6. For the development and management of programmes in support of justice and corrections systems	2	2	2	2
7. On mine action (technical and advisory support to field missions and Member States for design of mine action field programmes and oversight)	3	8	8	8

Part II Political affairs

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
8. On deployment of humanitarian mine action assets	1	1	1	1
9. On risk education in mine action programmes	14	18	14	15
10. On security sector reform policies and strategies	3	3	2	2
11. On assessment of training capability of troop-contributing countries on improvised explosive device threat mitigation	—	8	—	5
12. On disarmament, demobilization and reintegration and community violence reduction	2	3	2	2
13. On accountability for crimes against United Nations personnel in peacekeeping operations and special political missions	—	—	5	5
Seminars, workshops and training events (number of days)	63	55	73	64
14. Seminars on the national selection mechanisms for the readiness, deployment and training of individual police personnel and units	47	47	47	47
15. Training for future heads of police components	6	6	6	6
16. Training/workshops on justice and corrections practices, including predeployment training for corrections officers	10	2	10	1
17. Training/workshops on the investigation and prosecution of crimes against United Nations personnel in peacekeeping operations and special political missions	—	—	10	10
Publications (number of publications)	1	1	1	1
18. Multi-donor report on activities of the Mine Action Service	1	1	1	1
Technical materials (number of materials)	23	24	24	24
19. On disarmament, demobilization and reintegration and community violence reduction	3	3	3	3
20. On the implementation of disarmament, demobilization and reintegration and community violence reduction	4	4	4	4
21. On strategic police capability, police operational plans, standard operating procedures and concepts of operation for police components	6	6	6	6
22. On policing for police-contributing countries, United Nations police and national authorities	4	4	4	4
23. To strengthen assistance in justice and corrections areas	1	2	1	1
24. On security sector reform, including defence sector reform, to strengthen assistance to national security sector reform processes	3	3	2	2
25. On issues related to mine action	2	2	2	2
26. On the prevention, investigation and prosecution of serious crimes against United Nations personnel in peacekeeping operations and special political missions	—	—	2	2

C. Substantive deliverables

Consultation, advice and advocacy: consultations with and advice to 22 Member States to strengthen the capacities of national police services and other law enforcement entities; consultations with 47 Member State groupings, regional organizations and specialized institutions on policing; consultations with 35 Member States on disarmament, demobilization and reintegration and community violence reduction, including with the Group of Friends of Disarmament, Demobilization and Reintegration; policy and technical advice to 20 Member States to build the capacity of national authorities and local partners on mine action, weapons and ammunition management and improvised explosive device threat mitigation; advice to facilitate consensus-building on security sector reform options and modalities in “sustaining peace” contexts; consultations and advice to mobilize coordinated and integrated Member State and related partner support for national justice and corrections efforts; consultations with and advice to 25 Member States on issues related to the implementation of Security Council resolution [2589 \(2021\)](#) on accountability for crimes against peacekeepers, as well as accountability for crimes against United Nations personnel in special political missions; and advice to and advocacy with Member States’ senior police executives and other partners through the Fourth United Nations Chiefs of Police Summit.

Databases and substantive digital materials: pledged formed police units registered in the Peacekeeping Capability Readiness System and other personnel matters in the computerized human resources system; and online database on accountability for crimes against peacekeepers, pursuant to the request of the Security Council in its resolution [2589 \(2021\)](#).

D. Communication deliverables

Digital platforms and multimedia content: digital and social media content on activities of the subprogramme.

Subprogramme 4

Policy, evaluation and training

Objective

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

Strategy

- 5.58 To contribute to the objective, the subprogramme will:

- (a) Promote and facilitate policy development, evaluation, organizational learning and training on issues relating to peacekeeping, taking into consideration the views and recommendations provided by Member States on the Action for Peacekeeping initiative launched by the Secretary-General in 2018, the subsequent Action for Peacekeeping Plus initiative launched in 2021 and the Strategy for the Digital Transformation of United Nations Peacekeeping, in line with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere;
- (b) Support peacekeeping operations in the implementation of the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework;
- (c) Formulate, update and disseminate policies and practical guidance and provide support to missions in specific thematic areas, such as protection of civilians, conflict-related sexual violence, civil affairs, child protection, and addressing misinformation and disinformation;
- (d) Strengthen knowledge-sharing and guidance development for peacekeeping operations and coordinate the development of guidance for the peace and security pillar and for the Department of Operational Support, in close cooperation with the Department of Political and Peacebuilding Affairs and the Department of Operational Support;
- (e) Build the capacity of policy and best practices officers and focal points in field missions through advice, coordination and training, and continue to strengthen systems and infrastructure for knowledge management by increasing the quality and number of relevant documents available to users in field missions;
- (f) Support Member States that are contributing uniformed personnel through expanded partnerships with national and regional training institutions and partners for the delivery of predeployment training and train-the-trainer courses and the development and delivery of training materials for predeployment preparations;
- (g) Provide civilian predeployment training and leadership and management training for all mission components and support the delivery of in-mission training through train-the-trainer courses in operational and support skills for uniformed and civilian personnel;
- (h) Use a learning management system accessible by Member States to host courses, enable the registration of participants, deliver online elements of programmes and enable testing ahead of face-to-face course sessions.

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

- (a) Improved and more responsive decision-making by senior mission management, given that comprehensive planning and performance assessment provides senior leadership with data-based evidence showing how resources in their missions are utilized and whether any reorientation of priorities is needed;
- (b) Increased use by missions of specialized information, thematic policy support and guidance, reflecting lessons learned and promoting an exchange of good practices between missions;

- (c) Strengthened and sustained mission performance through consistently trained uniformed and civilian leaders, contingents and individuals.

Programme performance in 2022

Peacekeeping operations begin to monitor, analyse and respond to misinformation and disinformation

- 5.60 As noted by the General Assembly in its resolution [76/274](#), misinformation and disinformation directed against United Nations peacekeeping missions can have a negative impact on mandate implementation, imperil the safety and security of mission personnel and erode public trust in United Nations peacekeeping operations. Guided by the relevant resolutions from the Assembly and the Security Council, as well as the Strategy for the Digital Transformation of United Nations Peacekeeping, the subprogramme has been working on establishing a framework to address misinformation and disinformation in peacekeeping missions. The initial focus was on developing a community of practice to share best practices and facilitate knowledge-sharing and enable mission-to-mission learning. A baseline survey was also conducted that demonstrated that 70 per cent of all surveyed civilian and uniformed personnel felt that misinformation and disinformation critically, severely or moderately affected the work of their missions. The subprogramme developed practical guidance to support field staff in identifying and analysing misinformation and disinformation and coordinated training for mission staff on the use of digital tools for that purpose.
- 5.61 Progress towards the objective is presented in the performance measure below (see table 5.11).

Table 5.11

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)
—	—	Civilian and uniformed peacekeeping personnel engage in peer-to-peer learning and share best practice for monitoring, analysing and responding to misinformation and disinformation

Planned results for 2024

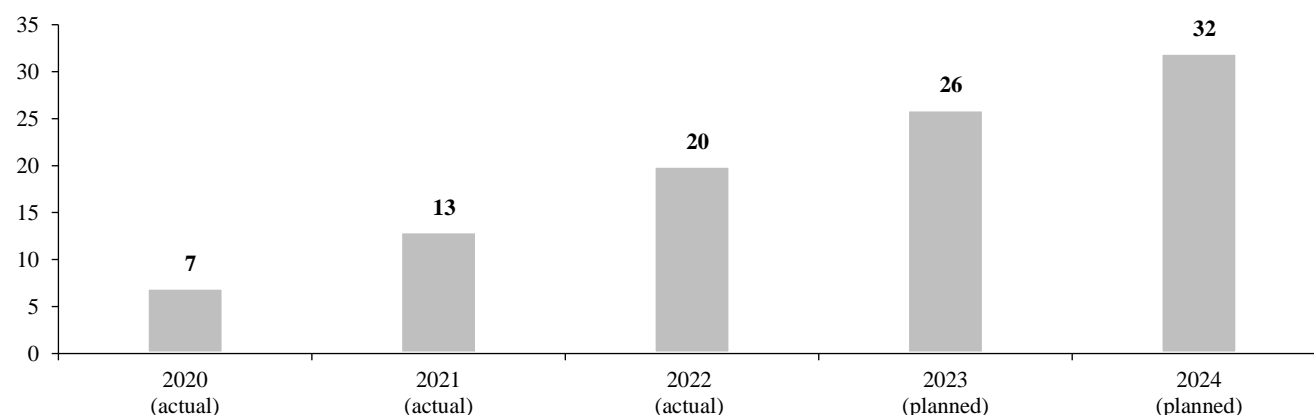
Result 1: access to information of the performance of units deployed by troop- and police-contributing countries

Programme performance in 2022 and target for 2024

- 5.62 The subprogramme's work contributed to 20 troop- and police-contributing countries with an understanding of access to information on their performance, which met the planned target.
- 5.63 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 5.VII).

Figure 5.VII

Performance measure: number of troop- and police-contributing countries with access to information on their performance (cumulative)



Result 2: improved access to knowledge and guidance materials by United Nations peacekeeping personnel

Programme performance in 2022 and target for 2024

- 5.64 The subprogramme's work contributed to improved access to knowledge and guidance materials by United Nations peacekeeping personnel through the launch of the "Policy meets practice" podcast series and six guidance and best practice webinars, which met the planned target.
- 5.65 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 5.12).

Table 5.12

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Peacekeeping personnel have access to guidance webinars	Peacekeeping personnel have access to the multimedia page on the policy and practice database	Improved access to knowledge and guidance materials by United Nations peacekeeping personnel through the launch of the "Policy meets practice" podcast series and 6 guidance and best practice webinars	Improved access to guidance by peacekeeping personnel through multimedia guidance and best practice	Improved access to peacekeeping guidance by peacekeeping personnel through summary guidance materials, multimedia guidance and best practice and improved feedback exchange

Result 3: troop-contributing countries prepare infantry battalions in line with United Nations standards

Proposed programme plan for 2024

- 5.66 The subprogramme supports troop-contributing countries in building self-sustaining capacity to deploy units and personnel trained to United Nations standards across multiple rotations. The subprogramme contributed to the continuous development of tailored training to enable troop-

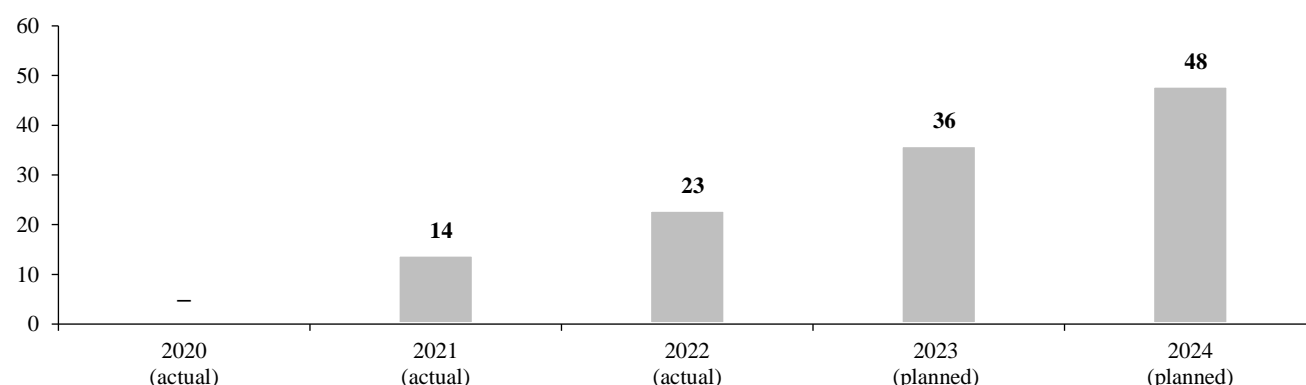
contributing countries to prepare infantry battalions for United Nations operations. The development and piloting of the training material began in 2020 and was launched in full in 2022.

