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

Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2017 to 30 June 2018 and budget for the period from 1 July 2019 to 30 June 2020

Report of the Secretary-General

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Summary

Pursuant to General Assembly resolution [59/296](#), the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations. It presents consolidated information on the budget performance for the period from 1 July 2017 to 30 June 2018 and the budget proposals for the period 1 July 2019 to 30 June 2020 and on the status of the Peacekeeping Reserve Fund, pursuant to resolution [49/233 A](#).

The General Assembly did not adopt a resolution on cross-cutting issues during its seventy-second session, at which the Secretary-General presented his previous report on the overview of the financing of the United Nations peacekeeping operations ([A/72/770](#)). However, the report of the Secretary-General provided information on the decisions and requests contained in General Assembly resolution [72/290](#) on the financing of MINUSCA, which included cross-cutting decisions on programmatic activities.

For the period from 1 July 2017 to 30 June 2018, total expenditure amounted to \$7,422.9 million against an approved budget of \$7,496.3 million, exclusive of budgeted voluntary contributions in kind, as summarized below.

Financial resource performance

(Millions of United States dollars)

Peacekeeping component	1 July 2017 to 30 June 2018		Variance	
	Apportionment ^a	Expenditure	Amount	Percentage ^b
Missions	7 056.5	6 984.1	72.4	1.0
Regional Service Centre in Entebbe, Uganda ^c	33.0	32.8	0.2	0.5
United Nations Logistics Base at Brindisi, Italy ^d	81.0	80.2	0.8	1.0
Support account for peacekeeping operations	325.8	325.8	0.0	0.0
Subtotal	7 496.3	7 422.9	73.4	1.0
Voluntary contributions in kind (budgeted)	1.2	0.8	0.4	29.6
Total	7 497.5	7 423.7	73.8	1.0

^a Inclusive of authorities to enter into commitments of \$20.2 million for MINUSCA, \$43.2 million for MINUSMA, \$47.9 million for MONUSCO, \$4.1 million for UNDOF and \$65.2 million for UNMISS for 2017/18.

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

^c Inclusive of the amount of \$686,900 charged against the appropriation under section 3, Political affairs, of the programme budget for the biennium 2018–2019, as approved by the General Assembly in its resolutions [72/262](#) and [72/263 A–C](#).

^d Inclusive of expenditure related to operating and maintenance costs of the enterprise resource planning system (Umoja) in the amount of \$16.9 million.

Financial resources for peacekeeping operations for the period from 1 July 2019 to 30 June 2020 are estimated at \$6,637.1 million, inclusive of proposed resources in respect of UNAMID and MINUJUSTH for the six-month period from 1 July to 31 December 2019. The approved level of resources for the 2018/19 period is \$7,019.3 million, exclusive of the commitment authority in the amount of \$80 million approved for MONUSCO support to the presidential and legislative elections (Security Council resolution [2348 \(2017\)](#)) for the 2018/19 period.

Financial resource requirements

(Millions of United States dollars)

<i>Peacekeeping component</i>	<i>1 July 2018 to</i>	<i>1 July 2019 to</i>	<i>Variance</i>	
	<i>30 June 2019</i>	<i>30 June 2020</i>	<i>Amount</i>	<i>Percentage^c</i>
	<i>apportionment^a</i>	<i>cost estimates^b</i>		
Missions	6 580.7	6 155.4	(425.3)	(6.5)
Regional Service Centre in Entebbe ^d	31.4	35.7	4.3	13.6
United Nations Logistics Base at Brindisi ^e	82.5	65.2	(17.3)	(20.9)
Support account for peacekeeping operations	324.7	380.8	56.1	17.3
Subtotal	7 019.3	6 637.1	(382.2)	(5.4)
Voluntary contributions in kind (budgeted)	1.1	0.9	(0.2)	(13.9)
Total	7 020.4	6 638.0	(382.4)	(5.4)

^a Exclusive of the authority to enter into commitments in the amount of \$80 million approved for MONUSCO support to the presidential and legislative elections (Security Council resolution [2348 \(2017\)](#)) for the 2018/19 period.

^b Reflects resource requirements in respect of UNAMID and MINUJUSTH for a six-month period from 1 July to 31 December 2019.

^c Variance in percentage calculation is due to rounding in millions.

^d Inclusive of requirements of \$595,500 to be charged against the appropriation for the programme budget for the biennium 2018–2019 under section 3, Political affairs, approved by the General Assembly in its resolutions [72/286](#) and [73/279](#).

^e Inclusive of requirements related to operating and maintenance costs of the enterprise resource planning system (Umoja) in the amount of \$15.8 million for the period from 1 July 2018 to 30 June 2019.

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

Abbreviations

AMISOM	African Union Mission in Somalia
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MISCA	African-led International Support Mission in the Central African Republic
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNEP	United Nations Environment Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOM	United Nations Assistance Mission in Somalia
UNSOS (formerly UNSOA)	United Nations Support Office in Somalia (formerly, United Nations Support Office for the African Union Mission in Somalia)
UNTSO	United Nations Truce Supervision Organization

I. Introduction

1. Pursuant to General Assembly resolution 59/296, the present report provides an overview of the financial and administrative aspects of United Nations peacekeeping operations. It presents consolidated information on the budget performance for the period from 1 July 2017 to 30 June 2018 and the budget proposals for the period from 1 July 2019 to 30 June 2020 and provides information on the Peacekeeping Reserve Fund as at 30 June 2018, in accordance with resolution 49/233 A.

2. Peacekeeping operations remain one of the most effective political tools available to help conflict-affected countries reach political solutions and sustainable peace. However, peacekeeping operations continue to face increasing challenges, including wide-ranging mandates, complex political and security environments and threats often targeted at United Nations personnel. To address this, in 2018 the Secretary-General launched the Action for Peacekeeping initiative to renew the collective engagement of all stakeholders with United Nations peacekeeping.

3. The United Nations peacekeeping budget, in the proposed amount of \$6,637.1 million for the 2019/20 period,¹ is \$382.2 million lower than the level approved for the 2018/19 period and \$859.2 million lower than that approved for the 2017/18 period.² Reductions over recent years are largely due to changing conditions on the ground, resulting in the closure of missions, and ongoing efforts by the Secretariat to deliver real efficiencies to Member States.

4. In terms of mission closures, between the 2017/18 and 2019/20 periods, changing conditions resulted in: the closure of UNMIL and MINUSTAH, the latter replaced by MINUJUSTH, which itself will likely transition to a non-peacekeeping United Nations presence in Haiti; the downsizing and transition of UNAMID in the Sudan through the establishment of state liaison offices in Darfur with the United Nations country team; and the rightsizing of MONUSCO, which remains vigilant and responsive to the post-elections climate in the Democratic Republic of the Congo. In terms of efficiencies, between the 2017/18 and 2019/20 periods, operational improvements were initiated across a range of areas, including through the better use of emerging technologies, shared services, supply chain logistics and aviation and environmental management.

II. Action for Peacekeeping initiative: the direction for future operations

5. The Action for Peacekeeping initiative, launched in March 2018, aims to refocus peacekeeping with realistic expectations; make peacekeeping missions stronger and safer; and mobilize greater support for political solutions and for well-structured, well-equipped and well-trained forces.

6. The Secretariat held a series of consultations with Member States and international and regional organizations to identify concrete areas in which stronger support and commitment was required. The consultations resulted in the elaboration of mutually agreed commitments encapsulated in the Declaration of Shared Commitments on United Nations Peacekeeping Operations. Based on existing Security Council and General Assembly commitments, the Declaration provides a

¹ For further information see section XVI, Proposed resources for the period from 1 July 2019 to 30 June 2020, which is explained in detail in annex I to the present report.

² For further information see section XVII, Budget performance for the period from 1 July 2017 to 30 June 2018, which is explained in detail in annex II to the present report.

foundation for prioritizing and implementing necessary steps to address the challenges facing peacekeeping.

7. The response to the Declaration from Member States has been overwhelmingly positive. By January 2019, 151 Member States and 4 partner organizations had endorsed the Declaration. The Secretariat and its field missions are identifying tangible deliverables with regard to priorities for which concrete progress is ongoing or is required. The Secretariat will continue to work with Member States and other stakeholders to ensure progress on the implementation of commitments which require joint action.

8. The priorities for peacekeeping for the 2019/20 period therefore reflect the Commitments set out in the eight areas of the Declaration:

- Advance political solutions to conflict and enhance the political impact of peacekeeping;
- Implement the women peace and security agenda;
- Strengthen the protection provided by peacekeeping operations;
- Support effective performance and accountability by all peacekeeping components;
- Strengthen the impact of peacekeeping on sustaining peace;
- Improve the safety and security of peacekeepers;
- Improve peacekeeping partnerships;
- Strengthen the conduct of peacekeeping operations and personnel.

III. Advancing political solutions to conflict

9. Advancing political solutions to conflict is a basic premise for the deployment of peacekeeping operations, although such solutions are often difficult to achieve and maintain. Several peacekeeping missions are currently deployed in regions with weak political agreements and stalled peace processes. United Nations Headquarters is working with the peacekeeping missions to ensure the centrality of political solutions, while also encouraging them to pursue deliberative engagement with local, national and regional stakeholders. Strengthening the capacity for political conflict analysis in peacekeeping missions to address local conflicts and identify regional issues that can threaten or undermine national political processes is therefore a priority.

10. There has been recent progress in this area. On October 2018, the Government of Mali and several parties signed a “pact for peace” to reinvigorate the fledgling peace process in the country. In November 2018, the South Sudanese parties signed the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan. On 6 February 2019, following facilitations by the African Union with support from the United Nations, the Government of the Central African Republic signed the Political Agreement on Peace and Reconciliation in the Central African Republic with 14 armed groups. The signing of these pacts and agreements establishes much needed political frameworks within which challenges to peace can be addressed. MINUSMA, UNMISS and MINUSCA are working to support the implementation of the agreements, but success will ultimately depend on the will and determination of the parties to fulfil their commitments. Efforts are also under way to strengthen the political mandates of peacekeeping operations, as was achieved through the Political Agreement in the Central African Republic.

11. Given the complex and transnational nature of many of today's conflicts, the Organization must also seek regional political strategies to increase the prospects for peace through coherent, comprehensive and integrated political approaches. As part of the Secretary-General's reform of the peace and security pillar, which took effect on 1 January 2019, the new single political-operational structure of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations will allow the Secretariat to develop a more integrated analysis to inform regional strategies, including in the Sahel, the Great Lakes, the Horn of Africa and the Middle East. This is especially important given the complex interplay between regional developments and the domestic situation in conflict-affected countries.

12. Contributions by peacekeepers to manage and resolve local conflicts by promoting community engagement and dialogue, as well as local mediation initiatives, have yielded successful outcomes. Local agreements contributed to reducing violence and fostering social cohesion in the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan. To support peacekeeping missions in maximizing their ability to address conflict dynamics, guidance tools have been, and are being, established to guide peacekeepers in developing community engagement strategies and improving local conflict analysis to inform interventions.

IV. Implementing the women, peace and security agenda

13. The General Assembly has stressed³ the need for stronger efforts to implement the women, peace and security agenda, noting that the participation of women at all levels is key to the operational effectiveness, success and sustainability of peace processes and peacebuilding efforts. In 2017 and 2018, the Secretariat developed and endorsed a new gender policy entitled "Gender Responsive United Nations Peacekeeping Operations" as a successor to the previous "Gender Forward Looking Strategy (2014-2018)". The policy, which is guided by the relevant provisions of Security Council resolution [2242 \(2015\)](#) and the recommendations from the 2015 global peace operations review, identifies four priority outcomes: (a) strengthening leadership and accountability; (b) improving evidence generation, monitoring and analysis; (c) enhancing partnerships within and outside the United Nations; and (d) capacity strengthening of personnel in the Department of Peace Operations and the Department of Operational Support to advance the achievement of results on the women, peace and security agenda in peacekeeping operations.

14. To strengthen accountability and systemize analysis, reporting and evidence-based planning, as highlighted by the General Assembly, the Departments have developed and rolled out a set of indicators on the women, peace and security agenda and a gender dashboard to help monitor progress and results. Updated guidance, resources and communication materials have been developed to support the roll-out, related capacity-building activities and the dissemination of the policy directives. To enhance the quality of practice, the Departments finalized the Gender Equality and Women, Peace and Security Resource Package – a strategic capacity-building and knowledge management tool and reference guide for all peacekeeping personnel across all components and functions.

15. To improve gender-responsive conflict analysis, particularly in transitioning environments, the two Departments and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) implemented a pilot methodology and a joint operational framework at three peacekeeping missions in the process of transition – MINUJUSTH, UNMIL and UNAMID. The approach included

³ Resolution [72/304](#), endorsing the report of the Special Committee on Peacekeeping Operations on its 2018 substantive session ([A/72/19](#)).

partnerships with women's civil society organizations and women leaders as key actors in identifying gender specific conflict triggers that need to be prioritized to prevent a relapse into conflict and instability as the missions draw-down. This initiative contributed to informing strategic transitioning planning processes, such as the UNDAF development in Haiti, the Strategic Assessment Review in Darfur and the rollover of the women, peace and security agenda-specific gains and priorities to the United Nations country team in Liberia. Further, to improve the analysis in reports and briefings to the Security Council, the Departments have also strengthened engagement with the Informal Expert Group on Women, Peace and Security.

16. A coordination framework was established to enhance the cooperation between the Department of Peacekeeping Operations and UN-Women, as requested by the Security Council⁴ and the Special Committee on Peacekeeping Operations.⁵ The framework has improved strategic collaboration, for example on joint gender responsive conflict analysis, enhanced engagement in meetings of the Informal Expert Group on Women, Peace and Security, development of joint messaging, and conduct of high-level joint missions focusing on women, peace and security.

17. Acknowledging the importance of translating policy into practice, and in response to the efforts of the Secretary General to promote the importance of the reporting lines on gender-related issues, the gender units in peacekeeping missions have been relocated to the offices of the Special Representatives of the Secretary-General. Evidence indicates that this has had a positive effect, including the provision of more timely strategic advice to senior leadership, smoother mission-wide facilitation of technical support and improved leveraging of partnerships with and across the United Nations system, regional organizations and women's organizations.

18. In 2017, the Secretary-General also requested⁶ that the Departments of the Secretariat, including the then Department of Peacekeeping Operations and the Department of Field Support, undertake an analysis of their institutional capacity for gender mainstreaming and present a plan to strengthen it. In relations to the expected delivery of the gender and women, peace and security mandates, as enshrined in the Organization's policy, the current Department of Peace Operations and Department of Operational Support are carrying out a capacity assessment to examine current gender: (a) expertise (architecture, number, profile); (b) influence, access and reach (location, resources, political support); (c) approaches (policies, guidance, internal and external facing); and (d) partnerships (global, regional, national, United Nations system and women's organizations).

19. In addition to the new gender mainstreaming policy outlined above, the Secretary-General attaches the greatest priority to the achievement of gender parity. To that end, in 2017, he launched a system-wide strategy on gender parity for international civilian professional staff, which was subsequently reflected and developed within the strategic plans of all Departments of the Secretariat. In addition, separate strategies have been developed for military, police, justice and corrections personnel. These strategies target a range of areas to improve the ability to attract, recruit and retain women in peacekeeping, including increased outreach, making recruitment processes fairer, increased career support and training and improving the working and living environment for women at peacekeeping missions.

20. The representation of civilian women in the field continues to be low, with the proportion of female civilian peacekeepers remaining static over recent years, at around 29 per cent. In September 2018, the Secretary-General declared this situation

⁴ Security Council resolution [2242 \(2015\)](#).

⁵ [A/72/19](#), para. 252.

⁶ [S/2017/861](#), para. 81.

an emergency and established a working group to urgently tackle the situation. The working group continues to develop recommendations to improve gender parity in field operations.

21. Progress has been made, however, at leadership levels as a result of increased outreach and leadership commitment to appoint more women to such positions. As at the end of September 2018, women made up 38 per cent of heads and deputy heads of peacekeeping operations (up from 22 per cent in January 2017). A third of peacekeeping missions and support operations are now led by women. Parity has also been achieved at the deputy head of mission level, with six of the 12 deputy positions being held by women. In the integrated peacekeeping missions, three of the five Deputy Special Representatives of the Secretary-General/Regional Coordinators/Humanitarian Coordinators are now women. Based on the current trend of appointments, and if commitment is sustained over time, gender parity at the level of head and deputy head of mission could be reached before 2021, as pledged by the Secretary-General.

22. Progress has also been made through the “senior women talent pipeline”, an initiative launched in 2014 by the Department of Peacekeeping Operations and the Department of Field Support for D-1 and D-2 level candidates. The initiative is focused mainly on recruiting external talent for positions in mission support, political affairs, civil affairs, rule of law and security institutions and public information. The pipeline, which was replenished in 2018, now includes 243 potential candidates. Candidates received support during the application process for positions in peacekeeping and special political missions, and collaboration was sought with other entities of the Secretariat as well as common system agencies, funds and programmes. Eight members of the pipeline were successfully appointed to Secretariat positions in 2018.

23. With regard to uniformed personnel, in the Office of Military Affairs at the United Nations the percentage of female seconded staff was 21.5 per cent at the end of December 2018, above the target for 2018 of 15 per cent. There were 12.3 per cent female staff officers and military observers in the field by the end of 2018 and efforts are being made to reach 16 per cent by the end of 2019.

24. By the end of December 2018, the percentage of seconded female staff in the Police Division at Headquarters was 20 per cent. The percentage of female police officers in the field is currently above 14 per cent, with women comprising almost 30 per cent of positions as heads of police components in peacekeeping missions (4 out of 14), 22.3 per cent of the corps of individual police officers and 9 per cent of the members of formed police units.

25. The representation of women in all the uniformed components also remains dependent upon troop-contributing and police-contributing countries. The United Nations continues to encourage Member States to deploy more women in uniform to peacekeeping operations.

V. Strengthening the protection provided by peacekeeping operations

26. Protecting civilians remains a priority for United Nations peacekeeping missions. Currently, eight peacekeeping missions hold protection of civilians mandates,⁷ including five⁸ with child protection and prevention of conflict-related

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

⁸ MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS.

sexual violence mandates. The Secretariat continues its efforts to strengthen protection by encouraging tailored approaches to protection of civilians, taking into account specific threat profiles and mandates of peacekeeping operations. MINUSCA implemented a number of recommendations to improve its ability to protect civilians in areas where it is deployed, including conducting rehearsals and table-top exercises, updating its protection of civilians strategy, developing an action plan that incorporates political engagement, public information, civil-military-police coordination and reinforcing existing protection of civilians' guidance and training.

27. Peacekeeping operations, where mandated, continue to prioritize monitoring, investigation and reporting on violations of human rights and international humanitarian law, with particular focus on violations and abuses that constitute threats to civilians and fuel conflict and instability, and support of peacekeeping missions for the implementation of peace agreements. Cooperation of human rights components with police and military components in support of the implementation of protection of civilians and human rights mandates has been strengthened. The Office of the United Nations High Commissioner for Human Rights (OHCHR) has also enhanced its contribution to training of uniformed personnel. The MINUSMA human rights component has been instrumental in operationalizing the mission's protection of civilians mandate, including providing early warning reports that triggered its rapid deployment to carry out aerial surveillance to protect a community under threat of violence. At MONUSCO, the human rights component continues to contribute to early warning analysis of possible hotspots of political/electoral violence and to strengthening mission response by working together with civilian and police components to prevent violence and protect civilians under threat.

28. In response to the recommendations made in the 2017 peacekeeping training needs assessment regarding the protection of civilians, a number of training activities have been conducted. In March 2018, a train-the-trainer session was held for missions on the planning and conduct of table-top exercises that can enhance in-house capacities to strengthen contingency planning and preparedness to respond to protection of civilians crises. Training enhancement visits were also conducted to MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS to strengthen in-mission training on protection of civilians.

29. In October 2018, a mobile training team composed of trainers from the United Nations Secretariat and Member States delivered a train-the-trainer session in MINUSMA using the comprehensive protection of civilians training material, to strengthen in-mission training capacity among civilians, military and police personnel. Similar activities will continue in the 2019/20 period. Additional support for the implementation of protection mandates includes the provision of guidance and training on the protection of civilians and respect for human rights and international humanitarian law, as well as mandates on child protection and the prevention of conflict-related sexual violence. Missions are developing scenario-based and context-specific protection of civilians training. Ninety-two trainers from troop-contributing countries received training using comprehensive protection of civilians training material; and a version of the training for formed police units being validated by the Integrated Training Service will be completed by June 2019. Specialized training material in child protection for United Nations Police have been rolled out in a series of train-the-trainer sessions. In addition, a United Nations Military specialized training course on child protection was held in Sweden in October 2018: the course was attended by national military trainers from the top 10 troop-contributing countries, including deployed and deploying military child protection focal points from the five priority missions. A training workshop on enhancing staff capacity to mainstream the mandate to address and prevent conflict-related sexual violence in peace operations took place in Japan in December 2018, with the participation of

women's protection advisers, Human Rights Officers and Judicial Affairs Officers from the five priority missions.

30. Underpinning the shared commitment to strengthening protection is the principle that protection is a whole-of-mission effort. Missions leverage their uniformed components and civilian capacities for prevention, early warning, capacity-building of national authorities, community engagement for conflict resolution, human rights monitoring and reporting, investigation and prosecution of serious crimes and the provision of physical protection. In May 2018, the Secretariat promulgated an addendum to its 2015 Policy on the Protection of Civilians in United Nations Peacekeeping, entitled, "Accountability for implementation of the protection of civilians mandates". The addendum clarifies the role and key responsibilities of the missions' civilian, military and police leadership and reaffirms their accountability. In addition, the 2017 Policy on Child Protection in Peace Operations sets out requirements for police and military components, including with regard to the deployment of child protection focal points.

VI. Supporting effective performance and accountability

Performance measurement and management

31. The Secretariat has taken a number of measures to strengthen performance and enhance accountability. The comprehensive performance assessment system, which is under development, has been elevated and prioritized. The system will provide significantly enhanced transparency on mission performance and mandate implementation, including comparability between missions, to mission leadership, Headquarters in New York and Member States. In addition, the development of an integrated performance policy framework, which is now under way, has also created a standardized performance evaluation and reporting system for all military and police units across all missions, including a review of the authority, command and control policy.

32. Mainstreaming data analytics to facilitate informed decision-making in implementing peacekeeping mandates and backstopping operations is key to improving evidence-driven decision-making and reporting across the substantive and support components. The introduction of a performance management framework for mission support, consisting of an evolving list of indicators and targets, which forms the results-based-budgeting framework for support activities, is an example of progress in this area. The Secretariat will continuously improve effectiveness, using performance data analytics to inform decision-making and reporting. It will embrace innovative and proven technologies for the more effective servicing of peacekeeping missions.

33. Through close performance monitoring and clear understanding of the requirements of different client requirements, the Department of Operational Support will be able to advise peacekeeping missions on the best ways to resolve various issues on the ground and to improve performance. Sustaining a data-driven approach requires a coherent, integrated and user-friendly approach to reporting, and structured data-gathering tools. The development and strengthening of capacities in peacekeeping missions to collate, synthesize and interpret structured data will be critical to ensuring clear, integrated analysis and strategic advice.

34. The Department of Management Strategy, Policy and Compliance has the central role in strengthening performance measurement and management of peacekeeping operations. Umoja will provide new tools for improving organizational performance management, as well as performance reporting, including those for

compliance with the International Aid Transparency Initiative. Following the deployment of several new functionalities as part of Umoja Extension 2, the system will enable Secretariat entities to adapt their business models by leveraging its new capabilities and offer greater potential for more informed and timely executive decision-making, including establishing granular targets with a risk-based approach to monitor both mandate and programme delivery. Leveraging Umoja and other enterprise solutions, the Business Transformation and Accountability Division will use business analytics to provide real-time support on performance for senior managers in peacekeeping operations in a cycle of continuous improvement. It will also analyse and capture the main findings and trends in performance.

Advancing technology and innovation

35. Sections responsible for information and communications technology within mission support components have been reprofiled as Field Technology Sections, which also include Innovation and Technology Units. The identification of modern technologies for peacekeeping continues to evolve in response to issues that may be addressed through the introduction of specific technological solutions.

36. Technologies in peacekeeping operations include systems to protect uniformed and civilian personnel and United Nations premises. Technologies that until very recently were considered new in the peacekeeping context are now being mainstreamed as part of a portfolio of readily available solutions that can be applied to specific challenges. As mission challenges evolve, the role of the Office of Information and Communications Technology, and its “Partnership for Technology in Peacekeeping” programme remains critically important. The programme involves Member States in the development and implementation of technological solutions to the most pressing peacekeeping challenges, including with regard to the safety and security of the civil population, United Nations staff and uniformed personnel.

37. The Operations Support Division of the Office of Information and Communications Technology uses a holistic approach that focuses not only on technology, but also on the people and processes that form an integral part of its solution-based services. The Division has deployed technologies using letters of assist with Member States, which have provided subject matter experts to identify gaps in training, simulation exercises and processes, as well as policies and standard operating procedures as references for best practice. Lessons have been learned on the need for specific training and gaps in processes have been identified. The Office of Information and Communications Technology works closely with the Department of Peace Operations to share experiences and lessons learned with peacekeeping missions.

38. The Partnership for Technology in Peacekeeping initiative, established in 2014, provides an important opportunity for Member States to collaborate with the Organization in supporting peacekeeping technology requirements. The fourth annual event was held in May 2018 in Berlin. Engagement with Member States centred upon peacekeeping intelligence (secure networks); convoy and patrol protection; improved security through situational awareness; training and capacity-building; and the United Nations Open GIS (geospatial information system) Initiative.

39. Following the successful implementation of force protection and urban monitoring technologies in the Central African Republic and Mali, under letters of assist, the Office of Information and Communications Technology and the Procurement Division are working to mainstream those technologies: the Office and the Division are currently soliciting commercial options for similar capabilities. The goal is to establish a multi-vendor contract to provide a comprehensive portfolio of technology solutions to meet requirements in security, protection and defence. A

situational awareness programme focused on an integrated approach to strengthen situational awareness and information analysis is being implemented in the field. This technology platform is being piloted in MINUSCA (October 2018 to April 2019) and a planned roll-out to all peacekeeping missions is expected to start in June 2019.

40. The United Nations Logistics Base is managing a pilot project for the field remote infrastructure management system, which measures and monitors the consumption of resources at peacekeeping missions. The system leverages the information and communications technology network to collect near real-time data on fuel, water and electricity usage and analyses consumption patterns and anomalies, providing operational and environmental engineers with the tools to understand and manage the infrastructure landscape of specific locations.

Unmanned aerial systems

41. There is an evolving, and increasing, demand for the use of unmanned aerial systems at peacekeeping operations. Intelligence, surveillance and reconnaissance systems have become essential tools for peacekeeping operations, and lessons learned are being used to optimize the planning and generation processes for the implementation of those capabilities. Guidance on the subject was incorporated into the United Nations Aviation Manual (2018) in order to support and inform peacekeeping missions about developments in this complex field. Mission requirements for airborne intelligence, reconnaissance and surveillance systems, including unmanned aerial systems, have been systematically reviewed at the missions that currently use them, including MINUSCA, MONUSCO and MINUSMA. As a result, specific unmanned aerial systems services have been replaced or upgraded on a case-by-case basis in order to achieve the most cost-effective solutions. Contracts and/or letters of assist have been updated to ensure that services are delivered in an efficient way and that operational requirements are properly fulfilled. MINUSMA, for example, is preparing to replace its unmanned aerial systems with a more functional and a cost-effective airborne intelligence, surveillance and reconnaissance system. In 2018, a new contract was entered into for MONUSCO, which provides enhanced capabilities, including long-range and endurance capability, at lower cost. The market continues to develop more effective and efficient technologies, providing more options, including manned and unmanned systems, to meet the specific needs of peacekeeping missions. During 2018, potential troop-contributing countries demonstrated interest in registering different types of unmanned aerial systems in the United Nations Peacekeeping Capabilities Readiness System. The unmanned aerial systems joint cell at Headquarters continues to coordinate all these efforts, including the development of guidance. Annex III to the present report provides details on the deployment of unmanned aerial systems at MINUSCA, MONUSCO and MINUSMA.

Enhancing rapid force generation, capabilities and performance of uniformed and civilian personnel

42. The Strategic Force Generation and Capability Planning Cell continues to help coordinate efforts across the Department of Peace Operations and the Department of Operational Support to address capability gaps in assets, training, rapid deployment and overall performance and to promote understanding and communicate capability needs to Member States. At present, a total of 275 military and police units have been earmarked, in advance, through specific contributions (known as pledges) from Member States for potential peacekeeping operations in the Peacekeeping Capability Readiness System, including a significant number of pledges made at the United Nations Peacekeeping Defense Ministerial Conference held in Vancouver, Canada, in November 2017 and at the United Nations Chiefs of Police Summits held at Headquarters in New York in June 2016 and 2018. The redesigned website of the

Peacekeeping Capability Readiness System, launched in January 2018, enables pledging of staff officers, peacekeepers and training and capacity-building contributions, in both English and French. In the 2017/18 period, seven agreements were signed for units pledged at rapid deployment levels (that is, to be deployed within 60 days of a request from the United Nations).

43. Since 2016, the two Departments have organized 45 assessment and advisory visits to more than 80 units, including visits to verify the readiness and eligibility of the seven units pledged at the rapid deployment level. This significant effort is crucial to broadening the base of contributors and ensuring appropriate capabilities to meet United Nations standards.

44. Significant enabling capability gaps remain, however, notably in terms of rotary wing aircraft, especially for peacekeeping missions in challenging operating environments, such as Mali. The Departments continue to develop engagement plans with Member States to find proactive and creative ways to provide the required capabilities, including through rotation systems for key enablers and joint deployments.

45. As a follow-up to the assessment and advisory visits, the Secretariat coordinated bilateral support for capability development and training for troop-contributing and police-contributing countries. In future, priorities will include increased engagement with Member States to identify opportunities for filling emerging capability gaps and the development of targeted capacity-building partnerships, including partnerships to address performance issues identified through integrated data analysis on the comprehensive performance of uniformed components. As one of its key workstreams, the Strategic Force Generation and Capability Planning Cell's knowledge management system integrates existing real-time data, including on each contributing country and unit, to create an institutional dashboard of integrated performance information. This assists senior management decision-making regarding selection and strategic engagement, including remediation of performance. In this regard, addressing specific training and capacity-building needs and facilitating partnerships have been identified as key components for dealing with performance issues. The Strategic Force Generation and Capability Planning Cell, along with the Integrated Training Service, will continue to operationalize the "light coordination mechanism" launched by the Secretary-General in December 2017, and supported by the Security Council in its resolution [2436 \(2018\)](#). The mechanism engages training and capacity-building providers (from both the Secretariat and Member States) to communicate training gaps, identify opportunities and facilitate training partnerships in order to improve the performance of personnel from troop-contributing and police-contributing countries.

46. Training materials developed in the 2017/18 period include the specialized materials for military and United Nations police personnel, including for: staff officers; military aviation, engineering and transport units; force headquarters; and special forces and riverine units. Concurrently, the Integrated Training Service conducted train-the-trainer sessions to disseminate the specialized training material, as well as core predeployment training materials. The majority of courses were conducted at the Regional Service Centre in Entebbe, Uganda, as a pilot programme. The Regional Service Centre conducted 19 activities for 490 personnel, ranging from courses for military gender advisers to military sector commanders, as well as the first course for United Nations Police Commanders. Despite efforts to encourage troop-contributing and police-contributing countries to provide female participants, the proportion of female attendees averaged 29 per cent, with a high of 61 per cent for child protection officers for United Nations Police and a low of 10 per cent for staff officers for francophone countries. The importance of achieving gender targets will continue to be stressed in engagements with contributing countries.

47. The Integrated Training Service is also conducting a training needs assessment to identify gaps in training for the commanders of formed police units. The findings of this assessment, including the identification of specific needs to strengthen core knowledge of peacekeeping and profession-specific skills, will be used to prioritize training in the 2019/20 period and, more immediately, for the development of the training course for the commanders of formed police units, a pilot of which was conducted in November 2018. Work is also under way to develop a training course for the commanders of infantry battalions participating in peacekeeping operations.

48. A mission stress-testing project was introduced as part of the crisis management simulation exercises to strengthen the capacity and standards of missions in casualty response. The project aims to equip peacekeeping missions with the capacity to respond to crises and ensure that mission personnel understand and implement the casualty evacuation (CASEVAC) policy in support of the implementation of recommendations made in the report entitled “Improving Security of United Nations Peacekeepers”.

49. New exercises, focusing on performance and accountability, have been included in the course for senior mission leaders, the intensive orientation course for Force Commanders/Heads of Military Components, the course for United Nations Police Commanders and the Mission Advanced Staff Training course. The latter is a new course, intended primarily for current and potential Chiefs/Directors of Mission Support and Chiefs of Staff, aimed at enhancing their ability to manage crises and operational complexities using root cause analysis and integrated assessment and planning methodologies.

50. The Standing Police Capacity and the Justice and Corrections Standing Capacity, based in Brindisi, Italy, continue to provide rapidly deployable police, justice and corrections experts to peacekeeping operations, particularly during mission start-up, surge, drawdown and transition phases. During the 2017/18 period, there were multiple deployments from the standing capacities, including to MINUJUSTH, MINUSCA, MONUSCO, UNAMID, UNMIL and UNMISS. Efforts to enhance the human rights aspect of preparedness and mission readiness of troop- and police- contributing countries have also continued, including training for the military and police personnel of those countries and in the implementation of the human rights screening policy. In the context of re-hatting, the Secretariat is reviewing its methodologies for risk mitigation and the implementation of the human rights screening policy to ensure a coherent approach.

51. To enhance efficiency and transparency in the deployment of qualified police personnel with the requisite skills, the Police Division of the Department of Peace Operations has developed separate recruitment streams for the deployment of police personnel. Terms and conditions of deployment have also been revised to allow police personnel to serve for longer durations and facilitate continuity and institutional memory within peacekeeping missions.

52. Under the triangular partnership project, progress has been made in strengthening the engineering, signals and command and control communications capacities of uniformed peacekeepers and enhancing participation of women in peacekeeping. The triangular partnership model focuses on strengthening peacekeeping capabilities by bringing together the United Nations, supporting Member States, which provide expertise and resources, and troop-contributing countries. In 2018, the United Nations, with the support of Member States, trained 144 engineers from African troop-contributing countries in six heavy engineering equipment operation courses, one of which was a train-the-trainer course for francophone troop-contributing countries. Adopting the same triangular partnership model, between July and December 2018, the United Nations Military Signals

Academy conducted training for approximately 580 signals and information and communications technology uniformed personnel in-mission and at the Regional Service Centre in Entebbe. By December 2018, 16 female graduates from the signals course were deployed to peacekeeping missions as staff officers, military observers or police officers. In November and December 2018, 16 engineers from nine Asian and Pacific troop-contributing countries took part in an engineering training course conducted in Viet Nam. More engineering training, as well as “front-line” medical training for troop-contributing countries, including training in French, will be conducted in Africa in 2019.

