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Programme 4

Peacekeeping operations

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** [A/74/50](#).

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

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



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I. Department of Peace Operations



Foreword

In the first days of 2019, I undertook a mission to the Central African Republic with the Commissioner for Peace and Security of the African Union to reinvigorate the stalled political process in the country. The message of our joint mission was clear: the Department of Peace Operations of the Secretariat and the African Union are partners working closely to support peace and security in Africa.

In October 2018, I visited the United Nations Mission in South Sudan (UNMISS), also as a joint mission with the African Union and with the Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). It was the first such mission, the purpose of which was to highlight the criticality of women's participation in the peace process and the need for a more protective environment for women and girls. I then visited the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo with the Director General of the World Health Organization to reinforce and highlight the work our two organizations are carrying out together to help to stop the spread of Ebola virus disease among the particularly vulnerable regions of eastern Democratic Republic of the Congo. These are three of our largest missions. In these and other mission settings, peacekeepers are often deployed in the midst of protracted conflicts, where there are fragile peace agreements and where the conflicts are exacerbated by regional tensions and transnational criminal networks.

It is during these visits that I am reminded, first-hand, of the impact of these conflicts on the people of the Central African Republic, the Democratic Republic of the Congo, South Sudan and other countries that host our operations. The South Sudanese citizens who fled their towns and villages were forced to seek shelter in the protection of civilians camps established by UNMISS. We witnessed in person the difficult reality in which they are living, and met with women survivors of conflict-related sexual violence.

The protection of civilians is at the heart of many of our mandates. In order to better deliver on this responsibility, ranging from physical protection from imminent threats to supporting reform of rule of law and security institutions, peacekeeping requires sustained support from its partners. In order to better protect, support peace processes and pave the way for peacebuilding and reconstruction, we are constantly adjusting, adapting and striving to improve how we implement the mandates with which we are entrusted.

Since late in 2017, there have been eight independent, externally-led reviews of peacekeeping missions. These top-to-bottom reviews examined all aspects of how we work and focused on ways to modernize and better deliver on our mandates. The Secretary-General's Action for Peacekeeping initiative, launched in 2018, builds on these efforts to refocus on political solutions, on setting realistic expectations and on making missions stronger and safer.

I envisage that in 2020 we will continue on this trajectory. In cooperation with our partners, we will continue to focus on enabling our people and operations to deliver more effectively and efficiently in order to ensure the protection of civilians, support political settlements and ultimately contribute to durable and inclusive peace.

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

Overall orientation

Mandates and background

- 5.1 The Department of Peace Operations is responsible for supporting the maintenance of international peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including resolution [72/262 C](#), and the annual comprehensive reviews of the whole question of peacekeeping operations in all their aspects and the annual consideration of cross-cutting issues related to peacekeeping operations. The Department directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility in order to effectively implement their mandates, in accordance with the Charter and the basic principles of peacekeeping. Through its efforts to improve peacekeeping and adapt it to contemporary challenges, the Department will assist conflict-affected countries on the path back to sustainable peace. As risks and uncertainties increase, the work of the Department is critical to ensure the continued relevance and effectiveness of United Nations peacekeeping, which remains a unique instrument for global peace and security.

Alignment with the Charter of the United Nations, the Sustainable Development Goals and other transformative agendas

- 5.2 The mandates of the Department of Peace Operations guide the subprogrammes in producing their respective deliverables, which contribute to the attainment of each subprogramme's objective. The objectives of the subprogrammes are aligned with the Organization's purpose to maintain international peace and security, and to that end: to take effective collective measures for the prevention and removal of threats to the peace, and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. Figure 5.I below summarizes the specific Sustainable Development Goals with which the objectives, and therefore the deliverables, of the respective subprogrammes are aligned.