Lessons learned and planned change

- 5.67 The lesson for the subprogramme, following internal assessments of battalion performance and the development of new guidance on the use of infantry battalions, was the need for more tailored training to strengthen the preparation by troop-contributing countries of their infantry battalions. In applying the lesson, the subprogramme will roll out a tailored predeployment training course that builds self-sustaining national capacity to prepare infantry battalions to United Nations standards and will develop further training to address force protection requirements in the light of continued attacks on deployed units.
- 5.68 Expected progress towards the objective is presented in the performance measure below (see figure 5.VIII).

Figure 5.VIII

Performance measure: number of troop-contributing countries deploying infantry battalions prepared in line with United Nations standards (cumulative)



Deliverables

- 5.69 Table 5.13 lists all deliverables of the subprogramme.

Table 5.13

Subprogramme 4: deliverables for the period 2022–2024, by category and subcategory

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	38	38	38	38
2. Meetings of the Special Committee on Peacekeeping Operations	34	34	34	34
3. Meetings of the Fourth Committee	4	4	4	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	7	5	5
4. In the areas of protection of civilians, child protection, civil affairs, conflict-related sexual violence, policy planning, partnerships and force generation	7	7	5	5

Section 5 Peacekeeping operations

Category and subcategory	2022 planned	2022 actual	2023 planned	2024 planned
Seminars, workshops and training events (number of days)	421	425	422	424
5. Workshops for the provision of strategic guidance, training-of-trainers and assistance in curriculum development and delivery, training methodology, materials and training gap identification to Member States, regional peacekeeping training and policy institutions, and field missions	365	368	365	367
6. Training events on leadership, management and administration for senior civilian and uniformed personnel from field missions and supporting offices, Member States and regional organizations	45	47	45	47
7. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	10	10	11	10
8. Workshops for the European Union and its Member States on a rotational system in support of United Nations peacekeeping operations	1	–	1	–
Technical materials (number of materials)	38	38	38	36
9. On all aspects of peacekeeping for Member States and field missions (policy papers, standard operating procedures, technical reports, lessons learned reports, training materials)	34	34	34	32
10. On capability requirements for United Nations peacekeeping operations	4	4	4	4
C. Substantive deliverables				
Consultation, advice and advocacy: briefings and presentations to Member States on peacekeeping issues; expert advice to permanent missions to the United Nations, the Bretton Woods institutions, international and regional organizations and non-governmental organizations on peacekeeping issues.				
Databases and substantive digital materials: the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework. the Peacekeeping Capability Readiness System, the troop- and police-contributing countries knowledge management system, the policy and practice database and the peacekeeping resource hub accessible to all Member States.				
D. Communication deliverables				
Outreach programmes, special events and information materials: knowledge management newsletter for 15,000 staff; training newsletters for approximately 120 troop- and police-contributing countries and their training institutions.				

B. Proposed post and non-post resource requirements for 2024

Overview

5.70 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 5.14 to 5.16.

Table 5.14

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	5 144.2	5 173.3	—	—	—	—	—	5 173.3
Other staff costs	55.0	126.7	—	—	—	—	—	126.7
Hospitality	—	1.6	—	—	—	—	—	1.6
Consultants	106.8	—	—	—	—	—	—	—
Travel of staff	25.5	28.3	—	—	—	—	—	28.3
Contractual services	44.5	147.6	—	—	—	—	—	147.6
General operating expenses	19.7	107.5	—	—	—	—	—	107.5
Supplies and materials	1.1	48.7	—	—	—	—	—	48.7
Furniture and equipment	91.9	—	—	—	—	—	—	—
Total	5 488.7	5 633.7	—	—	—	—	—	5 633.7

Table 5.15

Overall: proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2/1, 9 GS (OL)
Post changes	—	
Proposed for 2024	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2/1, 9 GS (OL)

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

Table 5.16

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
USG	1	—	—	—	—	1
ASG	3	—	—	—	—	3
D-2	4	—	—	—	—	4
D-1	4	—	—	—	—	4
P-5	3	—	—	—	—	3
P-3	1	—	—	—	—	1
P-2/1	2	—	—	—	—	2
Subtotal	18	—	—	—	—	18
General Service and related						
GS (OL)	9	—	—	—	—	9
Subtotal	9	—	—	—	—	9
Total	27	—	—	—	—	27

5.71 Additional details on the distribution of the proposed resources for 2024 are reflected in tables 5.17 to 5.19 and figure 5.IX.

5.72 As reflected in tables 5.17 (1) and 5.18 (1), the overall resources proposed for 2024 amount to \$5,633,700 before recosting, reflecting no change compared with the appropriation for 2023. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.17

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

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
A. Executive direction and management	786.5	663.8	—	—	—	—	—	663.8
B. Programme of work								
1. Operation	2 543.5	2 905.8	—	—	—	—	—	2 905.8
2. Military	601.9	476.5	—	—	—	—	—	476.5
3. Rule of law and security institutions	839.5	788.5	—	—	—	—	—	788.5
4. Policy, evaluation and training	412.5	368.6	—	—	—	—	—	368.6
Subtotal, B	4 397.4	4 539.4	—	—	—	—	—	4 539.4
C. Programme support	304.8	430.5	—	—	—	—	—	430.5
Subtotal, 1	5 488.7	5 633.7	—	—	—	—	—	5 633.7

(2) Other assessed

Component/subprogramme	2022 expenditure	2023 appropriation	Change	Percentage	2024 estimate
A. Executive direction and management	14 204.6	13 931.7	1 779.8	12.8	15 711.5
B. Programme of work					
1. Operation	10 400.0	11 969.5	1 372.3	11.5	13 341.8
2. Military	25 188.8	27 106.9	3 129.8	11.5	30 236.7
3. Rule of law and security institutions	22 860.3	22 532.8	2 763.4	12.3	25 296.2
4. Policy, evaluation and training	13 746.7	13 396.8	1 426.2	10.6	14 823.0
Subtotal, B	72 195.8	75 006.0	8 691.7	11.6	83 697.7
C. Programme support	2 899.6	3 261.2	126.6	3.9	3 387.8
Subtotal, 2	89 300.0	92 198.9	10 598.1	11.5	102 797.0

(3) Extrabudgetary

Component/subprogramme	2022 expenditure	2023 estimate	Change	Percentage	2024 estimate
A. Executive direction and management	6 390.1	6 709.6	—	—	6 709.6
B. Programme of work					
1. Operation	26.4	—	—	—	—
2. Military	1 114.5	1 335.1	—	—	1 335.1
3. Rule of law and security institutions	51 376.8	52 614.8	—	—	52 614.8
4. Policy, evaluation and training	6 761.5	7 099.6	—	—	7 099.6
Subtotal, B	59 279.2	61 049.5	—	—	61 049.5
C. Programme support	8 295.5	1 024.9	—	—	1 024.9
Subtotal, 3	73 964.8	68 784.0	—	—	68 784.0
Total	168 753.5	166 616.6	10 598.1	6.4	177 214.7

Table 5.18

Overall: proposed posts for 2024 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

Component/subprogramme	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
A. Executive direction and management	3	—	—	—	—	3
B. Programme of work						
1. Operations	15	—	—	—	—	15
2. Military	3	—	—	—	—	3
3. Rule of law and security institutions	3	—	—	—	—	3
4. Policy, evaluation and training	3	—	—	—	—	3
Subtotal, B	24	—	—	—	—	24

Section 5 Peacekeeping operations

Component/subprogramme	Changes					2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other	Total	
C. Programme support	—	—	—	—	—	—
Subtotal, 1	27	—	—	—	—	27

(2) *Other assessed^a*

Component/subprogramme	2023 estimate	Change	2024 estimate
A. Executive direction and management	72	1	73
B. Programme of work			
1. Operations	59	—	59
2. Military	127	—	127
3. Rule of law and security institutions	108	—	108
4. Policy, evaluation and training	57	1	58
Subtotal, B	351	1	352
C. Programme support	7	—	7
Subtotal, 2	430	2	432

^a Excludes positions funded under general temporary assistance.

(3) *Extrabudgetary*

Component/subprogramme	2023 estimate	Change	2024 estimate
A. Executive direction and management	14	—	14
B. Programme of work			
1. Operations	—	—	—
2. Military	1	—	1
3. Rule of law and security institutions	44	—	44
4. Policy, evaluation and training	15	—	15
Subtotal, B	60	—	60
C. Programme support	8	—	8
Subtotal, 3	82	—	82
Total	539	2	541

Table 5.19

Overall: evolution of financial and post resources

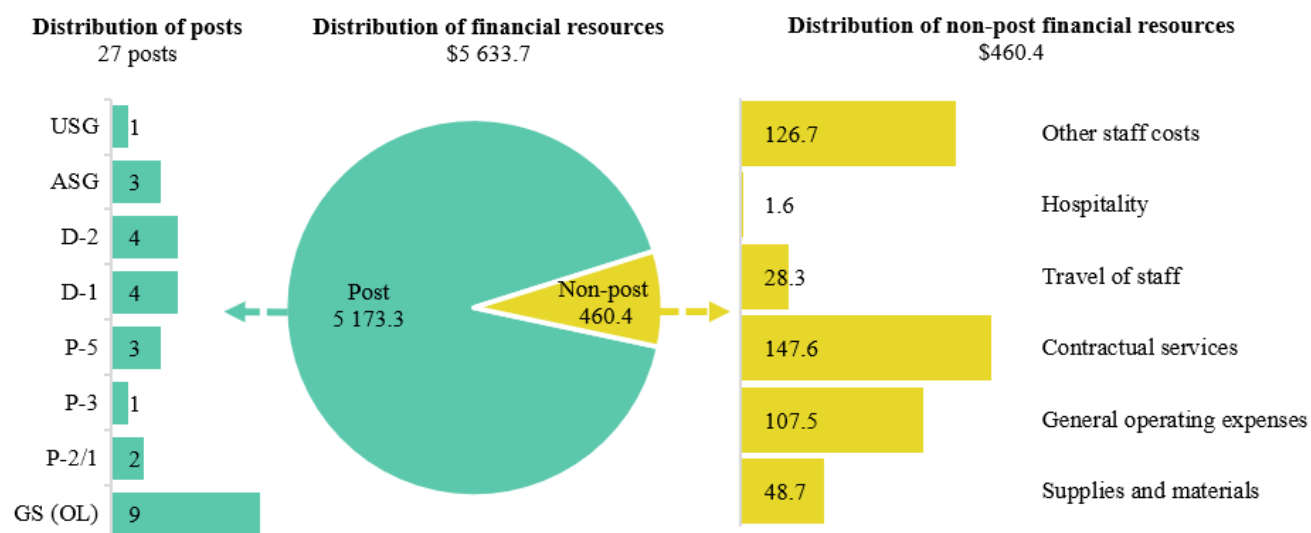
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 144.2	5 173.3	—	—	—	—	—	5 173.3
Non-post	344.5	460.4	—	—	—	—	—	460.4
Total	5 488.7	5 633.7	—	—	—	—	—	5 633.7
Post resources by category								
Professional and higher		18	—	—	—	—	—	18
General Service and related		9	—	—	—	—	—	9
Total		27	—	—	—	—	—	27

Figure 5.IX

Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)


Other assessed and extrabudgetary resources

- 5.73 As reflected in tables 5.17 (2) and 5.18 (2), other assessed resources are estimated at \$102,797,000. The resources would provide backstopping support and guidance to 12 peacekeeping operations, many of which are deployed in volatile environments. Other assessed resources reflect an increase of \$10,598,100 (or 11.5 per cent) compared with the estimates for 2023, owing mainly to updated salary costs and common staff costs. Further details on the resource changes are reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).
- 5.74 As reflected in tables 5.17 (3) and 5.18 (3), extrabudgetary resources amount to \$68,784,000. The resources would complement regular budget resources and would be used mainly to provide for the Mine Action Service, implementation of the Action for Peacekeeping initiative, the strengthening of

peacekeeping strategic partnerships, the implementation of activities related to women and peace and security, and the training-of-trainers programme.

- 5.75 The extrabudgetary resources under this entity are subject to the oversight of the Department of Peace Operations, which has delegated authority from the Secretary-General.