53. At the request of the African Union, the Secretariat implemented two two-year pilot partnership programmes to enhance cooperation in support of peace operations through a three-month staff exchange programme to promote the mutual development of knowledge about their respective personnel, including the inclusion of African Union personnel in United Nations managerial and support training programmes. Following a joint review of the pilot programmes, it was decided that they will be institutionalized and continued.

Payments to troop-contributing and police-contributing countries

54. The Uniformed Capabilities Support Division consolidates the Organization’s capacities into single point of contact for troop-contributing and police-contributing countries for all administrative, logistical and policy issues related to force generation, memorandums of understanding, contingent-owned equipment and reimbursement for services rendered by uniformed personnel. The Division will deliver faster processing of claims and settlement of obligations to troop-contributing and police-contributing countries. Health-care management and occupational health and safety have been consolidated into a single division within the Department of Operational Support for a holistic approach to field medical issues to improve the safety and security of peacekeepers.

55. In its resolution [72/285](#), the General Assembly decided on a revised rate of reimbursement of \$1,428 per person per month starting from 1 July 2018. In the same resolution, the Assembly also decided to increase the death and disability compensation rates by 10 per cent, effective 1 July 2018. Details on death and disability compensation are provided in annex IV to the present report.

56. As part of the reimbursement framework approved by the General Assembly in its resolution [67/261](#), proportional deductions to the standard per person rate of reimbursement are made in relation to absent or non-functioning major equipment based upon the quarterly contingent-owned equipment verification reports from missions. Annex V to the present report provides information on deductions up to the first quarter of 2018.

57. The General Assembly, in its resolution [67/261](#), authorized premium payments for operational risk and the deployment of enabling capacity. As of February 2019, payments of risk premiums have been approved for 57 units deployed to UNMIL and MINUSMA in the total amount of \$7.45 million; an enabling capacity premium has been awarded to one unit deployed to MINUSCA.

58. The next triennial meeting of the Working Group on Contingent-Owned Equipment will convene in New York in January 2020. An organizational pre-session meeting is scheduled in November 2019 to elect the Bureau and to endorse the agenda of the 2020 Working Group. Preparations for the 2020 Working Group include the submission of issue papers and national cost data by Member States to the Secretariat by 31 May 2019.

59. Memorandums of understanding with troop-contributing and police-contributing countries are essential to peacekeeping mandate delivery, as memorandums signed in advance of deployment ensure that all parties operate within a formal accountability framework and with the full acknowledgement of their respective obligations. As shown in annex V, 29 are units currently deployed without a signed memorandum of understanding. The Secretariat continues to increase its follow-up efforts with contributors to ensure that memorandums are signed prior to deployment or as soon after deployment as possible.

Mission factors methodology

60. The 2017 Working Group on Contingent-Owned Equipment requested the Secretariat to undertake a review of the methodology for calculating mission factors and to report on progress to the General Assembly at its seventy-third session. In 2018, the Department of Peacekeeping Operations and the Department of Field Support convened to undertake the requested review. In line with the recommendations contained in the report of the Secretary-General on the triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment (A/71/802, paras. 42–43), the review focused on: (a) validating whether the current framework adequately accounts for the impact of operating conditions on contingent-owned-equipment and self-sustainment; (b) a review of the terrain profile component of the environment factor, which was seen as overly restrictive; and (c) considering the introduction of a methodology to acknowledge the intensity of operations of individual units. Options will be presented through an issue paper to be submitted to the 2020 Working Group. Details on the review of the existing methodology and the proposed adjustments are included in annex VI to the present report.

Development of leaders: selection of and support to Heads and Deputy Heads of Missions

61. Selecting the right leaders and providing them with support in the fulfilment of their responsibilities for mandate delivery remain key priorities. The Secretariat continues, through the application of a merit-based process for civilian Heads and Deputy Heads of Mission, to strengthen the leadership and management of field operations through close monitoring of the leadership requirements in the field and the timely appointment of skilled leaders. In 2018, the Senior Leadership Appointments Section rolled out an electronic database, incorporating existing profiles and new senior leadership profiles, including those identified through a “Global Call”. The database has led to efficiency gains in terms of time spent searching for candidates, the generation of candidate lists and the monitoring of gender and geographic representation.

62. The Senior Leadership Appointments Section has continued to strengthen the selection process for civilian Heads and Deputy Heads of Mission. Screening mechanisms, involving the Ethics Office, OHCHR and the Conduct and Discipline Service, continue to be applied to every selection process in order to ensure that individuals who are considered for senior leadership positions in the field adhere to the highest standards of ethics, conduct and integrity.

63. The need for leadership and management learning continues to grow. In the 2019/20 period, the development and delivery of tailored induction training for newly appointed senior leaders will continue. These programmes will include briefings, exercises and scenario-based training in crisis management, the protection of civilians, delegation of authority, contingency preparedness and strategic communications. Senior leaders will also take part in the “leadership and management learning journey” recently developed by the Office of Human Resources, as well as

in tailored training programmes on the new delegation of authority developed by the Office of Support Operations.

64. As noted above, the Office of Human Resources has developed a leadership and management model in line with the United Nations system leadership framework, including the design of a new “leadership and management learning journey”, which will provide robust and diverse learning opportunities for leaders and managers throughout the United Nations common system worldwide. To ensure a consistent United Nations common system-wide approach to leadership and management, the learning journey will be supported by the United Nations System Staff College. Online tutor-led and self-paced programmes, plus face-to-face learning approaches will be used in formal and informal formats, allowing leaders to assess their strengths and skill gaps with regard to the new leadership and management competencies. Additional learning interventions and a new leadership hub provide online tools, tips and events for leaders across the United Nations common system.

65. In order to create more effective and interactive training programmes for senior managers, the Integrated Training Service, in cooperation with the International Peace Institute, has developed several scenario-based training exercises for senior staff of peace operations. Two scenarios, on crisis management and on sexual exploitation and abuse and strategic communications, were also included in the Senior Leadership Programme.

66. With the help of voluntary contributions, the leadership partnering initiative continues to be offered to all newly appointed civilian Heads and Deputy Heads of Mission. By January 2019, the Department of Political and Peacebuilding Affairs and the Department of Peace Operations had administered 29 mentoring partnerships (18 in peacekeeping missions) between newly appointed Heads or Deputy Heads of Mission and former or currently serving senior leaders. Other support activities have been introduced, including the provision of coaching facilities for participants in the initiative interested in: additional development tools; arranging visits/in-person meetings; and extending access to the initiative to military Heads of Missions. Pending available resources, the initiative will continue to be offered to all newly appointed Heads and Deputy Heads of Missions in the 2019/20 period.

67. Candidates selected for the Resident Coordinator Assessment Centre will continue to be sponsored on an annual basis. This exercise serves a dual function of nurturing leadership talent and building a pool of potential candidates for future Resident and/or Humanitarian Coordinator positions who may also serve as Deputy Special Representatives of the Secretary-General at integrated missions.

Common support operations in supply chain management

68. The establishment of the integrated “end-to-end” supply chain function at the Department of Operational Support, involving logistics, procurement and uniformed capabilities, all supported by a common enabling and outreach capability, provides an opportunity to align the supply chain management function into an efficient, agile, client-oriented and accountable service. New opportunities to demonstrate improvements to the efficiency and effectiveness of logistics and procurement support to peacekeeping operations resulting from the establishment of the new Office of Supply Chain Management within the Department of Operational Support will be presented in future reports.

69. The supply chain management approach was first introduced to improve the effectiveness and efficiency of support to Secretariat clients by providing the right products and services at the right time, to the right place, at the right cost. Its accomplishments can be identified across major process areas. Global strategic planning supports the overarching goal of supply chain planning: to identify and

provide transparency regarding global requirements for goods and services, along with analysis and determination of optimal sourcing options and opportunities for enhanced and consolidated delivery. Missions participate in regular integrated business planning meetings with Headquarters in New York and the United Nations Logistics Base at Brindisi to preserve the integrity of rolling demand, source and delivery plans. Future roll-outs of Umoja Extension 2 projects for demand planning and supply network planning will provide tools to optimize planning and further integration and efficiencies along the end-to-end supply chain process. A category management approach to sourcing is being implemented that further integrates the logistics and procurement functions and allows for a long-term, strategic approach to fulfilling client demand through proactive analysis and better knowledge about supply markets. For delivery and return, a new framework for global freight forwarding will create opportunities for the faster, more reliable and more cost-effective delivery of goods, and will complement Umoja Extension 2 projects for transportations management and track and trace functionalities.

70. Further professionalization of all personnel performing supply chain management functions includes an online self-paced training platform which was deployed in 2018 for all interested staff at Headquarters and field missions. The platform provides access to training on different aspects of logistics, project management, procurement, service delivery and supply chain management. Professionalism in the United Nations procurement process will also be supported through an initiative to ensure that, by January 2021, all personnel responsible for procurement within the Organization are certified to internationally recognized standards. The Human Resources Service Division in the new Department of Operations is assisting the Office of Supply Chain Management to update and align job profiles specific to supply chain and service delivery in order to ensure healthy rosters and the ability to deploy tested professionals in as short a time frame as possible.

71. The Enabling and Outreach Service in the Office of Supply Chain Management focuses primarily on three elements, each with the intention of providing better service to clients: (a) performance management, grounded by objective analytics and data, will underpin the entire end-to-end process, with an incremental roll-out of key performance indicators and an associated root-cause analysis for process improvement; (b) comprehensive supply chain operational guidance for clients is being developed to bring together process, key performance indicators and governance; and (c) the vendor outreach and registration function will be enhanced in order to identify more diverse and relevant sources of supply, in particular sources from developing countries and countries with economies in transition.

Efficiency measures

Aviation initiative

72. In carrying out changes at field missions in order to align staffing and other operational resources, the Department of Peacekeeping Operations and the Department of Field Support pursued a number of efficiency initiatives, some of which were specific to individual missions while others were aimed at establishing cross-cutting savings targets across a number of key resourcing areas. While the primary undertaking over the course of 2018 concerned the development and establishment of the new departments under the reform structure, the implementation of the Secretary-General's initiative to enhance the efficiency and cost-effectiveness of United Nations aviation continues as a priority activity. The aim of the initiative was to reduce direct annual spending on aviation, including through: (a) the examination and adjustment of utilization and composition of fleets against clear benchmarks through the implementation of alternative and more cost-effective

solutions; (b) limiting in-mission passenger flights to those essential for critical mandated tasks, reduction of non-mission carriage, reduction in flight hours and minimizing of the parallel scheduling of flights; and (c) analysing military requirements, with a view to potential replacement with more efficient and cost-effective commercial alternatives. Other savings are anticipated with regard to the rotation of uniformed personnel through increased reliance on long-term charter arrangements and the application of long-term charter rates as a ceiling for rotations carried out through letters of assist arrangements. Since early 2018, the Strategic Air Operations Centre at the United Nations Logistics Base at Brindisi has had operational control of the aircraft under long-term charter agreement that provides widebody (B-767) services for the movement of uniformed troops to and from mission areas.

73. Currently, work is ongoing in the following areas:

(a) Review of operational requirements and identification of assets to meet the demand for the movement of personnel and cargo;

(b) Allocation of additional resources under standby aircraft charter agreements to meet surges in demand for casualty and/or medical evacuations, the movement of high-level dignitaries, personnel and cargo in different regions to cover all United Nations field missions;

(c) Acquisition of more air transportation services through requests for proposal in order to better match actual demands for services with assets deployed.

74. Further information regarding air operations, including the utilization of aircraft from January to December 2018, is contained in annex VII to the present report.

New cost methodology for reimbursement under letters of assist

75. It has been estimated that the new cost methodology for the calculation of reimbursement for the rotation of contingents under letters of assist, which went into effect on 1 August 2017, produced savings of approximately 15 per cent over the cost for the same/similar rotation under the previous methodology. At the same time, the new approach allows the application of rates for widebody long-term charter aircraft as a consistent comparator for determining reimbursement rates for all troop- and police-contributing countries in a transparent manner.

76. The Board of Auditors, in paragraph 151 of its report on United Nations peacekeeping operations (A/72/5 (Vol. II)), also recommended that the Administration limit reimbursement rates for strategic air movements under letters of assist to notional long-term charter wide-body aircraft rates. A cost comparison of reimbursement for similar rotations under letters of assist under the new methodology against the previous methodology for the period from August 2017 to November 2018 showed savings of approximately \$4 million.

Transportation management

77. The Organization has explored the idea of organizing and conducting the movement of United Nations-owned equipment through commercial freight forwarding processes to determine potential cost and time savings. In examining this approach, the Administration took the initiative to use commercial services for the transport of two shipments of equipment from Italy to MINUSMA, resulting in savings of approximately \$1.1 million against estimated costs and \$1.5 million against vendor quotations. In both cases, the response time for the movement was more than 60 per cent less than the mission's time estimate. With the recent implementation of the Umoja Extension 2 transportation management module, it is anticipated that transport management, planning and resource utilization will improve.

78. In 2018, an analysis was undertaken to improve efficiencies in the delivery of combat rations packs. A market survey analysis of the use of “free carriers”, by which the Organization can arrange transportation of combat rations packs through separate freight forwarding contracts rather than “delivery at place” terms, which entail premiums charged by commodity vendors, demonstrated potential decreases of approximately \$2 million in shipping costs. Based on this analysis, all peacekeeping missions were given instructions to use these terms where contractually available. Going forward, the Office of the Supply Chain Management is in the process of establishing separate freight forwarding systems contracts to enable the administration to systematically mainstream these efficiency measures within regular business practices.

Improvement of vehicle fleet management

79. Measures taken to improve vehicle fleet management included the reduction of excess vehicle holdings, the updating of the standard cost and ratio manual for vehicle entitlement, replacement of heavy-duty vehicles by more cost-efficient light vehicles (crossovers and sedans) without compromising operational requirements and the implementation of an online vehicle fleet management and tracking system. As part of its efforts to further improve vehicle fleet management, the Secretariat issued a standard cost ratio for light passenger vehicles for peacekeeping missions, to be applied when assessing ground transportation needs. In addition, the Secretariat monitors vehicle acquisition by field missions to ensure efficiency gains by using cost-efficient vehicles from newly established systems contracts established by the Secretariat through a collaborative exercise with United Nations system-wide entities.

80. As at 30 June 2018, field missions had a compliance rate of 93.4 per cent with existing vehicle entitlement ratio, representing an actual holding of 6,396 light passenger vehicles against a projected holding of 5,977 such vehicles. In the 2018/19 period, the total entitlement for field missions has been further reduced to a total of 5,240 light passenger vehicles as a result of the introduction of new vehicle ratios and the liquidation of MINUSTAH and UNMIL. The Logistics Division will continue monitoring excess holdings of vehicles and will request missions to write vehicles off when they meet the criteria in terms of life-expectancy/write-off or recommend inter-mission transfer where feasible and cost-efficient. The actual number of light passenger vehicle holdings at field missions represents a continuous declining trend: from 8,273 in 2016, 7,048 in 2017 and 6,396 in 2018, an overall reduction of approximately 23 per cent. In the areas of replacement of 4x4 heavy-duty vehicles by light passenger crossovers and sedans, as at 30 November 2018, field missions had replaced a total of 20 vehicles by vehicles that emit less CO₂ as compared with 4x4 heavy-duty sport-utility vehicles.

Rations management

81. The provision of quality rations to over 100,000 peacekeepers, including AMISOM troops, while ensuring cost effectiveness and efficiency in management, continues to be a priority. A new rations management system, developed and supported by the Office of Information and Communications Technology, is in place, along with a framework for assessing vendor performance. Currently, the system has been implemented at MINUSCA, MINUSMA, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNISFA and UNMISS. The implementation of the system in MINURSO and UNSOS is scheduled for 2019.

82. Trend analysis of rations costs has demonstrated a decreasing pattern of cost per person per day between the periods before and after the introduction of the new rations standards and management system, including savings of more than \$94 million from discounts and performance credits since the 2013/14 period. The Organization

has continued to monitor vendor performance and has sought to receive additional discounts/performance credits where applicable.

83. The overall results of the initiative are reflected in table 1.

Table 1
Analysis of cost of rations: 2009/10–2017/18

<i>Period</i>	<i>Feeding strength</i>	<i>Rations expenditures (millions of United States dollars)</i>	<i>Cost per person/day (United States dollars)</i>	<i>Performance credits (millions of United States dollars)</i>	<i>Net cost (millions of United States dollars)</i>	<i>Net cost per person/day (United States dollars)</i>
2009/10	91 059	330	9.93	–	330	9.93
2010/11	92 969	343	10.12	–	343	10.12
2011/12	97 553	312	8.77	–	312	8.77
2012/13	107 674	352	8.95	–	352	8.95
Subtotal/average	389 255	1 337	9.41	–	1 337	9.41
2013/14	104 327	301	7.90	27	274	7.20
2014/15	114 322	329	7.89	28	301	7.21
2015/16	118 487	394	9.12	14	380	8.79
2016/17	110 473	386	9.57	14	372	9.23
2017/18	108 456	342	8.64	11	331	8.36
Subtotal/average	556 065	1 752	8.63	94	1 658	8.17

VII. Strengthening the impact of peacekeeping on sustaining peace

84. Ensuring that peace is sustainable is as important as achieving it in the first place. To that end, the United Nations is implementing a whole-of-system approach to transitions. In Haiti and Darfur, for example, peacekeeping missions work in close cooperation with other United Nations system entities, the international community and national authorities to develop coherent transition strategies that enable national authorities and international actors to sustain lasting peace.

85. Professional and accountable national rule of law and security institutions are also critical in order to prevent conflict and sustain peace. In this regard, the Office of Rule of Law and Security Institutions continues to provide strategic and technical expertise in support of efforts by peacekeeping operations to advance political processes and institutional reforms.

86. Support will continue to be provided in the five main areas: (a) policing, with the aim of further enhancing the performance of the United Nations police, in line with Security Council resolution 2436 (2018), including through advancing and implementing the Strategic Guidance Framework for International Police Peacekeeping, the strategic generation of policing capacities and capabilities and the provision of strategic and technical advice to police components and United Nations senior managers, as well as ad hoc assistance to start-up and transitioning missions, in close cooperation with Member States and relevant United Nations entities; (b) justice and corrections, with a focus on promoting nationally-led efforts to ensure accountability for serious crimes and crimes that fuel conflict (including crimes against peacekeepers), strengthening prison security for high-risk detainees, re-establishing justice and corrections services in conflict-affected areas and building the capacities of rule of law institutions; (c) disarmament, demobilization and

reintegration, including through promoting political, strategic and operational partnerships and increasing accountability of field components through standardized and coherent implementation of monitoring and evaluation mechanisms; (d) security sector reform, with a focus on supporting the development of political agreements on transitional and long-term security governance arrangements and reforms of the defence sector, including through partnerships, the facilitation of system-wide security sector reform approaches and the development of guidance; and (e) mine action, including through the role of the United Nations Mine Action Service as the United Nations specialized entity and coordinator for mine action within the United Nations system, in line with General Assembly resolution [70/80](#) and its subsequent resolutions, and Security Council resolution [2365 \(2017\)](#).

87. Police, justice and corrections components in peacekeeping operations assist host State authorities in strengthening the rule of law and the criminal justice chain, playing a key role in advancing political processes, improving security, protecting civilians, extending State authority and laying the foundation for longer-term institution-building. The global focal point arrangement for the role of the police, justice and corrections components in post-conflict and other crisis situations promotes integrated rule of law assistance by United Nations partners in peacekeeping settings. The arrangement has been particularly relevant in the context of transitions, where joint programmes, supported by the United Nations country team, deliver coherent human rights, police, justice and corrections support and facilitate a smoother transfer of tasks to national authorities. In addition, the Standing Police Capacity and the Justice and Corrections Standing Capacity assist in the start-up of new or transitioning police, justice and corrections components through rapid deployments and the provision of specialized expertise.

88. United Nations police will play an increased role in preventing conflict and sustaining peace, in addition to carrying out core peacekeeping tasks, by continuing to assist host States, where mandated, or Member States, where requested, to realize effective, representative and accountable police services, in line with international human rights and humanitarian standards. In line with Security Council resolutions [2184 \(2014\)](#), [2382 \(2017\)](#) and [2447 \(2018\)](#), United Nations police will continue to support host States by: assisting in the reform, restructuring and capacity-building of their police and other law enforcement institutions; providing gender-responsive operational support, including to protect civilians; and, in rare circumstances, assuming interim policing functions. To that end, the Police Division, in line with the Secretary-General's vision for United Nations policing ([S/2018/1183](#)) and in close cooperation with Member States and relevant United Nations entities, will continue to implement priority tasks, including optimizing the utilization of the Standing Police Capacity; operationalizing the senior police leadership roster; refining the approach of specialized police teams in efforts to support the effective implementation of mandated tasks; strengthening vetting procedures and shortening recruitment processes through refining the police human resources management system; and advancing the Secretary-General's gender parity strategy for uniformed components.

89. Justice and corrections components in peacekeeping operations, working with national counterparts, help create the conditions for sustainable peace by strengthening the rule of law, protecting civilians, contributing to the extension of State authority and the fight against impunity and addressing violent extremism. Such efforts have included the support provided for the establishment of the Special Criminal Court in the Central African Republic, with jurisdiction over atrocity crimes, including the demilitarization of the prison system. Programmatic activities also helped by incubating key longer-term processes, in conjunction with United Nations partners, in the establishment of the Special Criminal Court. Such activities

contributed to the operationalization of the Court, the development of its prosecutorial strategy and the strengthening of its forensic analysis capacity, which have proven to be catalytic in attracting donor funding and in-kind contributions to sustain its operations. Efforts also included advancing military justice through the establishment of prosecution support cells in the Democratic Republic of the Congo, strengthening prison management and supporting the work of a specialized unit to investigate and prosecute crimes related to terrorism and transnational organized crime in Mali. In Mali, programmatic activities have enabled progress in the operationalization of the Specialized Judicial Unit on Terrorism and Transnational Organized Crime, including its specialized investigation brigade.

90. The disarmament, demobilization and reintegration components work to address the threats posed by armed groups by contributing to political solutions and promoting violence reduction and stabilization measures. Experts in the field support mediation processes, for example in the Central African Republic and Mali, and implement community violence reduction programmes in Darfur, Haiti, the Central African Republic, the Democratic Republic of the Congo and Mali. The rise of violent extremist groups as a security threat has meant that responses focus on preventing recruitment, promoting defections and supporting the disengagement, rehabilitation and reintegration of ex-combatants.

91. The security sector reform components in peacekeeping missions aim to prevent relapse into conflict and to contribute to the building of professional, accountable and sustainable security institutions. In Mali, MINUSMA has been assisting the signatory parties in implementing the defence and security provisions of the 2015 Agreement on Peace and Reconciliation, resulting in the adoption of the national security sector reform strategy and the development of the concept for the reconstitution of the Malian armed forces. In the Central African Republic, MINUSCA provides strategic advice and technical support for the implementation of the national security sector reform strategy and the drafting of sectoral action plans, including the national defence plan and the joint deployment plan for the armed and security forces, and strengthens national accountability mechanisms for the armed forces. MONUSCO assists the Congolese national authorities with designing security sector governance arrangements, including the elaboration of the decree on the establishment, organization and functioning of the provincial, territorial and local security committees. Since the signing of the Revitalized Agreement on the Resolution of Conflict in the Republic of South Sudan, UNMISS – in conjunction with the African Union and the Intergovernmental Authority for Development – has deployed efforts to advance the work of transitional bodies tasked to devise a long-term security sector reform strategy.

92. Explosive hazard contamination, including landmines, explosive remnants of war and improvised explosive devices, hampers mandate delivery, undermines the safety of peacekeepers and communities and stymies attempts to build sustainable peace. The General Assembly, in its cross-cutting resolution [70/286](#), requested that the Secretary-General report on the possible application of new, innovative techniques, including the use of animals, for demining activities in peacekeeping operations. In line with the developments in demining activities outlined in the previous overview report of the Secretary-General ([A/72/770](#)), the United Nations Mine Action Service (UNMAS) continues to provide specialized expertise and advice to help peace operations mitigate the threat posed by explosive devices. The Service currently protects United Nations personnel and assets at 10 peacekeeping operations, enabling mandate implementation, reducing the impact of contamination and providing opportunities for sustainable development. The work undertaken by UNMAS in support of peace operations falls into three broad categories: (a) risk mitigation and clearance of landmines and explosive remnants of war; (b) weapons

and ammunition management; and (c) mitigation of the threat posed by improvised explosive devices.

93. Mine action serves both as a core mandated function of peace operations and an enabler for the implementation of wider mission mandates. For example, in Abyei and South Sudan, route clearance and verification facilitate the delivery of humanitarian assistance as well as mission movement. In Abyei, clearance has allowed the Mission to establish additional bases and team sites, in accordance with mandate objectives. In Western Sahara, clearance allows the movement of MINURSO military observers. In Darfur, risk education teams have worked with communities in village squares, places of worship, schools and camps for internally displaced persons.

94. Secure weapons and ammunition management reduces the risk of looting, theft or diversion by spoilers. UNMAS works alongside national authorities in the Central African Republic, the Democratic Republic of the Congo and Mali to strengthen national capacity and to ensure that weapons and ammunition are stored safely and securely. In several contexts, including the Central African Republic, Cyprus and Darfur, weapons and ammunition management and mine action efforts have contributed to sustaining peace, providing peace dividends and contributing to confidence-building in the aftermath of conflict. UNMAS support in the mitigation of the threat posed by improvised explosive devices has also improved the protection of civilians, aid workers and peace operations personnel in Mali and Somalia.

95. In May 2018, with the assistance of Member States, international organizations, civil society organizations and the Office of Military Affairs, UNMAS finalized the United Nations improvised explosive device disposal standards, which lay the foundation for a comprehensive, whole-of-system approach to the mitigation of improvised explosive devices. In Mali, UNMAS trained nine infantry battalions and two explosive ordnance disposal companies on both improvised explosive device threat awareness, mitigation and disposal. The roll-out of this training, which included predeployment training as well as specialized and tailored courses and mentoring in theatre, was awarded the 2017 Secretary-General's Award for innovation and creativity. Explosive detection dogs continue to be used in MINUSMA, UNMISS and UNSOS to conduct the search of vehicles and personnel that may be carrying explosives, ammunitions or weapons.

96. Further information on the planned mine action activities for the 2019/20 period is contained in annex VIII to the present report.

VIII. Improving the safety and security of peacekeepers

Action plan

97. In 2017, in response to the alarming rate of casualties among peacekeepers, the Secretary-General commissioned an independent review of peacekeeper fatalities resulting from hostile acts. The review was carried out by Lieutenant General Alberto Dos Santos Cruz. The implementation of the recommendations made in the resulting report, entitled "Improving Security of United Nations Peacekeepers", has been a priority that will continue through the 2019/20 period. An action plan, developed by Headquarters and the five-high risk Missions⁹ identified in the report, has since been broadened to include all peacekeeping operations.

98. The action plan, which is an evolving document, identifies measures and implementation efforts to be taken at Headquarters and in the field, including:

⁹ The five peacekeeping missions with the highest fatality rates since 2013 are MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS.

(a) Changing mindsets: missions have undertaken operations in accordance with their respective mandates to deter attacks where civilians and peacekeepers face elevated risk and have boosted mission leadership efforts to support commanders and personnel in implementing the action plan;

(b) Improving capacity: the Secretariat has increased efforts, including through direct assessment visits, to ensure that units pledged for future deployments meet training, conduct and operational readiness standards; strengthened mechanisms and engaged with Member States to address contingent-owned equipment shortfalls; and developed and delivered critical security-related training to Member States, notably on mitigation the threat posed by improvised explosive devices. Host State capacity is also being strengthened, including through advising and mentoring;

(c) Adopting a threat-oriented and risk management-focused footprint: missions are re-examining their deployment footprint, considering priority locations, undertaking threat assessments and taking into account mission support, medical considerations and operational capacities; where appropriate, they are increasing deployments in certain areas or closing or consolidating bases in others.

99. From the justice perspective, there is a sound legal and policy basis for investigating and prosecuting alleged perpetrators of criminal acts against peacekeepers, and the abovementioned report has also served to highlight this issue. In May 2018, in a Presidential statement adopted by the Security Council, the Council specifically called “on host countries to intensify efforts – and for others to support these efforts if requested – to investigate these acts of violence and arrest and bring to justice all those who attack, kill and seriously injure United Nations personnel” ([S/PRST/2018/10](#)).

100. The Secretariat has undertaken several initiatives in this regard throughout 2018. Consultations have taken place with Member States, including representatives of host countries, key troop- and police-contributing countries and potential donors, in order to generate political, operational and technical support to bring perpetrators of such acts to justice. Detailed guidance was sent to all field in June 2018, and in July letters were sent to encourage host countries as well as troop- and police-contributing countries that have not done so to become parties to the Convention on the Safety of United Nations and Associated Personnel and its Optional Protocol. In addition, detailed standard operating procedures on the prevention, investigation and prosecution of crimes against peacekeepers will be finalized around March 2019.

101. In the 2019/20 period, the Secretariat will continue to work with troop- and police-contributing countries and missions to improve the safety and security of uniformed personnel at all peacekeeping operations, including coordinated support for efforts to address shortfalls in contingent-owned equipment and the replacement of non-serviceable items through regular inspections by mission support and uniformed components. Uniformed personnel will receive sensitization training on peacekeeping intelligence, as well as standardized training on how to mitigate the threat posed by improvised explosive devices, where relevant.

102. Improvised explosive devices continue to endanger peacekeepers and hamper mandate delivery in many contexts. In Mali, since July 2013, UNMAS has recorded 626 incidents involving the use of improvised explosive devices, which have left 410 people dead and 1,067 people injured. Of these incidents, 38 per cent were directly targeted at peacekeepers. Three years ago, to help address the threat of improvised explosive devices, UNMAS designed a holistic threat mitigation framework: since that time the ratio of peacekeeping casualties per incident has been reduced by half. The ability of peacekeepers to detect improvised explosive devices has also improved, and the number of devices targeting MINUSMA discovered prior to detonation increased from 11 per cent in 2014 to nearly 30 per cent in 2017. In

conjunction with Member State efforts, UNMAS provides predeployment training about improvised explosive devices to peacekeepers and is working with the Office of Military Affairs to develop clear standards for all areas of threat mitigation.

103. While the importance of peacekeeping training to reduce fatalities is highlighted in the aforementioned report on improving the security of peacekeepers, the resources allocated for peacekeeping training activities undertaken by the Integrated Training Service has declined from \$1.4 million in the 2014/15 period to \$1.05 million in the 2018/19 period. This has led to constraints for core activities, such as staff officer training.

104. The activities of the Integrated Training Service address four areas: (a) development and dissemination of training standards; (b) building the capacity of field missions and troop- and police-contributing countries in training delivery; (c) development and delivery of leadership training for civilian and uniformed personnel at all levels; and (d) training verification to confirm that training accords with standards, and that only trained personnel are deployed. While the Service supports all peacekeeping operations, priority is given to the five high-risk missions (MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS).

Improving medical standards and capabilities in the field

105. Improving the health, well-being and safety and security of all personnel deployed in the field is the responsibility of all senior leadership across peacekeeping and a high priority for the Secretary-General. Performance and capability gaps in the duty of care highlighted in the report on improving the security of United Nations peacekeepers led to a renewed effort at Headquarters to address the issues from two perspectives: (a) continuous review and update of medical standards and operational guidance to ensure that field personnel are provided with medical support at recognized international standards of care, within a performance framework that can be measured along the entire health-care chain; and (b) mobilizing medical infrastructure and personnel, equipment and consumables, including blood and blood products, to ensure that the broadest range of medical support is available to peacekeeping operations using the latest technology and innovation from the market, including enhanced effectiveness and cost-efficiency.

106. The United Nations promulgated a policy on casualty evacuation in 2018. The policy focusses on the following 10-1-2 principle: (a) access to skilled first aid within 10 minutes; (b) advance life support as soon as possible but no later than one hour; and (c) access to limb- and life-saving surgery within two hours. The policy also sets out minimum requirements to ensure the timely evacuation of United Nations personnel and any other casualties, integrating and coordinating the actions of all stakeholders and resources for its effective and efficient implementation in field missions. The policy was promulgated through standard operating procedures to help guide missions in the development of their casualty evacuation procedures and overall implementation of the policy. The primary focus has been on the five high-risk missions identified in the report on improving the safety of peacekeepers, while recognizing that all field operations need to improve procedures for casualty evacuation and to enhance duty of care. The policy will be tested in the five missions to help identify challenges and opportunities for improvement.

107. First aid training has been enhanced over the reporting period, including through a “buddy first aid course”, train-the-trainer manuals and the development of a United Nations field medic assistant course. A manual on health-care quality and patient safety has been developed, and the triangular partnership project will be expanded in 2019 to include medical training.

108. Health-care management and occupational health and safety are now consolidated in a single division allowing a more holistic approach to medical issues, improvement in performance and standards in the field and the safety and security of peacekeepers. Public health, including infectious disease response, now incorporates an HIV programme at peacekeeping missions, along with occupational health, occupational safety and medical emergency response programmes, promoting an integrated response to health and safety issues. A specialized health-care workforce team will focus on standards of individual practitioners, including licensing, credentialing and continuing professional development. The health-care quality and safety team will lead the implementation of standards for health-care facilities and the introduction of clinical incident reporting in order to provide a structured method to assess and continually improve the performance of facilities in the field. Staff counsellors will continue to provide individual client services, as well as the development and promulgation of training programmes to support optimal mental health in the field. Medical support will be further enhanced by the integration of logistics and procurement within the Office of Supply Chain Management, strengthening the end-to-end supply chain management concept and category management for all commodities of goods and services included under medical care.

IX. Improving peacekeeping partnerships

Strategic context of partnerships

109. The establishment of close and practical partnerships between peace and security actors is essential to effectively respond to the complex crises faced today. Working through partnerships can enhance political leverage, enhance burden-sharing and tap into a broad set of skills and expertise. Regional organizations and mechanisms have deployed military or civilian missions before, during or after United Nations peacekeeping operations, requiring considerable coordination and coherence at the strategic and operational levels across all phases of their field presence. Similarly, effective cooperation between peacekeeping missions and humanitarian and development actors within and outside the United Nations system is crucial to ensuring that the overall impact of international efforts is maximized.

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

110. Strategic and operational partnerships with regional and subregional organizations and mechanisms are essential to the Action for Peacekeeping agenda. The United Nations has particularly strong partnerships with the African Union and the European Union, both bilaterally and increasingly in a trilateral context, as the agendas of the three organizations increasingly converge in key areas, including peace and security, and share a deep commitment to effective, rules-based multilateralism.