Figure 5.I

Department of Peace Operations: alignment of subprogrammes with Sustainable Development Goals



- 5.3 The objectives of the subprogrammes are also aligned with the following transformative agendas: the Action for Peacekeeping initiative, pursuant to Security Council resolution [2436 \(2018\)](#); the sustaining peace agenda, pursuant to Security Council resolution [2282 \(2016\)](#) and General Assembly resolution [70/262](#); the women and peace and security agenda, pursuant to Security Council resolution [1325 \(2000\)](#); and the youth and peace and security agenda, pursuant to Security Council resolution [2419 \(2018\)](#).

Recent developments

- 5.4 2018 marked the seventieth anniversary of United Nations peacekeeping. The conflict and contexts to which peacekeeping operations deploy have dramatically changed since 1948. Peacekeepers now face complex and protracted conflicts with multiple adversaries, peace processes that have stalled, transnational terrorism, organized crime and attacks from violent extremists. In 2017, peacekeeper fatalities due to hostile acts reached the highest level in a generation.
- 5.5 In March 2018, the Secretary-General launched the Action for Peacekeeping initiative, which is aimed at refocusing peacekeeping with more realistic expectations and adequate resources, making missions stronger and safer and mobilizing greater support for political solutions and for well-equipped and well-trained forces. Member States have responded overwhelmingly, with more than 150 States having signed the Declaration of Shared Commitments on United Nations Peacekeeping Operations since the high-level meeting held on 25 September 2018.
- 5.6 The Department has already started to make the initiative a reality. It has carried out independently-led reviews of peacekeeping operations, including the largest missions such as the United Nations Mission in South Sudan (UNMISS), the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) and the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), to reassess how their mandates have been operationalized and whether they have the right strategies or resources to keep or restore the peace.
- 5.7 The launches of the Secretary-General's action plan to improve the security of peacekeepers and the peacekeeping training plan are expected to lead to significant improvements in the safety and security of peacekeepers and the performance of United Nations peacekeeping.

- 5.8 In July 2018, the implementation of the restructuring of the peace and security pillar began. The new pillar will support a more integrated, regional approach linking prevention, peacekeeping and peace consolidation.

Strategy and external factors for 2020

- 5.9 The strategy of the Department of Peace Operations is guided by the Action for Peacekeeping initiative and its shared commitments, which have the goal of strengthening the standing of peacekeeping as one of the most effective tools available in the promotion and maintenance of international peace and security. The areas of focus are:
- (a) To enhance political strategies and advance lasting political solutions, including by developing country and regional strategies, enabled by the integrated approach of the new peace and security pillar, to develop proposals for the consideration of the Security Council on the sequencing and prioritization of mandates and reflect the Action for Peacekeeping priorities in reporting;
 - (b) To implement the women and peace and security agenda, including by developing a methodology for gender-responsive conflict analysis, preparing guidance on full, equal and meaningful participation in peace processes and systematizing reporting on women and peace and security outcomes;
 - (c) To strengthen the protection provided by peacekeeping operations, including by updating and disseminating the policy on the protection of civilians in United Nations peacekeeping, integrating strategic approaches to protection into the strategic thinking and actions of missions and conducting context-specific training on protection of civilians;
 - (d) To support the effective performance and accountability of peacekeeping through the development of the comprehensive performance assessment system to evaluate mission performance, the development of an integrated performance policy framework and increased engagement with troop- and police-contributing countries on performance;
 - (e) To strengthen the impact of peacekeeping on sustaining peace, including by implementing joint transition and mobilization strategies and coordinating closely with the Peacebuilding Support Office and the Department of Political and Peacebuilding Affairs, as well as other United Nations entities and external partners;
 - (f) To improve the safety and security of peacekeepers, including by implementing the action plan to improve the security of peacekeepers, taking forward the training plan and increasing the use of technologies;
 - (g) To improve peacekeeping partnerships by strengthening United Nations-African Union cooperation on political efforts, including through joint field visits and briefings, as well as through capacity-building and the expansion of triangular partnership arrangements;
 - (h) To strengthen the conduct of peacekeeping operations and personnel and enhance the operationalization of the human rights due diligence policy.
- 5.10 In addition to the above, the Department, under the guidance of the Security Council, will implement the recommendations from the peacekeeping reviews to ensure that peacekeeping operations are fit for purpose and operate with maximum effectiveness. The Department will also continue to implement the reform of the peace and security architecture, including through the regional political-operational structure, to deliver improved coordination on peace and security issues and in the development of cross-cutting regional strategies.
- 5.11 The Department of Peace Operations will work closely with the Department of Political and Peacebuilding Affairs, the Department of Management Strategy, Policy and Compliance and the Department of Operational Support. It will continue to ensure the full operationalization of its joint structures with the Department of Political and Peacebuilding Affairs to ensure coherence across the