Executive direction and management

- 5.76 The executive direction and management component comprises the Office of the Under-Secretary-General, the Gender Unit, the Integrated Assessment and Planning Unit, the Office of the Director for Peacekeeping Strategic Partnership and the Office of the Director for Coordination and Shared Services.
- 5.77 The overall responsibilities of the executive direction and management component include the following functions:
- (a) Direct, manage and provide political and policy guidance, and strategic direction to the Department-led operations, including in the performance of political, programmatic, managerial and administrative functions;
 - (b) Formulate guidelines and policies for peacekeeping operations, based on Security Council mandates;
 - (c) Advise the Security Council and the General Assembly on all matters related to peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues and initiatives, such as peacemaking, peacekeeping, peacebuilding, transitions through partnerships with regional organizations and other peacekeeping partners, and protection of civilians;
 - (d) Maintain high-level contact with parties to conflict and Member States, in particular the Security Council, as well as troop-, police- and financially contributing countries, in the implementation of the Security Council mandates;
 - (e) Support peacekeeping operations.
- 5.78 The Integrated Assessment and Planning Unit will strengthen analysis and planning at Headquarters and in the missions and provide related guidance, training and support to planning processes in line with the Action for Peacekeeping Plus implementation strategy.
- 5.79 The Gender Unit will facilitate the implementation of commitments on gender equality and women and peace and security by providing strategic and policy guidance, capacity-building and knowledge management, data-driven evidence generation, gender analysis and the mainstreaming of a gender perspective, and the operational and technical backstopping of peacekeeping operations.
- 5.80 The Office of the Director for Peacekeeping Strategic Partnership will undertake General Assembly-mandated reviews of peacekeeping operations and drive implementation of the action plan for improving the safety and security of United Nations peacekeepers with Headquarters and four high-risk missions, namely, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, MINUSMA, MONUSCO and the United Nations Mission in South Sudan, and undertake integrated studies and after-action reviews.
- 5.81 The Office of the Director for Coordination and Shared Services, which reports to the Under-Secretaries-General of both the Departments of Peace Operations and Political and Peacebuilding Affairs, includes the joint Executive Office, the Leadership Support Section, the Peacekeeping Situation Centre, the Strategic Communications Section, the Focal Point for Security, the Information Management Unit and the Registry. The Office will continue to provide support to peacekeeping operations for organizational resilience and crisis management, as well as the enhancement of reporting and data analytics capacities and products. The Office will pursue its strategic communication efforts in support of peacekeeping, with an emphasis on social media and

countering misinformation and disinformation. It will coordinate processes for the selection of and support for senior mission leadership and will continue outreach efforts to increase and diversify the pool of candidates.

5.82 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, the Department will continue to rely on electronic record-keeping and communications in order to reduce printing, paper-based filing and photocopy paper. The Department will also continue efforts to enhance telecommunication capabilities and facilitate virtual interaction between Headquarters and field missions.

5.83 Information on the timely submission of documentation and advance booking for air travel is reflected in table 5.20. The Department has continued efforts to raise the awareness of staff through various forms of communication on the importance of early planning for travels and complying with the advance purchase policy. Managers are required to implement preventive and corrective measures.

Table 5.20
Compliance rate
(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	49	40	33	100	100

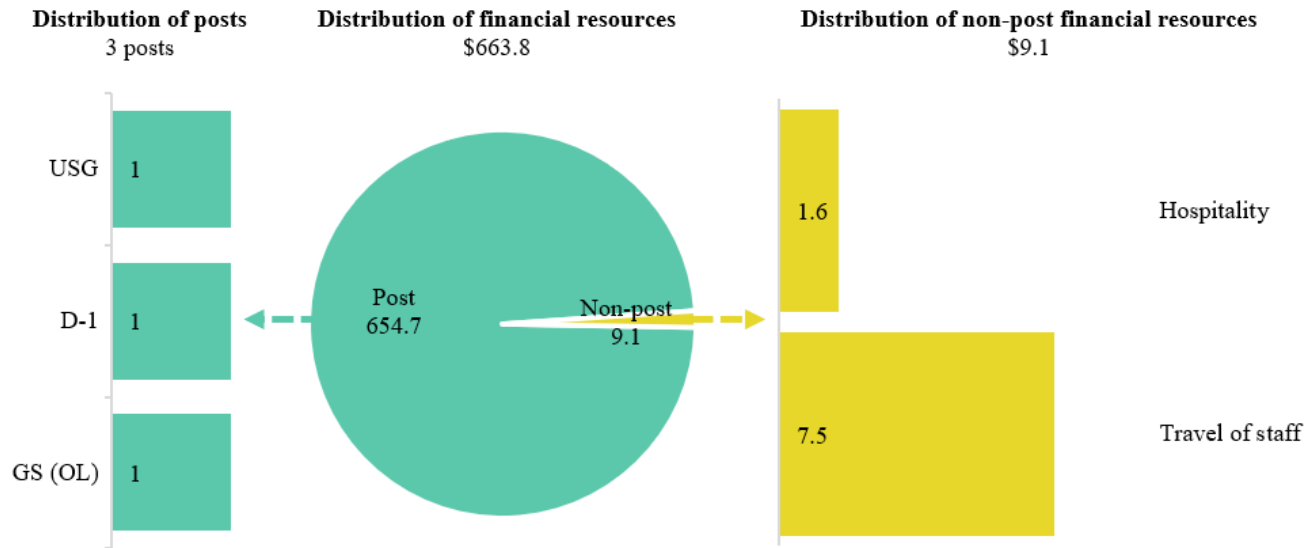
5.84 The proposed regular budget resources for 2024 amount to \$663,800 and reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 5.21 and figure 5.X.

Table 5.21
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	769.1	654.7	—	—	—	—	—	654.7
Non-post	17.4	9.1	—	—	—	—	—	9.1
Total	786.5	663.8	—	—	—	—	—	663.8
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		1	—	—	—	—	—	1
Total		3	—	—	—	—	—	3

Figure 5.X
Executive direction and management: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 5.85 Other assessed resources for this component are estimated at \$15,711,500. The resources would be used to support the Office of the Under-Secretary-General in ensuring an integrated approach to planning, directing, managing and supporting peacekeeping operations and would support the Under-Secretary-General in overseeing the strategic direction of the Department and in the performance of political, programmatic, managerial and administrative functions. The estimated increase of \$1,779,800 relates to updated salary and common staff costs and the proposed establishment of a post of Senior Programme Management Officer (P-5) in the Office of the Under Secretary-General. Further details are provided in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).
- 5.86 Extrabudgetary resources for this component amount to \$6,709,600. The resources would complement regular budget resources and would be used mainly to support the Office of the Under-Secretary-General in implementing the Action for Peacekeeping initiative and strengthen the Department's digital communications, the capacity of the Office of the Director for Peacekeeping Strategic Partnership and the promotion of activities on women and peace and security.

Programme of work

**Subprogramme 1
 Operations**

- 5.87 The proposed regular budget resources for 2024 amount to \$2,905,800 and reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 5.22 and figure 5.XI.

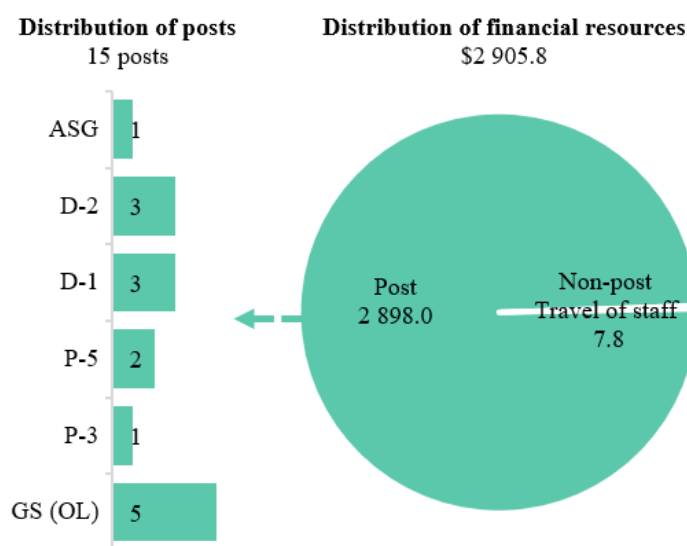
Table 5.22
Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 534.8	2 898.0	—	—	—	—	—	2 898.0
Non-post	8.7	7.8	—	—	—	—	—	7.8
Total	2 543.5	2 905.8	—	—	—	—	—	2 905.8
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		5	—	—	—	—	—	5
Total		15	—	—	—	—	—	15

Figure 5.XI
Subprogramme 1: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed resources

- 5.88 Other assessed resources for this component is estimated at \$13,341,800. The resources would support the regional political-operational structure to serve as a single point of entry at Headquarters for all peace and security presences in the field, providing them with coordinated and consolidated political and operational guidance and support. The projected increase of \$1,372,300 is attributable mainly to the updated salary costs, including the revised calculation of common staff costs, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).

Subprogramme 2 Military

- 5.89 The proposed regular budget resources for 2024 amount to \$476,500 and reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 5.23 and figure 5.XII.

Table 5.23

Subprogramme 2: evolution of financial and post resources

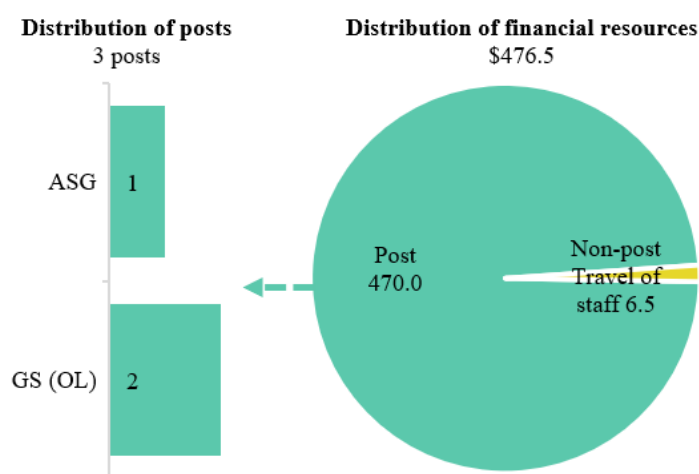
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	596.2	470.0	—	—	—	—	—	470.0	
Non-post									
Travel of staff	5.7	6.5	—	—	—	—	—	6.5	
Total	601.9	476.5	—	—	—	—	—	476.5	
Post resources by category									
Professional and higher		1	—	—	—	—	—	1	
General Service and related		2	—	—	—	—	—	2	
Total		3	—	—	—	—	—	3	

Figure 5.XII

Subprogramme 2: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 5.90 Other assessed resources for the subprogramme are estimated at \$30,236,700. The resources would support the Office of Military Affairs in providing technical advice and oversight to the heads of military components on specific military plans and operations; assess potential threats to military operations; support, monitor and guide all military components in peacekeeping operations; develop relevant military policy and guidance documents; and maximize military capability and its timely deployment to peacekeeping operations. The estimated increase of \$3,129,800 reflects updated salary

and common staff costs, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).

- 5.91 Extrabudgetary resources for the subprogramme amount to \$1,335,100. The resources would complement regular budget resources and would be used mainly to support the operational advisory performance management system.

Subprogramme 3 Rule of law and security institutions

- 5.92 The proposed regular budget resources for 2024 amount to \$788,500 and reflect no change in resource level compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 5.24 and figure 5.XIII.