111. In July 2018, the Secretary-General and the Chairperson of the African Union Commission convened the second United Nations-African Union Annual Conference to continue efforts to strengthen the strategic partnership between the two organizations: both organizations reaffirmed their collective resolve to enhance mutual collaboration, cooperation and coordination in the search for sustainable solutions to ongoing and future challenges, based on the principles of complementarity, comparative advantage, burden-sharing and collective responsibility. In the spirit of partnership, the Under-Secretary-General for Peacekeeping Operations and the African Union Commissioner for Peace and Security held joint missions to the Central African Republic, the Sudan and South Sudan in 2018, and briefed both the Security Council and the African Union Peace and Security Council. These joint efforts are being

replicated whenever possible with the aim of facilitating a common understanding of conflict and advancing a proactive approach to prevention and management.

112. The Secretariat has continued to work closely with the African Union, in line with Security Council resolutions 2320 (2016) and 2378 (2017) in which the Council expressed its intention to consider practical steps that can be taken to establish the mechanism through which peace support operations led by the African Union could be partly financed through United Nations assessed contributions. The report of the Secretary-General submitted to the Security Council in July 2018 (S/2018/678) provided an update on cooperation between the United Nations and the African Union and joint work on the development of reporting frameworks, the operationalization of the African Union Peace Fund, compliance frameworks and options for the authorization and support of African Union peace support operations. The report noted the agreement of the African Union Commission to apply United Nations financial rules, procedures and reporting when an intervention would be fully or partially funded by United Nations assessed contributions. It also highlighted the importance of coordinating fiduciary reporting with the General Assembly. In this regard, the Secretariat will continue to engage with the African Union Commission to refine options for further cooperation on relevant African Union proposals, including joint planning and the process for mandating African Union peace support operations, as well as the finalization of its human rights and conduct and discipline compliance frameworks for such operations. UNOAU remains a key interlocutor in developing this partnership. On the substantive side, the United Nations and the African Union continue to work together, with the support of the World Bank, to facilitate the development of an Africa-wide policy on threat mitigation of improvised explosive devices and the implementation of the African Union Disarmament, Demobilization and Reintegration Capacity Programme.

113. Somalia, where the United Nations and the African Union work together to address the myriad of humanitarian, economic, security and political challenges, is an example of the strength of the partnership between the two organizations. The establishment of joint coordination, planning and reporting mechanisms has also enabled enhanced accountability and oversight in the delivery of support to AMISOM. In addition, UNSOS is supporting the establishment of a set of comprehensive and effective measures and mechanisms to prevent and address human rights and international humanitarian law violations. A comprehensive independent review of UNSOS was conducted in August 2018. In the resulting report, the important role of UNSOS as a strategic enabler for its core clients, AMISOM and UNSOM, was reiterated and challenges that would need to be jointly addressed in order to meet the evolving situation and emerging needs in Somalia were identified. In this context, the report made concrete recommendations on how UNSOS, UNSOM and AMISOM can strengthen their collective efforts aimed at enabling further progress in addressing the situation in the country.

114. Strategic and operational partnerships with the European Union, as an actor with a global remit, continue to grow. The 2016 European Union Global Strategy on Foreign and Security Policy envisages enhanced support for United Nations peacekeeping and peacebuilding efforts, especially in the areas of rapid response, logistics, the rule of law, security institutions and support related matters, including through a framework agreement on mutual support that was under negotiation between the Department of Operational Support and the European Union at the time of the finalization of the present report.

115. The European Union has deployed civilian, police and military missions in parallel to United Nations peacekeeping operations with strong coordination during the planning and operational phases. Examples in 2018 included the deployment of the European Union stabilization action in the central region of Mali and an expansion

of its training mission mandate in the Central African Republic to support interoperability between the national security forces.

116. The close cooperation between the two organizations on a wide range of thematic and geographic issues is coordinated through biannual meetings of the United Nations/European Union Steering Committee on Crisis Management and backstopped through a United Nations liaison office for peace and security in Brussels. In September 2018, the United Nations and the European Union agreed on a new set of forward-looking priorities for cooperation on peace operations and crisis management for the period from 2019 to 2021. The priorities, endorsed by Ministers from States members of the European Union through Conclusions of the Council of the Union, support the delivery of the Action for Peacekeeping initiative and form part of the broader partnership to promote multilateralism as the most effective way to address pressing global challenges. In line with the multilateral agenda, a trilateral partnership with the African Union is now also being prioritized.

117. The Secretariat continues to cooperate closely with other regional organizations, including the League of Arab States, the Organization for Security and Cooperation in Europe, the North Atlantic Treaty Organization (NATO), the Collective Security Treaty Organization and the Association of Southeast Asian Nations, on a number of issues, including liaison capacity, information-sharing and training.

118. The Support Partnerships Service of Department of Operational Support provides a dedicated entry point for situations in which the Organization receives or provides support to bilateral and trilateral partners, including other United Nations actors and Governments, as well as regional organizations such as the African Union and its operations, for example, AMISOM and the Joint Force of the Group of Five for the Sahel.

International financial institutions

119. In March 2018, the United Nations and the World Bank launched a joint initiative, Pathways for Peace, underlining the importance of coordinating diplomatic and security efforts with development. Building on the increasing engagement of the World Bank in conflict affected situations, the partnership at the policy and operational levels is being strengthened both in the field and at Headquarters.

120. In central Mali, in partnership with the World Bank, UNMAS delivered training and technical assistance to Malian experts in explosive ordnance disposal in order to enable the rehabilitation of the harbour in Konna and to restore productive activities of communities impacted by the crisis. The World Bank, in partnership with host countries and peacekeeping operations, continues to play a crucial role in the financial support and management of national disarmament, demobilization and reintegration programmes, with a focus on reintegration in the Central African Republic, the Democratic Republic of the Congo and Mali. At Headquarters, the World Bank is a critical and active member of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, which is currently revising the integrated disarmament, demobilization and reintegration standards launched in 2006. In addition, the World Bank and the Department of Peacekeeping Operations (as of January 2019 the Department of Peace Operations) continue to provide support for the implementation of the African Union Disarmament, Demobilization and Reintegration Capacity Programme, this is as a tripartite partnership on capacity-building and also increasingly on guidance development.

2019 Peacekeeping Ministerial

121. At the Leaders' Summit on Peacekeeping, held in New York in September 2015, 51 Member States and regional organizations made pledges to contribute of over

40,000 additional troops and police personnel. The summit was followed by a number of high-level events, most recently the United Nations Peacekeeping Defence Ministerial Conference in Vancouver in November 2017 and the second United Nations Chiefs of Police Summit in New York in June 2018. These high-level meetings have generated significant pledges by several Member States, including rapidly deployable capabilities. As agreed by the co-chairs of the Leaders' Summit on Peacekeeping, the next Ministerial Conference will be held on 29 March 2019 at United Nations Headquarters in New York in parallel with the 2019 Chiefs of Defense meeting. The three main goals of the 2019 Ministerial Conference are to: continue to generate capabilities, including women peacekeepers; advance efforts to meet performance standards; and renew Member States support for the Secretary-General's reform efforts, including implementation of Action for Peacekeeping commitments. A strong preparatory process of up to three preparatory meetings was also agreed by the co-chairs, with meetings being hosted in Ethiopia, the Netherlands and Uruguay.

X. Strengthening conduct of peacekeeping operations and personnel

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

122. United Nations personnel deployed in field missions represent the Organization and commit to conducting themselves in a professional manner at all times, upholding the highest standards of conduct and respecting the local population. The zero-tolerance policy for all forms of misconduct, including sexual exploitation and abuse, remains central to activities within the conduct and discipline function. The latter commitment is specifically, addressed in the Secretary-General's strategy to improve the Organization's system-wide approach (see [A/71/818](#) and [A/71/818/Corr.1](#) and [A/72/751](#) and [A/72/751/Corr.1](#)), which focuses on putting victims first, ending impunity, engaging civil society and external partners and improving strategic communications for awareness and transparency. A full update on efforts to prevent and address sexual exploitation and abuse, including data, will be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and abuse.

123. In terms of prevention, ensuring that only individuals with the highest integrity join our peacekeeping operations remains essential and the tools developed to support these activities continue to allow the United Nations to screen thousands of uniformed and civilian personnel. In 2018 the Organization supported system-wide efforts to develop a tool for sharing information to facilitate the screening of personnel from all parts of the system against whom allegations of sexual exploitation and abuse have been substantiated.

124. Emphasis continues to be placed on ensuring that troop- and police-contributing countries submit certifications of the delivery of comprehensive predeployment training to their personnel, covering both operational preparation and conduct and discipline. A mandatory e-learning programme on combating sexual exploitation and abuse, launched in May 2017, which was made available in French in late 2018, is in the process of being translated to other languages, and has also been made available on an external platform, for use by personnel without access to the United Nations Secretariat internal information systems. The implementation of Security Council resolution [2272 \(2016\)](#) continues to be a priority.

125. Since risk management is a key element in ongoing preventive measures, a comprehensive, practical risk management toolkit was launched in 2018. The toolkit was designed primarily to manage risks associated with sexual exploitation and abuse,

although it is envisaged that it will be adaptable for use in cases of misconduct more generally.

126. Peacekeeping operations continue to engage in efforts to raise the awareness of the local population as well as to strengthen reporting mechanisms, including community-based networks, to receive complaints of sexual exploitation or other misconduct, allowing for such complaints to be addressed, as required. To strengthen efficiency in the handling of complaints and case management, quality assurance exercises are conducted annually to allow for regular inventory of the status of open cases, making sure that actions are taken in a timely manner. Ensuring accountability is also achieved with the support of electronic quarterly and annual reporting tools used by peacekeeping operations. Information on allegations and their processing is provided through the conduct and discipline website, presented in a transparent and user-friendly manner. To build capacity, conduct and discipline practitioners were again able to benefit from the continuous learning programme for conduct and discipline personnel in field operations, the delivery of which, in 2019, has been extended to representatives from both the European Union and the African Union.

127. The Organization has continued to work in partnership with the African Union on the implementation of the compliance framework that the African Union has developed to meet the requirements of Security Council resolutions [2320 \(2016\)](#) and [2378 \(2017\)](#). This partnership has included input to the African Union conduct and discipline policy framework, with key priority areas identified for ongoing priority work, including the screening of personnel, risk management and case management.

128. As described above, the Conduct and Discipline Service in the Department of Management Strategy, Policy and Compliance will ensure that these standards are effectively harmonized and applicable to all categories of United Nations personnel, including personnel deployed by Member States. In respect of the latter, the Service will, together with partners, lead the development and monitor the implementation of conduct and discipline policies, procedures and guidelines, taking into account applicable accountability mechanisms, and identify best practices to facilitate compliance with the United Nations standards of conduct by personnel deployed by Member States. The Conduct and Discipline Service will build on the experience gained in supporting peacekeeping operations to provide global oversight of the function in the whole Secretariat, including its various locations of operations.

Human rights due diligence policy

129. Implementation of the United Nations human rights due diligence policy has made significant progress since its adoption in 2011. Five missions, MINUSCA, MONUSCO, MINUJUSTH, UNAMID and UNMISS, have adopted standard operating procedures for policy implementation, and OHCHR continues to provide technical expertise to strengthen risk assessments in peacekeeping operations. At MONUSCO, the support from the human rights component and the United Nations police to the national police during demonstrations has served as a risk mitigating framework for violations of international human rights law. The implementation of the policy has also contributed to the protection of civilians, for example at MINUSCA, where the human rights component carries out risk assessments of the armed forces to facilitate the conduct of joint operations. Under the Action for Peacekeeping initiative, discussions on the human rights readiness for troops and police to be deployed in peacekeeping operations will continue, with the aim of enhancing the performance of uniformed components.

Environmental management

130. Effective environmental management is central to responsible engagement with host countries and communities in operational settings. The Department of Operational Support has set out a vision for the deployment of responsible missions that achieve maximum efficiency in their use of natural resources and operate at minimum risk to people, societies and ecosystems, thus contributing to a positive impact in those respects, wherever possible. The pursuit of responsible deployment continues to be a major Organizational priority, in line with General Assembly resolution 70/286. The Secretariat is now two years into its six-year environment strategy, which spans five pillars: energy; water and wastewater; solid waste; wider impact; and an environmental management system. Progress has been made in each pillar in moving forward on agreed strategic approaches and in supporting implementation by missions. Valuable on-the-ground technical assistance has been provided to all peacekeeping missions from the Environmental Technical Support Unit located at the United Nations Logistics Base at Brindisi and temporarily supplemented with capacity from the Rapid Environment and Climate Technical Assistance facility in partnership with the United Nations Environment Programme.

131. At the global level, an environmental performance and risk management framework that increases visibility and accountability for reducing each mission's environmental footprint has been established as a cross-cutting and strategic priority.

132. Significant progress in implementing the strategy has been made since the it was launched through the promulgation of the standardized template for mission-wide environmental action plans to improve data collection and analysis and, in turn, to feed into the planning and budgeting processes. All missions have an action plan in place for the current period, which will be revised annually to reflect the evolving priorities, including those identified through the environmental management scorecard. Peacekeeping missions report an overall score, derived from the data collected by each mission in its action plan, on their scorecards. The scores provide a starting point for the evaluation of environmental performance at each mission.

133. In recognition of the paramount importance of ensuring that missions do not cause harm to local communities and ecosystems or to United Nations personnel, a site-level (a site being wherever a mission has a physical presence, such as a camp or other installation) risk assessment methodology is used to identify the level of risk in wastewater management and final waste disposal as either minimum, moderate or significant. The methodology, which is aligned with the United Nations enterprise risk management system, involves determining and providing answers to a set of questions for each mission site. Where a significant level of risk involving either wastewater management or final waste disposal is identified at even one site in the mission's area of operations, that mission's score is nullified, regardless of its overall score across the five pillars, and a risk mitigation plan is immediately initiated. Significant risk has been identified with regard to wastewater management at some sites for three missions, UNMISS, UNISFA and MONUSCO. Each mission has put in place a risk mitigation plan and has promptly taken action to address the situation.

134. It will take time to complete ongoing efforts to strengthen direct measurement and the use of global centralized databases, as well as to improve processes for data quality and verification. It is expected that a robust baseline will be reached by June 2020. Nevertheless, the data collected by all missions in their environmental action plans and the resultant scorecards reflect considerable advancement in completing a detailed assessment underpinned by data rather than anecdotal evidence, as well as clear progress in the establishment of environmental management as a core function in missions. While the presence of a significant level of risk anywhere is unacceptable, its identification through the environmental performance and risk

framework and the urgent follow-on actions this triggers at the highest levels of oversight is an important step forward in systematically monitoring and mitigating risk.

135. With the commitment of Member States to sound environmental management and support for environmentally-responsible solutions to operations and mandate delivery highlighted in the Declaration of Shared Commitments on United Nations Peacekeeping Operations, future efforts will also focus on: encouraging the enhanced deployment of units trained in environmental awareness and, where applicable, relevant technical knowledge to fulfil contingents' roles and responsibilities with regard to good environmental stewardship; deployment of contingent-owned equipment focused on minimizing environmental impact; and the provision of technical expertise by Member States. Building on resolution [71/296](#), in which the General Assembly endorsed the recommendations of the Working Group to modernize the contingent-owned equipment requirements of military and police units, including accountability and incentives to reduce their environmental footprint, further recommendations will be developed in the context of the 2020 Working Group.

XI. Management reform

Reform agenda

136. In September 2017, the Secretary-General submitted to the General Assembly his vision for a new management paradigm in the United Nations¹⁰ based on three main principles: simplification of the policy framework; decentralization of decision-making authority closer to the point of delivery; and enhancement of accountability and transparency.

137. With the endorsement of the General Assembly, the Secretary-General reorganized the former Department of Management and Department of Field Support into the Department of Management Strategy, Policy and Compliance and the Department of Operational Support.¹¹ The Department of Management Strategy, Policy and Compliance provides policy leadership in all management areas through a clear, integrated global management strategy and a streamlined policy framework that drives and supports a results-oriented and risk-aware culture of continuous learning and accountability and promotes innovation in business models, with a strong focus on the field. The Department of Operational Support provides end-to-end operational support to peacekeeping missions for mandates and programme delivery.

138. In order to improve management support of peace operations, there is now a close link between policies and operations through a continuous improvement of the regulatory framework that balances the need for consistency and equity with the operational imperative on the part of field operations for responsiveness, agility and the ability to adapt to any emergency and to change. Lessons learned from the Management Evaluation Unit, the Headquarters Committee on Contracts and the Business Transformation and Accountability Division, particularly as they relate to peace operations, are fed back into the relevant decision-making, accountability and policy formulation mechanisms. The establishment of the new Management Client Board, in which the various types of peace operations are represented, would ensure that policies under development and services being delivered by the Departments meet the requirements and considerations specific to United Nations peace operations.

¹⁰ [A/72/492](#).

¹¹ Resolution [72/266 B](#).

Delegation of authority under a simplified policy framework

139. Key elements of the shift to a new management paradigm include the decentralization of decision-making authority and the simplification of policies and process. Supported by the new structures at Headquarters, heads of mission have received authority for implementing the Financial Regulations and Rules and the Staff Regulations and Rules of the United Nations directly from the Secretary-General.

140. The Secretary-General has expanded the delegated authorities to ensure that field missions can respond quickly and efficiently to emerging demands. For missions without sufficient capacity, whether on an ongoing basis or during mission start-up or liquidation, the implementation of delegated authority can be exercised on behalf of a head of mission by the Department of Operational Support. The expansion and direct delegation of authority resolves the longstanding misalignment of the responsibility for mandate implementation, which now rests with the head of mission, and the authority for resource management, which previously, in many cases, resided with Headquarters and with the director or chief of mission support.

141. To properly realize the benefits of the new delegation of authority and to ensure that policies meet system-wide operational needs and realities, the former Department of Management initiated the first ever comprehensive review of the Organization's policy framework, engaging in partnerships with the United Nations funds and programmes. The review resulted in the submission by the Secretary-General of proposed amendments to the Staff Regulations and Rules to the General Assembly at its seventy-third session. By its decision 73/547, the Assembly decided to defer the consideration of the amendments to the seventy-fourth session.

142. The amendments to the Financial Regulations and Rules and to the supplement to the Financial Regulations and Rules required to implement the new delegation of authority framework were issued pursuant to financial regulation 5.8 (a), with effect from 1 January 2019. The revised framework will provide simplified and streamlined policies and will ensure that policies are flexible, field-oriented, client-sensitive and aligned with the decentralized delegation of authority. Newly developed or revised policies will support a results-based and high-performing workforce and reflect the special requirements of service in the field.

143. The Department of Management Strategy, Policy and Compliance will continue to play a key role in the revision of existing policies and the development of new ones to respond to the evolving mandates of the field entities and respond to the needs of the staff serving in field locations.

XII. Transition contexts

144. The Operational Planning Service and the Client Support and Special Situations Section in the Department of Operational Support provides dedicated capacity to meet planning and mission support requirements during start-up, expansion, downsizing and transition contexts.

145. Considering that the last mission closure before 2017 was with UNMIT (in 2012), the experience of the three closures during the 2017/18 period has yielded significant lessons learned in terms of liquidation and transition, including: (a) the importance of commencing the planning of liquidation preparations as early as possible; (b) the importance of an overall transition process that takes into account significant logistical and administrative challenges; and (c) the need to improve guidance and support on the environmental aspects of mission closure. A guide to mission closure has been prepared and the Field Mission Liquidation Manual has been revised to ensure early engagement with the United Nations country team on the

impact of withdrawal on the operations of the team as well as the opportunities presented by the departure of the mission (for example, the transfer of mandated tasks, the transfer of assets and the transfer of skilled staff).

146. Between June 2017 and December 2018, the Security Council mandated the closure of three long-standing peacekeeping missions: UNOCI, which ended its mandate in June 2017; MINUSTAH, in October 2017, which transitioned into MINUJUSTH, a peacekeeping mission with a smaller mandate and footprint; and UNMIL, in June 2018.

147. As part of the preparations for the drawdown and anticipated closure of UNAMID and MINUJUSTH, in accordance with the timelines defined by the Security Council, efforts are under way with the host Governments, the United Nations country team and other partners, including the African Union, to jointly identify priority areas, activities, capacities and resources to support the host countries in forging an inclusive and sustainable peace. As part of these efforts to facilitate transition, joint rule-of-law programming has been undertaken for missions and United Nations country teams through the global focal point arrangement.

148. The Security Council has requested the Secretary-General to undertake legacy studies on the role of UNOCI ([S/PRST/2017/8](#)) and UNMIL ([S/PRST/2018/8](#)). Both studies review the transformation of the engagement of the Organization through the implementation of the transition plans, the liquidation of the mission and efforts made to sustain United Nations engagement. The report on the role of the UNOCI ([S/2018/958](#)) has been completed, and the study on UNMIL is still under development.

149. In his report on the restructuring of the United Nations peace and security pillar, the Secretary-General highlighted the need for smoother and more coherent and effective transitions between different types of United Nations engagement and presences at the field level ([A/72/525](#), para. 34). Recent experience has highlighted the importance of the adoption of a coherent early planning approach by the United Nations system so as to continue to support national capacities in sustaining peace and security. The Security Council requested both UNOCI and UNMIL to work closely with the United Nations country teams in preparation for the drawdown of peacekeeping operations and the transition of relevant tasks in mandated areas. In Liberia, collaboration between peacekeeping missions and the country team was facilitated through joint programming in support of the return of rule of law. Both missions used programmatic activities to implement projects in support of peace consolidation, including in partnership with United Nations and non-United Nations partners.

150. Programmatic activities continue to be a useful tool for the implementation of critical mandated activities, in collaboration with United Nations and non-United Nations partners, and for enhancing the impact of peacekeeping operations in sustaining peace. In the rule of law area, the joint rule of law and human rights programme in Darfur, developed under the auspices of the global focal point arrangement for police, justice and corrections, has played a critical role in defining shared strategic priorities of UNAMID and the United Nations country team as part of transition planning. UNAMID will aim at facilitating a smooth handover of responsibilities between the military, the police and the United Nations country team in capacity-building areas. In Haiti, the transition will focus on the implementation of mandated capacity-building activities of national rule of law institutions.

XIII. Personnel issues

Conduct and discipline

151. The new Administrative Law Division in the Office of Human Resources consolidates the existing appeals and disciplinary work with United Nations expertise in conduct and discipline in the field to create an integrated management approach focused on critical incident response. The Conduct and Discipline Service implements programmes in support of the responsibility of the Administrative Law Division for the application of United Nations standards of conduct, including activities against sexual exploitation and sexual abuse. This integration provides improved coverage and information Organization-wide, including on all categories of personnel. The Secretariat is expanding its network of conduct and discipline practitioners to enhance consistency in the application of the standards of conduct, as well as transparency and accountability. A new Critical Incident Response Service contributes to a coordinated Secretariat-wide response to critical issues affecting the welfare and safety of personnel, as well as serious reputational and other risks that have an adverse impact on the core values of the Organization.

Drawdown and mission closures

152. Staff management is a critical component of planning for mission transitions, closure and liquidation. Economic welfare and the mental well-being of staff have a significantly impact on the successful implementation of all stages of a mission lifecycle. In the case of recently closed and closing peacekeeping missions, significant resources have been invested throughout the lifespan of the missions to ensure that international and national staff are properly trained in many programmatic and operational areas. As peacekeeping missions reach the end of their lifecycle, efforts are intensified to support placements, where possible, including in the local labour market.

153. In the case of mission transitions, human resources technical and advisory support is provided for mission reconfigurations, as was recently the case for MINUSCA and UNAMID. This support includes working with mission support teams on the formulation and implementation of guidelines for comparative review processes (including terms of reference and communications strategies). This kind of collaboration between Headquarters and peacekeeping missions helps to ensure transparency and fairness, which mitigate the risk of staff grievances and litigation.

154. Human resources services and support from Headquarters, the Regional Service Centre at Entebbe and the Kuwait Joint Support Office are critical prior to and during the closure phase of peacekeeping missions. The Regional Service Centre at Entebbe works closely with peacekeeping missions to ensure the completion of personnel actions in the Organization's human resources systems, a crucial procedure for the timely processing of benefits and entitlements to separating staff. Moreover, the Regional Centre also assumes responsibility for the considerable volume of separation-related personnel actions that take place after mission closure. It is estimated that by October 2018, cases for 2,130 staff members separated from MINUSTAH and UNMIL in 2017 had been managed by the Regional Centre. Assistance was also provided to over 1,500 (more than 70 per cent) individuals with documentation submissions to the United Nations Joint Staff Pension Fund to facilitate the timely issuance of pension benefits.

155. A key lesson learned in the post-mission closure process was that early engagement with stakeholders resulted in the more efficient and timely processing of separation and pension entitlements; 70 per cent of UNMIL staff were paid within four months of separation, a significant improvement on past performance.

Recruitment of staff in the field

156. The Office of Human Resources of the Department of Management Strategy, Policy and Compliance contributes extensively to the work of inter-agency bodies such as the Human Resources Network of the United Nations System Chief Executives Board for Coordination and Human Resources Network Standing Committee on Field Duty Stations, the Advisory Committee on Post Adjustment Questions, the Working Group for the Review of Conditions of Life and Work in Field Duty Stations (which carries out biannual reviews of the hardship classification of duty stations) and other ad hoc working groups of the International Civil Service Commission on matters related to the conditions of service in the field. The new Field Strategy and Conditions of Service Section focuses on the development and monitoring of the Organization's policy framework for staff serving in the field. It recommends changes to the conditions of service of the different categories of staff through inter-agency mechanisms at the United Nations common system level.

157. The new Human Resources Services Division in the Department of Operational Support develops processes for recruitment, operational workforce planning and organizational design. The Division also provides advisory services and guidance to missions on these matters and develops tools and processes to help peacekeeping missions achieve targets on effective and efficient recruitment and gender, geographical and troop-contributing and police-contributing country representation. The Staffing Service within the Division also manages rosters across all job families. Efforts have been intensified to add women to the rosters in all occupational groups, in keeping with the Secretary-General's agenda to achieve gender parity.

158. The General Assembly, in its resolution [63/250](#), mandated the use of roster-based recruitment to fill field positions. Roster-based recruitment represents 85 to 90 per cent of recruitment for international posts in peacekeeping.

159. On average, the timeline to select a candidate for recruitment for a job opening from a roster takes 55 days from the closing of the job opening, as opposed to an average of 277 days for a position-specific job opening in the field. Rosters are maintained across 23 job families through the analysis of capacity gaps and the development of a yearly generic job opening schedule of approximately 40 generic jobs, with at least an average of 800 new candidates rostered (and thousands of candidates reviewed) and endorsed by the central review bodies in the field.

Representation of troop-contributing and police-contributing countries in the Department of Peacekeeping Operations and Field Support

160. In July 2016, in its resolution [70/286](#) (para. 23), the General Assembly requested that the Secretary-General intensify his efforts to ensure proper representation of troop- and police-contributing countries in the then Department of Peacekeeping Operations and the Department of Field Support, taking into account the contribution of those countries to United Nations peacekeeping, and to report thereon in the context of his next overview report. Proper representation of civilian and active duty seconded officers from troop-contributing and police-contributing countries is reflected in the staffing levels in the Professional and higher categories funded from the support account in the two Departments. The selection of candidates is the result of a highly competitive process, the outcome of a combination of eligibility, suitability, consideration for diversity, consideration for meeting the Organization's human resources objectives and targets as well as due consideration for the contribution of troop- and police-contributing countries. The requested information is provided in table 2 below.

Table 2
Number of nationalities represented in the Department of Peacekeeping Operations and the Department of Field Support: 2013 to 2018

	2013 phase 1	2013 phase 2	2014 phase 1	2014 phase 2	2015	2016	2017	2018
Number of nationalities	51	65	62	59	70	70	66	73
Percentage of participation increase		27	22	16	37	37	29	43

161. As at 31 December 2018, the representation of troop- and police-contributing countries in the Department of Peacekeeping Operations was at 97 per cent, while in the Department of Field Support it was at 92 per cent. Tables 3 and 4 show the representation of troop- and police-contributing countries for both civilian and seconded officers since April 2012.

Table 3
Percentage of staff from troop-contributing and police-contributing countries in the Department of Peacekeeping Operations

	30 April 2012	30 April 2013	30 April 2014	30 April 2015	30 April 2016	30 April 2017	30 April 2018	31 December 2018
Percentage of staff from troop- and police-contributing countries	97	97	96	97	97	97	97	97
Percentage of staff from non-troop-contributing and non-police-contributing countries	3	3	4	3	3	3	3	3

Table 4
Percentage of staff from troop-contributing and police-contributing countries in the Department of Field Support

	30 April 2012	30 April 2013	30 April 2014	30 April 2015	30 April 2016	30 April 2017	30 April 2018	31 December 2018
Percentage of staff from troop- and police-contributing countries	93	91	92	94	92	91	92	92
Percentage of staff from non-troop-contributing and non-police-contributing countries	7	9	8	6	8	9	8	8

XIV. Budget preparation and financial management

Umoja and the International Public Sector Accounting Standards

162. In September 2017, the completion of the decommissioning of the Galileo Inventory Management System marked the adoption of phase 1 of the supply chain solution, including inventory, warehouse, asset, equipment and property management. Following the migration from the Galileo System, which had been used by 32 peacekeeping and special political missions and service centres, the Organization introduced a single financial system of record (Umoja) that is compliant with the International Public Sector Accounting Standards. In particular, the year-end closing

and the financial reporting for the 2017/18 period for peacekeeping missions were accomplished for the first time using Umoja as the sole system of record, without data imported from the legacy asset management system, Galileo. This marked a major milestone in the deployment of Umoja. As noted by the Board of Auditors however, there is room for further improvement, including a complete physical verification and accounting of property, plant and equipment and inventories and material master data management.

163. In view of the fact that measures are still required for the stabilization of supply chain management, the Secretariat has undertaken a series of measures to improve data quality and to train and support capacity-building at the field missions. The post-Galileo stabilization includes a physical inventory reconciliation optimization project, the goal of which includes improving the inventory management practices related to physical counts of inventory and inventory valuation at field missions. The visibility of inventory in Umoja should lead to improved resource management and financial reporting of inventory. In addition, the Secretariat will provide expert advice and guidance on property management and will review financial data for compliance with International Public Sector Accounting Standards and the property management framework.

164. Peacekeeping mission budgets for the 2019/20 period are being introduced gradually to the Umoja strategic planning, budgeting and performance management solution to give ample time for field staff to learn by using the system. This also gives the Umoja team the time to respond and refine the system to make it more user friendly. The aim is to ensure that the system becomes operational in the field at a speed that is sensible for missions individually, causing as little disruption to normal operations as possible. The solution has two key components: business planning and consolidation; and strategic management application.

165. The gradual deployment of the solution is being supported by formal training on the business planning and consolidation component for peacekeeping operations, which was designed in a two-part approach: (a) a self-learning through e-learning courses, including the use of video tutorials; and (b) instructor-led classroom training for mission support staff and their finance and budget counterparts at Headquarters (24 September to 6 October 2018). The goal of the in-person training was to transfer knowledge and establish a cadre of proficient finance and budget planners who will form the “tier A” local base of support and will deliver additional end-user training. Training for the strategic management application solution was provided in the form of self-learning through the Umoja learning portal. Finance and budget personnel as well as planning and logistics personnel in field missions were integral to the design and development of the training courses in order to ensure that were customized to meet the requirements in the field.

166. The strategic planning, budgeting and performance management solution is designed to: (a) support the planning for, and reporting on, the utilization of resources based on results-based frameworks, including contribution to the Sustainable Development Goals; and (b) provide risk-based dashboards for managing programme delivery, permitting visualization of the impact of the work of the Organization through performance indicators. The performance management and reporting functionality within the solution will facilitate the linking of resource utilization to results, assist managers in monitoring progress towards their objectives and outcomes by allowing them to flexibly define the frequency and level of detail for monitoring progress and provide capabilities for tracking information relevant to measuring or demonstrating the effectiveness of programmes. The use of the performance management and reporting functionality will commence on 1 July 2019, the beginning of budget execution for the 2019/20 period.

167. The strategic planning, budgeting and performance management solution will provide an integrated end-to-end process, covering the life cycle of a budget across all funding sources (assessed and voluntary contributions and internal and external cost recoveries), from planning to execution and performance reporting. As a highly integrated solution, resource utilization could be presented in real time through a programmatic perspective with strong visualization and drill-down capabilities. This supports the Secretary-General's commitment to publish comprehensive, real-time and easily accessible transaction-level information about United Nations operations, using the standards established by the International Aid Transparency Initiative.

Budget formulation and management

168. In the last two years, the Office of Programme Planning, Finance and Budget has conducted visits to peacekeeping missions to help with budget formulation and to simplify the overall preparation process. Staff have met with the substantive components of missions, as well as mission-support divisions, to discuss resource requirements for the year ahead. Once back at Headquarters, the Office continues its outreach through routine and ad hoc videoconferences to provide technical advice and guidance on finance and budget matters, such as the management of authorized staffing tables, resource utilization and major redeployment needs. Because the presentation of realistic budget proposals improves the ability of missions to deliver on mandates, further attention is being given to the identification of major priorities and related resourcing requirements, including through focused discussions with mission leadership, prior to budget submissions by the heads of mission.

169. To strengthen budget management, the Office works closely with missions in monitoring approved resource utilization during budget implementation. The Office provides guidance on the timely utilization of resources while enhancing adherence to approved appropriations, and helps peacekeeping missions with the heavy workload related to the financial year-end closure process, when field missions are tasked with a serious reporting obligation that must be delivered within an extremely short period of time. For some peacekeeping missions, accuracy in reporting expenditures can be improved, especially when there has been a period of higher staff turnover. In cases where familiarization is needed, the Office provides training and guidance on the use of Umoja to peacekeeping missions by WebEx and videoconferences.

XV. Overview of financial and human resources for peacekeeping operations

Financial status of peacekeeping operations: 2018/19

Active peacekeeping missions

170. The United Nations currently supports: (a) 14 active peacekeeping operations, comprising 12 peacekeeping missions funded under individual special accounts; and (b) two long-standing peacekeeping missions, UNMOGIP and UNTSO, which were established decades ago under the programme budget. In addition, UNSOS is also funded under an individual account.

171. As part of the initiative of the Secretary-General to review peacekeeping, eight independent comprehensive reviews have been conducted in 2017 and 2018: UNFICYP, UNMISS, UNISFA, MINUSMA, UNSOS, MINUSCA, MINURSO and UNDOF. In addition, MONUSCO and UNAMID conducted strategic reviews during the 2017/18 reporting period. Recommendations arising from these reviews have been considered in the context of the preparation of proposed budgets for the respective peacekeeping missions for the 2019/20 period. Strategic assessments were conducted

for MINUJUSTH in January 2019 and strategic assessments/reviews are planned to be conducted for UNAMID and MONUSCO in 2019.