peace and security pillar. The joint regional political-operational structure will continue to play a vital role through the integration and alignment of country-specific and regional analyses and strategies. The Department will also maintain strong coordination with the reformed management and development pillars.

- 5.12 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) Availability of political support and adequate capabilities;
 - (b) Continued support by Member States for the implementation of the Declaration of Shared Commitments on United Nations Peacekeeping Operations;
 - (c) Continued support by peacekeeping partners and other entities.
- 5.13 The Department integrates a gender perspective in its operational activities, deliverables and results, as appropriate, notably through the implementation of the gender policy endorsed in 2018 and a related monitoring dashboard. The Department will also continue its efforts to achieve gender parity at all levels, as requested by the Secretary-General, as well as to increase the representation of women in uniformed components. It will work to implement gender and women and peace and security mandates across all peacekeeping functions to strengthen inclusivity and a protective environment for women. The Department will invest in initiatives leading to increased representation and participation of women in peace processes, and will strengthen partnerships with local women's organizations in complex contexts, such as in the Central African Republic, Mali and South Sudan, as set out in the commitments in the Action for Peacekeeping initiative.
- 5.14 With regard to cooperation with other entities, partnerships with peace and security actors, in particular regional organizations, and with humanitarian and development actors, including international financial institutions, will remain essential to ensuring that the overall impact of international efforts in peacekeeping contexts is maximized. The Department will also maintain its strategic and operational partnerships with the African Union and the European Union and deepen the emerging trilateral arrangements. The Department will continue 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, the Collective Security Treaty Organization and the Association of Southeast Asian Nations, on issues related to policy, information-sharing and training, among others.
- 5.15 With regard to inter-agency coordination and liaison, the Department will continue to maintain its strong relations with other United Nations agencies, funds and programmes by chairing or participating in a range of inter-agency groups and processes, including the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, the Inter-Agency Security Sector Reform Task Force and the Inter-Agency Coordination Group on Mine Action. Other cross-agency cooperation includes the global focal point arrangement for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations, the Senior Peacebuilding Group and the United Nations-World Bank Working Group.

A. Proposed programme plan for 2020 and programme performance for 2018

Programme of work



Subprogramme 1 Operations

1. Objective

- 5.16 The objective, to which this subprogramme contributes, is to maintain international peace and security.

2. Alignment with the Sustainable Development Goals

- 5.17 The objective is aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to reduce all forms of violence and to ensure responsive, inclusive, participatory and representative decision-making at all levels.

3. Highlighted result in 2018

Security Council benchmarks met: peaceful transition in Liberia

Integrated strategic and operational guidance from the Department of Peace Operations guided peacekeeping operations in their management and their handling of political and security issues and crises, as well as, where appropriate, in transition planning for their drawdown and exit.

Additionally, at the request of the Security Council, the Department provided guidance to the United Nations Mission in Liberia (UNMIL) for the development by the United Nations and the Liberian authorities of a peacebuilding plan prior to the final withdrawal of UNMIL. This was to signal the longer-term commitment of national authorities to sustaining peace, including following the exit of UNMIL. The plan provides for continued United Nations support to Liberia to meet its challenges in sustaining peace and achieving sustainable development through the United Nations country team and strengthening cooperation with regional organizations, in particular the Economic Community of West African States.