Table 5.24

Subprogramme 3: evolution of financial and post resources

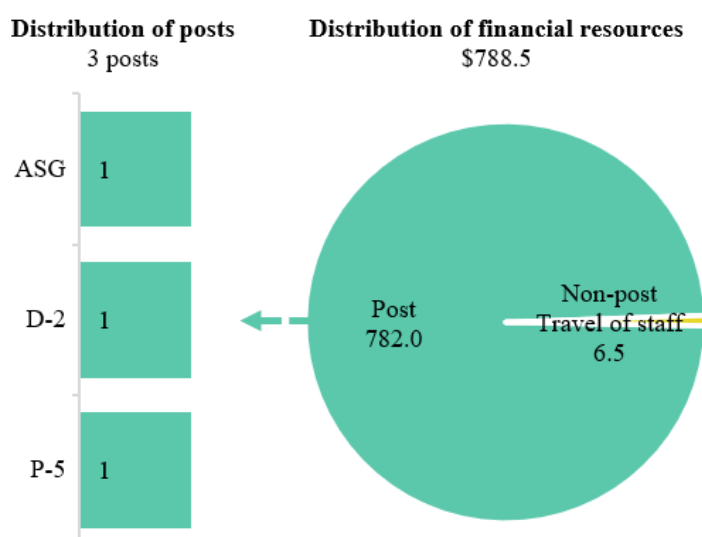
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	833.8	782.0	—	—	—	—	—	782.0
Non-post								
Travel of staff	5.7	6.5	—	—	—	—	—	6.5
Total	839.5	788.5	—	—	—	—	—	788.5
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
Total		3	—	—	—	—	—	3

Figure 5.XIII

Subprogramme 3: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 5.93 Other assessed resources for the subprogramme are estimated at \$25,296,200. The resources would be used mainly to support rule of law activities undertaken by the Office of the Assistant Secretary-General, the Police Division, the Mine Action Service, the Justice and Corrections Service, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Unit. The estimated increase of \$2,763,400 reflects updated salary and common staff costs, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).
- 5.94 Extrabudgetary resources for the subprogramme amount \$52,614,800. The resources would complement regular budget resources and would be used mainly to support the Mine Action Service, the Global Focal Point for the Rule of Law, effective weapons management in disarmament, demobilization and reintegration, the Police Division and security sector reform activities.

Subprogramme 4 Policy, evaluation and training

- 5.95 The proposed regular budget resources for 2024 amount to \$368,600 and reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 5.25 and figure 5.XIV.

Table 5.25

Subprogramme 4: evolution of financial and post resources

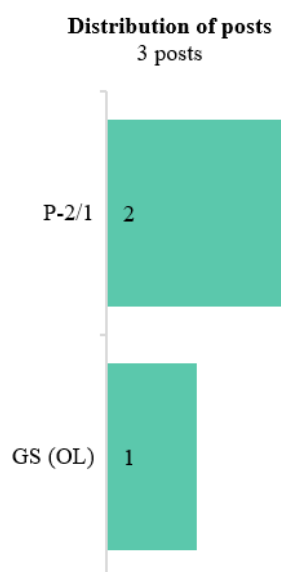
(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	410.3	368.6	—	—	—	—	—	368.6
Non-post								
Other staff costs	2.3	—	—	—	—	—	—	—
Total	412.6	368.6	—	—	—	—	—	368.6
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		1	—	—	—	—	—	1
Total		3	—	—	—	—	—	3

Figure 5.XIV

Subprogramme 4: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

- 5.96 Other assessed resources for the subprogramme are estimated at \$14,823,000. The resources would support the Policy, Evaluation and Training Division in implementing institutional capacity-building activities for strengthening peacekeeping through the formulation of cross-cutting peacekeeping policy and guidance; knowledge management and the sharing of best practices and innovations; the setting of training standards for peacekeeping personnel; the evaluation of programme performance towards more effective mandate implementation; and strategic cooperation within the United Nations and with external partners. The estimated increase of \$1,426,200 reflects the proposed establishment of a post of Data Specialist (P-4) and the updated salary and common staff costs, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).
- 5.97 Extrabudgetary resources for the subprogramme amount to \$7,099,600. The resources would complement regular budget resources and would be used mainly to support the Strategic Force Generation and Capability Planning Cell, the implementation of the Comprehensive Planning and Performance Assessment System as part of the integrated peacekeeping performance and accountability framework, the prevention of conflict-related sexual violence, the training-of-trainers centre and the light coordination mechanism.

Programme support

- 5.98 The proposed regular budget resources for 2024 amount to \$430,500 and reflect no change compared with the appropriation for 2023. Additional details on the distribution of the proposed resources for 2024 are reflected in table 5.26 and figure 5.XV.

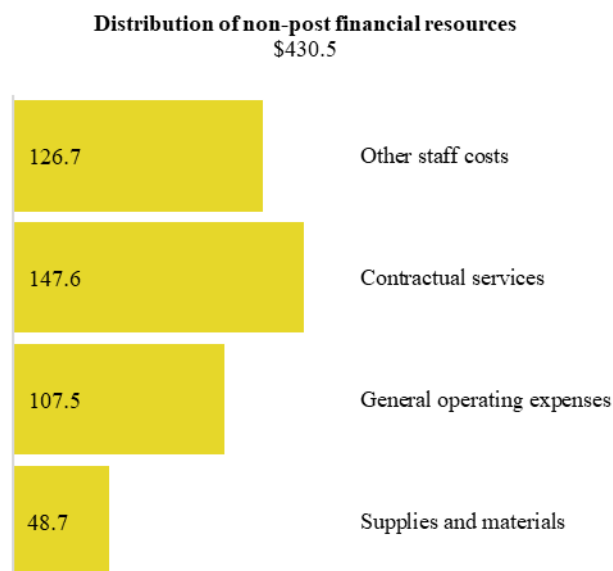
Table 5.26
Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes				2024 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Non-post	304.8	430.5	—	—	—	—	—	430.5
Total	304.8	430.5	—	—	—	—	—	430.5

Figure 5.XV
Programme support: distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other assessed and extrabudgetary resources

5.99 Other assessed resources for the component are estimated at \$3,387,800 and would be used mainly to enable the Executive Office to provide finance and budget, human resources and administrative support for the Department. The estimated increase of \$126,600 reflects updated salary common staff costs, as reflected in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2023 to 30 June 2024 ([A/77/771](#)).

5.100 Extrabudgetary resources for the component amount to \$1,024,900. The resources would complement regular budget resources and would be used mainly to enable the Executive Office to provide finance and budget, human resources and administrative support.

II. United Nations Truce Supervision Organization

Foreword

Over the 75 years of its existence, the United Nations Truce Supervision Organization (UNTSO) has experienced dramatic changes in its area of operations. Through these changes, UNTSO has continued to consistently deliver on its mandate.

The deployment of trained military observers to the United Nations Disengagement Observer Force and the United Nations Interim Force in Lebanon in support of peacekeeping mandates contributes to a stable security environment and builds confidence between the parties. UNTSO continues to seek effective and efficient ways to meet the expectations of Member States while balancing the desires of our host countries. The return to operations at the 11 observation posts on the Golan maximizes the observation of the area of separation and the ceasefire line. Enhancing the technical capabilities of observation posts will further improve the observation of the area.

Military observers are also deployed to the mission's regional liaison offices, an essential component of the regional peacekeeping equation. Strategic and working-level liaison will continue to serve as a critical conduit for impartial regional engagement to uphold mandate requirements.

In 2024, UNTSO will continue to engage with its national and international partners to help to ease tensions between the parties and reinforce the collective United Nations efforts for peaceful resolutions.

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

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

- 5.101 The United Nations Truce Supervision Organization (UNTSO) is mandated to assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements. Its mandate derives from Security Council resolutions and decisions, including resolutions 50 (1948), 54 (1948) and 73 (1949). The military observers, assigned to assist the United Nations Mediator in supervising the truce in Palestine pursuant to resolution 50 (1948), became UNTSO pursuant to resolution 73 (1949) to supervise the Armistice Agreements between the parties to the Arab-Israeli conflict. Following the wars of 1956, 1967 and 1973, the functions of the observers were adapted in response to altered circumstances.
- 5.102 UNTSO activities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic are aimed at maintaining the regional liaison architecture established under the Armistice Agreements and providing trained military observers to the United Nations Disengagement Observer Force (UNDOF) and the United Nations Interim Force in Lebanon (UNIFIL).

Programme of work

Objective

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

Strategy and external factors for 2024

- 5.104 To contribute to the objective, UNTSO will:
- (a) Provide trained military observers to UNDOF and UNIFIL to assist in their mandate implementation by delivering timely and accurate observation reports, as well as assessments and analyses of regional developments and impacts mission-wide, including on the safety and security situation. To that end, the mission provides administrative, logistical, communications and security support to all outstations and liaison offices;
 - (b) Implement regional liaison functions through strategic engagement and regular interaction with the parties, as well as senior representatives of troop-contributing countries and other Member States in the mandate area, and conduct regular liaison functions, through its liaison offices in Egypt, Lebanon and the Syrian Arab Republic, and with Israel and Jordan from its headquarters;
 - (c) Support informed strategic analysis and decision-making within the Organization, with peacekeeping partners and among regional actors through regional assessments, and support peacekeeping partnerships in coordination with other United Nations entities;
 - (d) Conduct seminars, briefings and information exchanges with regional stakeholders, think tanks and senior representatives of troop-contributing countries and other Member States.
- 5.105 The above-mentioned work is expected to result in:
- (a) Reliable communications channels and relations of confidence with the parties, conflict resolution, reduced tensions, avoidance of misunderstandings that could escalate into cross-

- boundary conflict and expanded liaison and information networks with national and local community representatives and with actors with influence in the areas of interest;
- (b) Strengthened situational awareness and decision-making by other United Nations entities, enhancing the impact of regional United Nations presences;
 - (c) Improved cooperation and understanding of cross-cutting regional issues among regional counterparts.
- 5.106 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:
- (a) All parties to the General Armistice Agreements of 1949 and related agreements will cooperate with UNTSO in the performance of its functions;
 - (b) All parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.
- 5.107 With regard to cooperation with other entities at the global, regional, national and local levels, UNTSO will engage with relevant national and regional organizations, and cooperate and closely coordinate with its regional peacekeeping partners, special political missions, humanitarian coordinators and relevant agencies. These engagements are intended to share and validate information from the ground, integrate assessments, ensure consistent key messages and capture synergies to enhance the collective value of regional United Nations presences in the Middle East. This strategic cooperation will take place between the heads of missions and agencies and directors through regular consultations and regional inter-mission engagements, as well as at the working level. UNTSO will continue to expand information-sharing and analysis on regional trends affecting the implementation of United Nations mandates, including through consultative inter-mission coordination activities.
- 5.108 With regard to inter-agency coordination and liaison, UNTSO will continue to maintain close liaison with the Chief Security Advisers of the Department of Safety and Security in all five countries of its area of operations. The UNTSO Chief Security Officer provides reports to the Department at Headquarters and incorporates the Department's policies and procedures into security operations and planning. The UNTSO Chief Security Officer represents UNTSO in the inter-agency security cell, while the Head of Mission and Chief of Staff represents UNTSO in the security management teams.
- 5.109 The mission will continue to integrate a gender perspective in its operational activities, deliverables and results, as appropriate. To facilitate access and improve interaction with local communities, the presence of female military observers in operations and female language assistants will continue to constitute a standard feature of UNTSO activities.

Impact of the pandemic and lessons learned

- 5.110 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular on the mission's meetings and operation deliverables, including inspections during the first half of 2022, owing to the curtailment of personnel arriving in the mission and a requirement to isolate. The mission had temporarily changed the modality of mandatory induction training from in-person to virtual since 2020. As COVID-19 restrictions were lifted, induction training was able to return to in-person training. Postponed and cancelled formal military inspections for Observer Group Golan recommenced in the latter half of 2022.
- 5.111 UNTSO continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including select events and outstation meetings remaining virtual, which mitigated increased contamination and risk to health and ensured broader engagement. Procedures implemented at the observer group level in relation to segregation and limiting contacts with other UNTSO personnel proved effective in maintaining operational output throughout 2022.

Evaluation activities

- 5.112 The evaluation conducted by UNTSO of its headquarters evacuation contingency plan was completed in 2022 and guided the proposed programme plan for 2024.
- 5.113 The results and lessons of the evaluation referenced above have been taken into account for the proposed programme plan for 2024. For example, the evaluation was conducted to assess the reliability and efficacy of aspects of UNTSO safety and security protocols in place. UNTSO will implement the recommendations made to improve the zone warden system and increase awareness among staff on the relocation protocols, thus ensuring a safer environment for staff to carry out mandate delivery.
- 5.114 The following evaluations, to be conducted by UNTSO, are planned for 2024:
- (a) Evaluation of handover/takeover processes and continuity of functions;
 - (b) Evaluation of benefits and effectiveness of UNTSO contribution to the increased operational requirement on the Bravo side.