Closing and closed peacekeeping missions

172. UNOCI withdrew from Côte d'Ivoire at the end of June 2017 and its liquidation and completion accounting was undertaken by dedicated teams at the Regional Service Centre in Entebbe and at Headquarters from July 2017. In his report on the financing of UNOCI, including the final disposition of its assets, (A/73/707), the Secretary-General requests the Assembly to take note of the report.

173. UNMIL concluded its mandate on 30 March 2018 and completed its liquidation and closure in Liberia by 30 June 2018. From July 2018, completion accounting has been undertaken by dedicated teams in the Regional Service Centre in Entebbe and at Headquarters. In the budget performance report of UNMIL for the 2017/18 period (A/73/692), which is being presented to the General Assembly for its consideration, the Assembly is requested to defer its decision on the treatment of the unencumbered balance of \$385,100 and other revenue amounting to \$6.2 million, based upon the cash deficit of the special account of UNMIL because of outstanding assessed contributions by Member States, until its consideration of the final performance report of the Mission.

174. MINUSTAH concluded its mandate on 15 October 2017, concurrent with the establishment of its successor mission, MINUJUSTH. Most liquidation activities of MINUSTAH were completed by the end of its mandate and the residual liquidation activities were carried out by MINUJUSTH. In his budget performance report of MINUSTAH for the 2017/18 period (A/73/621), the Secretary-General requests the General Assembly to take a decision on the return of the unencumbered balance of \$800 and other revenue amounting to \$8.8 million to Member States.

175. Information on the financial position of 29 inactive and closed missions is set out in a separate report of the Secretary-General (A/73/604). The report provides updated information, as at 30 June 2018, on the original report of the Secretary-General, (A/66/665), the consideration of which has been deferred by the Assembly for seven years. As at 30 June 2018, of the 29 closed missions, five had net cash deficits in the total amount of \$85.6 million because of outstanding assessed contributions from Member States, as a result of which there are outstanding dues to Member States in the amount of \$62.9 million in respect of claims for contingent-owned equipment and letters of assist. The remaining 24 closed missions had net cash surpluses available for credit to Member States in the total amount of \$93.1 million.

Synopsis of approved budgets for the 2018/19 period

176. Total proposed budgets in the amount of \$7,269 million for peacekeeping operations were presented to the General Assembly at its seventy-second session, including resources for a full year of operations for UNAMID. The Assembly approved resources of \$6,689 million, which provided for all active missions, with the partial exception of UNAMID, which received an authority to enter into commitments for six months until 31 December 2018, pending a revised budget to be submitted to the Assembly at its seventy-third session.

177. At its seventy-third session, in its resolution 73/278, the General Assembly approved resources of \$715.5 million for the maintenance of UNAMID for the full financial year period from 1 July 2018 to 30 June 2019.

178. In summary, the approved budget for peacekeeping operations for the 2018/19 period amounted to \$7,019.3 million, compared with approved resources for the 2017/18 period of \$7,496.3 million, representing a reduction of \$477.0 million or 6.4 per cent.

179. In addition, the General Assembly authorized the Secretary-General to enter into commitments in an amount not to exceed \$80 million for technical assistance and logistical support to be provided by MONUSCO for the presidential and legislative elections, as requested by the Security Council in its resolution [2348 \(2017\)](#).

180. The information outlined in paragraphs 177 to 179 above is summarized in table 5 below.

Table 5
Financial resources approved for the 2018/19 period

(Thousands of United States dollars)

Peacekeeping component	1 July 2017 to 30 June 2018		1 July 2018 to 30 June 2019			
	Apportionment ^a	Expenditure	Proposed budget (seventy-second session of the General Assembly)	Approved resources ^b (seventy-second session of the General Assembly)	Approved resources ^c (seventy-third session of the General Assembly)	Final approved resources
MINUJUSTH	88 111.2	87 811.2	124 413.8	121 455.9		121 455.9
MINURSO	52 000.0	51 424.7	53 878.2	52 350.8		52 350.8
MINUSCA	903 011.5	879 872.9	945 532.6	930 211.9		930 211.9
MINUSMA	1 091 174.0	1 086 418.8	1 099 490.4	1 074 718.9		1 074 718.9
MINUSTAH	90 000.0	89 999.2	–	–		–
MONUSCO	1 189 770.8	1 189 238.5	1 153 468.8	1 114 619.5		1 114 619.5
UNAMID	910 941.2	908 264.4	782 590.5	385 678.5	329 844.2	715 522.7
UNDOF	61 765.5	60 416.1	61 847.6	60 295.1		60 295.1
UNFICYP	54 000.0	53 977.8	55 152.0	52 938.9		52 938.9
UNIFIL	483 000.0	482 533.4	482 839.6	474 406.7		474 406.7
UNISFA	266 700.0	266 024.8	271 115.6	263 858.1		263 858.1
UNMIK	37 898.2	36 645.8	37 920.4	37 192.7		37 192.7
UNMIL	110 000.0	109 614.9	–	–		–
UNMISS	1 136 157.1	1 110 321.7	1 154 657.7	1 124 960.4		1 124 960.4
UNSOS	582 000.0	571 498.5	568 744.0	558 152.3		558 152.3
Subtotal, missions	7 056 529.5	6 984 062.7	6 791 651.2	6 250 839.7	329 844.2	6 580 683.9
Regional Service Centre in Entebbe	33 000.0	32 842.1	35 194.8	31 438.9		31 438.9
United Nations Logistics Base at Brindisi	81 000.0	80 196.2	87 297.3	82 448.9		82 448.9
Support account	325 800.0	325 781.2	354 600.9	324 703.5		324 703.5
Total resources	7 496 329.5	7 422 882.2	7 268 744.2	6 689 431.0	329 844.2	7 019 275.2

^a Inclusive of authorities to enter into commitments, for the 2017/18 period, of \$20.2 million for MINUSCA, \$43.2 million for MINUSMA, \$47.9 million for MONUSCO, \$4.1 million for UNDOF and \$65.2 million for UNMISS.

^b Approved resources: reflects UNAMID authority to enter into commitments for the 6-month period from 1 July to 31 December 2018. Exclusive of the authority to enter commitments of \$80.0 million approved by the General Assembly for MONUSCO support to the presidential and legislative elections (Security Council resolution [2348 \(2017\)](#)) for the 2018/19 period.

^c Approved resources: in respect of additional resources for UNAMID for 6 months, from 1 January to 30 June 2019.

Analysis of trends in financial and human resources

181. An overview of the financial and human resources for peacekeeping operations over seven years for the periods from 2013/14 to 2019/20 is shown in table 6.

Table 6
Overview of financial and human resources for peacekeeping operations: 2013/14–2019/20

Peacekeeping component	Actual					Approved	Projected
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Number of ongoing missions and support operations							
Funded by peacekeeping budgets	13	14	14	14	13	12	12
UNSOA/UNSOS	1	1	1	1	1	1	1
UNMOGIP and UNTSO	2	2	2	2	2	2	2
Total, active missions and support operations	16	17	17	17	16	15	15
Financial resources							
(gross, millions of United States dollars)							
Peacekeeping missions and UNSOA/UNSOS	7 136.8	7 900.3	7 614.4	7 354.6	6 984.1	6 580.7	6 155.4
Regional Service Centre in Entebbe	–	–	–	36.3	32.8	31.4	35.7
United Nations Logistics Base at Brindisi	68.5	66.5	67.1	82.2	80.2	82.5	65.2
Support account (includes enterprise resource planning project)	315.0	324.2	335.9	327.1	325.8	324.7	380.8
Subtotal, peacekeeping operations budgets	7 520.3	8 291.0	8 017.4	7 800.2	7 422.9	7 019.3	6 637.1
UNMOGIP and UNTSO	46.6	41.5	44.7	47.3	49.2	45.5	46.2
Total, financial resources	7 566.9	8 332.5	8 062.1	7 847.5	7 472.1	7 064.8	6 683.3
Number of personnel							
Uniformed personnel							
United Nations uniformed personnel ^a	113 326	127 138	120 957	121 571	106 862	96 468	95 537
AMISOM uniformed personnel ^a	22 126	22 126	22 126	21 586	21 586	21 626	20 626
Subtotal, peacekeeping operations budgets	135 452	149 264	143 083	143 157	128 448	118 094	116 163
UNMOGIP and UNTSO	197	197	197	197	197	197	197
Total, uniformed personnel	135 649	149 461	143 280	143 354	128 645	118 291	116 360
Civilian personnel							
Civilian personnel in missions and UNSOA/UNSOS ^b	22 808	22 542	21 134	19 730	18 241	14 760	14 109
Civilian personnel in Regional Service Centre in Entebbe	–	–	–	421	427	406	404
Civilian personnel to support missions ^c	1 855	1 882	1 913	1 913	1 885	1 872	1 881
Subtotal, peacekeeping operations budgets	24 663	24 424	23 047	22 064	20 553	17 038	16 394
UNMOGIP and UNTSO	340	323	323	318	318	309	309
Total, civilian personnel	25 003	24 747	23 370	22 382	20 871	17 347	16 703

^a Highest level of personnel authorized.

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

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

Analysis of financial resources for peacekeeping operations, by mission

182. Table 7 provides an analysis of the approved financial resources for peacekeeping operations, by mission, as well as central Headquarters backstopping and global and regional service centres, for the periods from 2013/14 to 2019/20.

Table 7

Resource requirements for peacekeeping operations, by mission and support: 2013/14–2019/20

(Thousands of United States dollars)

<i>Mission</i>	<i>2013/14</i>	<i>2014/15</i>	<i>2015/16</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20^b</i>
MINUSTAH	576 619.0	500 080.5	380 355.7	345 926.7	90 000.0	–	–
MINUJUSTH	–	–	–	–	88 111.2	121 455.9	51 850.1
MINURSO	58 404.0	53 918.4	51 118.3	52 550.4	52 000.0	52,350.8	56 369.4
MINUSCA	–	628 724.4	839 644.5	920 727.9	903 011.5	930 211.9	925 498.9
MINUSMA	602 000.0	911 038.0	923 305.8	933 411.0	1 091 174.0	1 074 718.9	1 149 778.8
MONUSCO	1 453 358.0	1 424 682.2	1 330 739.3	1 235 723.1	1 189 770.8	1 114 619.5	1 023 267.6
UNOCI	584 487.0	493 570.3	402 794.3	171 937.8	–	–	–
UNAMID	1 335 248.0	1 153 611.3	1 102 164.7	1 039 573.2	910 941.2	715 522.7	269 920.9
UNDOF	60 654.5	64 110.9	51 706.2	56 543.5	61 765.5	60 295.1	70 092.0
UNFICYP	55 376.0	58 004.5	52 538.5	54 849.9	54 000.0	52 938.9	51 410.7
UNIFIL	492 622.0	509 554.4	506 346.4	488 691.6	483 000.0	474 406.7	485 178.3
UNISFA	329 108.6	318 925.2	268 256.7	279 924.6	266 700.0	263 858.1	267 918.4
UNMIK	44 953.0	42 971.6	40 031.0	36 486.9	37 898.2	37 192.7	37 246.7
UNMIL	476 277.0	427 267.0	344 659.4	187 139.6	110 000.0	–	–
UNMISS	924 426.0	1 097 315.1	1 085 769.2	1 081 788.4	1 136 157.1	1 124 960.4	1 197 334.3
UNSOA	443 801.0	489 968.1	513 428.3	–	–	–	–
UNSOS	–	–	–	574 304.9	582 000.0	558 152.3	569 506.6
Subtotal	7 437 334.1	8 173 741.9	7 892 858.3	7 459 579.5	7 056 529.5	6 580 683.9	6 155 372.7
United Nations Logistics Base at Brindisi	68 517.0	70 338.6	67 157.0	82 857.8	81 000.0	82 448.9	65 237.2
Support account	327 425.8	326 047.3	336 495.8	327 380.3	325 800.0	324 703.5	380 767.5
Regional Service Centre in Entebbe ^a	–	–	–	39 203.6	33 000.0	31 438.9	35 708.3
Total	7 833 276.9	8 570 127.8	8 296 511.1	7 909 021.2	7 496 329.5	7 019 275.2	6 637 085.7

Source: Approved budgets from 2013/14 to 2018/19 for peacekeeping and the budget reports of the Secretary-General for the 2019/20 period.

^a Inclusive of requirements of \$741,400 for the 2016/17 period, \$686,900 for the 2017/18 period, \$595,500 for the 2018/19 period to be charged against the appropriation for the programme budget under section 3, Political affairs.

^b Proposed resources: reflect requirements in respect of MINUJUSTH and UNAMID for a 6-month period from 1 July to 31 December 2019.

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

183. The annual overall resource requirements for peacekeeping operations, restated in net present value terms, are shown in the comparison in table 8 and figure I below.

Table 8

Resource requirements for peacekeeping operations in net present value: 2010/11–2019/20

(Millions of United States dollars)

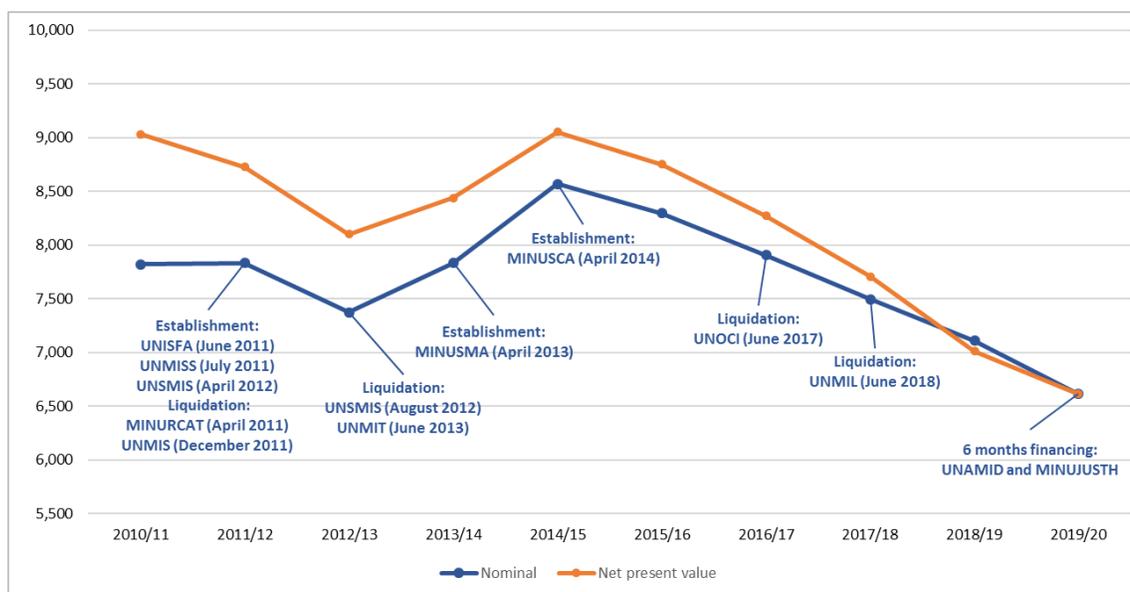
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Nominal	7 823.6	7 835.3	7 375.1	7 833.3	8 570.1	8 296.5	7 909.0	7 496.3	7 019.3	6 637.1
Net present value	9 033.0	8 729.7	8 102.9	8 440.8	9 054.3	8 750.4	8 273.3	7 708.4	7 011.1	6 637.1

Source: Approved budgets from 2010/11 to 2018/19 for peacekeeping operations and the budget reports of the Secretary-General for the 2019/20 period.

Figure I

Resource requirements for peacekeeping operations in net present value: 2010/11–2019/20

(Millions of United States dollars)



184. When inflationary factors are taken into account by restating annual resource requirements, based on the January 2019 value of the United States dollar as shown in table 8 and figure I, the decrease in the resource requirements from the 2014/15 period onward is more pronounced. The proposed budget for peacekeeping operations for the 2019/20 period is seen to be significantly lower than the net present value amount of the approved resources for the 2010/11 period.

Financial resources by groups of expenditure and support components

185. Figure II below depicts the financial resources by groups of expenditure and support components for seven years, from the 2013/14 period through to the proposed resource requirements for the 2019/20 period.

Figure II
Financial resources by major groups of expenditure and support: 2013/14–2019/20

(Millions of United States dollars)

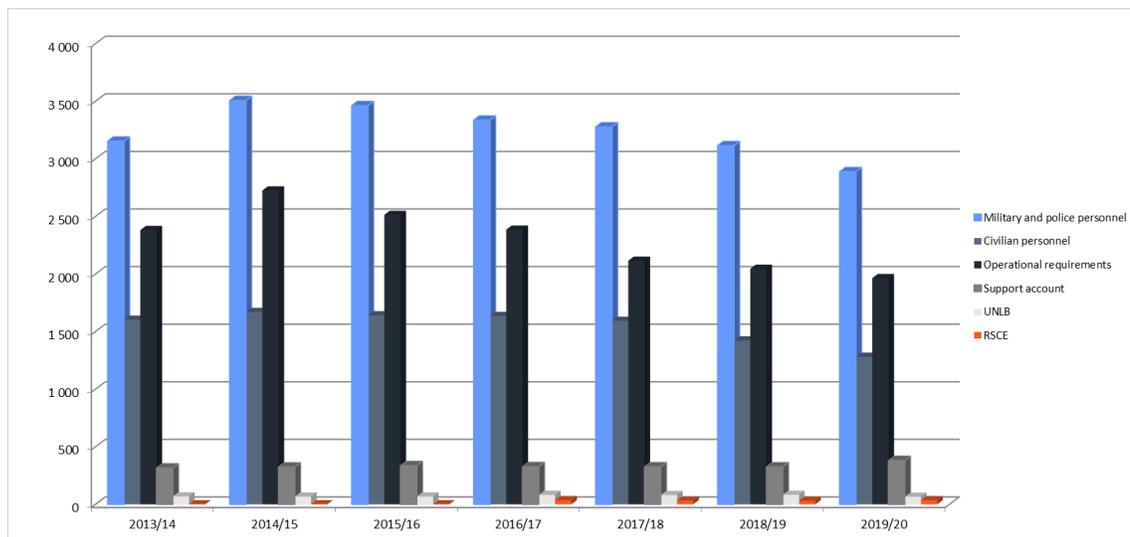


Table 9
Proportion between major groups of expenditure in resource requirements for peacekeeping missions: 2013/14–2019/20

(Percentage)

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19 ^a	2019/20
Military and police personnel	44.2	44.4	45.5	45.4	46.9	47.3	47.2
Civilian personnel	22.4	21.1	21.5	22.2	22.8	21.6	20.8
Operational costs	33.4	34.5	33.0	32.4	30.3	31.1	32.0

^a In the 2018/19 period, contingent marine operations (\$25.5 million) moved from operational requirements to military and police personnel.

186. As depicted in figure II and table 9, for the past three years, military and police personnel costs represent around 47 per cent of the resource requirements for peacekeeping missions. A gentler decline continues under group II, civilian personnel, representing 20.8 per cent in the 2019/20 period. Group III, operational costs, increased slightly from 31.1 per cent to 32.0 per cent of the resource requirements for peacekeeping operations in the 2019/20 period.

Comparative analysis of financial resources for support to peacekeeping operations

187. Table 10 provides a comparison of the financial resources for the Headquarters backstopping under the support account for peacekeeping operations, the United Nations Logistics Base and the Regional Service Centre, against the financial resources for peacekeeping missions since the 2013/14 period.

Table 10
Financial resources of the support account, the United Nations Logistics Base at Brindisi and the Regional Service Centre in Entebbe compared with missions under peacekeeping budgets: 2013/14 to 2019/20

(Millions of United States dollars)

<i>Peacekeeping component</i>	<i>2013/14 (actual)</i>	<i>2014/15 (actual)</i>	<i>2015/16 (actual)</i>	<i>2016/17 (actual)</i>	<i>2017/18 (actual)</i>	<i>2018/19 (approved)</i>	<i>2019/20 (projected)</i>
Peacekeeping missions, UNSOS	7 111.2	7 861.7	7 584.7	7 354.6	6 984.1	6 580.7	6 155.4
Regional Service Centre in Entebbe	25.6	38.6	29.7	36.3	32.8	31.4	35.7
United Nations Logistics Base at Brindisi	68.5	66.5	67.1	82.2	80.2	82.4	65.2
Support account ^a	296.3	303.3	303.8	309.4	299.1	289.8	314.4
Support account ratio	4.17	3.86	4.01	4.21	4.28	4.40	5.11
Field support^b ratio	5.49	5.19	5.28	5.82	5.90	6.13	6.75

Source: Actual expenditures from budget performance report from 2013/14 to 2017/18 for peacekeeping operations, the approved budget for the 2018/19 period, and the budget reports of the Secretary-General for the 2019/20 period.

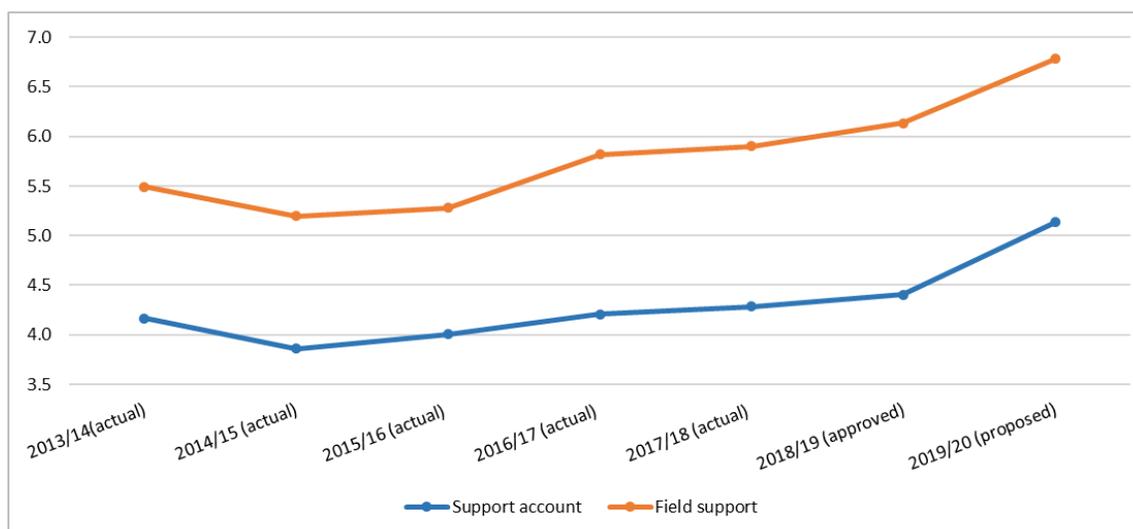
^a Excludes expenditure and resource requirements for the enterprise resource planning system, information security, global service delivery model, the Global Shared Service Centres, the Peacekeeping Capability Readiness System and the maintenance and support costs for the enterprise resource planning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

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

188. The support ratios in table 10 are depicted in figure III below.

Figure III
Ratio of the support account and field support ratio: 2013/14–2019/20

(Percentage as compared with operations under peacekeeping mission budgets)



Analysis of financial performance of peacekeeping operations

189. Table 11 below provides an analysis of the overall financial performance for peacekeeping operations for the periods from 2013/14 to 2017/18.

Table 11
**Overview of financial performance for peacekeeping operations:
 2013/14–2017/18**

(Thousands of United States dollars)

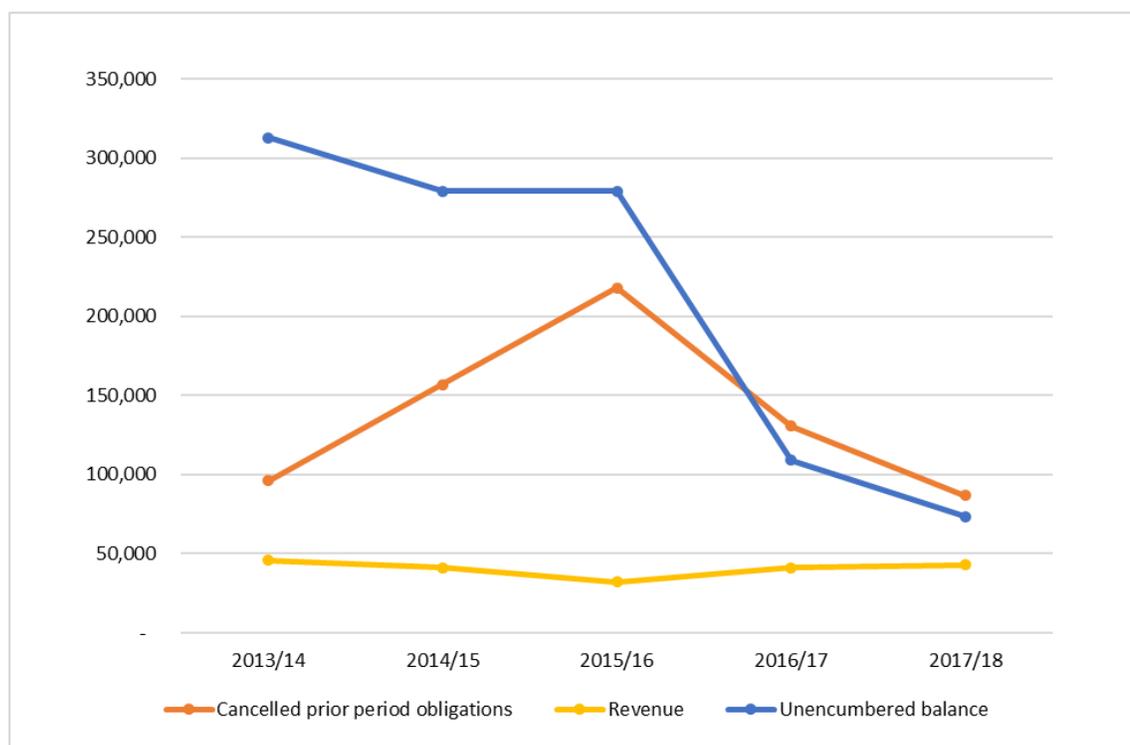
Category	2013/14	2014/15	2015/16	2016/17	2017/18
Expenditure	7 520 340.5	8 290 994.8	8 017 343.9	7 800 177.9	7 422 882.2
Unencumbered balance	312 936.4	279 133.0	279 167.2	109 011.5	73 447.3
Unencumbered balance as a percentage of expenditures	4.2	3.4	3.5	1.4	1.0
Cancelled prior-period obligations	96 087.2	157 056.3	218 120.4	130 593.0	86 758.6
Revenue	45 953.8	41 286.5	32 293.4	41 125.4	42 976.1

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

190. Figure IV below shows the historical trend in the overall level of unencumbered balances, cancelled prior-period obligations and revenue for peacekeeping operations for the periods from 2013/14 to 2017/18. The decline in recent years is marked.

Figure IV
Unencumbered balances, cancelled prior-period obligations and revenue: 2013/14–2017/18

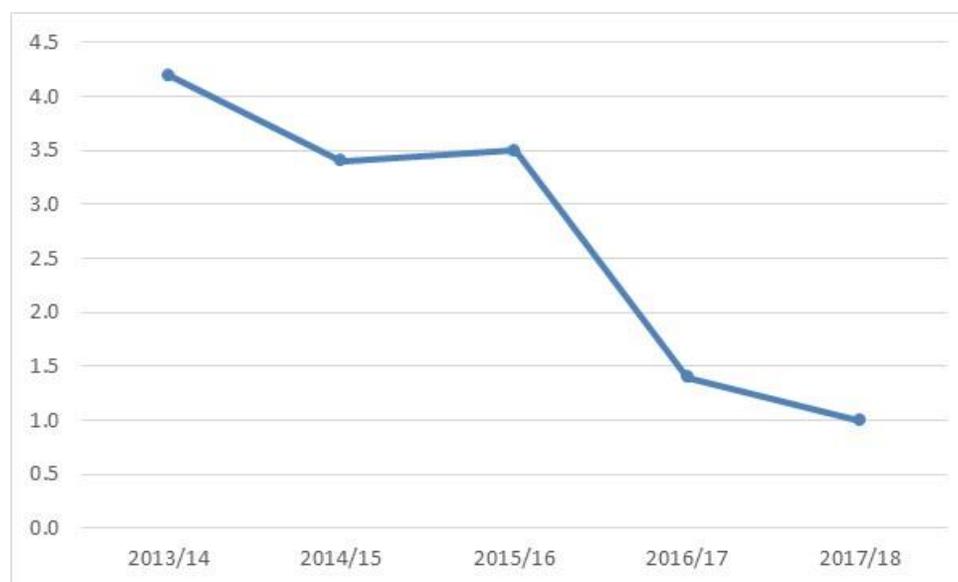
(Thousands of United States dollars)



Unencumbered balances

191. The unencumbered balances as a percentage of expenditures similarly demonstrated a steady decline over the past five years, as illustrated in figure V below.

Figure V
**Percentage of unencumbered balance compared with expenditures:
 2013/14–2017/18**



192. When considering the 1 per cent unencumbered balance experienced for the 2017/18 period, it should be recalled that UNDOF, MINUSCA, MINUSMA, MONUSCO and UNMISS, in addition to their approved budgets for the period, received authorities to enter into commitments. These resulted from changes in mandates by the Security Council, deteriorating security environments and other substantial changes in the cost parameters and assumptions applied in the budget, which had a significant impact on the capacity of missions to implement their mandates, and the consequential need for additional resources, as reflected in table 12 below.

Table 12
**Performance of financial resources approved under the authority to enter into commitments
 in the 2017/18 period**

(Thousands of United States dollars)

Peacekeeping component	Apportionment approved (seventy-first session of the General Assembly)	Commitment authority	Final approved	Expenditures	Variance	
					Amount	Percentage
MINUSCA	882 800.0	20 211.5	903 011.5	879 872.9	23 138.6	2.6
MINUSMA	1 048 000.0	43 174.0	1 091 174.0	1 086 418.8	4 755.2	0.4
MONUSCO	1 141 848.1	47 922.7	1 189 770.8	1 189 238.5	532.3	0.0
UNDOF	57 653.7	4 111.8	61 765.5	60 416.1	1 349.4	2.2
UNMISS	1 071 000.0	65 157.1	1 136 157.1	1 110 321.7	25 835.4	2.3
Total		180 577.1			55 610.9	

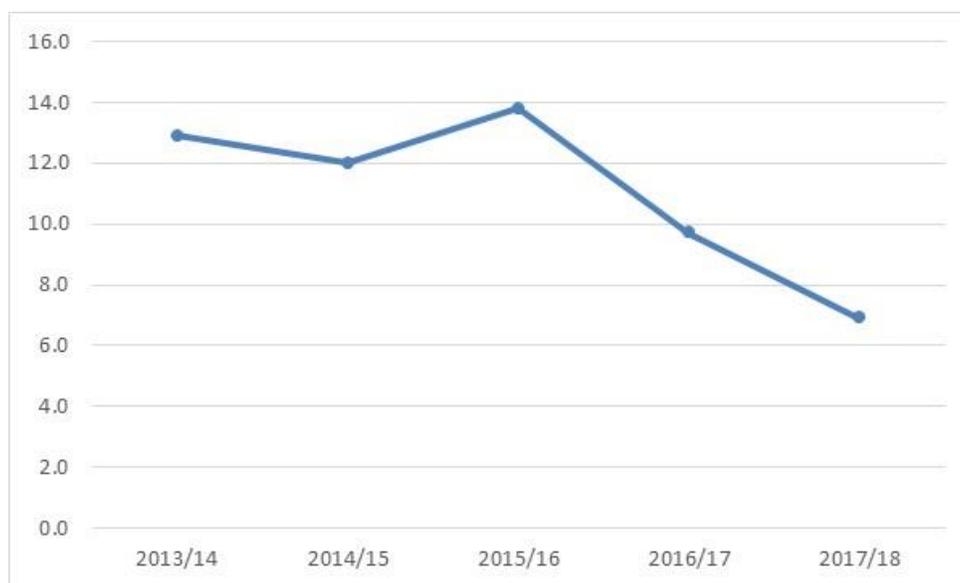
193. As reflected in table 12 above, an amount of \$180.6 million was approved for the 2017/18 period related to the authorities to enter into commitments for five peacekeeping missions. The overall utilization of the commitment authorities amounted to \$127.9 million and the unutilized balance was \$52.7 million.

Cancellation of prior-period obligations

194. The last two consecutive financial periods have seen a marked decrease and improvement in the level of cancellation of prior-period obligations, reflecting stronger management controls and the improved examination of year-end obligations. By the same token, the percentage of cancelled prior-period obligations to prior-period obligations carried forward (for example, ageing) decreased from 10 per cent in the 2016/17 period to 7 per cent in the 2017/18 period, as illustrated in figure VI below.

Figure VI

Percentage of cancellation of prior-period obligations compared with unliquidated obligations: 2013/14–2017/18



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

196. For the 2017/18 period, of the total amount of \$86.8 million, an amount of \$80.3 million (92.6 per cent) relates to obligations raised in 2016/17 and \$6.5 million (7.4 per cent) relates to obligations raised in prior periods, including \$4.4 million for MINUSCA in connection with the rehatting of MISCA troops who were not able to upgrade and meet the United Nations standards. For the 2016/17 period, 9.9 per cent of the total amount of \$130.6 million related to obligations raised in the periods prior to the 2015/16 period.

197. Overall, the financial performance of peacekeeping operations has shown improvements across all measures during the past two years.

Redeployments of resources by group of expenditure

198. Figures VII.A to VII.C below illustrate the level of redeployment by group of expenditure for the five years from the 2013/14 period to the 2017/18 period.

199. The overarching and consistent trend for redeployment of approved resources for peacekeeping operations over the past five years is to cover higher-than-budgeted civilian personnel costs under group II. In the 2013/14 period, redeployments were

facilitated via underexpenditures in groups I and III. However, in recent years, as once newly established missions reached operational maturity, uniformed personnel and capabilities have increased and steadied, which has left little if any latitude for outflows to group II. The solution typically has been to reprioritize resources approved for operational costs, under group III, which for several missions has meant the deferral of maintenance and construction projects, where possible, to future periods.