The mandate of the United Nations Mission in Liberia (UNMIL) came to an end on 30 March 2018. Here, Nigerian peacekeepers serving with UNMIL depart for Roberts International Airport at the end of their deployment. Source: United Nations Photo/Albert González Farran

Result and evidence

In 2017 and 2018, such guidance included good offices, strategic advice and operational and planning support to UNMIL. The deliverable contributed to the result, which is the holding of peaceful elections, with support and

advice from the United Nations, and the subsequent transfer of power between Presidents Ellen Johnson Sirleaf and George Weah. Evidence of the result includes the full transfer of security responsibilities from UNMIL to national authorities without any deterioration of the security situation. The Government of Liberia therefore met Security Council benchmarks and targets in relation to the assumption of security responsibilities, both before and following the elections.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 5.18 A planned result for 2018, which is improved context- and mission-specific reporting to the Security Council, the General Assembly, other relevant intergovernmental bodies and troop- and police-contributing countries to enable fully informed decision-making on issues relating to peacekeeping, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by 100 per cent of recommendations of the Secretary-General to the Council reflecting consultations with troop- and police-contributing countries and other relevant Member States. The Office of Operations provided briefings on current and potential peacekeeping operations, mandate implementation, integration and operational needs to permanent missions to the United Nations, regional and subregional intergovernmental and non-governmental organizations and the media. During the reporting period, all recommendations aimed at new or significant adjustments to peacekeeping operations were incorporated into resolutions of the Council.

4. Highlighted planned result for 2020

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

In 2018, the Department of Peacekeeping Operations focused its efforts mainly on supporting the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) towards facilitating the organization of elections and protecting civilians.

Over the course of 2018, many of the efforts on and in the Democratic Republic of the Congo were devoted to supporting the implementation of the political agreement of 31 December 2016 and to protecting civilians. The agreement was meant to pave the way for the holding, by the end of 2017, of presidential as well as national and provincial legislative elections, which had been due to take place in 2016. Despite the best efforts of the Department and MONUSCO, the implementation of the agreement was slow and uneven, owing to the mistrust among political actors in the country as well as financial, technical and logistical difficulties related to the organization of the polls. Elections were eventually held in December 2018, fully funded by the Government and organized with limited assistance from external partners. The polls were conducted in a generally peaceful atmosphere, although the results of the presidential elections were contested by parts of the opposition. Through the good offices of the Special Representative of the Secretary-General for the Democratic Republic of the Congo, as well as human rights monitoring and reporting, MONUSCO contributed to containing tensions. Accordingly, in 2019, the country saw its first ever peaceful transfer of power from one President to another and a new legislature was sworn in.

Challenge and response

The challenge is around the difficulties in protecting civilians, particularly in eastern Democratic Republic of the Congo. This was compounded by the focus on elections, the lack of capacity of national security forces, the resilience of some armed groups and an outbreak of Ebola in some parts of North Kivu. In particular, recurrent attacks by the Allied Democratic Forces in North Kivu against civilians, national security forces and MONUSCO troops were a major concern.

In response, for the remainder of 2019 and 2020, the Department of Peace Operations will support MONUSCO in shifting its focus towards supporting national authorities in protecting civilians, particularly in areas affected by armed conflict in eastern Democratic Republic of the Congo, monitoring and reporting on human rights violations and supporting the fight against impunity. With elections having been held, the Department will support MONUSCO in refocusing in 2019 and 2020 on its mandate to support the protection of civilians, particularly in

eastern Democratic Republic of the Congo. It will also support the Mission in preparing a strategy for its gradual drawdown and eventual exit. Following strategic guidance from the Department, MONUSCO will reduce its civilian and uniformed presence in the other parts of the country in order to concentrate its presence in the east. Through force generation, the Department will continue to support MONUSCO in reconfiguring its force so as to increasingly rely on its mobile rapidly deployable battalions, as opposed to the more static deployment of “framework” units, and the Force Intervention Brigade to achieve “protection through projection” and neutralize armed groups. At the same time, as part of its comprehensive approach to the protection of civilians, the Department will provide policy advice and support to MONUSCO to enhance its analysis and early warning to help to prevent and resolve local conflicts.

Result and evidence

The planned deliverables are expected to contribute to the result, which is to improve protection of civilians in eastern Democratic Republic of the Congo.