Programme performance in 2022

Enhanced operations through improved observation and reporting capability

- 5.115 With observation post 58 rebuilt and reoccupied in 2022, the observation posts on the Bravo side have been fully reopened and functional. Observer Group Golan thereby regained the ability to observe a total of approximately 340 km² in the area of separation and the area of limitation and, with the relocation of four military observers, was able to improve observation and reporting capability. Inspections recommenced on the Bravo side on 8 June 2022. The Alpha (Israeli-occupied Golan) side requested a pause in inspections during the COVID-19 pandemic in 2021, and inspections recommenced on 18 May 2022.
- 5.116 Progress towards the objective is presented in the performance measure below (see table 5.27).

Table 5.27

Performance measure

<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (actual)</i>
COVID-19 and other challenges affected the pace of rebuilding and reopening observation posts	Increased operational capability on the Golan through the reopening of observation posts 57 and 71	All observation posts on the Bravo side fully reopened and functional

Planned results for 2024

Result 1: diversified engagement through enhanced regional liaison

Programme performance in 2022 and target for 2024

- 5.117 The mission's work contributed to diversified engagement through strategic and regular liaison with various actors with expertise in regional dynamics, including think tanks, senior representatives of troop-contributing countries and Member States, which met the planned target.
- 5.118 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 5.28).

Table 5.28
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Regional liaison with existing parties within the context of COVID-19 restrictions	Diversified regional liaison with additional national and international actors in the security, policy and research fields with regional expertise	Engagement by diverse actors with expertise in regional dynamics, including think tanks, senior representatives of troop-contributing countries and Member States	Deepened and consolidated regional liaison engagement developed through 2019–2022	Regular engagement by diverse actors with expertise on regional dynamics through a comprehensive system of regional liaison

Result 2: improved situational awareness in the Sinai**Programme performance in 2022 and target for 2024**

- 5.119 The mission's work contributed to improved situational awareness in the Sinai, with the resumption of patrolling by the Liaison Office Cairo in May 2022, which met the planned target.
- 5.120 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 5.29).

Table 5.29
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
The Liaison Office Cairo relocated to Cairo from Isma'iliyah	General inspection and administrative move to Cairo completed to support planning for the resumption of patrolling in the Sinai	Patrolling in the Sinai restarted, providing situational awareness in the region	Improved situational awareness through maintained patrolling operations in the Sinai	Improved situational awareness through maintained patrolling operations in the Sinai

Result 3: improved confidence in decision-making by the United Nations Disengagement Observer Force through upgraded observation**Proposed programme plan for 2024**

- 5.121 UNTSO conducts observation along the area of separation to ensure supervision of the application of the armistice terms of 1949 and related agreements.

Lessons learned and planned change

- 5.122 The lesson for UNTSO was the need to upgrade the current observation equipment, given an increase in the number of reported incidents at night and the limited ability of current equipment to provide visibility and object identification at night. In applying the lesson, the mission will provide five observation posts with 24-hour observation equipment to report presumed violations and to provide security and early warning to those on the observation posts. This capability will enhance observation, both at day and night, with a capability to record incidents. A comprehensive

observation system, comprising military observers, observation posts and upgraded observation equipment, will allow UNTSO to increase the accuracy and quality of its reporting, and enable improved confidence decision-making by UNDOF.

- 5.123 Expected progress towards the objective is presented in the performance measure below (see table 5.30).

Table 5.30
Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
—	—	Limited visibility and object identification at night and lack of recording capability	<ul style="list-style-type: none"> Improved accuracy and quality of reporting through upgraded 24-hour observation equipment with recording capability Increased observation capability through reconstruction and reopening of observation post 52 	Improved confidence in decision-making by UNDOF enabled by improved accuracy and quality of reporting through upgraded 24-hour observation equipment at 5 observation posts

Legislative mandates

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

Security Council resolutions

[50 \(1948\)](#)

[54 \(1948\)](#)

[73 \(1949\)](#)

Deliverables

- 5.125 Table 5.31 lists all deliverables of UNTSO.

Table 5.31
Deliverables for the period 2022–2024, by category and subcategory

<i>Category and subcategory</i>	<i>2022 planned</i>	<i>2022 actual</i>	<i>2023 planned</i>	<i>2024 planned</i>
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	16	20	16	16
1. Seminars on the implications of regional developments for peacekeeping areas (formerly Seminars Analysis Team)	2	2	2	2
2. Seminars on UNTSO operations (requested by Member States and international organizations)	14	18	14	14
C. Substantive deliverables				
Consultation, advice and advocacy: consultation with national authorities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic to assess regional stability/security conditions, regional trend effects and potential disturbances among the parties and on peacekeeping areas of operation, and with the 28 troop-contributing countries, other Member State representatives and United Nations operations and organizations in the mission area; and liaison with national officers in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic and with local government officials, community leaders, international interlocutors, United Nations operations and country offices.				
E. Enabling deliverables				
Administration: weekly, monthly, and annual situation reports; analytical assessment and thematic reports and briefings; quarterly update briefs on each mandate country; tactical operational reports, including daily operational reports, incident reports and investigation reports; inter-mission support agreements with the Office of the Special Coordinator for the Middle East Peace Process and Personal Representative of the Secretary-General to the Palestine Liberation Organization and the Palestinian Authority, UNIFIL and UNDOF; and monthly mandatory induction training of incoming military observers prior to deployment in observer groups and liaison offices, and tactical training of military observers on the use of observation equipment.				

B. Proposed post and non-post resource requirements for 2024

Overview

5.126 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 5.32 to 5.34.

Table 5.32

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	24 308.7	22 558.3	—	—	13.0	13.0	0.1	22 571.3
Other staff costs	8 655.9	8 325.5	—	—	399.6	399.6	4.8	8 725.1
Hospitality	5.3	8.0	—	—	—	—	—	8.0
Travel of staff	327.3	304.1	—	—	35.9	35.9	11.8	340.0
Contractual services	622.0	758.9	—	—	(35.9)	(35.9)	(4.7)	723.0
General operating expenses	2 620.0	2 719.8	—	—	(584.9)	(584.9)	(21.5)	2 134.9
Supplies and materials	733.1	477.8	—	—	—	—	—	477.8
Furniture and equipment	1 655.1	1 648.8	—	—	975.0	975.0	59.1	2 623.8
Improvement of premises	34.7	673.5	—	—	(554.5)	(554.5)	(82.3)	119.0
Total	38 961.9	37 474.7	—	—	248.2	248.2	0.7	37 722.9

Table 5.33

Overall: proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	229	1 ASG, 2 D-1, 2 P-5, 3 P-4, 3 P-3, 70 FS, 2 NPO, 146 LL
Redeployment (geographical)	—	1 FS
Proposed for 2024	229	1 ASG, 2 D-1, 2 P-5, 3 P-4, 3 P-3, 70 FS, 2 NPO, 146 LL

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

Table 5.34
Overall: proposed posts by category and grade
 (Number of posts)

Category and grade	Changes					2024 proposed
	2023 approved	Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
D-1	2	—	—	—	—	2
P-5	2	—	—	—	—	2
P-4	3	—	—	—	—	3
P-3	3	—	—	—	—	3
P-2/1	—	—	—	—	—	—
Subtotal	11	—	—	—	—	11
General Service and related						
FS	70	—	—	—	—	70
NPO	2	—	—	—	—	2
LL	146	—	—	—	—	146
Subtotal	218	—	—	—	—	218
Total	229	—	—	—	—	229

5.127 Additional details on the distribution of the proposed resources for 2024 are reflected in table 5.35 and figure 5.XVI.

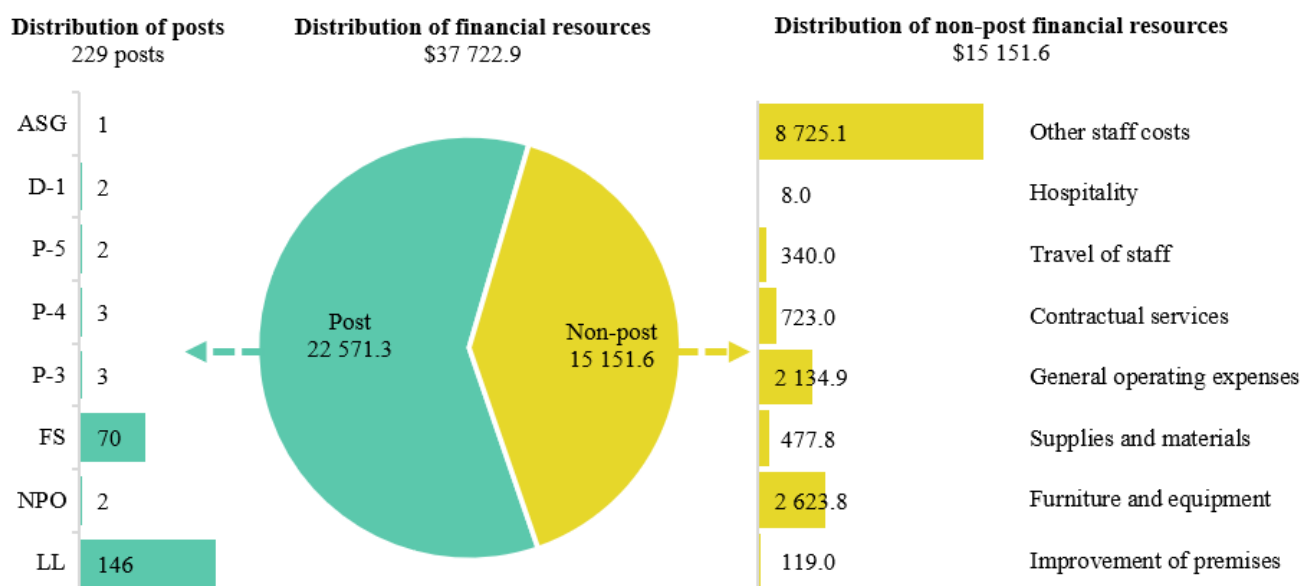
5.128 As reflected in table 5.35, the overall net resources proposed for 2024 amount to \$37,722,900 before recosting, reflecting an increase of \$248,200 (or 0.7 per cent) compared with the appropriation for 2023. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.35
Overall: evolution of financial and post resources
 (Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	24 308.5	22 558.3	—	—	13.0	13.0	0.1	22 571.3
Non-post	14 653.4	14 916.4	—	—	235.2	235.2	1.6	15 151.6
Total	38 961.9	37 474.7	—	—	248.2	248.2	0.7	37 722.9
Post resources by category								
Professional and higher		11	—	—	—	—	—	11
General Service and related		218	—	—	—	—	—	218
Total		229	—	—	—	—	—	229

Figure 5.XVI
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor

Overall resource changes

Other changes

5.129 As reflected in table 5.32 above, the net effect of the proposed changes is a net increase of \$248,200, as follows:

- (a) **Posts.** The increase of \$13,000 relates to the proposed redeployment of one post of Field Security Officer (Field Service) from Damascus to Jerusalem, Israel (see annex III to the present report);
- (b) **Non-posts.** The net increase of \$235,200 reflects:
 - (i) An increase of \$1,374,600 under other staff costs (\$399,600) and furniture and equipment (\$975,000). The increase under other staff costs would provide for 6 additional military observers to supplement the current strength of 153 military observers assigned in the five countries covered under the UNTSO mandate (Egypt, Israel, Jordan, Lebanon and Syrian Arab Republic), and tasked to carry out round-the-clock observation activities on both sides (Alpha and Bravo) of the Golan. The proposal is based on the recommendations by the Office for the Peacekeeping Strategic Partnership and the military capability study team, which assessed the mission's military capabilities to implement and achieve its mandate. It was noted that UNTSO military observers were deployed under operational control of UNIFIL and UNDOF; therefore, military observers' deployment in those mission areas should be undertaken in close coordination between UNIFIL/UNDOF and UNTSO. The recommendations included the need for the mission to conduct round-the-clock permanent observation by reoccupying the observation posts and increasing its personnel numbers by six military observes to ensure round-the-clock observation capability in the area of separation and the area of limitation. The increase under furniture and equipment would provide for the purchase of two units of long-range electrical optical system (EOS) cameras, including the operational system for the observation posts

at the Golan. The need to expedite the procurement of observation equipment was also recommended in the military capability study. The acquisition of more advanced observation equipment, capable of operating around the clock, would support UNTSO in recording incidents, improve the accuracy of reporting, facilitate investigations, when required, enhance situational awareness and provide improved safety and security;

- (ii) The increased requirements are offset in part by a decrease of \$1,139,400 in general operating expenses (\$584,900) and in the improvement of premises (\$554,500) relating to reduced requirements for a number of construction projects that have been cancelled or deferred for review as part of the ongoing capital investment planning programme of work and periodic reports to be submitted to the General Assembly in due course. In the interim, for 2024 select capital investment projects for urgent renovations and upgrades will be included under the proposed programme budget for section 33, Construction, alteration, improvement and major maintenance.