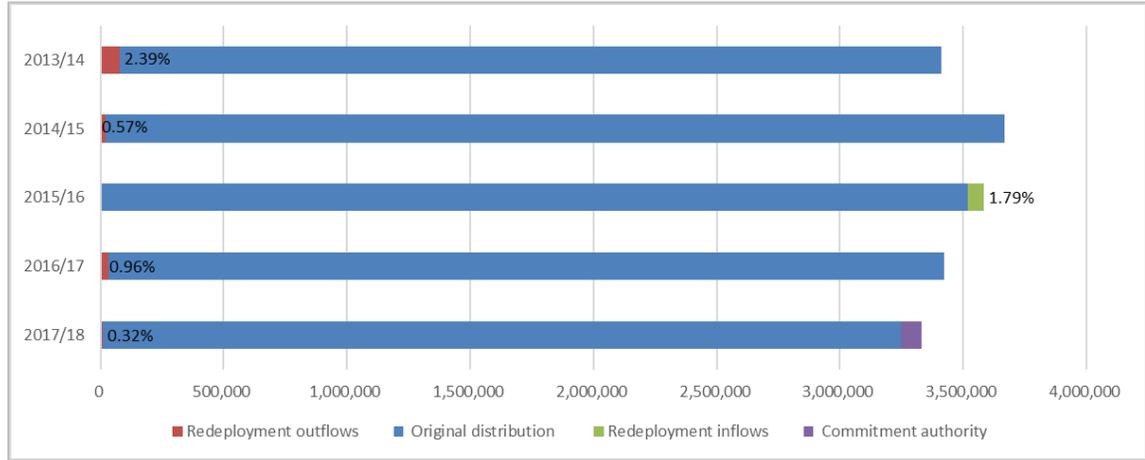
200. In the 2017/18 period, the inward redeployment, representing 8.31 per cent of approved resources, was attributable mainly to additional requirements for civilian personnel cost in MINUSCA, MONUSCO, MINUSMA and UNSOS.

201. The redeployment of approved resources from group III, operational costs, representing 4.79 per cent of the original appropriation in the 2017/18 period, was possible as a result of reduced requirements for air operations, including lower actual costs of the unmanned aerial systems, and lower freight costs and reprioritized requirements for construction.

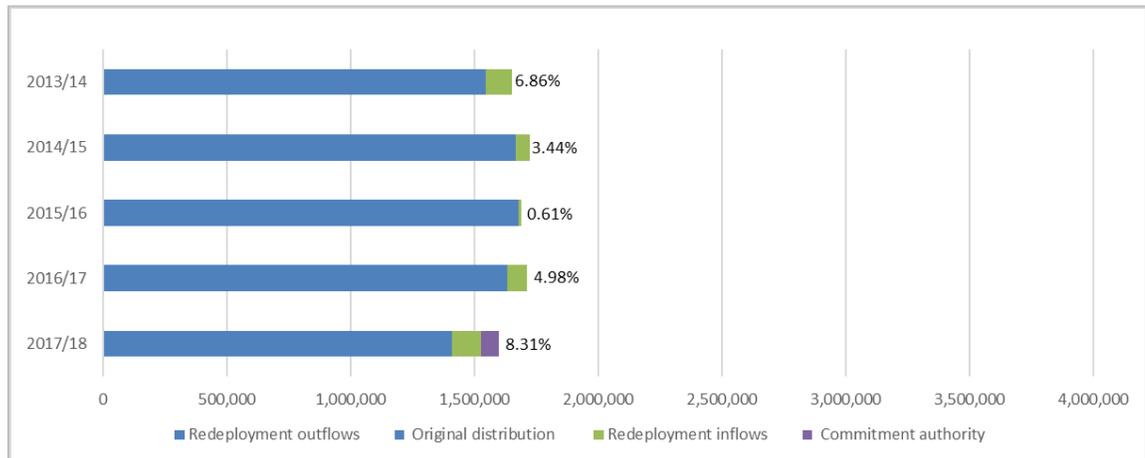
202. In the 2017/18 period there was also an inflow of \$180.6 million to all groups of expenditures related to the authority to enter into commitments approved for UNMISS (\$65.2 million), MONUSCO (\$47.9 million), MINUSMA (\$43.2 million) and MINUSCA (\$20.2 million) and UNDOF (\$4.1 million), as described above.

Figure VII
Redeployments by group of expenditure: 2013/14–2017/18
 (Thousands of United States dollars)

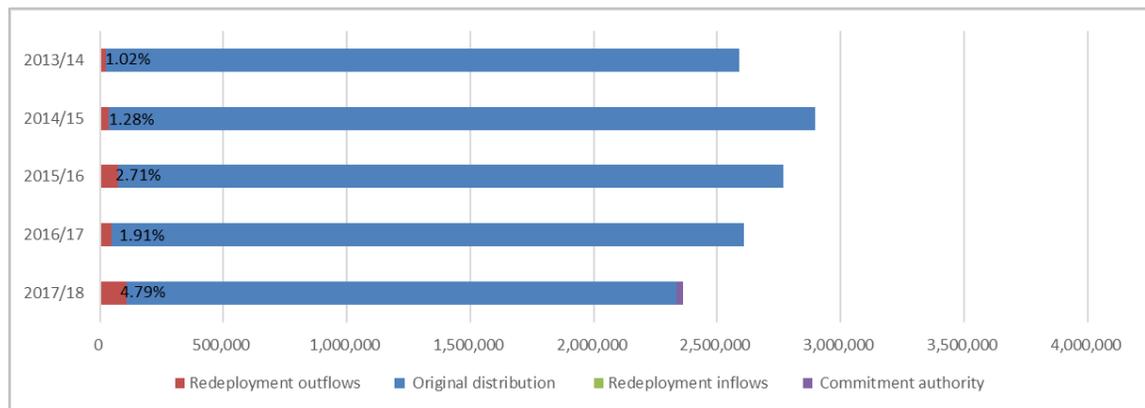
A. Group I: military and police personnel



B. Group II: civilian personnel



C. Group III: operational costs

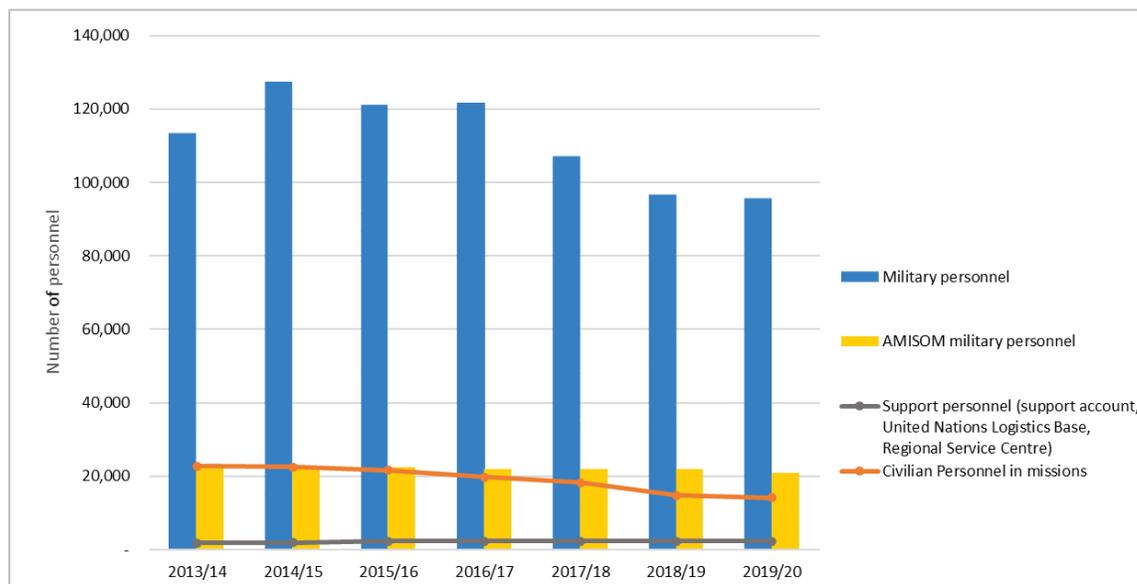


Analysis of human resources for peacekeeping operations

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

Figure VIII

Overview of uniformed and civilian personnel in peacekeeping operations: 2013/14–2019/20

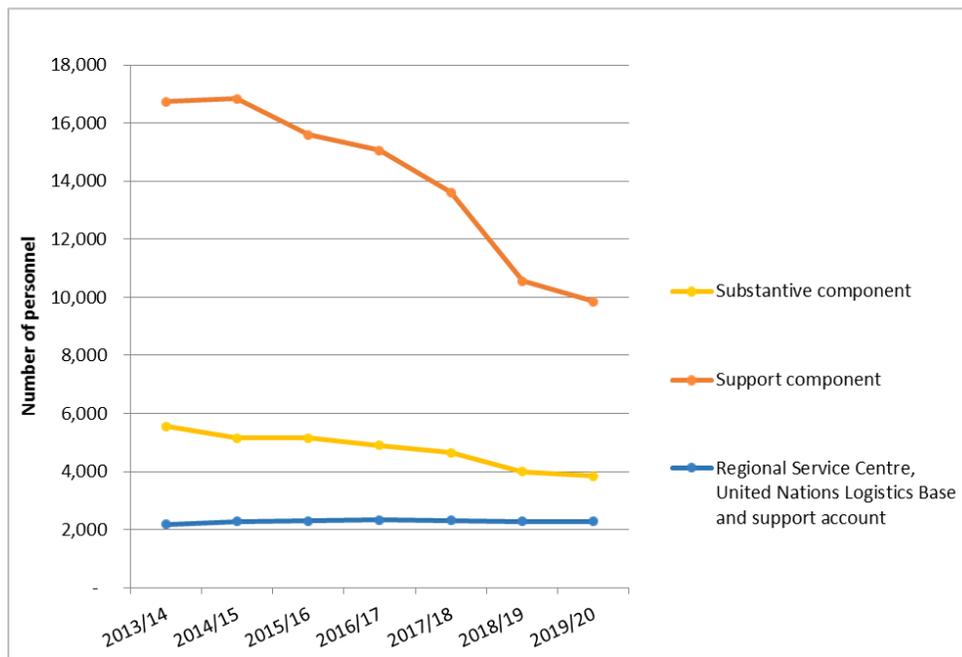


Source: Approved peacekeeping budgets, 2013/14 to 2018/19 and proposed budgets for 2019/20.

204. The decrease in authorized troop strength from the 2016/17 period onward is attributable mainly to the reduction of authorized strength in UNAMID pursuant to Security Council resolutions [2363 \(2017\)](#) and [2429 \(2018\)](#), and to the closure of UNOCI, UNMIL and MINUSTAH. Similarly, the total number of civilian personnel at peacekeeping missions has also been reduced over the same period, partly reflecting the closure of the three peacekeeping missions, but also the rightsizing and reconfiguration of large missions, including UNAMID, MINUSCA and MONUSCO, in recent years.

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

Figure IX
Overview of civilian personnel under mission support component at peacekeeping operations: 2013/14–2019/20



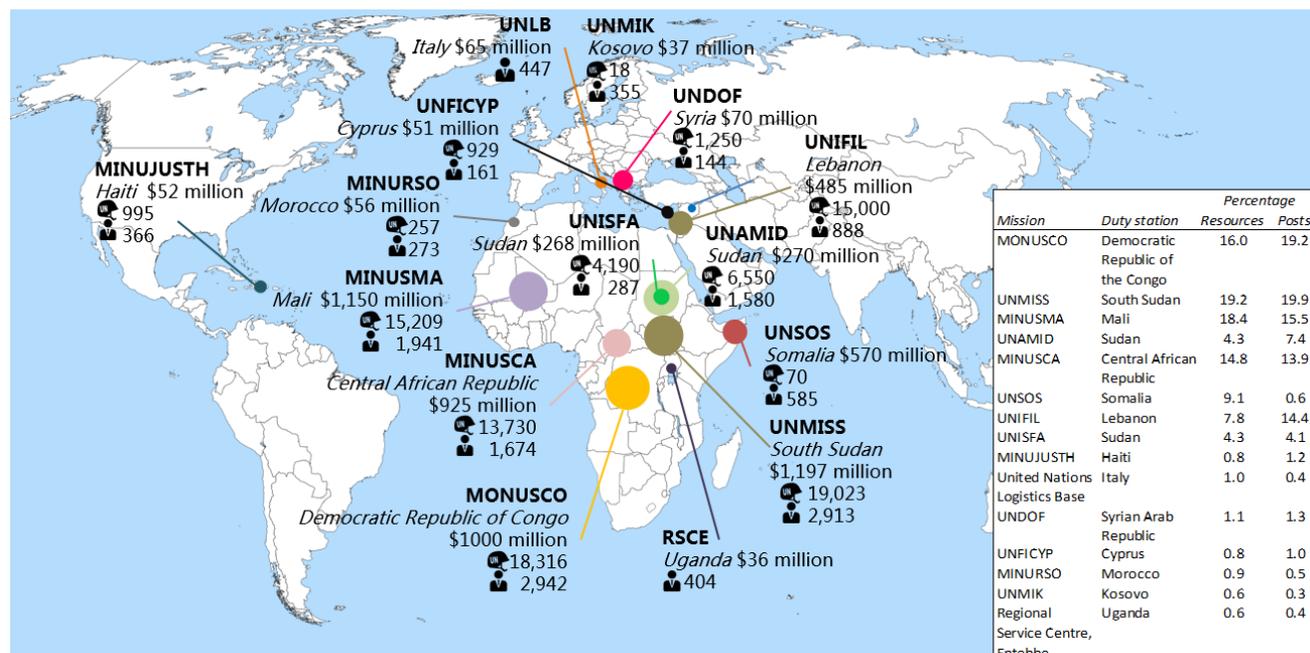
Source: Approved staffing tables, 2013/14–2018/19 periods, and proposed staffing tables for the 2019/20 period.

XVI. Proposed resources for the period from 1 July 2019 to 30 June 2020

206. For the 2019/20 period, the geographical focus of United Nations peacekeeping is expected to remain on Africa and the Middle East, where difficult and volatile regional, political, operational and security environments will require a high intensity of operational and political engagement, as well as sufficient, well-equipped and capable military and police components.

207. The geographic distribution of uniformed personnel and civilian personnel in the 2019/20 period is provided in figure X below.

Figure X
Geographic distribution of uniformed and civilian personnel



208. The total proposed resource requirements for peacekeeping operations for the financial period from 1 July 2019 to 30 June 2020, inclusive of the Regional Service Centre in Entebbe, the United Nations Logistics Base at Brindisi and the support account, are currently estimated at \$6,637.1 million, excluding voluntary contributions in-kind.

209. The proposed resource requirements for the 2019/20 period are summarized and compared with the 2018/19 period in table 13 below, followed by an analysis of the main factors giving rise to the overall variance in levels as compared with the prior year in table 14 below.

210. For UNAMID and MINUJUSTH, resource requirements for a six-month period, from 1 July to 31 December 2019 are proposed, until the Security Council takes its decision on the renewal of the mission mandates. In accordance with established budgetary procedures, the Secretary-General will review the financial implications for the 2019/20 period arising from the final decisions of the Security Council and revert to the General Assembly, if necessary.

211. Excluding UNAMID and MINUJUSTH, the budget proposals for continuing peacekeeping missions with full-year budget proposals amount to \$6,315.3 million for the 2019/20 period, which represents a net increase of 2.2 per cent (or \$133.0 million) compared with the apportionment for the 2018/19 period. The increase relates mainly to three budget proposals: (a) MINUSMA (\$75.1 million); (b) UNMISS (\$72.4 million); and (c) the support account for peacekeeping operations (\$56.1 million). The higher requirements for MINUSMA and UNMISS reflect mainly higher expected deployment of uniformed personnel and lower vacancy rates for international staff. The higher requirements for the support account are attributable primarily to the inclusion of Umoja maintenance and support costs (\$21.4 million), which were previously reflected in the budget for the United Nations Logistics Base

at Brindisi,¹² the contribution to the start-up and operationalization of the new global shared service centres (\$19.9 million) and higher staff-related costs, including lower vacancy rates.

Table 13

Financial resource requirements for the 2019/20 period compared with the 2018/19 period

(Millions of United States dollars. Budget year is from 1 July to 30 June.)

Category	Apportionment ^{a,b} (2018/19)	Cost estimates (2019/20) ^{c,d}	Variance	
			Amount	Percentage
	(1)	(2)	(3)=(2)-(1)	(4)=(3)÷(1)
Military and police personnel	3 113.7	2 907.5	(206.2)	(6.6)
Civilian personnel	1 719.2	1 592.4	(126.8)	(7.4)
Operational costs	2 151.5	2 070.9	(80.6)	(3.7)
Peacekeeping contributions to corporate initiatives ^e	34.9	66.3	31.4	90.0
Gross requirements	7 019.3	6 637.1	(382.2)	(5.4)
Staff assessment income	169.6	155.2	(14.4)	(8.5)
Net requirements	6 849.7	6 481.9	(367.8)	(5.4)
Voluntary contributions in kind (budgeted)	1.1	0.9	(0.2)	(13.9)
Total requirements	7 020.4	6 638.0	(382.4)	(5.4)

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

^a Inclusive of \$324.7 million for the support account for peacekeeping operations, \$82.4 million for the United Nations Logistics Base at Brindisi and \$31.4 million for the Regional Service Centre in Entebbe.

^b Exclusive of authority to enter into commitments approved in the amount of \$80.0 million for MONUSCO to support the presidential and legislative elections for the 2018/19 period.

^c Reflects requirements in respect of MINUJUSTH and UNAMID for a 6-month period from 1 July to 31 December 2019.

^d Inclusive of \$380.8 million for the support account for peacekeeping missions, \$65.2 million for the United Nations Logistics Base at Brindisi and \$35.7 million for the Regional Service Centre in Entebbe.

^e Reflects requirements for the enterprise resource planning project, information and systems security, the global service delivery model, Global Shared Service Centres, the Peacekeeping Capability Readiness System and maintenance and support costs for the enterprise resource planning system.

¹² The amount of \$15.8 million for Umoja maintenance and support costs was approved in the budget for the United Nations Logistics Base at Brindisi for the 2018/19 period, hence the budget proposal for the United Nations Logistics Base has been reduced commensurately.

Analysis of major variances

Table 14
Main factors for variance in resource requirements

<i>Group of expenditure</i>	<i>Main factors for variance</i>
Military and police personnel (decrease \$206.3 million)	The overall decrease is attributable mainly to: (a) the six-month provision for UNAMID and MINUJUSTH; (b) the repatriation of contingents in MONUSCO owing to the adjustment of the Mission's posture in the post-electoral period; and (c) the reduction of overall authorized strength of uniformed personnel in UNISFA, pursuant to Security Council resolutions 2416 (2018) and 2445 (2018) . The overall decrease is partly offset by the higher expected deployment of uniformed personnel at MINUSMA and UNMISS.
Civilian personnel (decrease \$126.8 million)	The overall decrease is attributable mainly to: (a) the six-month provision for UNAMID and MINUJUSTH; and (b) the proposed abolishment of posts and positions in MONUSCO as a result of the closure of seven field offices and one site in Kamina and the adjustments to the Mission's posture. The overall decrease is partly offset by increased requirements at MINUSMA, owing to the application of lower vacancy rates, and at UNMISS, resulting mainly from higher estimates for salaries and the application of lower vacancy rates.
Operational costs (decrease \$80.6 million)	The overall decrease is attributable mainly to: (a) the six-month provision for UNAMID and MINUJUSTH; and (b) lower requirements for air operations in MINUSMA, UNMISS and MONUSCO. The overall decrease is partly offset by increased costs associated with improving security systems in MINUSMA and necessary construction and other facilities and infrastructure work in UNISFA, UNMISS and UNIFIL.

212. Table 15 below provides information on resource requirements by mission from the 2018/19 to the 2019/20 period.

213. A detailed analysis of the proposed resource requirements for the 2019/20 period by category of expenditure is presented in annex I to the present report.

Table 15
Proposed resource requirements by peacekeeping operation component: 2019/20

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

<i>Peacekeeping component</i>	<i>Apportionment (2018/19)^a</i>	<i>Proposed budget (2019/20)^b</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUJUSTH	121 455.9	51 850.1	(69 605.8)	(57.3)
MINURSO	52 350.8	56 369.4	4 018.6	7.7
MINUSCA	930 211.9	925 498.9	(4 713.0)	(0.5)
MINUSMA	1 074 718.9	1 149 778.8	75 059.9	7.0
MONUSCO	1 114 619.5	1 023 267.6	(91 351.9)	(8.2)
UNAMID	715 522.7	269 920.9	(445 601.8)	(62.3)
UNDOF	60 295.1	70 092.0	9 796.9	16.2
UNFICYP	52 938.9	51 410.7	(1 528.2)	(2.9)
UNIFIL	474 406.7	485 178.3	10 771.6	2.3
UNISFA	263 858.1	267 918.4	4 060.3	1.5

<i>Peacekeeping component</i>	<i>Apportionment (2018/19)^a</i>	<i>Proposed budget (2019/20)^b</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNMIK	37 192.7	37 246.7	54.0	0.1
UNMISS	1 124 960.4	1 197 334.3	72 373.9	6.4
UNSOS	558 152.3	569 506.6	11 354.3	2.0
Subtotal	6 580 683.9	6 155 372.7	(425 311.2)	(6.5)
United Nations Logistics Base at Brindisi ^c	82 448.9	65 237.2	(17 211.7)	(20.9)
Regional Service Centre in Entebbe ^d	31 438.9	35 708.3	4 269.4	13.6
Support account for peacekeeping operations ^e	324 703.5	380 767.5	56 064.0	17.3
Subtotal	7 019 275.2	6 637 085.7	(382 189.5)	(5.4)
Voluntary contributions in kind (budgeted)	1 111.2	956.4	(154.8)	(13.9)
Total	7 020 386.4	6 638 042.1	(382 344.3)	(5.4)

^a Exclusive of authority to enter into commitments of \$80.0 million for the provision of MONUSCO support to the presidential and legislative elections for the 2018/19 period.

^b Reflects requirements in respect of MINUJUSTH and UNAMID for a 6-month period from 1 July to 31 December 2019.

^c Inclusive of requirements related to operating and maintenance costs of the enterprise resource planning system in the amount of \$15.8 million for the period from 1 July 2018 to 30 June 2019.

^d Inclusive of requirements in the amount of \$595,500 to be charged against the appropriation for the programme budget for the biennium 2018–2019 under section 3, Political affairs, approved by the General Assembly in its resolutions 72/286 and 73/279.

^e Inclusive of requirements for the period from 1 July 2019 to 30 June 2020 for: the enterprise resource planning project (\$19.4 million); information and systems security (\$0.8 million); the global service delivery model (\$0.9 million); the Global Shared Service Centres (\$19.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$21.4 million).

214. A detailed analysis of the proposed resource requirements for the 2019/20 period by peacekeeping mission is presented in annex I to the present report.

Analysis of civilian personnel: 2019/20

215. Tables 16 and 17 below provide an analysis of proposed staffing levels for the 2019/20 period compared with the approved levels in the 2018/19 and the proposed abolishment, establishment and reclassification of posts and positions in the 2019/20 period.

Table 16
Analysis of proposed staffing levels for the 2019/20 period compared with the approved levels in the 2018/19 period

Missions	2018/19 approved					2019/20 proposed					Variance				
	International	National	Temporary	United Nations Volunteers	Subtotal	International	National	Temporary	United Nations Volunteers	Subtotal	International	National	Temporary	United Nations Volunteers	Subtotal
MINUJUSTH	166	186	1	13	366	166	186	1	13	366	–	–	–	–	–
MINURSO	82	163	–	18	263	82	163	–	18	263	–	–	–	–	–
MINUSCA	673	602	39	210	1 524	690	608	39	229	1 566	17	6	–	19	42
MINUSMA	810	898	2	189	1 899	819	904	2	197	1 922	9	6	–	8	23
MONUSCO	829	2 252	105	418	3 604	721	1 725	59	347	2 852	(108)	(527)	(46)	(71)	(752)
UNAMID	531	878	97	68	1 574	531	878	97	68	1 574	–	–	–	–	–
UNDOF	51	88	4	–	143	52	88	4	–	144	1	–	–	–	1
UNFICYP	38	119	1	–	158	38	121	2	–	161	–	2	1	–	3
UNIFIL	253	634	2	–	889	255	633	–	–	888	2	(1)	(2)	–	(1)
UNISFA	160	86	1	33	280	166	86	1	34	287	6	–	–	1	7
UNMIK	112	219	–	24	355	112	219	–	24	355	–	–	–	–	–
UNMISS	919	1 426	42	442	2 829	952	1 436	–	447	2 835	33	10	(42)	5	6
UNSOS	350	189	–	20	559	370	189	–	20	579	20	–	–	–	20
Subtotal	4 974	7 740	294	1 435	14 443	4 954	7 236	205	1 397	13 792	(20)	(504)	(89)	(38)	(651)
United Nations Logistics Base at Brindisi	132	288	25	–	445	139	305	3	–	447	7	17	(22)	–	2
Regional Service Centre in Entebbe	131	269	–	6	406	131	267	–	6	404	–	(2)	–	–	(2)
Support account	960	399	68	–	1 427	979	401	54	–	1 434	19	2	(14)	–	7
Total	6 197	8 696	387	1 441	16 721	6 203	8 209	262	1 403	16 077	6	(487)	(125)	(38)	(644)

Table 17
Post actions: abolishment, establishment and reclassification in the 2019/20 period

	<i>2018/19 approved number of posts and positions</i>	<i>Under- Secretary- General</i>	<i>Assistant Secretary- General</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2/1</i>	<i>Field Service</i>	<i>National Professional Officers</i>	<i>National General Service</i>	<i>United Nations Volunteers</i>	<i>Total net change</i>	<i>2019/20 proposed number of posts and positions</i>
MINUJUSTH	366	–	–	–	–	–	–	–	–	–	–	–	–	–	366
MINURSO	263	–	–	–	–	1	–	1	–	(2)	–	–	–	–	263
MINUSCA	1 524	–	–	–	–	3	6	–	3	5	–	6	19	42	1 566
MINUSMA	1 899	–	–	–	–	1	2	4	–	2	3	3	8	23	1 922
MONUSCO	3 604	–	–	–	–	(1)	(15)	(46)	(7)	(57)	(30)	(525)	(71)	(752)	2 852
UNAMID	1 574	–	–	–	–	–	–	–	–	–	–	–	–	–	1 574
UNDOF	143	–	–	–	–	–	1	–	–	–	–	–	–	1	144
UNFICYP	158	–	–	–	–	–	2	(1)	–	–	2	–	–	3	161
UNIFIL	889	–	–	–	1	–	(1)	–	–	–	(1)	–	–	(1)	888
UNISFA	280	–	–	–	1	–	1	4	–	–	–	–	1	7	287
UNMIK	355	–	–	–	(1)	1	1	(1)	–	–	–	–	–	–	355
UNMISS	2 829	–	–	–	–	–	1	1	(1)	–	1	(1)	5	6	2 835
UNSOS	559	–	–	–	–	2	6	8	1	3	2	(2)	–	20	579
United Nations Logistics Base at Brindisi	445	–	–	–	–	1	(1)	3	–	–	–	(1)	–	2	447
Regional Service Centre in Entebbe	406	–	–	–	–	–	–	–	–	–	–	(2)	–	(2)	404
Support account	1 427	–	–	–	–	(1)	2	3	–	(1)	–	4	–	7	1 434
Total	16 721	–	–	–	1	7	5	(24)	(4)	(50)	(23)	(518)	(38)	(644)	16 077

Factors contributing to changes in resource requirements

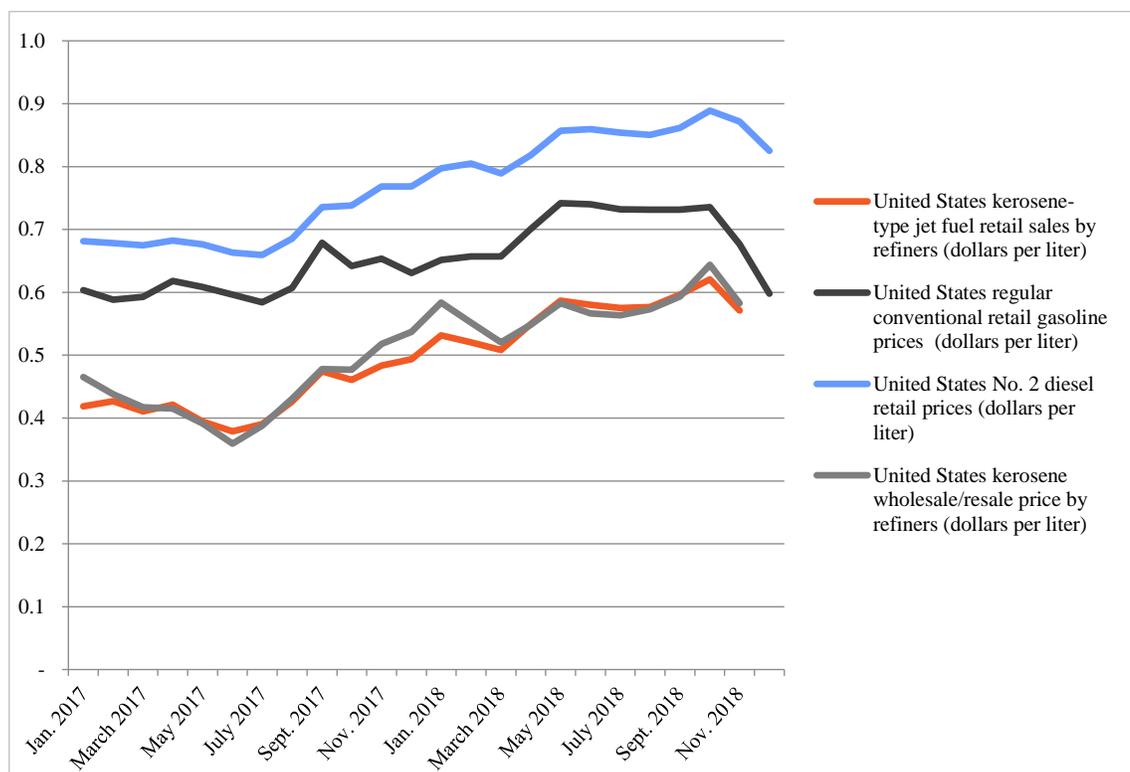
Impact of changing fuel prices on estimated requirements

216. The upward trend in fuel prices observed since the beginning of 2016 persisted until October 2018. The estimated fuel prices included in the proposed budgets are calculated based on average rates during a six-month period, so as to moderate the effects of significant outliers. As is the case with most commodities, fuel prices fluctuate depending on supply and demand in different areas, including seasonal demand and weather conditions.

217. Fluctuations in average fuel prices for the past two years are shown in figure XI below.

Figure XI
Average fuel prices from 1 January 2017 to December 2018

(United States dollars)



Exchange rate fluctuations during the previous year

218. Figures XII and XIII below reflect the performance of the United States dollar against the euro and the CFA franc during the period from January to December 2018. While the euro and the CFA franc appreciated against the dollar in the first quarter of 2018, the two currencies subsequently depreciated and by 1 December 2018 the euro and the CFA franc had depreciated by 5.0 per cent compared with the dollar. The dollar also strengthened against other currencies such as the Sudanese pound and the South Sudanese pound over the course of 2018.

219. The proposed resource requirements for the 2019/20 period were estimated using the most recent exchange rates prevailing at the time of budget finalization, which, in most cases, were the December 2018 and January and February 2019 rates.

Figure XII
Performance of the United States dollar against the euro: 2018 calendar year

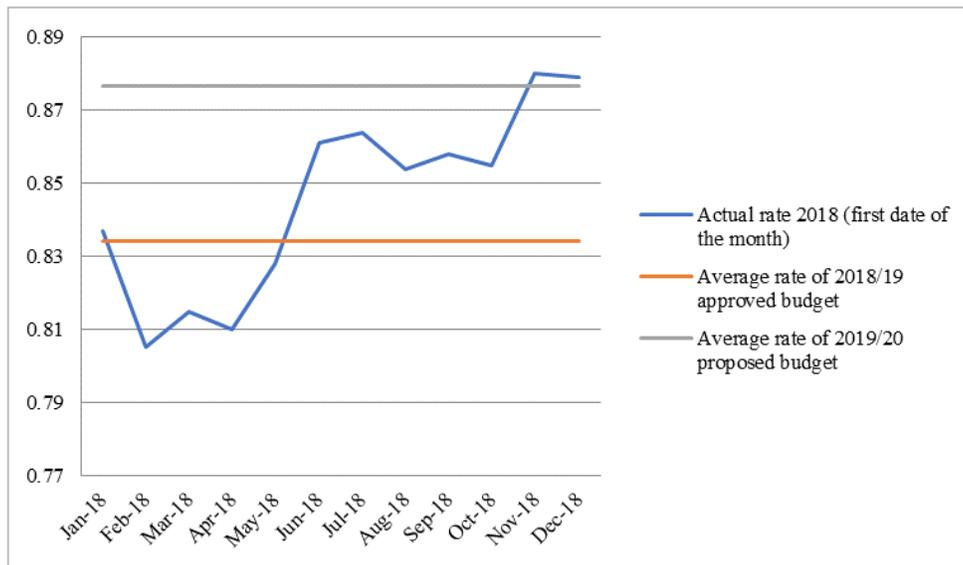
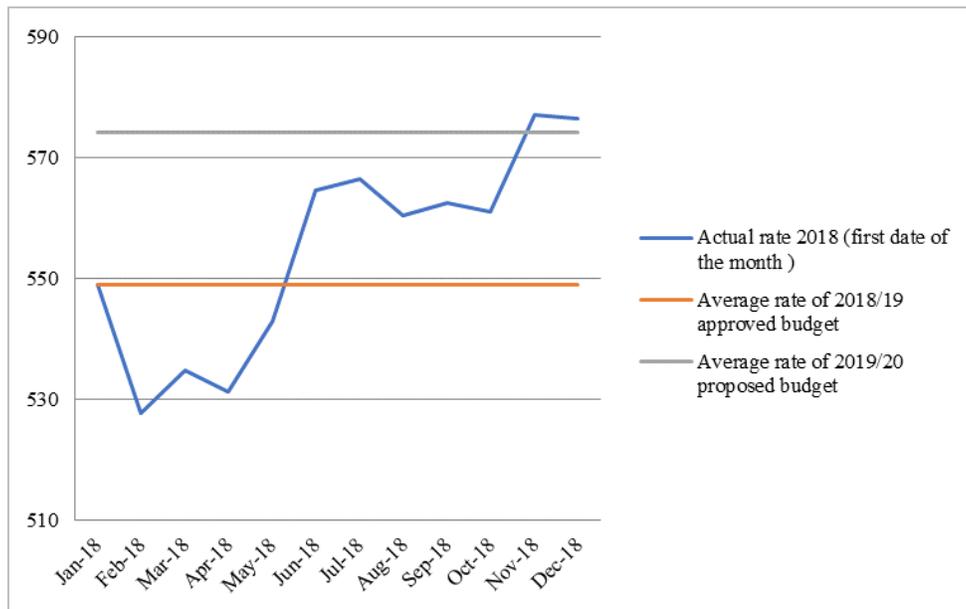


Figure XIII
Performance of the United States dollar against the CFA franc: 2018 calendar year



Human resources: vacancy factors

220. Vacancy rates with respect to the computation of personnel costs are based on actual personnel deployment for the 2017/18 period and the first half of the 2018/19 period, as well as the expenditure pattern of missions and projected changes in mission levels of personnel and mission-specific circumstances in relation to the deployment of uniformed personnel and the recruitment of civilian staff. For military and police personnel, the variables considered for the proposed delayed deployment factors include the current fiscal year-to-date average vacancy rates, as well as historical deployment patterns and planned deployment, as applicable. For civilian

personnel, the proposed vacancy factors take into account the most recent vacancy rates, current fiscal year-to-date average vacancy rates, as well as historical incumbency patterns and proposed changes in the composition of staff, as applicable. In the support account for peacekeeping operations, proposed vacancy rates are based on average rates for the first six months of the 2018/19 period, with the higher vacancy rate for new posts and positions of 50 per cent.