5.130 Information on advance booking for air travel is reflected in table 5.36. UNTSO continues to raise awareness among staff and emphasize that it is important and necessary to comply with the advance purchase rule and continues to improve adherence to the policy, reaching nearly 100 per cent compliance in 2022. Managers are asked to implement preventive measures and monitor corrective measures. Statistics on compliance rates and information on trends are distributed to managers on a quarterly basis.

Table 5.36
Compliance rate
(Percentage)

	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Actual 2022</i>	<i>Planned 2023</i>	<i>Planned 2024</i>
Air tickets purchased at least 2 weeks before the commencement of travel	64	74	97	100	100

III. United Nations Military Observer Group in India and Pakistan

Foreword

The United Nations Military Observer Group in India and Pakistan (UNMOGIP) is the second oldest United Nations peacekeeping mission, beginning its mandate in 1949. The mission continues to perform its mandate focusing on observing and reporting on the ceasefire between India and Pakistan. It also continues to conduct patrols and investigations into alleged ceasefire violations and incidents at the working boundary through the 44 United Nations military observers who monitor the 770 km-long line of control and the working boundary. This work requires professionalism, competence, impartiality and high precision in reporting. Efforts are continuously undertaken to further enhance information-sharing, with the involvement of the civilian support staff to aid the effective and efficient conduct of field tasks.

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

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

(Signed) Rear Admiral Guillermo Pablo **Rios**
Head of Mission and Chief Military Observer
United Nations Military Observer Group in India and Pakistan

A. Proposed programme plan for 2024 and programme performance in 2022

Overall orientation

Mandates and background

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

Programme of work

Objective

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

Strategy and external factors for 2024

- 5.133 To contribute to the objective, UNMOGIP will:
- (a) Continue to focus on the core mandated tasks of prevention, early warning, observation and reporting, and confidence-building;
 - (b) Provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate;
 - (c) Continue to employ military observers on both sides of the line of control for the conduct of patrols, inspections; and investigations of alleged violations of the ceasefire and the performance of other tasks in the vicinity of the line of control to the extent permitted by the host countries.
- 5.134 The above-mentioned work is expected to result in adherence to the ceasefire through the presence of United Nations military observers.
- 5.135 With regard to the external factors, the overall plan for 2024 is based on the following planning assumptions:
- (a) Host countries cooperate with UNMOGIP in observing the ceasefire and refraining from hostilities and any action that may aggravate the situation or endanger international peace as embodied in Security Council resolution [307 \(1971\)](#);
 - (b) India and Pakistan remain willing to support UNMOGIP in the conduct of its activities for the delivery of its mandate.
- 5.136 The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate, to maximize its impact in the area of operations. This includes ensuring that the United Nations military observers engage in an inclusive and comprehensive manner with local communities, among both men and women, to ensure that the mission has a gender-sensitive understanding of community perspectives of the situation on the ground and to facilitate the conduct and planning of mission operations.

Impact of the pandemic and lessons learned

- 5.137 The continuation of the COVID-19 pandemic into 2022 had an impact on the implementation of mandates, in particular some field visits and field trips, which were suspended. The operational performance of UNMOGIP was also affected by the reduced mobility of mission personnel. The Jammu-Sialkot border crossing point was closed in March 2020 owing to COVID-19 concerns and remains closed. This made it necessary for United Nations personnel and equipment to cross at the Wagah-Attari international border crossing, increasing the time and distance needed for routine movements.
- 5.138 UNMOGIP continues to mainstream lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic, including improvements in its field technology infrastructure to enable remote operations and ensure continued mandate delivery.

Programme performance in 2022

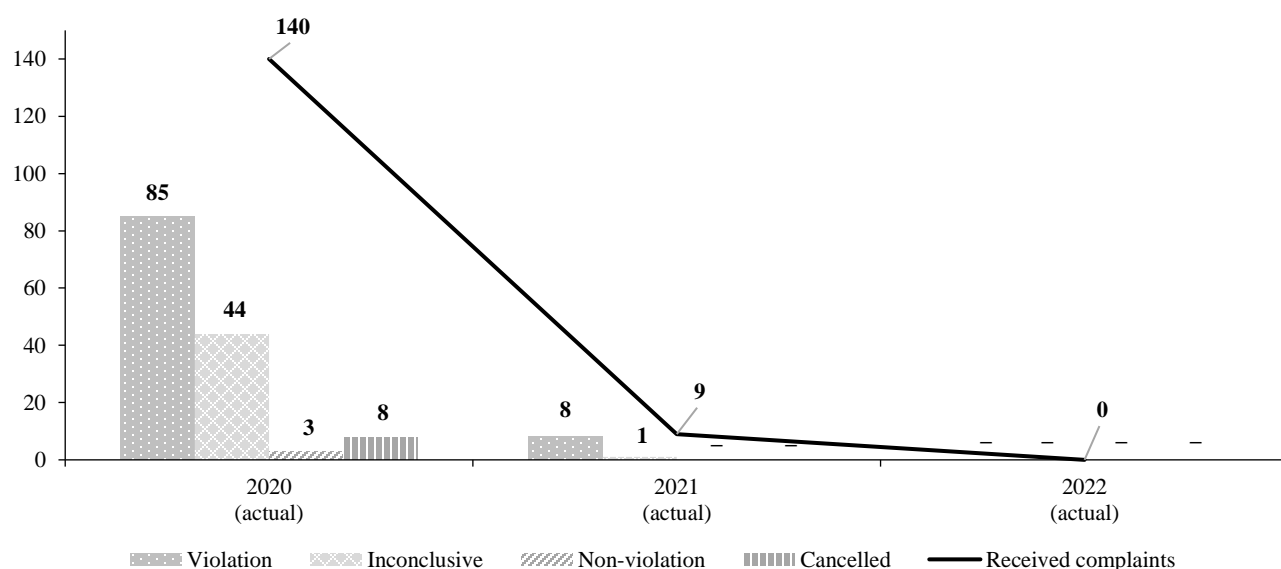
Zero complaints concerning alleged ceasefire violations

- 5.139 To implement its mandate, UNMOGIP undertakes best efforts to monitor the ceasefire between India and Pakistan at the line of control. During 2022, the mission ensured supervision of the ceasefire through the presence of United Nations military observers at the 10 UNMOGIP field stations on both sides of the line of control, and within the limitations brought about by the COVID-19 pandemic. UNMOGIP continued to implement its mandate by performing core field tasks. The mission did not receive any complaints concerning alleged ceasefire violations in 2022. The mission received 14 petitions from recognized political groups on the situation at and in the vicinity of the line of control in Jammu and Kashmir, expressing concerns over developments affecting Kashmir, in both India and Pakistan. The significant reduction in the number of complaints received since 2021 was likely due to the reaffirmation by India and Pakistan in February 2021 of their commitment to the 2003 ceasefire agreement at the line of control.

- 5.140 Progress towards the objective is presented in the performance measure below (see figure 5.XVII).

Figure 5.XVII

Performance measure: number of investigated complaints (annual)



Planned results for 2024

Result 1: improved situational awareness through geospatial information systems and high-resolution satellite imagery

Programme performance in 2022 and target for 2024

- 5.141 The mission's work contributed to improved planning of observer missions through the use of a new geospatial information system-based operational map, which met the planned target.
- 5.142 Progress towards the objective and the target for 2024 are presented in the performance measure below (see table 5.37).

Table 5.37

Performance measure

<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (actual)</i>	<i>2023 (planned)</i>	<i>2024 (planned)</i>
Use of outdated information systems and satellite images	Scoping of the requirements for geospatial information systems and satellite imagery	Improved planning of observer missions through use of a new geospatial information system-based operational map to implement mandate	Improved analysis of planned routes and the nature of identified posts along the line of control	Improved planning of patrols and observer missions through connection of data between UNMOGIP geospatial information system operational maps and Situational Awareness Geospatial Enterprise platform

Result 2: increased presence at the line of control

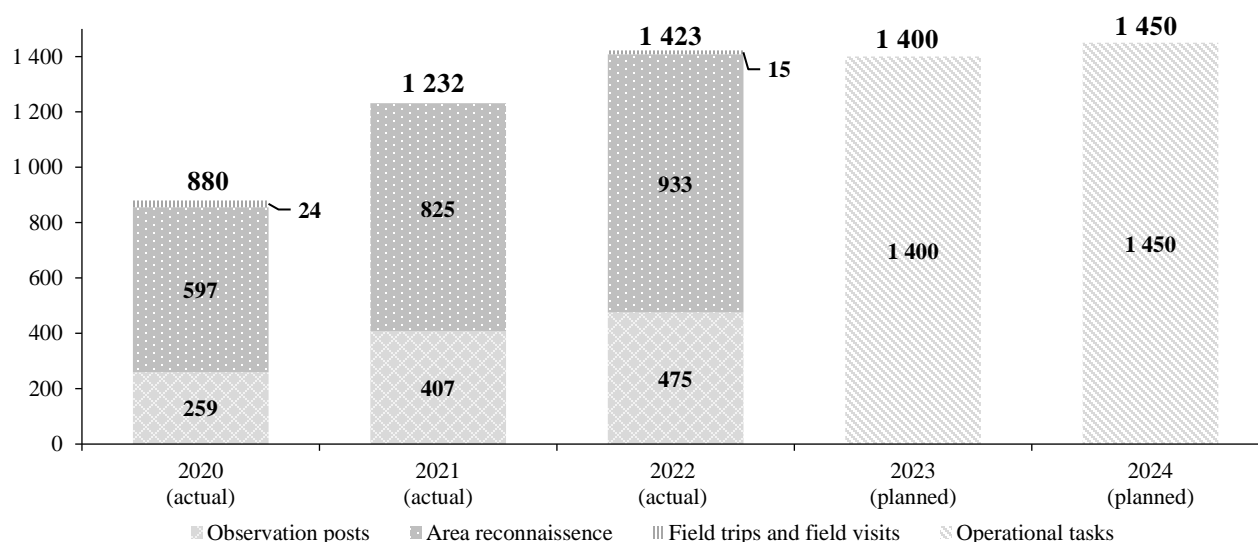
Programme performance in 2022 and target for 2024

- 5.143 The mission's work contributed to the increased presence of United Nations military observers at UNMOGIP field stations on both sides of the line of control, with 1,423 operational tasks conducted, which exceeded the planned target of 1,350 operational tasks.
- 5.144 Progress towards the objective and the target for 2024 are presented in the performance measure below (see figure 5.XVIII).

Figure 5.XVIII

Performance measure: presence at the line of control

(Number of operational tasks)

**Result 3: enhanced observation along the line of control****Proposed programme plan for 2024**

- 5.145 The mission conducts core field tasks along the line of control using observation equipment. In 2022, the mission acquired modern binoculars for some field stations, conducted training on their use and began using them as a first step to improve observation along the line of control.

Lessons learned and planned change

- 5.146 The lesson for the mission was the need to optimize activities using the new observation equipment at all field stations to accomplish key field tasks. In applying the lesson, the mission will acquire software to enhance the functionality of the new binoculars to allow for the automated transfer of information into digital format, as well as acquire additional binoculars for remaining field stations. This will enable the mission to store, review and analyse data and thereby increase the accuracy and quality of its reporting.
- 5.147 Expected progress towards the objective is presented in the performance measure below (see table 5.38).

Table 5.38

Performance measure

2020 (actual)	2021 (actual)	2022 (actual)	2023 (planned)	2024 (planned)
Use of observation equipment with limited capabilities	Use of observation equipment with limited capabilities and scoping of the requirements for new equipment	Enhanced field observation and reporting at field stations with the new observation equipment	Increased accuracy of observation through new software to store, review and analyse data	Enhanced observation and reporting along the line of control with all field stations using the new observation equipment

Legislative mandates

5.148 The list below provides all mandates entrusted to UNMOGIP.

Security Council resolutions

[39 \(1948\)](#)

[307 \(1971\)](#)

[47 \(1948\)](#)

Deliverables

5.149 Table 5.39 lists all deliverables of UNMOGIP.

Table 5.39
Deliverables for 2024, by category and subcategory

Category and subcategory

C. Substantive deliverables

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

D. Communication deliverables

Outreach programmes, special events and information materials: briefings and presentations to troop-contributing countries' ambassadors, military attachés and national universities.

Digital platforms and multimedia content: UNMOGIP website.

E. Enabling deliverables

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

B. Proposed post and non-post resource requirements for 2024

Overview

5.150 The proposed regular budget resources for 2024, including the breakdown of resource changes, as applicable, are reflected in tables 5.40 to 5.42.

Table 5.40

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	4 996.1	5 131.8	—	—	—	—	—	5 131.8
Other staff costs	1 661.4	1 646.4	—	—	—	—	—	1 646.4
Hospitality	8.0	20.3	—	—	—	—	—	20.3
Consultants	(0.1)	—	—	—	—	—	—	—
Travel of staff	397.1	400.7	—	—	—	—	—	400.7
Contractual services	265.5	321.2	—	—	22.2	22.2	6.9	343.4
General operating expenses	1 300.1	1 377.8	—	—	(92.6)	(92.6)	(6.7)	1 285.2
Supplies and materials	256.5	392.9	—	—	(53.1)	(53.1)	(13.5)	339.8
Furniture and equipment	664.8	478.8	—	—	123.5	123.5	25.8	602.3
Total	9 549.5	9 769.9	—	—	—	—	—	9 769.9

Table 5.41

Overall: proposed posts and post changes for 2024

(Number of posts)

	Number	Details
Approved for 2023	74	1 D-2, 1 P-5, 1 P-4, 22 FS, 49 LL
Post changes	—	
Proposed for 2024	74	1 D-2, 1 P-5, 1 P-4, 22 FS, 49 LL

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

Table 5.42

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2023 approved	Changes				2024 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
D-2	1	—	—	—	—	1
P-5	1	—	—	—	—	1
P-4	1	—	—	—	—	1
Subtotal	3	—	—	—	—	3
General Service and related						
FS	22	—	—	—	—	22
LL	49	—	—	—	—	49
Subtotal	71	—	—	—	—	71
Total	74	—	—	—	—	74

5.151 Additional details on the distribution of the proposed resources for 2024 are reflected in table 5.43 and figure 5.XIX.

5.152 As reflected in table 5.43, the overall resources proposed for 2024 amount to \$9,769,900 before recosting, reflecting no change compared with the appropriation for 2023. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.43

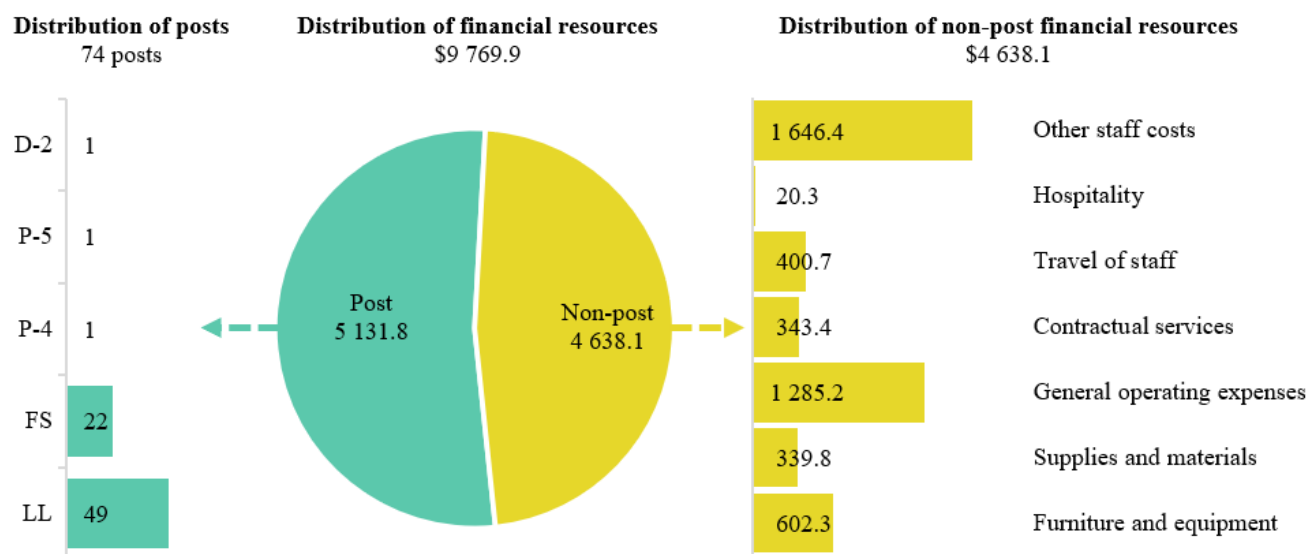
Overall: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2022 expenditure	2023 appropriation	Changes					2024 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 996.1	5 131.8	—	—	—	—	—	5 131.8
Non-post	4 553.4	4 638.1	—	—	—	—	—	4 638.1
Total	9 549.5	9 769.9	—	—	—	—	—	9 769.9
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		71	—	—	—	—	—	71
Total		74	—	—	—	—	—	74

Figure 5.XIX
Distribution of proposed resources for 2024 (before recosting)

(Number of posts/thousands of United States dollars)



Other information

- 5.153 Information on advance booking for air travel is reflected in table 5.44. UNMOGIP continues to raise awareness among staff and emphasize the importance and need to comply with the advance purchase rule. Managers are asked to implement preventive and monitoring corrective measures. Compliance rates are mentioned and statistics and trends are distributed to managers on a quarterly basis.

Table 5.44
Compliance rate

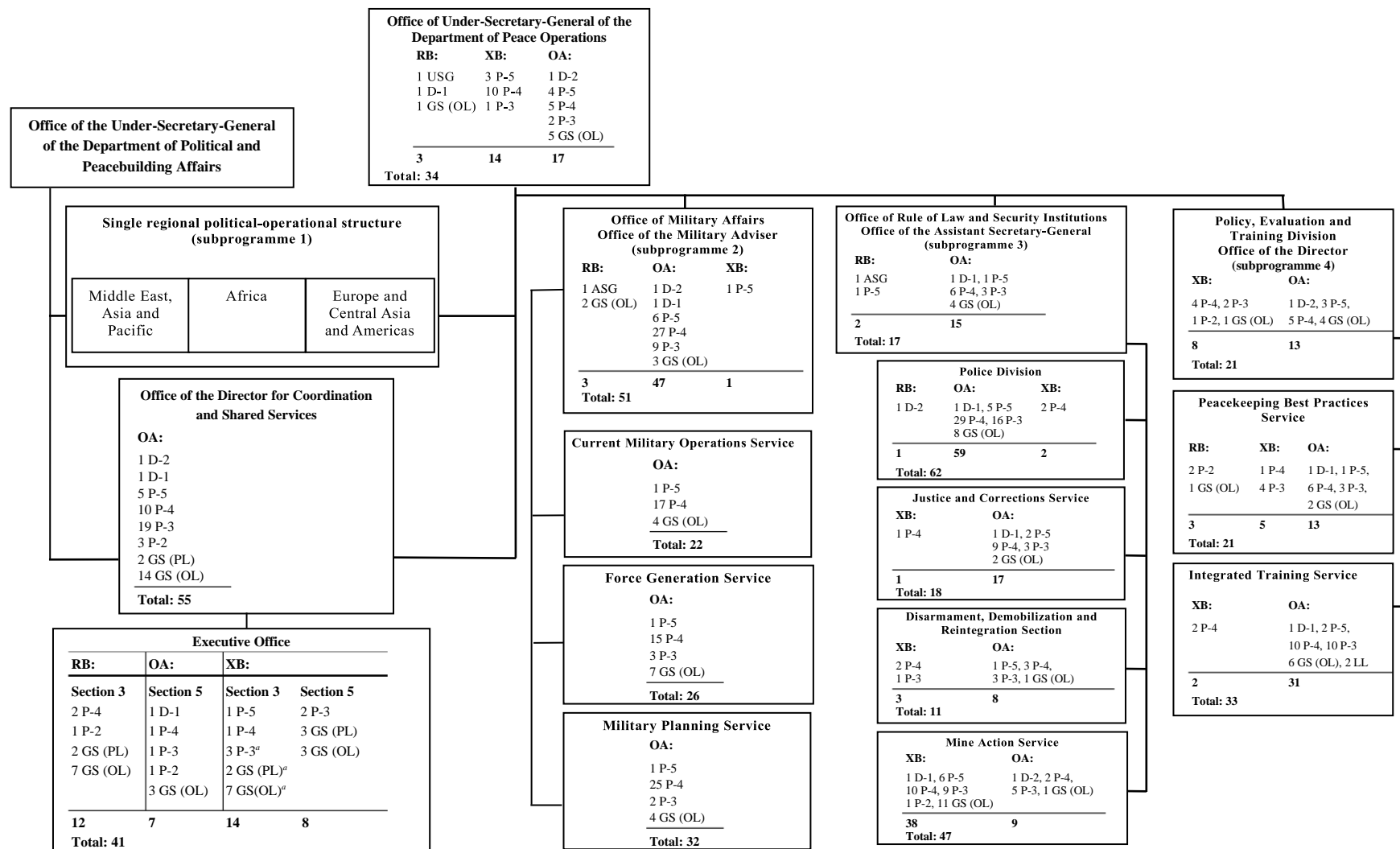
(Percentage)

	Actual 2020	Actual 2021	Actual 2022	Planned 2023	Planned 2024
Air tickets purchased at least 2 weeks before the commencement of travel	32	32	40	100	100

Annex I

Organizational structure and post distribution for 2024

A. Department of Peace Operations



^a 2 P-3 posts, 1 General Service (Principal level) post and 2 General Service (Other level) posts funded from extrabudgetary resources of the Office of Counter-Terrorism are located in the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

A1. Regional political-operational structure^a

Office of the Assistant Secretary-General Middle East, Asia, Pacific			
RB:	OA:	XB:	
Section 3 1 ASG 1 P-5 1 P-3 2 GS (OL)	Section 5 1 GS (OL)	Section 5 1 P-4	
5	1	1	
Total: 7			

Middle East Division			
RB:	OA:	XB:	
Section 3 1 D-2 1 D-1 3 P-5 2 P-4 2 P-3 1 P-2 3 GS (OL)	Section 5 1 P-5 2 P-4 1 P-3 1 P-2 2 GS (OL)	Section 5 1 P-5 7 P-4 3 P-3 3 GS (OL)	Section 3 1 P-5 7 P-4 3 P-3 3 GS (OL)
13	1	7	14
Total: 35			

Asia and Pacific Division			
RB:	OA:	XB:	
Section 3 1 D-1 2 P-5 2 P-4 5 P-3 2 P-2 4 GS (OL)	Section 5 1 D-2 1 P-3	Section 5 1 P-3	Section 3 3 P-4
16	1	1	3
Total: 21			

Office of the Assistant Secretary-General Africa			
RB:	OA:	XB:	
Section 3 1 P-4 2 GS (OL)	Section 5 1 ASG 1 P-5 1 GS (OL)	Section 5 1 P-5 1 P-4 1 P-3 1 GS (OL)	Section 3 1 D-1 1 P-5 1 P-3
3	3	4	3
Total: 13			

Eastern Africa Division			
RB:	OA:	XB:	
Section 3 1 D-2 2 P-5 4 P-4 4 P-3 ^b 2 P-2 5 GS (OL) 1 LL ^b	Section 5 1 D-1 1 GS (OL)	Section 5 1 D-1 2 P-5 5 P-4 2 P-3 1 P-2 3 GS (OL)	Section 3 1 P-4 2 P-3
19	2	14	3
Total: 38			