221. Salary costs for the 2019/20 period were estimated using the salary scales and post adjustment approved in January 2019 for international staff, as published by the International Civil Service Commission, while common staff costs were based on actual expenditures from January to December 2018. National staff salaries are based on the most recently applied salary scale in individual missions.

Planned vacancy rates for the 2019/20 period

222. Information on vacancy rates for each mission is provided in table 18 below.

Table 18
Planned and actual vacancy rates

(Percentage)

<i>Mission</i>	<i>Category</i>	<i>Actual average 2017/18</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
MINUJUSTH	International staff	8.3	11.0	19.8
	National Professional Officers	12.8	11.0	21.4
	National General Service staff	5.1	5.0	17.9
	United Nations Volunteers – international	33.3	14.0	68.8
	Temporary international staff	50.6	–	–
	Temporary National Professional Officers	38.3	–	–
	Temporary National General Service staff	32.6	–	–
MINURSO	International staff	12.0	10.0	7.0
	National Professional Officers	50.0	–	–
	National General Service staff	5.5	6.0	2.0
	United Nations Volunteers – international	16.7	20.0	20.0
MINUSCA	International staff	18.9	10.0	10.9
	National Professional Officers	22.3	15.0	8.4
	National General Service staff	25.7	15.0	15.4
	United Nations Volunteers – international	12.6	12.0	9.6
	United Nations Volunteers – national	1.8	2.0	2.0
	Temporary international staff	27.5	10.0	19.0
	Temporary National Professional Officers	–	15.0	15.0
MINUSMA	Temporary National General Service staff	87.5	15.0	15.0
	International staff	17.5	17.4	10.3
	National Professional Officers	17.7	17.7	16.0
	National General Service staff	20.1	19.8	16.0
	United Nations Volunteers – international	18.5	17.5	17.8
	Temporary international staff	–	50.0	14.0

<i>Mission</i>	<i>Category</i>	<i>Actual average 2017/18</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
MINUSTAH	International staff	17.8	–	–
	National Professional Officers	(5.1)	–	–
	National General Service staff	22.7	–	–
	United Nations Volunteers – international	17.4	–	–
MONUSCO	International staff	15.0	18.0	18.0
	National Professional Officers	19.2	22.0	22.0
	National General Service staff	11.3	11.2	11.2
	United Nations Volunteers – international	18.7	14.7	14.7
	United Nations Volunteers – national	45.5	36.4	36.4
	Temporary international staff	25.8	18.0	18.0
	Temporary National Professional Officers	–	–	50.0
	Temporary National General Service staff	100.0	10.5	10.5
UNAMID	International staff	13.3	10.0	8.0
	National Professional Officers	15.0	10.0	5.0
	National General Service staff	5.0	2.0	7.0
	United Nations Volunteers – international	22.1	10.0	2.0
	United Nations Volunteers – national	–	–	–
	Temporary international staff	5.9	1.0	8.0
	Temporary National Professional Officers	–	17.0	2.0
	Temporary National General Service staff	2.5	10.0	13.0
UNDOF	International staff	7.1	9.0	8.0
	National General Service staff	8.0	6.8	5.0
	Temporary international staff	30.0	50.0	50.0
UNFICYP	International staff	5.4	10.0	7.0
	National Professional Officers	50.0	25.0	16.7
	National General Service staff	1.7	2.0	2.0
	Temporary international staff	–	50.0	25.0
UNIFIL	International staff	5.1	6.0	5.0
	National Professional Officers	27.5	25.5	15.0
	National General Service staff	6.3	7.0	7.0
	Temporary international staff	–	–	–
UNISFA	International staff	13.7	15.0	15.0
	National Professional Officers	–	–	–
	National General Service staff	11.6	10.0	12.0
	United Nations Volunteers – international	3.3	6.0	3.0
	Temporary international staff	100.0	15.0	15.0
UNMIK	International staff	14.3	10.0	10.0
	National Professional Officers	3.0	3.0	3.0
	National General Service staff	1.1	1.0	1.0
	United Nations Volunteers – international	8.3	11.0	11.0
UNMIL	International staff	15.6	–	–
	National staff	10.3	–	–
	United Nations Volunteers	10.0	–	–

<i>Mission</i>	<i>Category</i>	<i>Actual average 2017/18</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
UNMISS	International staff	8.4	9.0	7.0
	National Professional Officers	6.4	8.0	5.0
	National General Service staff	5.1	5.0	5.0
	United Nations Volunteers – international	10.5	10.7	11.0
	United Nations Volunteers – national	–	–	–
	Temporary international staff	9.4	15.0	–
	Temporary National Professional Officers	10.0	10.0	–
UNSOS	International staff	12.8	11.6	8.0
	National Professional Officers	26.3	23.7	22.0
	National General Service staff	13.9	13.9	8.0
	United Nations Volunteers – international	–	2.0	5.0
Regional Service Centre in Entebbe	International staff	16.4	14.9	13.0
	National Professional Officers	22.6	19.4	10.0
	National General Service staff	18.1	15.0	10.0
	United Nations Volunteers – international	37.5	10.0	10.0
United Nations Logistics Base at Brindisi	International staff	19.0	16.7	17.0
	National General Service staff	5.9	6.0	6.0
	Temporary international staff	15.4	15.0	15.0
	Temporary National General Service staff	16.7	–	–
Support account	International staff	11.2	11.9	10.1
	National Professional Officers	–	11.9	10.1
	National General Service staff	9.3	9.7	11.9
	Temporary international staff	17.6	23.5	25.9
	Temporary National General Service staff	25.0	25.0	30.0

Civilian personnel incumbency trends

223. Vacancy rates applied in the calculation of budgets for the 2019/20 period for peacekeeping operations are mainly projected to decrease for both international staff and national staff owing to the maturity of missions and operational circumstances, as well as the effect of international staff who are separating from closing or downsizing missions and are being recruited to fill vacant posts at other active missions, including MINUSMA, UNMISS and UNSOS. The proposed vacancy rates for civilian personnel take into account historical patterns, current incumbency rates and projected deployments based on planning for the 2019/20 period.

Civilian staff costs

224. For the 2019/20 period, budgetary rates for international staff net salaries and staff assessment were determined using the revised base salary scale for Professional and higher categories, as approved by the General Assembly in its resolution 73/273, effective 1 January 2019. The scale reflects the consolidation, on a “no-loss/no-gain basis”, of 1.83 multiplier points into the net base salaries in effect under the salary scale as of 1 January 2018. The net base salary scale for staff in the Field Service category has also been revised, effective 1 January 2019. The post adjustment multiplier for each duty station for January 2018 was applied to the net base salary rates. The actual expenditures of common staff costs and net salaries for the period

from 1 January to 31 December 2018 were used to calculate the percentage of common staff costs applied to the proposed budgets for the 2019/20 period.

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

XVII. Budget performance for the period from 1 July 2017 to 30 June 2018

2017/18: synopsis of financing and performance for the period

226. The General Assembly approved resources of \$6,890.8 million, inclusive of authority to enter into commitments for six months until 31 December 2017, in respect of MINUSTAH and UNAMID in amounts not to exceed \$90.0 million and \$486.0 million, respectively.

227. At its seventy-second session, the General Assembly approved a revised budget for UNAMID for the period from 1 July 2017 to 30 June 2018 in the amount of \$910.9 million, based on a strategic review of the Mission and a revised Security Council mandate (Security Council resolution [2363 \(2017\)](#)), as well as a budget for MINUJUSTH in the amount of \$88.1 million.

228. In addition, during the financial period, the Advisory Committee on Administrative and Budgetary Questions and the General Assembly authorized the Secretary-General to enter into commitment in respect of:

- MINUSCA, in the amount of \$20.2 million;
- MINUSMA, in the amount of \$43.2 million;
- MONUSCO, in the amount of \$47.9 million;
- UNDOF, in the amount of \$4.1 million;
- UNMISS, in the amount of \$65.2 million.

229. In total, the approved resources for peacekeeping operations for the 2017/18 period amounted to \$7,496.3 million. The information above is summarized in table 19 below.

Table 19

Financial resources approved for the 2017/18 period

(Thousands of United States dollars)

<i>Peacekeeping component</i>	<i>1 July 2017 to 30 June 2018</i>		<i>Commitment authority</i>	<i>Final approved</i>
	<i>Apportionment approved (seventy-first session of the General Assembly)</i>	<i>Apportionment approved (seventy-second session of the General Assembly)</i>		
MINUJUSTH	88 111.2			88 111.2
MINURSO	52 000.0			52 000.0
MINUSCA	882 800.0		20 211.5	903 011.5
MINUSMA	1 048 000.0		43 174.0	1 091 174.0
MINUSTAH	90 000.0			90 000.0
MONUSCO	1 141 848.1		47 922.7	1 189 770.8
UNAMID	486 000.0	424 941.2		910 941.2

<i>Peacekeeping component</i>	<i>1 July 2017 to 30 June 2018</i>			
	<i>Apportionment approved (seventy-first session of the General Assembly)</i>	<i>Apportionment approved (seventy-second session of the General Assembly)</i>	<i>Commitment authority</i>	<i>Final approved</i>
UNDOF	57 653.7		4 111.8	61 765.5
UNFICYP	54 000.0			54 000.0
UNIFIL	483 000.0			483 000.0
UNISFA	266 700.0			266 700.0
UNMIK	37 898.2			37 898.2
UNMIL	110 000.0			110 000.0
UNMISS	1 071 000.0		65 157.1	1 136 157.1
UNSOS	582 000.0			582 000.0
Subtotal, missions	6 451 011.2	424 941.2	180 577.1	7 056 529.5
United Nations Logistics Base at Brindisi	81 000.0			81 000.0
Regional Service Centre in Entebbe	33 000.0			33 000.0
Support account	325 800.0			325 800.0
Total, resources	439 800.0	–	–	439 800.0
Total appropriation	6 890 811.2	424 941.2	180 577.1	7 496 329.5

230. As shown in table 20 below, the total approved budget for the period from 1 July 2017 to 30 June 2018 amounted to \$7,496.3 million, inclusive of the support account, the Regional Service Centre in Entebbe and the United Nations Logistics Base at Brindisi, exclusive of budgeted voluntary contributions in kind. The related expenditure amounted to \$7,422.9 million, resulting in an overall unencumbered balance of \$73.4 million or 1 per cent

Table 20
Financial position and performance for the 2017/18 period

(Thousands of United States dollars)

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
MINUJUSTH	88 111.2	87 811.2	300.0	0.3
MINURSO	52 000.0	51 424.7	575.3	1.1
MINUSCA	903 011.5	879 872.9	23 138.6	2.6
MINUSMA	1 091 174.0	1 086 418.8	4 755.2	0.4
MINUSTAH	90 000.0	89 999.2	0.8	0.0
MONUSCO	1 189 770.8	1 189 238.5	532.3	0.0
UNAMID	910 941.2	908 264.4	2 676.8	0.3
UNDOF	61 765.5	60 416.1	1 349.4	2.2
UNFICYP	54 000.0	53 977.8	22.2	0.0
UNIFIL	483 000.0	482 533.4	466.6	0.1
UNISFA	266 700.0	266 024.8	675.2	0.3
UNMIK	37 898.2	36 645.8	1 252.4	3.3

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
UNMIL	110 000.0	109 614.9	385.1	0.4
UNMISS	1 136 157.1	1 110 321.7	25 835.4	2.3
UNSOS	582 000.0	571 498.5	10 501.5	1.8
Subtotal, missions	7 056 529.5	6 984 062.7	72 466.8	1.0
United Nations Logistics Base at Brindisi	81 000.0	80 196.2	803.8	1.0
Regional Service Centre in Entebbe	33 000.0	32 842.1	157.9	0.5
Support account	325 800.0	325 781.2	18.8	0.0
Subtotal	7 496 329.5	7 422 882.2	73 447.3	1.0
Voluntary contributions in kind (budgeted)	1 223.0	861.4	361.6	29.6
Total requirements	7 497 552.5	7 423 743.6	73 808.9	1.0

231. The overall budget implementation rate in the 2017/18 period was 99.0 per cent (compared with 98.6 per cent for the 2016/17 period). The unencumbered balance of \$73.4 million principally reflects underexpenditure for:

(a) UNMISS, attributable mainly to the delayed deployment of an infantry contingent unit, the non-deployment of military contingent units, the postponement of the rotation and emplacement of military contingent personnel and the non-deployment of two helicopters and non-availability of three helicopters for 231 days;

(b) MINUSCA, attributable mainly to the reconfiguration of the air fleet, lower costs for freight of goods to the Mission and lower than anticipated implementation of programmatic activities;

(c) UNSOS, attributable mainly to the delayed deployment of aircraft, the contract expiration of one fixed-wing aircraft in April 2018, lower costs for the aviation security services and lower medical costs;

(d) MINUSMA, attributable mainly to the non-deployment of military air assets and the reconfiguration of the Mission's unmanned aerial systems.

232. During the reporting period, several Security Council decisions had significant impact on the scope and size of the mandates of peacekeeping operations and levels of resources, in some cases giving rise to additional resource requirements and necessitating redeployments, which included:

(a) The decision to authorize additional 900 troops at MINUSCA to increase its flexibility and mobility to improve, in particular the protection of civilians mandate (Security Council resolution [2387 \(2017\)](#));

(b) The mandate for MONUSCO to support the implementation of the agreement of 31 December 2016 and the electoral process to hold credible elections (Security Council resolution [2409 \(2018\)](#));

(c) The increase in the deployment of uniformed personnel towards the ceiling of 17,000 troops in UNMISS (Security Council resolutions [2304 \(2016\)](#), [2327 \(2016\)](#), [2392 \(2017\)](#) and [2406 \(2018\)](#)). The Council also noted the Secretary-General's intention to conduct a military and capability study (Security Council resolution [2406](#)

(2018)). The Secretary-General requested additional resources for the 2017/18 period for the arrival of additional military contingent personnel and increased requirements for civilian personnel (A/72/752);

(d) The Security Council requested the Secretary-General to continue to take all appropriate additional measures to enhance the safety and security of MINUSMA personnel and to allow it to execute its mandate effectively (Security Council resolution 2364 (2017));

(e) The Security Council expressed its intention to revise the configuration and mandate of UNISFA (Security Council resolution 2416 (2018), para. 5);

(f) The Security Council supported the two-pronged approach for UNAMID, focusing on peacekeeping activities in Jebel Marra and stabilization activities in other parts of Darfur: in this connection, the Council decided to reduce the authorized ceiling for troops and police in two phases, beginning on 31 January 2018 (Security Council resolution 2363 (2017)); the adoption of the resolution on 29 June 2017 necessitated a revised budget for UNAMID during the 2017/18 period.

233. A detailed analysis of the budget performance for the 2017/18 period, by class of expenditure and by peacekeeping mission component, is presented in annex II to the present report.

XVIII. Status of the Peacekeeping Reserve Fund as at 30 June 2018

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

235. As reflected in the financial statements for the 12-month period from 1 July 2017 to 30 June 2018, the level of the Fund as at 30 June 2018 was \$152.9 million, comprising the reserve of \$150.0 million and an accumulated surplus of \$2.9 million. As in the 2016/17 period, no new loans were made to active peacekeeping missions during the financial year ended 30 June 2018. As at 30 June 2018, there were outstanding advances to MINURCA in the amount of \$12.8 million, which remain unpaid since February 2000 owing to insufficient cash resources.

236. The balance of the Peacekeeping Reserve Fund in excess of the authorized level is available to meet the financing of the support account for peacekeeping operations. An amount of \$0.9 million was approved by the General Assembly in its resolution 72/288 for the period from 1 July 2018 to 30 June 2019. The application of the remaining surplus balance of \$2.0 million, subject to approval by the Assembly, will be proposed in the context of the budget for the support account for peacekeeping operations for the period from 1 July 2019 to 30 June 2020.

XIX. Implementation of the requests of the General Assembly in its resolution 72/290

237. The General Assembly did not adopt a resolution on cross-cutting issues during its seventy-second session, at which the Secretary-General presented his report on the overview of the financing of the United Nations peacekeeping operations (A/72/770), which precedes the present report. However, the decisions and requests contained in

Assembly resolution 72/290 on the financing of MINUSCA include cross-cutting decisions on programmatic activities. The last Assembly resolution on cross-cutting issues (resolution 70/286) was adopted at its seventieth session on 17 June 2016.

238. In its resolution 72/290, the General Assembly encouraged the Secretary-General to continue his efforts to develop an accountability framework for the performance of entities that are not a part of the Secretariat when they perform activities funded by the Mission resources, excluding the provision of goods and services through contractual arrangements; and underlined the critical contribution that programmatic activities make to the implementation of the mandates of the Mission and that all such activities must be directly linked to the mandates of the Mission (paras. 11–12).

239. On a case-by-case basis, peacekeeping operations work with implementing partners who contribute to the delivery of peacekeeping mandates by undertaking tasks as specified in formal agreements. Partners, which are often United Nations agencies, funds and programmes, are selected based on their ability to provide specific expertise or skillsets that are not available within the mission, including the mandate and capacity of mission partners to continue longer-term work initiated by a peacekeeping operation in shared priority areas. This approach aligns with the Action for Peacekeeping initiative to strengthen the impact of peacekeeping on sustaining peace by strengthening national ownership and capacity, ensuring integrated analysis and planning, particularly for transitions, and seeking greater coherence among United Nations system actors.

240. Guidance issued to peacekeeping missions provides direction on the planning, implementation, management, monitoring and evaluation of activities. The guidance provides a template for memorandums of understanding, establishing the terms and conditions under which implementing partners provide their services in support of mission mandate in specific priority areas. The memorandum template, which is customized to mission-specific circumstances, determines, inter alia, the general responsibilities of the implementing partners, financial arrangements and reporting obligations. Risks regarding performance of implementing partners are mitigated through the selection process for implementing partners, which includes an assessment of comparative advantages that seeks to identify the most suitable partner for particular programmes. In addition, the memorandum template includes relevant language under the general responsibilities, in particular that implementing partners shall select and provide qualified personnel for the performance of the services, and shall ensure that such services shall be provided with due care and diligence and in accordance with the highest professional standards; and that the parties shall be responsible for claims brought by any third party arising from or in connection to their respective acts or omissions or from the acts or omissions of their respective personnel or agents.

241. Details on the proposed resources requirements in respect of the 2019/20 period for mine action, disarmament, demobilization and reintegration activities, community violence reduction programmes and other programmatic activities are presented in annex IX to the present report.

XX. Action to be taken by the General Assembly

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

Annex I

Analysis of proposed resources for the period from 1 July 2019 to 30 June 2020

Table 1
Proposed requirements for the 2019/20 period by class of expenditure

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

Class of expenditure	Apportionment (2018/19) ^a	Cost estimates (2019/20)	Variance	
			Amount	Percentage
	(1)	(2)	(3)=(2)-(1)	(4)=(3)÷(1)
Military and police personnel				
Military observers	68 934.2	65 517.3	(3 416.9)	(5.0)
Military contingents	2 641 676.6	2 502 953.0	(138 723.6)	(5.3)
United Nations police	137 388.3	116 166.9	(21 221.4)	(15.4)
Formed police units	265 729.9	222 818.4	(42 911.5)	(16.1)
Subtotal	3 113 729.0	2 907 455.6	(206 273.4)	(6.6)
Civilian personnel				
International staff	1 185 748.9	1 135 970.3	(49 778.6)	(4.2)
National staff	408 427.8	346 532.9	(61 894.9)	(15.2)
United Nations Volunteers	70 276.4	68 116.9	(2 159.5)	(3.1)
General temporary assistance	40 585.3	28 421.1	(12 164.2)	(30.0)
Government-provided personnel	14 152.9	13 379.4	(773.5)	(5.5)
Subtotal	1 719 191.3	1 592 420.6	(126 770.7)	(7.4)
Operational costs				
Civilian electoral observers	–	–	–	–
Consultants	8 947.1	8 453.6	(493.5)	(5.5)
Official travel	34 654.3	34 639.5	(14.8)	–
Facilities and infrastructure	555 752.0	559 201.4	3 449.4	0.6
Ground transportation	100 851.6	93 683.4	(7 168.2)	(7.1)
Air operations	688 396.6	619 109.3	(69 287.3)	(10.1)
Marine operations	3 821.4	4 071.9	250.5	6.6
Communications and information technology	310 494.2	313 717.1	3 222.9	1.0
Medical	35 002.0	32 634.5	(2 367.5)	(6.8)
Special equipment	–	–	–	–
Other supplies, services and equipment	401 770.7	394 155.4	(7 615.3)	(1.9)
Quick-impact projects	11 800.0	11 200.0	(600.0)	(5.1)
Subtotal	2 151 489.9	2 070 866.1	(80 623.8)	(3.7)
Enterprise resource planning project	28 859.1	19 376.9	(9 482.2)	(32.9)
Information and systems security	821.5	821.5	–	–
Global service delivery model	1 302.8	868.5	(434.3)	(33.3)
Global Shared Service Centres	–	19 948.2	19 948.2	–
Peacekeeping Capability Readiness System	3 881.6	3 881.6	–	–
Umoja maintenance and support cost	–	21 446.7	21 446.7	–
Gross requirements	7 019 275.2	6 637 085.7	(382 189.5)	(5.4)
Staff assessment income	169 593.1	155 174.5	(14 418.6)	(8.5)
Net requirements	6 849 682.1	6 481 911.2	(367 770.9)	(5.4)
Voluntary contributions in kind (budgeted)	1 111.2	956.4	(154.8)	(13.9)
Total requirements	7 020 386.4	6 638 042.1	(382 344.3)	(5.4)

(Footnote on following page)

(Footnote to Table 1)

^a Exclusive of the request for authority to enter into commitments of \$80.0 million for the provision of MONUSCO support to the presidential and legislative elections (see Security Council resolution [2348 \(2017\)](#)) for the 2018/19 period.

Table 2
Main factors contributing to the variances in resource requirements for the 2019/20 period by class of expenditure

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
Military observers	<p>The decreased requirements of \$3.4 million are attributable mainly to the lower deployment of military observers at MONUSCO and the six-month provision for UNAMID</p> <p>The overall decrease is offset in part by the higher deployment of military observers at UNMISS</p>
Military contingents	<p>The decreased requirements of \$138.7 million are attributable mainly to: (a) the six-month provision for UNAMID; (b) the adjustment to the posture of MONUSCO; and (c) the reduction in the authorized troop ceiling at UNISFA</p> <p>The overall decrease is offset in part by increased requirements at: (a) MINUSMA, owing to the application of a lower vacancy rate, combined with the increase in the rate of reimbursement to troop-contributing countries approved by the General Assembly in its resolution 72/285; and (b) UNMISS, owing to the provision for the deployment of additional military contingent personnel</p>
United Nations police	<p>The decreased requirements of \$21.2 million are attributable mainly to the provision of six-month for UNAMID and MINUJUSTH</p> <p>The overall decrease is offset in part by increased requirements at UNISFA owing to an increase in the number of authorized individual United Nations police personnel from 50 to 185</p>
Formed police units	<p>The decreased requirements of \$42.9 million are attributable mainly to the six-month provision for UNAMID and MINUJUSTH</p> <p>The overall decrease is offset in part by increased requirements at UNISFA attributable to the establishment of one formed police unit comprising 160 personnel, in accordance with Security Council resolution 2445 (2018)</p>
International staff	<p>The decreased requirements of \$49.8 million are attributable mainly to: (a) the six-month provision for UNAMID and MINUJUSTH; and (b) the proposed abolishment of posts at MONUSCO</p> <p>The overall decrease is offset in part by increased requirements at: (a) UNMISS, as a result of the application of higher estimates salary costs, the proposed conversion of 32 temporary positions to posts and the application of a lower vacancy rate; and (b) MINUSMA, owing to the application of a lower vacancy rate and the proposed increase of posts</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
National staff	<p>The decreased requirements of \$61.9 million are attributable mainly to: (a) the six-month provision for UNAMID and MINUJUSTH; and (b) the proposed abolishment of posts at MONUSCO</p> <p>The overall decrease is offset in part by increase salary scales for local staff, the conversion of temporary positions to posts and the application of a lower vacancy rate for National Professional Officers at UNMISS</p>
United Nations Volunteers	<p>The decreased requirements of \$2.2 million are attributable mainly to: (a) the proposed abolishment of positions at MONUSCO; and (b) the six-month provision for UNAMID</p> <p>The overall decrease is offset in part by increased requirements in MINUSCA and MINUSMA due to the proposed establishment of positions and increases in allowances</p>
General temporary assistance	<p>The decreased requirements of \$12.2 million are attributable mainly to: (a) the conversion of temporary positions at UNMISS and the United Nations Logistics Base at Brindisi; (b) the proposed abolishment of positions in MONUSCO; and (c) the six-month provision for UNAMID</p> <p>The overall decrease is offset in part by increased requirements in UNISFA</p>
Government-provided personnel	<p>The decreased requirements of \$0.8 million are attributable mainly to the six-month provision for MINUJUSTH</p> <p>The overall decrease is offset in part by increased requirements at MINUSCA due to the application of a lower vacancy rate</p>
Consultants	<p>The decreased requirements of \$0.5 million are attributable mainly to MONUSCO, with requirements for experts to monitor the arms embargo being budgeted under other supplies, services and equipment as the project is implemented by an implementing partner</p>
Official travel	<p>The decreased requirements of \$0.01 million are attributable mainly to the six-month provision for UNAMID and MINUJUSTH, offset mostly by higher requirements under the support account</p>
Facilities and infrastructure	<p>The increased requirements of \$3.4 million are attributable mainly to: (a) the increased acquisition of prefabricated facilities and equipment and increased planned implementation of construction, alteration, renovation and major maintenance projects at UNMISS for the critical maintenance of the Mission's facilities and infrastructure and to accommodate the increased deployment of uniformed and civilian personnel; (b) the implementation of the camp management service contract, the acquisition of prefabricated facilities to accommodate the planned deployment of police personnel, the acquisition of generators and electrical equipment and higher costs of fuel at UNISFA; and (c) increased requirements for fuel, repair of ageing equipment and infrastructure, construction services for new camps, equipment for the mission's environmental plan and supplies to enhance physical security in camps at MINUSMA</p> <p>The overall increase is offset in part by: (a) the six-month provision for UNAMID and MINUJUSTH; and (b) to non-recurrent requirements for construction projects and equipment at MINUSCA</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
Ground transportation	<p>The decreased requirements of \$7.2 million are attributable mainly to: (a) lower consumption of vehicle fuel and lower provision for repairs and maintenance at UNSOS; (b) lower requirements for fuel and a reduction in the vehicle fleet at MONUSCO in line with the change in Mission's posture; and (c) the six-month provision for UNAMID</p> <p>The overall decrease is offset in part by increased requirements for: (a) fuel at MINUSMA owing to the increase in the Mission's vehicle fleet, particularly contingent-owned vehicles; and (b) the replacement of vehicles that have passed their economically useful life-span, higher fuel prices and higher volume of fuel, need for spare parts to replenish stock levels, purchase of workshop equipment and the use of fleet management and vehicle tracking systems at UNMISS</p>
Air operations	<p>The decreased requirements of \$69.3 million are attributable mainly to: (a) the six-month provision for UNAMID and MINUJUSTH; (b) the reduction of two fixed-wing aircraft and other changes in the fleet configuration at MINUSMA; (c) the exclusion of requirements related to the deployment of three helicopters, lower projected flight hours and lower projected requirements for equipment owing to the acquisition of airfield vehicles prior to the 2019/20 period at UNMISS; and (d) a reduction of two fixed-wing aircraft and the sharing of a helicopter with other missions, following the closure of field offices and one site at MONUSCO</p> <p>The overall decrease is offset in part by increased requirements at MINURSO owing to an increase in the fleet fixed costs and the provision for rental of a helicopter for 12 months, as well as higher requirements for fuel</p>
Marine operations	<p>The increased requirements of \$0.3 million are attributable mainly to the requirement of additional sea containers at UNMISS and MONUSCO</p> <p>The overall increase is offset in part by decreased requirements at UNISFA, MINUSMA and UNSOS</p>
Communications and information technology	<p>The increased requirements of \$3.2 million are mainly attributable to: (a) the costs associated with improving security systems in MINUSMA; (b) the acquisition of a counter-rocket artillery mortar system for five sectors in response to the January 2019 mortar attack on the UNSOS compound; and (c) additional hardware to be leased and higher costs for various software licences, owing to the increased number of users, including maintenance and support costs for the enterprise resource planning system, as reflected in the support account for peacekeeping operations</p> <p>The overall increase is offset in part by reduced requirements owing to the six-month provision for UNAMID</p>
Medical	<p>The decreased requirements of \$2.4 million are attributable mainly to: (a) lower acquisitions of medical equipment and fewer third-party evacuation services in MINUSCA; (b) lower contractual costs for the Mission's two aero-medical teams and the Mopti hospital at MINUSMA; and (c) the six-month provision for UNAMID</p>

<i>Class of expenditure</i>	<i>Main factors contributing to the variances</i>
Other supplies, services and equipment	<p>The decreased requirements of \$7.6 million are attributable mainly to: (a) the six-month provision for UNAMID and MINUJUSTH; and (b) the adjustment to the posture of MONUSCO</p> <p>The overall decrease is offset in part by increased requirements at: (a) MINUSCA, owing to the engagement of implementing partners and the engagement of individual contractual personnel; and (b) UNISFA, as a result of higher freight costs, increased provisions for mine action activities and the inclusion of a provision for other programmatic activities</p>
Quick-impact projects	<p>The decreased requirements of \$0.6 million are mainly attributable to the six-month provision for MINUJUSTH</p> <p>The overall decrease is offset in part by increased requirements in UNMISS for quick-impact projects and the implementation of confidence-building projects at UNDOF</p>

Table 3
Proposed resource requirements for quick-impact projects for the 2019/20 period by peacekeeping mission

(Thousands of United States dollars)

	<i>MINUJUSTH</i>	<i>MINUSCA</i>	<i>MINUSMA</i>	<i>MONUSCO</i>	<i>UNDOF</i>	<i>UNIFIL</i>	<i>UNISFA</i>	<i>UNMISS</i>	<i>Total</i>
Quick-impact projects	1 100.0	3 000.0	4 000.0	1 500.0	200.0	500.0	500.0	1 500.0	12 300.0

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

Table 4
Proposed resource requirements for the 2019/20 period by peacekeeping component

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

Peacekeeping component	Apportionment (2018/19) ^a	Proposed budget (2019/20) ^b	Variance	
			Amount	Percentage
MINUJUSTH	121 455.9	51 850.1	(69 605.8)	(57.3)
MINURSO	52 350.8	56 369.4	4 018.6	7.7
MINUSCA	930 211.9	925 498.9	(4 713.0)	(0.5)
MINUSMA	1 074 718.9	1 149 778.8	75 059.9	7.0
MONUSCO	1 114 619.5	1 023 267.6	(91 351.9)	(8.2)
UNAMID	715 522.7	269 920.9	(445 601.8)	(62.3)
UNDOF	60 295.1	70 092.0	9 796.9	16.2
UNFICYP	52 938.9	51 410.7	(1 528.2)	(2.9)
UNIFIL	474 406.7	485 178.3	10 771.6	2.3
UNISFA	263 858.1	267 918.4	4 060.3	1.5
UNMIK	37 192.7	37 246.7	54.0	0.1
UNMISS	1 124 960.4	1 197 334.3	72 373.9	6.4
UNSOS	558 152.3	569 506.6	11 354.3	2.0
Subtotal	6 580 683.9	6 155 372.7	(425 311.2)	(6.5)
United Nations Logistics Base at Brindisi ^c	82 448.9	65 237.2	(17 211.7)	(20.9)
Regional Service Centre in Entebbe ^d	31 438.9	35 708.3	4 269.4	13.6
Support account for peacekeeping operations ^e	324 703.5	380 767.5	56 064.0	17.3
Subtotal	7 019 275.2	6 637 085.7	(382 189.5)	(5.4)
Voluntary contributions in kind (budgeted)	1 111.2	956.4	(154.8)	(13.9)
Total	7 020 386.4	6 638 042.1	(382 344.3)	(5.4)

^a Exclusive of the request for authority to enter into commitments of \$80.0 million for the provision of MONUSCO support to the presidential and legislative elections (see Security Council resolution [2348 \(2017\)](#)) for the 2018/19 period.

^b Proposed budget: reflects requirements in respect of MINUJUSTH and UNAMID for a 6-month period from 1 July to 31 December 2019.

^c Inclusive of requirements related to operating and maintenance costs of the enterprise resource planning system in the amount of \$15.8 million for the period from 1 July 2018 to 30 June 2019.

^d Inclusive of requirements in the amount of \$595,500 to be charged against the appropriation for the programme budget for the biennium 2018–2019 under section 3, Political affairs, approved by the General Assembly in its resolutions [72/286](#) and [73/279](#).

^e Inclusive of requirements for the period from 1 July 2019 to 30 June 2020 for: the enterprise resource planning project (\$19.4 million); information and systems security (\$0.8 million); the global service delivery model (\$0.9 million); the Global Shared Service Centres (\$19.9 million); the Peacekeeping Capability Readiness System (\$3.9 million); and the maintenance and support costs for the enterprise resource planning system (\$21.4 million).

Table 5
Main factors contributing to variances in resource requirements for the 2019/20
period by peacekeeping component

<i>Peacekeeping component</i>	<i>Main factors for variance</i>
MINUJUSTH	The proposed budget of \$51.9 million reflects requirements for the six-month period from 1 July to 31 December 2019 and represents a decrease of \$69.6 million compared with the approved full-year budget for the 2018/19 period
MINURSO	The proposed budget of \$56.4 million represents an increase of 7.7 per cent (\$4.0 million) compared with the approved budget for the 2018/19 period. The increased requirements are attributable mainly to: (a) an increase in the fleet fixed costs and the provision for rental of a helicopter for 12 months, as well as higher requirements for fuel; (b) a lower average vacancy rate for international staff and the change in duty station classification for the Mission from C to D; and (c) facilities and infrastructure owing to the replacement of six generators, a water purification plant and a waste water treatment plant, increased acquisitions of safety and security equipment and non-recurrent construction projects
MINUSCA	<p>The proposed budget of \$925.5 million represents a decrease of 0.5 per cent (\$4.7 million) compared with the approved budget for the 2018/19 period. The decreased requirements are mainly attributable to: (a) non-recurrent requirements for construction projects and equipment; and (b) lower anticipated costs for contingent-owned equipment for self-sustainment, owing to the completion of hard wall accommodation, and lower costs for freight</p> <p>The decreased requirements are offset in part by increased requirements for: (a) United Nations volunteers; and (b) the acquisition of communications and information technology equipment to replace obsolete items and higher costs of mobile communications based on a new contract</p>
MINUSMA	<p>The proposed budget of \$1,148.8 million represents an increase of 7.0 per cent (\$75.1 million) compared with the approved budget for the 2018/19 period. The increased requirements are attributable mainly to: (a) a lower vacancy rate for military contingents, combined with the increase in the rate of reimbursement to troop-contributing countries approved by the General Assembly in its resolution 72/285; (b) the costs associated with improving security systems; maintenance and support services of communications and information technology equipment; and software, licenses and fees; and (c) the application of the lower vacancy rate for international staff.</p> <p>The increased requirements are offset in part by reduced requirements with respect to air operations (\$13.0 million) because of the reduction of two fixed-wing aircraft and other changes in the fleet configuration</p>

<i>Peacekeeping component</i>	<i>Main factors for variance</i>
MONUSCO	The proposed budget of \$1,023.3 million represents a decrease of 8.2 per cent (\$91.4 million) compared with the approved budget for the 2018/19 period. The reduced requirements are attributable mainly to: (a) the application of a higher vacancy rate for military and police personnel owing to the adjustment of the Mission's posture in the post-electoral period; (b) the proposed abolishment of posts and positions and the discontinuation of the payment of danger pay in multiple duty stations; (c) the closure of field offices and company operating bases; and (d) a reduction of two fixed-wing aircraft and the sharing of a helicopter with other missions
UNAMID	The proposed budget of \$269.9 million reflects requirements for the six-month period from 1 July to 31 December 2019 and represents a decrease of \$445.6 million compared with the approved full-year budget for the 2018/19 period
UNDOF	The proposed budget of \$70.1 million represents an increase of 16.2 per cent (\$9.8 million) compared with the approved budget for the 2018/19 period. The increased requirements are attributable primarily to increased deployment of 128 military contingent personnel within the authorized ceiling, in line with the phased return of the Force to the Bravo side and the lower vacancy rate applied for military contingents
UNFICYP	The proposed budget of \$51.4 million represents a decrease of 2.9 per cent (\$1.5 million) compared with the approved budget for the 2018/19 period. The reduced requirements are attributable primarily to: (a) the absence of non-recurrent provisions for prefabricated facilities, construction services and installation of an upgraded close-circuit television system, which were included in the budget for the 2018/19 period; (b) the impact of the depreciation of the euro against the United States dollar on the requirements for the mission subsistence allowance; and (c) the anticipated lower requirements for electricity and waste disposal
UNIFIL	The proposed budget of \$485.2 million represents an increase of 2.3 per cent (\$10.8 million) compared with the approved budget for the 2018/19 period. The increased requirements are attributable mainly to: (a) the higher single rate of reimbursement, approved by the General Assembly in its resolution 72/285 , and lower estimated deductions for the deployment of non-functional or absent contingent-owned major equipment against the standard reimbursement to troop-contributing countries; (b) the replacement of prefabricated facilities and air conditioning units, which are no longer safe or secure for use, owing to their deteriorated condition and age, and the higher price of generator fuel; (c) the replacement of 42 light passenger vehicles, which have exceeded their useful life and mileage threshold, and the higher price of diesel fuel and petrol

*Peacekeeping component**Main factors for variance*

UNISFA	<p>The proposed budget of \$267.9 million represents an increase of 1.5 per cent (\$4.1 million) compared with the approved budget for the 2018/19 period. The increased requirements are attributable mainly to: (a) deployment of police personnel pursuant to Security Council resolution 2445 (2018); (b) increased requirements for facilities and infrastructure owing mainly to the camp management service contract and the accommodation for the police personnel, acquisition of generators and electrical equipment, and higher costs of fuel; (c) mine action activities; and (d) inclusion of a provision for programmatic activities</p> <p>The overall increased requirements are offset in part by reduced requirements for military contingents, attributable mainly to the reduction of the authorized troop ceiling in accordance with Security Council resolutions 2416 (2018) and 2445 (2018)</p>
UNMIK	<p>The proposed budget of \$37.2 million represents an increase of 0.1 per cent (\$54,000) compared with the approved budget for the 2018/19 period. The increased requirements are attributable mainly to the increased local salary rates based on the new salary scale promulgated with retroactive effect as at 1 July 2018</p> <p>The overall increased requirement is offset in part by the impact of the depreciation of the euro against the United States dollar</p>
UNMISS	<p>The proposed budget of \$1,197.3 million represents an increase of 6.4 per cent (\$72.4 million) compared with the approved budget for the 2018/19 period. The increased requirements are attributable mainly to: (a) the deployment of additional military contingent personnel, and higher costs for contingent-owned major equipment and self-sustainment related to additional battalions deployed as part of the regional protection force; (b) the increased acquisition of prefabricated facilities and equipment and increased planned implementation of construction, alteration, renovation and major maintenance projects based on a requirement for the critical maintenance of the Mission's facilities and infrastructure and to accommodate the increased deployment of uniformed and civilian personnel; and (c) the application of higher estimates for salaries and a lower vacancy rate for international staff and the conversion of 32 international temporary positions to posts</p> <p>The increased requirements are offset in part by reduced requirements for air operations owing to the exclusion of requirements related to the deployment of three helicopters, lower projected flight hours and lower projected requirements for equipment owing to the acquisition of airfield vehicles prior to the 2019/20 period</p>
UNSOS	<p>The proposed budget of \$569.5 million represents an increase of 2.0 per cent (\$11.4 million) compared with the approved budget for the 2018/19 period. The increased requirements are attributable mainly to: (a) the acquisition of a counter-rocket artillery mortar system for five sectors in response to the January 2019 mortar attack on the UNSOS compound and maintenance of various components of communications and information technology equipment and support services; (b) the proposed establishment of 20 additional posts and the application of a</p>

<i>Peacekeeping component</i>	<i>Main factors for variance</i>
	<p>lower vacancy rate; and (c) increased requirements under facilities and infrastructure for maintenance and waste disposal services, utilities, construction, alteration, renovation and major maintenance, mainly owing to new requirements related to the January 2019 mortar attack on the compound in Mogadishu</p> <p>The overall increase is offset in part by lower fuel consumption lower provision for repairs and maintenance.</p>
United Nations Logistics Base at Brindisi	<p>The proposed budget of \$65.2 million represents a decrease of 20.9 per cent (\$17.2 million) compared with the approved budget for the 2018/19 period. The decrease in requirements is attributable to: (a) the exclusion of maintenance and support costs for the enterprise resource planning system to be reflected under the support account budget for the 2019/20 period; (b) lower costs of civilian personnel owing to the proposed conversion of general temporary assistance positions to posts, lower estimated common staff costs and lower post adjustment multiplier for international staff; and (c) the impact of the depreciation of the euro against the United States dollar</p>
Regional Service Centre in Entebbe	<p>The proposed budget of \$35.7 million represents an increase of 13.6 per cent (\$4.3 million) compared with the approved budget for the 2018/19 period. The increase in requirements is attributable mainly to the application of lower vacancy rates and updated common staff costs</p>
Support account for peacekeeping operations	<p>The proposed budget of \$380.8 million represents an increase of 17.3 per cent (\$56.1 million) compared with the approved budget for the 2018/19 period. The proposal includes peacekeeping contributions for organizational initiatives, namely, enterprise resource planning, information and systems security, the Peacekeeping Capability Readiness System, the global service delivery model and the Global Shared Service Centres. The increase in requirements is attributable mainly to: (a) the inclusion of maintenance and support costs for the enterprise resource planning system, which was reflected in the budget of the United Nations Logistics Base in prior periods; (b) the inclusion of share of resource requirements for 2019 and the first half of 2020 to support the start-up and operationalization of the Global Shared Service Centres as presented to the General Assembly in the first resumed part of the seventy-third session; (c) standard adjustments in staff costs based on updated vacancy rates, common staff costs and post adjustment multiplier; and (d) obligations related to the 2018/19 period that were postponed due to an increase in staff costs</p>

Annex II

Analysis of budget performance for the period from 1 July 2017 to 30 June 2018

Table 1

Budget performance for the 2017/18 period by class of expenditure

(Thousands of United States dollars. Budget year is from 1 July 2017 to 30 June 2018)

Class of expenditure	Apportionment (1)	Expenditure (2)	Variance	
			Amount (3)=(1)-(2)	Percentage (4)=(3)÷(1)
Military and police personnel				
Military observers	64 471.4	59 152.6	5 318.8	8.2
Military contingents	2 824 445.2	2 785 917.7	38 527.5	1.4
United Nations police	156 478.9	159 630.0	(3 151.1)	(2.0)
Formed police units	276 870.1	271 775.4	5 094.7	1.8
Subtotal	3 322 265.6	3 276 475.7	45 789.9	1.4
Civilian personnel				
International staff	1 204 268.3	1 269 498.9	(65 230.6)	(5.4)
National staff	434 564.7	478 754.0	(44 189.3)	(10.2)
United Nations Volunteers	77 711.2	79 329.5	(1 618.3)	(2.1)
General temporary assistance	47 281.8	57 519.7	(10 237.9)	(21.7)
Government-provided personnel	14 423.9	12 681.5	1 742.4	12.1
Subtotal	1 778 249.9	1 897 783.6	(119 533.7)	(6.7)
Operational costs				
Civilian electoral observers	—	—	—	—
Consultants	10 074.1	8 262.4	1 811.7	18.0
Official travel	37 233.2	40 178.9	(2 945.7)	(7.9)
Facilities and infrastructure	596 649.8	606 938.3	(10 288.5)	(1.7)
Ground transportation	119 855.4	121 528.1	(1 672.7)	(1.4)
Air operations	780 136.7	650 173.9	129 962.8	16.7
Naval transportation	30 608.3	34 050.4	(3 442.1)	(11.2)
Communications	165 374.4	136 768.8	28 605.6	17.3
Information technology	137 393.2	169 311.1	(31 917.9)	(23.2)
Medical	40 783.9	28 232.2	12 551.7	30.8
Special equipment	—	—	—	—
Other supplies, services and equipment	437 176.7	413 744.7	23 432.0	5.4
Quick-impact projects	13 800.0	12 706.3	1 093.7	7.9
Subtotal	2 369 085.7	2 221 895.1	147 190.6	6.2
Enterprise resource planning	25 038.3	25 038.3	—	—
Information and systems security	821.5	821.0	0.5	0.1
Global service delivery model	868.5	868.5	—	—
Gross requirements	7 496 329.5	7 422 882.2	73 447.3	1.0
Staff assessment income	178 921.0	190 099.5	(11 178.5)	(6.2)
Net requirements	7 317 408.5	7 232 782.7	84 625.8	1.2
Voluntary contributions in kind (budgeted)	1 223.0	861.4	361.6	29.6
Total requirements	7 497 552.5	7 423 743.6	73 808.9	1.0

Table 2
Main factors contributing to variances in resource requirements for the 2017/18 period

(Thousands of United States dollars. Budget year is from 1 July 2017 to 30 June 2018.)

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Military observers	64 471.4	59 152.6	5 318.8	8.2	The underexpenditure of \$5.3 million under military observers was attributable mainly to lower deployment of military observers at MONUSCO and MINUSCA The lower deployment was offset in part by the higher deployment of military observers at MINURSO
Military contingents	2 824 445.2	2 785 917.7	38 527.5	1.4	The underexpenditure of \$38.5 million under military contingents was attributable mainly to: (a) the delayed deployment of an infantry contingent unit and the non-deployment of military contingent units, the postponement of the rotation and emplacement from five troop-contributing countries and the expanded use of the long-term charter aircraft and lower costs of rations at UNMISS; (b) the non-deployment and delayed deployment of contingent-owned equipment and higher actual rates of unserviceability of contingent-owned equipment at MINUSCA; and (c) lower costs for transportation of rations, non-deployment of self-sustainment capabilities for contingent-owned equipment capabilities and lower travel costs at UNSOS The underexpenditure was offset in part by higher costs at UNISFA due to lower deductions for non-functional contingent-owned equipment, higher actual contingent-owned self-sustainment costs than budgeted and higher costs for rations
United Nations police	156 478.9	159 630.0	(3 151.1)	(2.0)	The overexpenditure of \$3.2 million was attributable mainly to: (a) higher-than-planned deployment due to security considerations, and higher ticket costs for rotation travel in UNAMID; and (b) higher requirements for mission subsistence allowance owing to the sharing of United Nations accommodation in UNMISS The overexpenditure was offset in part by the lower expenditures at MINUSTAH as a result of the lower average deployment level owing to accelerated repatriation
Formed police units	276 870.1	271 775.4	5 094.7	1.8	The underexpenditure of \$5.1 million was attributable mainly to: (a) the lower deployment level resulting from the accelerated repatriation, lower costs for travel on emplacement and rotation and fewer claims for contingent-owned self-sustainment equipment at MINUSTAH; (b) lower costs for contingent-owned equipment and travel on rotation at UNSOS; and (c) the non-deployment of contingent-owned equipment at MINUSMA The underexpenditure was offset in part by increased costs for contingent-owned equipment at MONUSCO as a result of the signing of a memorandum of understanding after the budget was finalized and lower deductions for absent or non-functional contingent-owned major equipment

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
International staff	1 204 268.3	1 269 498.9	(65 230.6)	(5.4)	The overexpenditure of \$65.2 million was attributable mainly to: (a) higher common staff costs and the lower-than-budgeted vacancy rate at MINUSCA, UNISFA and MONUSCO; (b) accelerated recruitment and lower-than-budgeted vacancy rate in UNSOS; (c) higher-than-budgeted separation costs at MINUSTAH and UNMIL; and (d) higher common staff costs related to reclassification of Bamako duty station from hardship level C to D at MINUSMA. The overexpenditure was offset in part by: (a) lower-than-budgeted salary and common staff costs in UNIFIL; and (b) higher-than-budgeted vacancy rate in UNMIK
National staff	434 564.7	478 754.0	(44 189.3)	(10.2)	The overexpenditure of \$44.2 million was attributable mainly to: (a) higher common staff costs and higher actual average grade level/step in MONUSCO; (b) a lower-than-budgeted vacancy rate and the appreciation of the Central African CFA franc against the United States dollar at MINUSCA; (c) revised national staff salary scales at MINUSMA; (d) the appreciation of the euro against the United States dollar at the United Nations Logistics Base at Brindisi, UNMIK and UNFICYP; and (e) higher than anticipated common staff costs and an increase in the level of danger pay for national staff at UNAMID
United Nations Volunteers	77 711.2	79 329.5	(1 618.3)	(2.1)	The overexpenditure of \$1.6 million was attributable mainly to: (a) lower-than-budgeted vacancy rates and the repatriation of a higher number of United Nations Volunteers than anticipated at MINUSMA; and (b) unbudgeted requirements for residential security at MONUSCO The overexpenditure was offset in part by the lower actual incumbency and lower repatriation expenses at MINUSTAH
General temporary assistance	47 281.8	57 519.7	(10 237.9)	(21.7)	The overexpenditure of \$10.2 million was attributable to: (a) the absorption of expenditures among peacekeeping operations for Umoja support activities at Headquarters related to Umoja Extension 2, the decommissioning of the Galileo Inventory Management System, the supply chain management initiative and other cross-cutting projects; (b) higher actual average post adjustment multiplier at MINUSCA; (c) operationalization of the mobility framework, an increase in post adjustment multiplier and higher salaries for national staff due to the exchange rates of the United States dollar vis-a-vis local currencies for the support account; (d) higher-than-anticipated common staff costs at UNAMID; and (e) higher costs for appointment travel, claims for relocation and settling-in grants, a lower actual average vacancy rate and the revised salary scale for national staff at MINUJUSTH
Government-provided personnel	14 423.9	12 681.5	1 742.4	12.1	The underexpenditure of \$1.7 million was attributable mainly to: (a) higher-than-budgeted vacancy rates at MINUSMA and MINUJUSTH; (b) a lower number of travel than budgeted at MONUSCO; and (c) lower-than-budgeted actual average airfare costs at MINUSCA
Consultants	10 074.1	8 262.4	1 811.7	18.0	The underexpenditure of \$1.8 million was attributable mainly to lower requirements for individual contractors under the support account, MINUSMA and UNSOS The underexpenditure was offset in part by additional requirements at MONUSCO owing to consultancy expertise required in the areas of environmental and construction projects and consolidation of the Mission's locations

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Official travel	37 233.2	40 178.9	(2 945.7)	(7.9)	<p>The overexpenditure of \$3.0 million under official travel was attributable principally to: (a) the relocation of non-essential staff from Timbuktu following an attack on MINUSMA in May 2017 and the cost of personnel who escorted colleagues injured in various attacks to the point of evacuation or to their home country; (b) unbudgeted travel requirements and increased amount of daily subsistence allowance paid to drivers transporting goods at MONUSCO; and (c) liquidation activities and additional travel for staff members on temporary duty assignments at MINUSTAH</p> <p>The overexpenditure was offset in part by lower than planned travel undertaken on temporary duty assignments to provide support and expertise during its liquidation in UNMIL</p>
Facilities and infrastructure	596 649.8	606 938.3	(10 288.5)	(1.7)	<p>The overexpenditure of \$10.3 million was attributable mainly to: (a) increased requirements for additional prefabricated facilities and air conditioners to support the anticipated deployment of the regional protection force, the replacement of units and higher costs of fuel and mobilization fees at UNMISS; (b) the rehabilitation of a runway and airfield maintenance at MINUSMA; and (c) the higher actual consumption of generator fuel and the higher actual average price per litre for generator fuel at UNAMID</p> <p>The overexpenditure was offset in part by: (a) an extended procurement processes for construction projects and delays in the finalization of a camp services contract at UNISFA; and (b) efforts to extend the life expectancy of existing water treatment plants through maintenance at MONUSCO</p>
Ground transportation	119 855.4	121 528.1	(1 672.7)	(1.4)	<p>The overexpenditure of \$1.7 million was mainly attributable to the acquisition of special purpose vehicles and engineering vehicles, which were essential for the supply of commodities in the sectors of the mission area, as well as higher actual consumption of fuel and the higher actual average price per litre at MINUSMA</p> <p>The overexpenditure was offset in part by: (a) reduced requirements for repairs and maintenance, fuel costs and spare parts at UNSOS; and (b) the receipt of vehicles from closing missions at MONUSCO</p>
Air operations	780 136.7	650 173.9	129 962.8	16.7	<p>The underexpenditure of \$130.0 million was attributable mainly to: (a) fewer-than-anticipated flight hours, including as a result of non-deployment of planned aircraft and unmanned aerial systems and lower-than-budgeted rates for rental of aircraft at MINUSMA; (b) reconfiguration of the aircraft fleet based on the Secretary-General's initiative to improve the efficiency and effectiveness of air operations resulting in reduced requirements for rental and operations and for jet fuel at MINUSCA and MONUSCO; (c) delayed deployment of three helicopters and one fixed-wing air craft and lower costs of an aviation security screening service contract at UNSOS; (d) non-deployment of two helicopters, the non-availability of three helicopters for 231 days and a decrease in the scheduled flights based on the Secretary-General's initiative to improve the efficiency and effectiveness of air operations at UNMISS; and (e) updated contractual terms of two helicopters, the non-availability of another helicopter due to maintenance, the termination of one fixed-wing aircraft and lower average fuel price than budgeted at UNISFA</p>

Category of expenditure	Apportionment	Expenditure	Variance		Main factors affecting budget performance
			Amount	Percentage	
Marine operations	30 608.3	34 050.4	(3 442.1)	(11.2)	<p>The overexpenditure of \$3.4 million was attributable mainly to acquisition of sea containers to support the shipment of prefabricated facilities and other assets at UNMISS, UNSOS and MINUSMA</p> <p>The overexpenditure was offset in part by lower charges for the rental and operation of vessels in UNIFIL following the fleet reconfiguration, the reduction of one vessel of the Maritime Task Force and the decommissioning of a commercial sea vessel</p>
Communications	165 374.4	136 768.8	28 605.6	17.3	<p>The underexpenditure of \$28.6 million was attributable mainly to: (a) the recording of requirements related to communications under the information technology class of expenditure at MINUSMA; (b) delay in the development of low latency high-speed Internet services to six sectors at UNSOS; (c) the non-acquisition of equipment owing to the reprioritization to cover the higher requirements for personnel costs and delay in the implementation of replacement of the existing E1 technology with a new commercial communications technology at the United Nations Logistics Base at Brindisi</p>
Information technology	137 393.2	169 311.1	(31 917.9)	(23.2)	<p>The overexpenditure of \$31.9 million was attributable mainly to: (a) the deployment of various information technology security systems as a result of increased insecurity, including a surveillance system in Kidal, and the acquisition of software packages in context of the expansion of information technology infrastructure in the camps at MINUSMA; and (b) increased requirements for networking and scanning equipment for harmonizing the communication management system as part of the supply chain management initiative, enterprise licenses for which there were no budget provisions and the UNMISS share of centrally managed projects in support of Umoja implementation</p> <p>The overexpenditure was offset in part by reduced requirements due to the non-acquisition or deferred acquisition of technology equipment at MINUSCA, including non-implementation of projects because of the security situation, including procurement and technical challenges, as well as fewer contractual personnel</p>
Medical	40 783.9	28 232.2	12 551.7	30.8	<p>The underexpenditure of \$12.6 million was mainly attributable to: (a) lower requirements for medical supplies, decreased numbers of personnel requiring medical evacuation, reduction in contractual costs of the aero-medical evacuation team and inability to establish a contract for repairs and maintenance of medical equipment at UNSOS; and (b) non-requirement for medical equipment in connection with a scheduled conversion of the hybrid arrangement and the non-acquisition of medical consumables resulting from an inventory of available supplies at MINUSCA</p>
Other supplies, services and equipment	437 176.7	413 744.7	23 432.0	5.4	<p>The underexpenditure of \$23.4 million was attributable mainly to: (a) lower costs for freight of goods, lower than anticipated implementation of programmatic activities, a change in scope of the hard-wall construction project and deferred acquisition of uniforms and badges at MINUSCA; and (b) lower than anticipated implementation of programmatic activities, lower freight and related costs and reduced expenditure on bank charges at UNAMID</p>

<i>Category of expenditure</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors affecting budget performance</i>
			<i>Amount</i>	<i>Percentage</i>	
Quick-impact projects	13 800.0	12 706.3	1 093.7	7.9	The underexpenditure of \$1.1 million was attributable mainly to: (a) reduction in the amount allocated per project and a reduction in the number of projects to prioritize projects which delivered measurable results and could be completed within the reporting period in MONUSCO; (b) lower number of projects owing to the longer time required to select implementing partners during the transition period at MINUJUSTH; and (c) postponement of a number of projects at UNMIL related to support of political transition being postponed because of the delay of the election process in Liberia

Table 3
Budget performance for the 2017/18 period by peacekeeping component

(Thousands of United States dollars. Budget year is from 1 July 2017 to 30 June 2018.)

Peacekeeping component	Apportionment	Expenditure	Variance	
			Amount	Percentage
MINUJUSTH	88 111.2	87 811.2	300.0	0.3
MINURSO	52 000.0	51 424.7	575.3	1.1
MINUSCA ^a	903 011.5	879 872.9	23 138.6	2.6
MINUSMA ^b	1 091 174.0	1 086 418.8	4 755.2	0.4
MINUSTAH	90 000.0	89 999.2	0.8	–
MONUSCO ^c	1 189 770.8	1 189 238.5	532.3	–
UNAMID	910 941.2	908 264.4	2 676.8	0.3
UNDOF ^d	61 765.5	60 416.1	1 349.4	2.2
UNFICYP	54 000.0	53 977.8	22.2	–
UNIFIL	483 000.0	482 533.4	466.6	0.1
UNISFA	266 700.0	266 024.8	675.2	0.3
UNMIK	37 898.2	36 645.8	1 252.4	3.3
UNMIL	110 000.0	109 614.9	385.1	0.4
UNMISS ^e	1 136 157.1	1 110 321.7	25 835.4	2.3
UNSOS	582 000.0	571 498.5	10 501.5	1.8
Subtotal	7 056 529.5	6 984 062.7	72 466.8	1.0
United Nations Logistics Base at Brindisi	81 000.0	80 196.2	803.8	1.0
Regional service centre in Entebbe	33 000.0	32 842.1	157.9	0.5
Support account for peacekeeping operations	325 800.0	325 781.2	18.8	–
Subtotal	7 496 329.5	7 422 882.2	73 447.3	1.0
Voluntary contributions in kind (budgeted)	1 223.0	861.4	361.6	29.6
Total	7 497 552.5	7 423 743.6	73 808.9	1.0

^a Inclusive of authority to enter into commitments in the amount of \$20,211,500 approved by the Advisory Committee in its letter dated 20 April 2018.

^b Inclusive of authority to enter into commitments in the amount of \$43,174,000 approved by the Advisory Committee in its letter dated 27 February 2018.

^c Inclusive of authority to enter into commitments in the amount of \$47,922,700 approved by the General Assembly in its resolution [72/293](#) of 5 July 2018.

^d Inclusive of authority to enter into commitments in the amount of \$4,111,800 approved by the Advisory Committee in its letter dated 12 April 2018.

^e Inclusive of authority to enter into commitments in the amount of \$65,157,100 approved by the General Assembly in its resolution [72/300](#) of 5 July 2018.

Table 4
Main factors contributing to variances in resource requirements for the 2017/18 period by peacekeeping component

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
MINUJUSTH	88 111.2	87 811.2	300.0	0.3	<p>The underexpenditure was attributable primarily to reduced requirements under operational costs for air operations (\$2.41 million) based on the Secretary-General's initiative to improve the efficiency and effectiveness of air operations, and the lower number of flight hours owing to reduced logistical requirements, streamlined process for flight schedules and effective implementation of flight planning techniques</p> <p>The overall reduction was offset in part by higher requirements for civilian personnel (\$2.44 million), which was attributable mainly to lower actual average vacancy rates and higher claims for relocation and settling-in grants and for international staff, national staff and general temporary assistance and the application of the revised salary scale for national staff effective September 2017, which resulted in increased salary costs</p>
MINURSO	52 000.0	51 424.7	575.3	1.1	<p>The underexpenditure was attributable primarily to reduced requirements under operational costs for air operations (\$2.53 million), mainly as a result of a lower number of flying hours owing to factors such as adverse weather conditions, suspension of a contract and the postponement of the deployment of a helicopter</p> <p>The overall reduction was offset in part by: (a) increased requirements under military observers, which was attributable primarily to higher mission subsistence allowance; and (b) increased requirements under civilian personnel attributable mainly to higher salary costs for international staff and common staff costs owing to a lower-than-budgeted vacancy rate and the change of duty station classification</p>
MINUSCA ^a	903 011.5	879 872.9	23 138.6	2.6	<p>The underexpenditure was attributable primarily to: (a) lower operational costs (\$57.2 million) resulting from lower-than-budgeted rates for rental of aircraft and fewer-than-anticipated flight hours for air operations (\$31.5 million), lower costs for freight of goods to the Mission, reduced costs for programmatic activities (\$18.8 million) and the non-acquisition or deferred acquisition of technology equipment for information technology (\$6.4 million); and (b) reduced requirements under military and police personnel (\$5.6 million), which resulted primarily from lower costs for contingent-owned equipment of military contingents</p> <p>The overexpenditure under civilian personnel was attributable mainly to: (a) lower-than-budgeted vacancy rate, a higher post-adjustment multiplier effective during the reporting period and higher common staff costs for international staff (\$27.3 million); and (b) lower-than-budgeted vacancy rate, higher common staff costs and the appreciation of the CFA franc against the United States dollar for national staff (\$8.4 million)</p>

Peacekeeping component	Apportionment	Expenditure	Variance		Main factors for variance
			Amount	Percentage	
MINUSMA ^b	1 091 174.0	1 086 418.8	4 755.2	0.4	<p>The underexpenditure was attributable primarily to operational costs stemming from reduced requirements for the rental and operation of the Mission's fleet of aircraft owing to fewer-than-anticipated flight hours for air operations (\$47.1 million) and lower costs of the technology-related security systems for communications (\$17.6 million)</p> <p>The overall reduction was offset in part by higher requirements for: (a) the deployment of an indirect fire sensor and warning system, additional information technology equipment and software (\$31.7 million); (b) revised national staff salary scales and the appreciation of the CFA franc against the United States dollar for national staff (\$7.9 million); (c) the increased requirements for prefabricated facilities and maintenance services in facilities and infrastructure (\$7.5 million); (d) non-budgeted acquisition of service equipment and additional requirements for fuel costs in ground transportation (\$6.3 million); and (e) increased requirements for civilian personnel owing to higher common staff costs for international staff (\$5.4 million)</p>
MINUSTAH	90 000.0	89 999.2	0.8	–	<p>The approved budget of MINUSTAH was fully utilized. The unutilized balance under military and police personnel (\$5.6 million) resulted from the lower number of deployed military contingent personnel, United Nations police and formed police units compared with the number budgeted and from lower freight costs owing to the efforts made to consolidate shipments for the repatriation of contingent-owned major equipment for troop-contributing countries. Reduced requirements under operational costs (\$1.4 million) related mainly to facilities and infrastructure owing to the lower requirements for various services, defence supplies and fuel owing to the accelerated repatriation of uniformed personnel and the transfer of a camp to MINUJUSTH in its current state</p> <p>Higher requirements under international staff (\$5.9 million) were attributable mainly to the higher actual incumbency for the retention of civilian personnel to carry out liquidation activities and to higher separation costs compared with the budget estimates. Higher resources requirements under national staff (\$1.7 million) were mainly attributable to higher incumbency of national officers and the application of a revised salary scale for national staff</p>
MONUSCO ^c	1 189 770.8	1 189 238.5	532.3	–	<p>The approved budget of MONUSCO was 99.96 per cent utilized. The unutilized balance under operational costs was attributable mainly to: (a) air operations (\$12.4 million) owing to the reconfiguration of the aircraft fleet based on the Secretary-General's initiative to improve the efficiency and effectiveness of air operations resulting in reduced requirements for rental and operations and for jet fuel; and (b) facilities and infrastructure (\$4.3 million) owing to efforts to extend the useful life of existing water treatment plants through maintenance. In addition, lower requirements under military and police personnel stemmed from higher actual vacancy rates for military observers (\$4.7 million)</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
UNAMID	910 941.2	908 264.4	2 676.8	0.3	<p>Higher requirements under civilian personnel (\$18.5 million) were mainly due to: (a) national staff (\$13.2 million) owing to higher common staff costs and a higher actual average step levels; and (b) international staff (\$4.7 million) owing to the lower actual average vacancy rate compared with the approved vacancy rate</p> <p>The underexpenditure was attributable primarily to a reduction in requirements for other supplies, services and equipment (\$6.4 million) owing primarily to the lower than anticipated implementation of programmatic activities, lower freight and related costs as a result of the utilization of United Nations-owned vehicles instead of third-party logistics contractors and reduced bank charges</p> <p>The underexpenditure was offset in part by higher requirements for facilities and infrastructure (\$4.4 million), which was mainly attributable to the higher cost of fuel, acquisition of more engineering supplies than budgeted and increased costs of security services as a higher number of uniformed personnel lived in accommodations outside of UNAMID premises. In addition, increased requirements under national staff (\$2.8 million) were attributable mainly to higher common staff costs and to an increase in the level of danger pay for national staff, effective January 2018</p>
UNDOF ^d	61 765.5	60 416.1	1 349.4	2.2	<p>The underexpenditure was attributable primarily to reduced requirements under military contingents (\$1.4 million) owing to: (a) reduced requirements for travel on emplacement, rotation and repatriation as a result of application of reverse rotation (repatriation of contingents before emplacement of new contingents) and joint rotation with UNIFIL for some troop-contributing countries; (b) lower costs for freight for the deployment of contingent-owned equipment; and (c) a higher-than-budgeted vacancy rate</p>
UNFICYP	54 000.0	53 977.8	22.2	–	<p>The approved budget of UNFICYP was 99.96 per cent utilized. The unutilized balance under operational costs (\$1.5 million) was mainly attributable to reprioritization of activities under facilities and infrastructure (\$0.9 million) to cover increased requirements for civilian personnel resulting from the appreciation of the euro against the United States dollar. In addition, reduced requirements under military and police personnel resulted a reduction of the number of military contingent personnel deployed from an approved average of 888 to 806 as at 30 June 2018.</p> <p>The reduced requirements were offset in part by higher requirements for civilian personnel (\$1.9 million) as a result of the appreciation of the euro against the United States dollar and the lower-than-budgeted vacancy rate</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
UNIFIL	483 000.0	482 533.4	466.6	0.1	<p>The underexpenditure was attributable primarily to reduced requirements under operational costs (\$0.9 million), which resulted from: (a) the reconfiguration of the Maritime Task Force following the recommendations of the strategic review and the unanticipated decommissioning of the commercial sea vessel for marine operations (\$2.4 million); and (b) lower rates for rental of aircraft and fewer flight hours based on the Secretary-General's initiative to improve the efficiency and effectiveness of air operations (\$1.3 million)</p> <p>The reduced requirements were offset in part by higher requirements for facilities and infrastructure (\$2.6 million) for alteration and renovation services, which were essential to the security, safety and health of UNIFIL personnel, and the higher actual average cost of generator fuel</p>
UNISFA	266 700.0	266 024.8	675.2	0.3	<p>The underexpenditure was attributable primarily to reduced requirements under operational costs (\$12.8 million) owing mainly to: (a) extended procurement processes for the mission's planned construction projects, delays in the finalization of the camp services contract and the decision to postpone procurement of field defence supplies for facilities and infrastructure (\$5.9 million); and (b) lower-than-budgeted rates for rental of aircraft, termination of the contract for one fixed-wing aircraft and lower-than-budgeted average price of fuel for air operation (\$4.7 million)</p> <p>The reduced requirements were offset in part by higher requirements for international staff (\$6.4 million), as a result of higher common staff costs and lower actual average vacancy rates, and under military contingents (\$4.9 million), owing to higher costs of contingent-owned equipment, self-sustainment costs and rations</p>
UNMIK	37 898.2	36 645.8	1 252.4	3.3	<p>The underexpenditure was attributable primarily to reduced requirements under international staff (\$2.2 million) owing to higher vacancy rates and to lower costs of communications and information technology (\$0.6 million) stemming from reduced requirement for equipment, spare parts and maintenance services</p> <p>The overall reduced requirements were offset in part by the higher expenditure for national staff (\$1.8 million), which was attributable mainly to the appreciation of the euro against the United States dollar</p>
UNMIL	110 000.0	109 614.9	385.1	0.4	<p>The approved resources of UNMIL were 99.6 per cent utilized. The unutilized balance under military and police personnel (\$2.0 million) was attributable mainly to lower costs of repatriation of military contingents and formed police units and contingent-owned equipment and higher vacancy rates of military observers and United Nations police. The unencumbered balance under operational costs (\$5.6 million) was attributable mainly to reduced requirements under facilities and infrastructure and air operations because some sites were closed earlier than planned</p> <p>The overall reduced requirements were mostly offset by higher costs under civilian personnel owing to higher-than-budgeted payments to international and national staff at the time of separation from service</p>

Peacekeeping component	Apportionment	Expenditure	Variance		Main factors for variance
			Amount	Percentage	
UNMISS ^e	1 136 157.1	1 110 321.7	25 835.4	2.3	<p>The underexpenditure was attributable primarily to: (a) military contingents (\$29.6 million) mainly resulting from lower costs of contingent-owned equipment as a result of the delayed deployment of an infantry contingent unit and the non-deployment of military contingent units, lower travel costs owing to postponement of the rotation and emplacement from five troop-contributing countries and the expanded use of the long-term charter aircraft and lower costs of rations; and (b) air operations (\$11.2 million) mainly because of the non-deployment of two helicopters, the non-availability of three helicopters for 231 days and a decrease in the scheduled flights as part of the measures taken to implement the Secretary-General's initiative to improve efficiency and effectiveness of air operations</p> <p>The overall reduced requirements were offset in part by higher expenditures for: (a) facilities and infrastructure (\$9.1 million) owing to increased requirements for additional prefabricated facilities and air conditioners to support the anticipated deployment of the regional protection force and higher costs of fuel and mobilization fees, field defence supplies, additional generators and wastewater treatment plants; and (b) information technology (\$5.0 million) owing to the acquisition of additional networking equipment to harmonize the communications management system with the functionalities of centralized support and scanning equipment in support of tracking inventory of assets, as part of the supply chain management implementation, and the acquisition of enterprise licenses to support the migration to centralized support services</p>
UNSOS	582 000.0	571 498.5	10 501.5	1.8	<p>The underexpenditure was attributable primarily to reduced requirements under: (a) air operations (\$11.8 million), owing to delayed deployment of three helicopters and one fixed-wing air craft and lower costs of a contract for aviation security screening services; (b) medical (\$8.7 million) owing to lower requirements for medical supplies, decrease in the numbers of medical evacuations of personnel, reduction in contractual costs of the aero-medical evacuation team and the inability to establish a contract for repairs and maintenance of medical equipment during the reporting period</p> <p>The overall reduced requirements were offset in part by higher requirements for civilian personnel (\$14.4 million) owing to the accelerated recruitment for international staff posts and the increase in salary costs for national staff owing to the application of a new salary scale</p>
United Nations Logistics Base at Brindisi	81 000.0	80 196.2	803.8	1.0	<p>The underexpenditure was attributable primarily to reduced requirements under operational costs (\$4.7 million) resulting primarily from the reprioritization of activities. The United Nations Logistics Base realized reduced requirements for communications, information technology and facilities and infrastructure to cover increased civilian personnel costs (\$3.9 million) owing primarily to the appreciation of the euro against the United States dollar</p>

<i>Peacekeeping component</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>		<i>Main factors for variance</i>
			<i>Amount</i>	<i>Percentage</i>	
Regional Service Centre in Entebbe, Uganda	33 000.0	32 842.1	157.9	0.5	Approved resources were 99.5 per cent utilized. The unutilized balance under operational costs (\$0.9 million) was attributable mainly to: (a) non-implementation of construction projects and lower requirements for maintenance services; and (b) cancellation of the planned engagement of consultants The underexpenditure was offset in part by the higher requirements for civilian personnel (\$0.7 million) owing to increased requirements under international staff as a result of lower actual average vacancy rates and higher common staff costs compared with the budget
Support account for peacekeeping operations	325 800.0	325 781.2	18.8	–	The approved budget of the support account for peacekeeping operations was fully utilized. The lower post resources requirements (\$0.7 million) were attributable mainly to higher common staff cost (58.7 per cent actual versus 49.2 per cent budgeted). This was offset by higher non-post resources (\$0.7 million), attributable mainly to higher requirements for general temporary assistance in the context of the operationalization of the mobility framework attributable to peacekeeping operations and the higher-than-expected costs for the staff in the Office of Internal Oversight Services outside New York due to the fluctuation in post adjustment multipliers and exchange rates

^a Inclusive of authority to enter into commitments in the amount of \$20,211,500 approved by the Advisory Committee in its letter dated 20 April 2018.