Central and Southern Africa Division			
RB:	OA:	XB:	
Section 3 1 D-1 2 P-5 4 P-4 2 P-3 2 P-2 3 GS (OL)	Section 5 1 D-2 1 P-3 2 GS (OL)	Section 5 1 D-1 2 P-5 3 P-4 1 P-2 3 GS (OL)	Section 3 1 P-5 1 P-3
14	5	13	2
Total: 34			

Western Africa Division		
RB:	OA:	XB:
Section 3 1 D-2 1 D-1 2 P-5 2 P-4 3 P-3 2 P-2 5 GS (OL)	Section 5 1 D-1 1 P-5 2 P-4 2 P-3 2 GS (OL)	Section 3 1 P-5
16	8	1
Total: 25		

Northern Africa Division			
RB:	OA:	XB:	
Section 3 2 P-3 2 P-2 1 GS (OL)	Section 5 1 D-2 1 P-5	Section 5 1 D-1 1 P-3 2 GS (OL)	Section 3 3 P-3
5	2	4	3
Total: 14			

Office of the Assistant Secretary-General		
RB:	OA:	XB:
Section 3 1 ASG 1 P-5 1 P-3 2 GS (OL)	Section 5 1 GS (OL)	
5	1	
Total: 6		

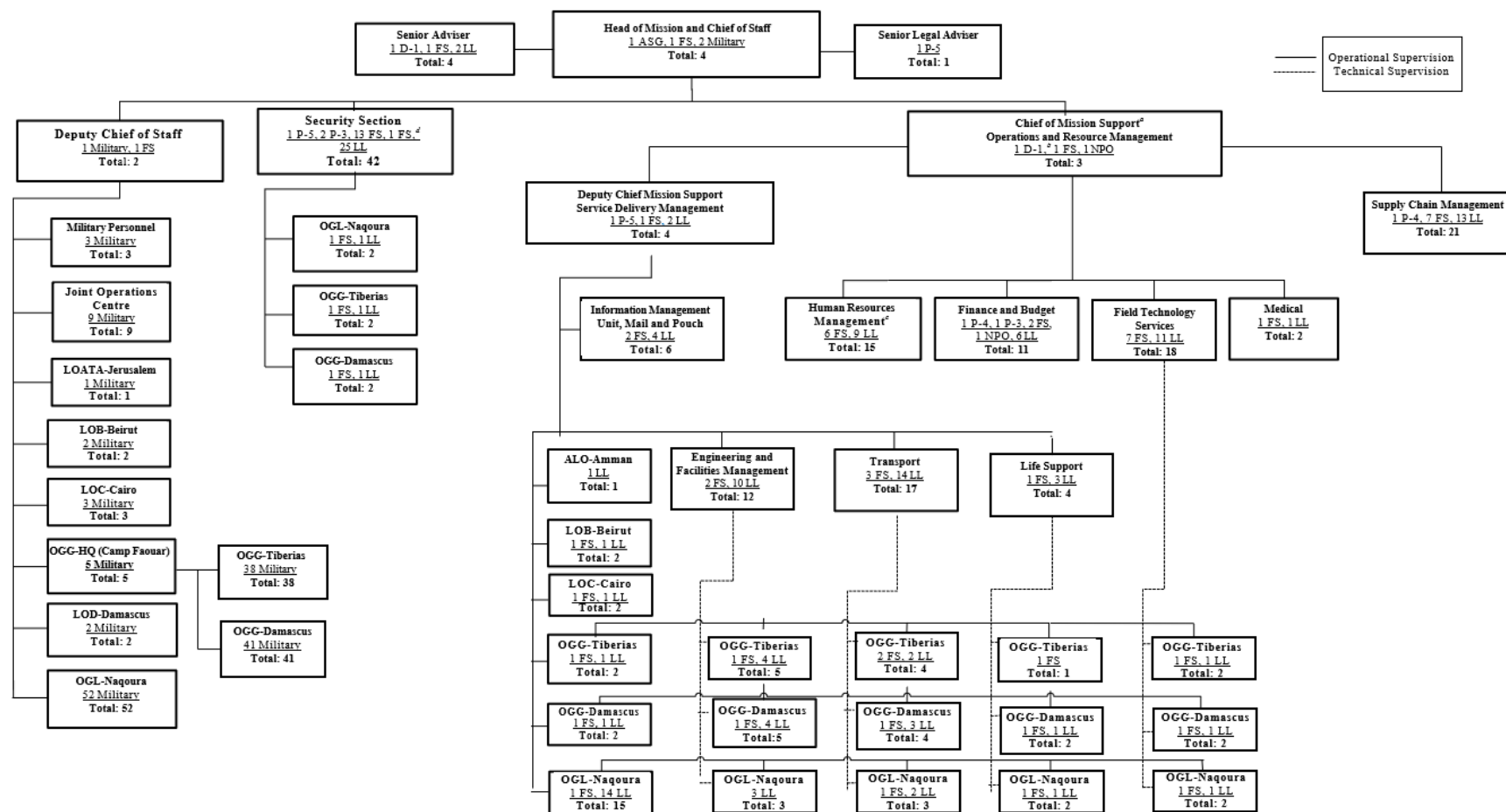
Europe and Central Asia Division		
RB:	OA:	XB:
Section 3 1 D-2 2 P-5 2 P-4 2 P-3 1 P-2 3 GS (OL)	Section 5 1 D-1 1 P-5 2 P-4 1 P-2 1 GS (OL)	Section 3 2 P-5 3 P-3 1 P-4 3 GS (OL)
11	6	9
Total: 26		

Americas Division		
RB:	OA:	XB:
Section 3 1 D-2 1 D-1 4 P-5 3 P-4 1 P-3 2 P-2 4 GS (OL)		Section 3 1 P-3 1 P-4
16		2
Total: 18		

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

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

B. United Nations Truce Supervision Organization



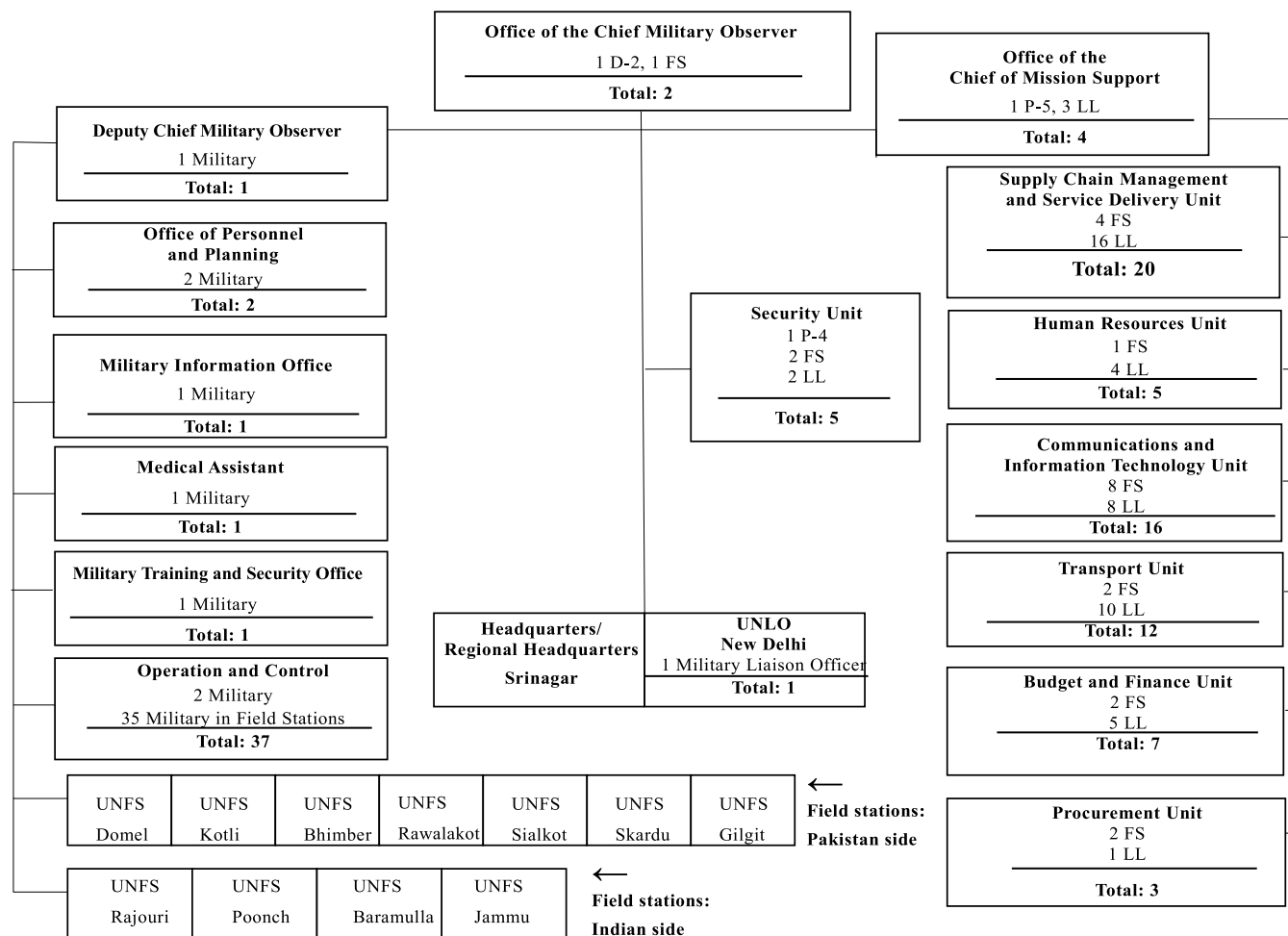
^a D-1 Chief of Mission Support for the United Nations Truce Supervision Organization and the Special Coordinator for the Middle East Peace Process.

^b Includes protocol, staff development, and occupational health and safety.

^c Includes Travel Unit.

^d Redeployment.

C. United Nations Military Observer Group in India and Pakistan



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

Annex II

United Nations Truce Supervision Organization: summary of proposed post changes

<i>Component/subprogramme</i>	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Reason for change</i>
Security Section	1	FS	Redeployment of 1 post of Security Officer from Damascus to Jerusalem	<p>To manage the Guard Force Unit in Jerusalem, Israel, and address the increase in operational requirements in the Security Section. The lack of a dedicated International Guard Force Supervisor has created a gap in the chain of command between the Unit and security management, a gap that can be filled with the proposed redeployment. The redeployment would enhance the operational capability of the Unit and the safety and security of UNTSO headquarters in Jerusalem, which includes main offices of the Office of the Special Coordinator for the Middle East Peace Process.</p> <p>The security situation in the UNTSO area of operations in the Golan can be managed with the existing staffing complement, therefore allowing for the redeployment of the Field Service post from Damascus to Jerusalem.</p>

Abbreviation: FS, Field Service; UNTSO, United Nations Truce Supervision Organization.

Annex III

Overview of financial and post resources by entity and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Other assessed			Extrabudgetary			Total		
	2023 appropriation	2024 estimate (before recosting)	Variance	2023 estimate	2024 estimate	Variance	2023 estimate	2024 estimate	Variance	2023 estimate	2024 estimate	Variance
Financial resources												
Department of Peace Operations	5 633.7	5 633.7	–	92 198.9	102 797.0	10 598.1	68 784.0	68 784.0	–	166 616.6	177 214.7	10 598.1
United Nations Truce Supervision Organization	37 474.7	37 722.9	248.2	–	–	–	–	–	–	37 474.7	37 722.9	248.2
United Nations Military Observer Group in India and Pakistan	9 769.9	9 769.9	–	–	–	–	–	–	–	9 769.9	9 769.9	–
Total	52 878.3	53 126.5	248.2	92 198.9	102 797.0	10 598.1	68 784.0	68 784.0	–	213 861.2	224 707.5	10 846.3
Post resources												
Department of Peace Operations	27	27	–	430	432	2	82	82	–	539	541	2
United Nations Truce Supervision Organization	229	229	–	–	–	–	–	–	–	229	229	–
United Nations Military Observer Group in India and Pakistan	74	74	–	–	–	–	–	–	–	74	74	–
Total	330	330	–	430	432	2	82	82	–	842	844	2