^b Inclusive of authority to enter into commitments in the amount of \$43,174,000 approved by the Advisory Committee in its letter dated 27 February 2018.

^c Inclusive of authority to enter into commitments in the amount of \$47,922,700 approved by the General Assembly in its resolution [72/293](#) of 5 July 2018.

^d Inclusive of authority to enter into commitments in the amount of \$4,111,800 approved by the Advisory Committee in its letter dated 12 April 2018.

^e Inclusive of authority to enter into commitments in the amount of \$65,157,100 approved by the General Assembly in its resolution [72/300](#) of 5 July 2018.

Annex III

Analysis of current and planned deployment of unmanned aerial systems

<i>Mission</i>	<i>Type of arrangement (commercial/letter of assist)</i>	<i>Number of units</i>	<i>Manufacturer/type of system</i>	<i>2018/19 deployment status</i>	<i>Proposed 2019/20 (United States dollars)</i>
MONUSCO	Commercial	3	Falco XN (tactical unmanned aerial system)	Deployed	10 716 100
MINUSMA	Letter of assist	1	Unarmed HERON-1 medium-altitude long-endurance aerial vehicle	Deployed	6 000 000
	Commercial	1	Medium altitude long-endurance drone/short-range tactical aircraft system	To be determined	10 048 300
	Letter of assist	1	Unarmed Puma mini unmanned aerial system	Deployed	222 800
	Letter of assist	4	Unarmed Aladin mini unmanned aerial system	Deployed	10 800
	Letter of assist ^a	9	Unarmed MIKADO AirRobot mini unmanned aerial system	Deployed	–
	Letter of assist	2	Unarmed Raven mini unmanned aerial system	Deployed	233 500
	Letter of assist ^b	1	Unarmed Shadow 200 short-range tactical aircraft system	Deployed	–
	Letter of assist ^b	2	Hermes medium altitude long-endurance drone	Deployed	–
	Letter of assist	1	Unarmed LUNA tactical unmanned aircraft system	Deployed	738 400
MINUSCA	Letter of assist	2	Orbiter	Deployed	5 720 500
UNMISS	–	–	–	None deployed	–

Note: The analysis does not include the use of unmanned aerial systems provided by a military contingent, which are subject to the provisions governing contingent-owned equipment.

^a Provided at no cost by Member State.

^b The letter of assist expires in the 2018/19 period and will not be renewed.

Annex IV

Death and disability compensation

1. From 1 January to 31 December 2018, 176 death and disability claims amounting to \$6.3 million were processed.

2. On 31 December 2018 there were 467 pending claims, of which 442 had been pending for more than 90 days. Of those 442 claims, 85 claims were awaiting additional medical information requested from permanent missions; 310 claims were awaiting assessment of the percentage of permanent impairment from Medical Services Division (290 of those claims are related to post-traumatic stress disorder); 22 claims were awaiting notification of casualty confirmation from field missions; 9 claims had been certified and were pending payment; and 16 claims were with the Memorandum of Understanding and Claims Management Section for further review and processing.

3. Following the receipt of numerous post-traumatic stress disorder claims, the Department of Field Support coordinated, with the Medical Services Division and the Office of Legal Affairs, the development of guidelines for the purpose of evaluating compensation claims for injury caused by post-traumatic stress disorder to ensure that all eligible individuals are compensated appropriately while ensuring the fairness and transparency of the compensation process and reimbursement of only valid and substantiated claims. The majority of these injuries were caused by events that occurred 15 to 20 years ago at missions such as the United Nations Protection Force (UNPROFOR), United Nations Preventive Deployment Force (UNPREDEP) and the United Nations Guard Contingent in Iraq (UNGCI). The submission of such claims is often delayed because symptoms of post-traumatic stress disorder can take years/decades to be felt or be recognized. The post-traumatic stress disorder claims are now being reviewed by specialists in the field to ascertain whether causation is linked to service in a United Nations mission and to determine the percentage of permanent impairment.

4. The United Nations Secretariat endeavours to settle death and disability compensation claims as expeditiously as possible and within 90 days of receipt of claims when all documentation is provided.

Status of claims for death and disability compensation: 2018

A. Summary of death and disability compensation

(Thousands of United States dollars)

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>
MINUJUSTH	–	–	–	–	–	–	1	70
MINUSCA	53	1 341	10	282	1	–	15	298
MINUSMA	29	1 619	3	140	9	301	99	1 684
MINUSTAH	4	32	–	–	–	–	–	–
MONUSCO	27	1 824	2	73	–	–	13	498
UNAMID	29	672	7	356	1	70	9	84
United Nations Confidence Restoration Operation in Croatia	–	–	–	–	–	–	3	88
UNFICYP	1	11	–	–	–	–	7	72

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>
UNGCI	–	–	1	6	–	–	10	115
UNIFIL	1	11	2	11	–	–	13	83
UNIIMOG	–	–	–	–	–	–	1	11
UNIKOM	–	–	–	–	–	–	6	74
UNISFA	9	138	3	140	–	–	13	85
UNMEE	–	–	–	–	–	–	2	21
UNMIK	1	70	–	–	–	–	1	14
UNMIL	3	14	1	11	–	–	1	70
UNMIS	–	–	–	–	–	–	1	14
UNMISS	13	481	4	150	–	–	8	163
UNOCI	6	41	1	21	2	88	2	91
UNPREDEP	–	–	–	–	–	–	3	34
UNPROFOR	–	–	–	–	–	–	259	3 145
Total	176	6 254	34	1 190	13	459	467	6 714

B. Death compensation

(Thousands of United States dollars)

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>
MINUJUSTH	–	–	–	–	–	–	1	70
MINUSCA	14	1 010	2	140	–	–	–	–
MINUSMA	21	1 510	2	140	4	280	7	445
MONUSCO	26	1 820	1	70	–	–	2	140
UNAMID	7	497	5	355	1	70	–	–
UNIFIL	–	–	1	–	–	–	–	–
UNISFA	1	70	2	140	–	–	3	70
UNMIK	1	70	–	–	–	–	–	–
UNMIL	–	–	–	–	–	–	1	70
UNMISS	6	427	3	140	–	–	–	–
UNOCI	–	–	–	–	1	70	1	70
Total	76	5 404	16	985	6	420	15	865

C. Disability compensation

(Thousands of United States dollars)

<i>Peacekeeping mission</i>	<i>Claims paid</i>		<i>Claims rejected</i>		<i>Claims closed^a</i>		<i>Claims pending</i>	
	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Amount</i>
MINUSCA	39	331	8	142	1	–	15	298
MINUSMA	8	109	1	–	5	21	92	1 239
MINUSTAH	4	32	–	–	–	–	–	–
MONUSCO	1	4	1	3	–	–	11	358
UNAMID	22	175	2	1	–	–	9	84
United Nations Confidence Restoration Mission in Croatia	–	–	–	–	–	–	3	88
UNFICYP	1	11	–	–	–	–	7	72
UNGCI	–	–	1	6	–	–	10	115
UNIFIL	1	11	1	11	–	–	13	83
UNIIMOG	–	–	–	–	–	–	1	11
UNIKOM	–	–	–	–	–	–	6	74
UNISFA	8	68	1	–	–	–	10	15
UNMEE	–	–	–	–	–	–	2	21
UNMIK	–	–	–	–	–	–	1	14
UNMIL	3	14	1	11	–	–	–	–
UNMIS	–	–	–	–	–	–	1	14
UNMISS	7	54	1	10	–	–	8	163
UNOCI	6	41	1	21	1	18	1	21
UNPREDEP	–	–	–	–	–	–	3	34
UNPROFOR	–	–	–	–	–	–	259	3 145
Total	100	850	18	205	7	39	452	5 849

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

Annex V

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

A. Management of contingent-owned equipment

1. The Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions was amended to reflect the provisions approved by the General Assembly in its resolution [71/296](#). The amendments to the manual were issued on 4 August 2017 in all six official languages of the United Nations ([A/72/288](#)). United Nations Headquarters and field missions continue to coordinate activities to ensure that the provisions of the Manual are implemented.

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

2. The status of amounts owed and reimbursements due to troop-contributing and formed police-contributing countries for the calendar years 2017 and 2018 is set out below.

Table 1

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

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

(Thousands of United States dollars)

	2017 ^a	2018
Owed as at 1 January	724 723	711 063
Estimated amounts owed	2 243 103	2 293 333
Less: payments made during the year	2 256 763	2 009 913
Balance as at 31 December	711 063	994 483

^a Supersedes the information provided in [A/72/770](#).

B. Liabilities for troops and formed police units

(Thousands of United States dollars)

	2017 ^a	2018
Owed as at 1 January	249 267	251 071
Estimated amounts owed	1 361 530	1 357 915
Less: payments made during the year	1 359 726	1 236 434
Balance as at 31 December	251 071	372 552

^a Supersedes the information provided in [A/72/770](#).

C. Liabilities for contingent-owned equipment and self-sustainment

(Thousands of United States dollars)

	2017	2018
Owed as at 1 January	475 456	459 992
Estimated amounts owed	881 573	935 418
Less: payments made during the year	897 037	773 479
Balance as at 31 December	459 992	621 931

3. Payments for military contingents and formed police unit costs and for contingent-owned equipment and self-sustainment claims are made after taking into account a three-month cash operating reserve for each peacekeeping mission. In 2018, a total of four scheduled quarterly payments (March, June, September and December) were processed. In addition, ad hoc payments were made, in particular during the months of August and September 2018.

4. As at 31 December 2018, payments for military contingents and formed police unit costs were current up to October 2018 for seven missions, while payments for six missions, MONUSCO, UNAMID, UNMISS, UNISFA, MINURSO and UNSOS, were in arrears.

5. The details of deductions to personnel reimbursements, in accordance with General Assembly resolution [67/261](#), for the calendar years 2015 to 2018, are provided in table 2 below.

Table 2

Deductions to personnel reimbursements in accordance with General Assembly resolution [67/261](#): 2015–2018

(Thousands of United States dollars)

<i>Mission^a</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>Total</i>
MINUSCA	41.2	5 705.4	10 939.0	8 678.6	25 364.2
MINUSMA	11 101.8	14 058.3	24 093.5	17 516.8	66 770.4
MINUJUSTH	–	–	–	53.6	53.6
MINUSTAH	1 370.2	830.6	1 074.5	–	3 275.3
MONUSCO	34 578.8	27 863.0	27 233.6	13 558.9	103 234.3
UNAMID	18 081.3	18 850.7	14 909.7	8 011.6	59 853.3
UNDOF	–	–	–	238.4	238.4
UNFICYP	–	–	–	–	–
UNIFIL	4 954.0	3 132.9	3 212.5	2 177.1	13 476.5
UNISFA	1 533.9	3 701.8	185.5	1 669.4	7 090.6
UNMIL	6 938.7	5 221.0	140.4	22.8	12 322.9
UNMISS	15 627.3	19 135.3	14 391.4	12 431.9	61 585.9
UNOCI	1 144.9	861.4	423.3	–	2 429.6
Total	95 372.1	99 360.4	96 603.4	64 359.1	355 695.0

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

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

Table 3
**Status of memorandums of understanding for deployed units as at
 31 December 2018**

<i>Mission</i>	<i>Signed memorandums of understanding</i>	<i>Draft memorandums of understanding</i>
MINUJUSTH	6	1
MINURSO	1	–
MINUSCA	36	4
MINUSMA	37	15
MONUSCO	54	3
UNAMID	32	1
UNDOF	5	1
UNFICYP	4	–
UNIFIL	48	–
UNISFA	14	–
UNMIL	–	–
UNMISS	34	4
Total	271	29

Annex VI

Comprehensive review of the methodology for calculating mission factors

A. Mission factors

1. Mission factors are intended to compensate troop- and police-contributing countries for specific conditions that may cause unusual wear and tear, shorter lifespan of equipment, increased maintenance costs and/or risk of damage to and loss of equipment. The three existing mission factors are as follows: (a) an extreme environmental conditions factor applied to the reimbursement rates for major equipment and for self-sustainment; (b) an intensified operational conditions factor applied to the reimbursement rates for major equipment and for self-sustainment; (c) a hostile action or forced abandonment factor applied to the reimbursement rates for self-sustainment and the spare parts element (or half of the maintenance rate) included in the wet lease rate.

B. Recommendation of the 2017 Working Group on Contingent-Owned Equipment

2. By its resolution [71/296](#), the General Assembly endorsed the recommendation of the 2017 Working Group on Contingent-Owned Equipment that the Secretary-General conduct a comprehensive review of the methodology for calculating mission factors to validate whether they adequately account for the impact of operational conditions on contingent-owned equipment and self-sustainment; review the terrain profile component of the extreme environmental conditions factor, which is seen as overly restrictive; and consider the introduction of a methodology that acknowledges the intensity of operations for individual units.

3. Consequently, the Secretariat established a Working Group to undertake a comprehensive review of the current methodology, and, as mandated by the General Assembly, to report on its findings by the end of the seventy-third session.¹³

C. Secretariat Working Group

4. The Working Group has completed a comprehensive review of the existing methodology, including the timeliness of the mission-specific review cycle. In response to the request of the General Assembly for a methodology to acknowledge the intensity of operations of individual units, the Working Group will propose further options in an issue paper to be submitted to the 2020 Working Group on Contingent-Owned Equipment.

5. In reviewing the existing sub-elements of the mission factor methodology, the Working Group is currently evaluating and validating the following possible adjustments:

(a) Renaming of the “intensity of operations” factor to “logistics infrastructure”, to more accurately reflect the content of the element;

¹³ In its resolution [71/296](#), the General Assembly endorsed the recommendations contained in the report of the Secretary-General on the triennial review of the rates and standards for reimbursement to Member States for contingent-owned equipment ([A/71/802](#)).

(b) Transfer of the “road conditions” sub-element from the “environmental conditions” factor into the (renamed) “logistics infrastructure” factor;

(c) Change to the methodology for assessing the terrain sub-element by calculating the total percentage of the area of operations and removing the compounding points system for co-existing jungle, swamp and desert conditions;

(d) Introduction of a new sub-element, “coastal condition” to more accurately reflect environmental factors which might have a negative effect on equipment;

(e) Abolishment of “size of area of responsibility” sub-element and “infrastructure” sub-element in the current “intensity of operations” factor (to be renamed “logistics infrastructure”) to avoid the duplication of assessments.

The Working Group determined that no adjustments were needed to the hostile action/forced abandonment factor, or to the current percentage caps on the three mission factors.

6. The Working Group continues to test these adjustments to the methodology in consultation with field mission and troop-contributing and police-contributing countries, including the calculation of financial impact estimates corresponding to any proposed changes (if applicable). The Working Group also continues to review the application of the mission factors at the sub-mission geographic level and the relevant roles and responsibilities in the execution and approval of the technical assessments. Details will be presented in an issue paper for consideration by the General Assembly through the 2020 Working Group on Contingent-Owned Equipment.

Annex VII**Air operations****A. Monthly cargo utilization by aircraft type: January–December 2018**

<i>Mission</i>	<i>Agreement</i>	<i>Aircraft</i>	<i>January</i>					<i>February</i>					<i>March</i>		
			<i>Cargo capacity (metric tons)</i>	<i>Cargo (metric tons)</i>	<i>Sorties</i>	<i>Cargo per sortie (metric tons)</i>	<i>Utilization per sortie (metric tons)</i>	<i>Cargo (metric tons)</i>	<i>Sorties</i>	<i>Cargo per sortie (metric tons)</i>	<i>Utilization per sortie (metric tons)</i>	<i>Cargo (metric tons)</i>	<i>Sorties</i>	<i>Cargo per sortie (metric tons)</i>	<i>Utilization per sortie (metric tons)</i>
MINURSO	Commercial	AN-26	5.50	31.68	43	0.74	0.13	27.11	41	0.66	0.12	39.67	46	0.86	0.16
MINUSCA	Commercial	AN-74	10.00	57.77	7	8.25	0.83	20.25	2	10.13	1.00	37.01	7	5.69	0.57
MINUSMA	Commercial	AN-74	10.00	–	–	–	–	–	–	–	–	–	–	–	–
	Military	C-130	20.40	–	–	–	–	–	–	–	–	57.59	6	9.60	0.47
	Commercial	L-382	22.00	121.24	17	7.13	0.32	80.43	12	6.70	0.30	45.46	9	5.05	0.23
MONUSCO	Commercial	AN-26	5.50	–	–	–	–	–	–	–	–	–	–	–	–
	Commercial	IL-76	45.00	–	–	–	–	–	–	–	–	–	–	–	–
	Military	C-130	20.40	55.37	21	2.64	0.13	66.45	38	1.75	0.09	146.58	38	3.86	0.19
	Commercial	L-100	20.00	194.31	34	5.71	0.29	217.77	44	4.95	0.25	228.06	34	6.71	0.34
	Commercial	L-382	20.00	–	–	–	–	–	–	–	–	–	–	–	–
UNMISS	Commercial	MI-26	20.00	–	–	–	–	–	–	–	–	–	–	–	–
	Commercial	AN-26	5.50	110.36	42	2.63	0.48	82.83	28	2.96	0.54	75.96	29	2.62	0.48
	Commercial	L-382	20.00	490.83	53	9.26	0.46	355.63	41	8.67	0.43	378.43	43	8.80	0.44
UNMISS	Commercial	MI-26	19.50	633.49	99	6.40	0.33	412.61	74	5.58	0.29	535.10	84	6.37	0.33
	Commercial	L-382	20.00	445.88	62	7.19	0.36	558.89	83	6.73	0.34	241.36	40	6.03	0.30

Mission	Agreement	Aircraft	April					May					June		
			Cargo capacity (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie (metric tons)
MINURSO	Commercial	AN-26	5.50	34.33	44	0.78	0.14	35.58	35	1.02	0.18	30.67	33	0.93	0.17
MINUSCA	Commercial	AN-74	10.00	24.80	4	6.20	0.62	57.30	3	19.10	1.00	33.42	3	11.14	1.00
MINUSMA	Commercial	AN-74	10.00	3.52	1	3.52	0.35	–	–	–	–	26.18	6	4.36	0.44
	Military	C-130	20.40	129.79	20	6.49	0.32	155.42	19	8.18	0.40	136.69	18	7.59	0.37
MONUSCO	Commercial	L-382	22.00	223.20	19	11.75	0.53	134.25	16	8.39	0.38	29.21	3	9.74	0.44
	Commercial	AN-26	5.50	–	–	–	–	49.87	32	1.56	0.28	67.51	26	2.60	0.47
	Commercial	IL-76	45.00	–	–	–	–	–	–	–	–	–	–	–	–
	Military	C-130	20.40	159.75	37	4.32	0.21	79.81	31	2.57	0.13	85.85	22	3.90	0.19
	Commercial	L-100	20.00	314.09	54	5.82	0.29	226.78	36	6.30	0.31	197.12	42	4.69	0.23
	Commercial	L-382	20.00	–	–	–	–	–	–	–	–	56.88	14	4.06	0.20
	Commercial	MI-26	20.00	–	–	–	–	–	–	–	–	–	–	–	–
UNMISS	Commercial	AN-26	5.50	101.76	33	3.08	0.56	16.80	4	4.20	0.76	–	–	–	–
	Commercial	L-382	20.00	344.07	32	10.75	0.54	340.10	35	9.72	0.49	327.31	35	9.35	0.47
	Commercial	MI-26	19.50	565.77	81	6.98	0.36	564.02	91	6.20	0.32	411.32	64	6.43	0.33
UNSOS	Commercial	L-382	20.00	62.61	6	10.44	0.52	–	–	–	–	–	–	–	–

Mission	Agreement	Aircraft	July					August					September		
			Cargo capacity (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie (metric tons)	Cargo (metric tons)	Sorties	Cargo per sortie (metric tons)	Utilization per sortie (metric tons)
MINURSO	Commercial	AN-26	5.50	37.37	38	0.98	0.18	34.57	38	0.91	0.17	30.63	37	0.83	0.15
MINUSCA	Commercial	AN-74	10.00	43.45	6	7.24	0.72	51.67	30	1.72	0.17	9.25	5	1.85	0.18
MINUSMA	Commercial	AN-74	10.00	16.04	2	8.02	0.80	14.57	2	7.28	0.73	8.79	4	2.20	0.22
	Military	C-130	20.40	58.15	13	4.47	0.22	16.02	2	8.01	0.39	17.07	1	17.07	0.84
	Commercial	L-382	22.00	54.74	9	6.08	0.28	106.39	14	7.60	0.35	86.35	11	7.85	0.36
MONUSCO	Commercial	AN-26	5.50	87.33	38	2.30	0.42	114.75	44	2.61	0.47	82.36	33	2.50	0.45
	Commercial	IL-76	45.00	–	–	–	–	–	–	–	–	233.89	18	12.99	0.29
	Military	C-130	20.40	94.49	27	3.50	0.17	150.09	34	4.41	0.22	163.77	38	4.31	0.21
	Commercial	L-100	20.00	–	–	–	–	–	–	–	–	–	–	–	–
	Commercial	L-382	20.00	324.98	68	4.78	0.24	245.14	64	3.83	0.19	288.60	53	5.45	0.27
	Commercial	MI-26	20.00	–	–	–	–	–	–	–	–	138.34	18	7.69	0.38
UNMISS	Commercial	AN-26	5.50	5.46	3	1.82	0.33	86.05	29	2.97	0.54	69.17	25	2.77	0.50
	Commercial	L-382	20.00	415.55	44	9.44	0.47	441.58	54	8.18	0.41	454.95	40	11.37	0.57
	Commercial	MI-26	19.50	407.11	61	6.67	0.34	378.27	59	6.41	0.33	551.08	92	5.99	0.31
UNSOS	Commercial	L-382	20.00	–	–	–	–	–	–	–	–	–	–	–	–

Mission	Agreement	Aircraft	Cargo capacity (metric tons)	October				November				December				Total			
				Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie	Cargo	Sorties	Cargo per sortie	Utilization per sortie
MINURSO	Commercial	AN-26	5.50	32.80	43	0.76	0.14	35.72	39	0.92	0.17	32.04	40	0.80	0.15	402.14	477	0.84	0.15
MINUSCA	Commercial	AN-74	10.00	20.68	2	10.34	1.00	27.86	2	13.93	1.00	–	–	–	–	383.44	71	5.44	0.54
MINUSMA	Commercial	AN-74	10.00	5.92	2	2.96	0.30	0.03	1	0.03	0.00	–	–	–	–	75.05	18	4.17	0.42
	Military	C-130	20.40	29.60	3	9.87	0.48	75.01	14	5.36	0.26	138.26	27	5.12	0.25	813.60	123	6.61	0.32
MONUSCO	Commercial	L-382	22.00	143.92	18	8.00	0.36	113.48	15	7.57	0.34	11.05	2	5.53	0.25	1 149.72	145	7.93	0.36
	Commercial	AN-26	5.50	53.89	27	2.00	0.36	55.23	30	1.84	0.33	40.28	16	2.52	0.46	551.20	246	2.24	0.41
	Commercial	IL-76	45.00	142.99	15	9.53	0.21	397.10	28	14.18	0.32	334.30	34	9.83	0.22	1 108.28	95	11.67	0.26
	Military	C-130	20.40	69.51	19	3.66	0.18	142.89	38	3.76	0.18	125.67	33	3.81	0.19	1 340.23	376	3.56	0.17
	Commercial	L-100	20.00	–	–	–	–	–	–	–	–	–	–	–	–	1 378.13	244	5.65	0.28
	Commercial	L-382	20.00	216.58	41	5.28	0.26	481.36	65	7.41	0.37	361.85	59	6.13	0.31	1 975.38	364	5.43	0.27
	Commercial	MI-26	20.00	–	–	–	–	100.22	26	3.85	0.19	219.60	28	7.84	0.39	458.16	72	6.36	0.32
UNMISS	Commercial	AN-26	5.50	23.37	7	3.34	0.61	17.76	7	2.54	0.46	126.34	50	2.53	0.46	715.84	257	2.79	0.51
	Commercial	L-382	20.00	590.91	54	10.94	0.55	631.97	63	10.03	0.50	664.57	76	8.74	0.44	5 435.89	570	9.54	0.48
	Commercial	MI-26	19.50	635.21	97	6.55	0.34	685.30	108	6.35	0.33	944.11	160	5.90	0.30	6 723.38	1 070	6.28	0.32
UNSOS	Commercial	L-382	20.00	–	–	–	–	–	–	–	–	341.35	55	6.21	0.31	1 650.09	246	6.71	0.34

B. Total number of passengers moved within missions using United Nations assets: January December 2018

<i>Mission</i>	<i>United Nations</i>	<i>United Nations agencies</i>	<i>Non-United Nations</i>	<i>Total</i>
MINUSCA	43 747	879	4 309	48 935
MINUSMA	76 049	3 479	19 206	98 734
MINUSTAH/MINUJUSTH	4 165	130	374	4 669
MONUSCO	85 468	2 473	11 275	99 216
UNAMID	98 645	593	11 122	110 360
UNFICYP	2 403	–	17	2 420
UNIFIL	7 279	180	698	8 157
UNISFA	19 710	1 227	3 215	24 152
UNMIL	154	5	140	299
UNMISS	137 147	1 568	4 469	143 184
UNSOA/UNSOS	52 325	8 803	23 339	84 467
UNAMA	5 982	1 183	1 834	8 999
Total	533 074	20 520	79 998	633 592

Annex VIII

Planned mine-action activities for the period from 1 July 2019 to 30 June 2020

(Thousands of United States dollars)

	<i>Quality management and coordination of operations</i>	<i>Risk mitigation and clearance of landmines and explosive remnants of war</i>	<i>Weapons and ammunition management</i>	<i>Improvised explosive devices threat mitigation</i>	<i>Key expected outcomes</i>	<i>Approved resources for 2018/19</i>	<i>Planned resources required for 2019/20</i>	<i>Implementing partner/agency</i>
MINURSO	–	X	–	–	Provision of greater access for military observers to once restricted areas in order to assist in the monitoring of the ceasefire and to ensure safe passage for the local population	3 265.2	3 265.2	UNOPS
MINUSCA	X	–	X	–	Support to political, peace and reconciliation processes	4 200.0	6 200.0	UNOPS
MINUSMA	X	X	X	X	Provision of basic awareness training on improvised explosive devices to all MINUSMA military, police and civilian components with respect to operating in a complex security environment, implementation of a qualitative mine action response in Mali to protect the civilian population from explosive hazards through the coordination of the Mine Action Working Group and provision of technical advice and support to Malian institutions in making progress towards the operationalization of a mine action national governance structure	48 000.0	47 500.0	UNOPS
MONUSCO	–	X	–	–	Delivery of explosive ordnance disposal operations in support of the protection of civilians in conflict-affected areas	2 833.8	2 833.8	UNOPS
UNAMID	X	X	X	–	Enabling the Mission and troops to mitigate risks of explosive hazards, especially by improvised explosive devices	8 000.0	4 000.0	UNOPS/ contractors ^a
UNFICYP	X	X	–	–	Support national authorities in developing the capacity to respond to threats posed by explosive devices	299.4	320.1	UNOPS
UNIFIL	X	–	–	–	Provision of quality management support to UNIFIL on demining activities	1295.8	1295.8	UNOPS
UNISFA	–	X	–	–	Survey and clearance of landmines and explosive remnants of war	11 407.3	11 975.5	The Development Initiative
UNMISS	X	X	X	–	Continued safe delivery of aid to support the security of civilians through the survey and clearance of hazardous areas, the disposal of confiscated weapons and ammunition and the provision of training and guidance to stakeholders	36 102.5	34 608.5	UNOPS/ contractors ^a
UNSOS	X	X	X	X	Explosive device threat mitigation and explosive ordnance disposal capacity in support of AMISOM and joint operations between AMISOM and the Somali security forces, in line with the Transition Plan	40 400.0	40 900.0	UNOPS

^a Contractors will be selected through a competitive selection process.

Annex IX

Programmatic activities and General Assembly resolution 72/290

Proposed resource requirements for programmatic activities for the 2019/20 period by peacekeeping mission

(Thousands of United States dollars)

<i>Activity or category</i>	<i>MINUJUSTH</i>	<i>MINURSO</i>	<i>MINUSCA</i>	<i>MINUSMA</i>	<i>MONUSCO</i>	<i>UNAMID</i>	<i>UNFICYP</i>	<i>UNIFIL</i>	<i>UNISFA</i>	<i>UNMIK</i>	<i>UNMISS</i>	<i>UNSOS</i>	<i>Total</i>
Civilian arms control programme	–	–	–	–	850.0	76.9	–	–	5.4	–	–	–	932.3
Community stabilization projects	–	–	437.0	–	934.0	1 537.6	–	–	65.5	765.0	–	–	3 739.1
Rule of law/human rights/ security institutions/security sector reform	–	–	7 058.0	3 415.7	800.0	6 612.9	–	–	21.2	945.0	1 303.8	–	20 156.6
Peace consolidation	–	–	388.0	–	–	120.4	–	–	29.0	277.0	294.0	–	1 108.4
Confidence-building	–	–	–	–	–	–	–	–	1.6	389.1	797.6	–	1 188.3
Other	–	–	–	995.2	750.0	11 304.8	–	–	–	–	–	–	13 050.0
Community violence reduction	–	–	4 788.0	3 000.0	6 500.0	–	–	–	69.6	–	189.6	–	14 547.2
Electoral Affairs Division	–	–	–	250.0	–	–	–	–	–	–	–	–	250.0
Gender activities	–	–	–	158.4	–	–	–	–	–	–	–	–	158.4
United Nations police	–	–	536.0	–	–	–	–	–	–	–	–	–	536.0
Disarmament, demobilization and reintegration	–	–	1 470.0	4 029.0	3 693.9	–	–	–	–	–	–	–	9 192.9
Mine action	–	3 265.2	6 200.0	47 500.0	2 833.8	4 000.0	320.1	1 295.8	11 975.5	–	34 608.5	40 900.0	152 898.9
Total	–	3 265.2	20 877.0	59 348.3	16 361.7	23 652.6	320.1	1 295.8	12 167.8	2 376.1	37 193.5	40 900.0	217 758.1