Evidence of the result, if achieved, will include a reduction in the number of confirmed human rights violations by non-State actors in areas affected by armed conflict; an increase in the number of armed group commanders captured or surrendering; and an increase in the number of perpetrators of alleged human rights violations held accountable, as shown in the table below.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
5,416 confirmed human rights violations in conflict-affected areas	4,550 confirmed human rights violations in conflict-affected areas	4,000 confirmed human rights violations in conflict-affected areas
57 commanders of armed groups captured	65 commanders of armed groups captured	75 commanders of armed groups captured
287 perpetrators of human rights violations identified and held accountable	400 perpetrators of human rights violations identified and held accountable	500 perpetrators of human rights violations identified and held accountable

- 5.19 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 5.20 Table 5.1 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.1

Subprogramme 1: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	123	117	123	119
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	8	8	13	18
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				

6. Most significant relative variances in deliverables

Variances between the planned figures for 2020 and 2019

- 5.21 The variance in seminars, workshops and training events is driven mainly by the inclusion of workshops on regional and subregional political strategies for peacekeeping in Africa, owing to the drive for greater integration between regional and country-specific aspects in peace and security.



Subprogramme 2 Military

1. Objective

- 5.22 The objective, to which this subprogramme contributes, is to maintain international peace and security.

2. Alignment with the Sustainable Development Goals

- 5.23 The objective is aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to reduce all forms of violence and to ensure responsive, inclusive, participatory and representative decision-making at all levels.

3. Highlighted result in 2018

Faster, more capable troop deployments

United Nations peacekeeping has proven to be an instrument for lasting global peace. Our peacekeeping missions face new and evolving challenges as they are deployed to and operate in increasingly difficult environments. In the past, the unavailability of capable United Nations troops and their delayed deployment have negatively affected mission performance. The United Nations has addressed this problem by expanding the base of its troop-contributing countries, increasing the availability of critical capabilities and accelerating the readiness of units for deployment to field missions.

In 2018, the subprogramme worked to improve force generation through the Peacekeeping Capability Readiness System. The System was transferred to a new web-based platform, facilitating the interaction with all Member States, allowing for faster and more predictable and reliable information on pledged capabilities and providing Member States with more accurate and up-to-date information for their own use and preparation.

Result and evidence

The deliverable contributed to the result, which is a significant increase in military capabilities offered by Member States to the United Nations peacekeeping effort and registered in the Peacekeeping Capability Readiness System as pledges. The pledges are an attestation of Member States' commitments to United Nations peacekeeping assessed to be at different levels of preparation and readiness, providing flexibility and a more sustained and collaborative



Female peacekeepers from the UNMISS Nepalese High Readiness Company II in action. Source: United Nations Photo/Shrawan Kumar Bista

approach between the United Nations and Member States for appropriate responses to capability gaps in peacekeeping operations. Evidence of the result includes over 270 confirmed pledges of more than 20 different types of military capabilities from 86 Member States, compared with previously unconfirmed and unregistered intentions of Member States to contribute to peacekeeping operations.

For the first time in United Nations peacekeeping history, nine military units from Bangladesh, Bhutan, Jordan, Pakistan and Tunisia with proven capabilities have reached the highest rapid deployment level. This means that approximately 2,300 troops are now readily available to be deployed to peacekeeping operations within 60 days of an invitation, a process that would take from over six months to one year prior to the establishment of the Peacekeeping Capability Readiness System.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 5.24 A planned result for 2018, which is rapid deployment and establishment of better-tailored peacekeeping operations in response to Security Council mandates, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increase in the total number of military and police units pledged by Member States in levels 1, 2 and 3 and at the rapid deployment level of the Peacekeeping Capability Readiness System, which is reflected in the increase of pledged units to higher readiness levels, including nine units from the Member States that have reached the highest rapid deployment level, as illustrated above.

4. Highlighted planned result for 2020

Improved safety and security of peacekeepers through better training and equipping

Currently, United Nations peacekeeping environments are characterized by asymmetric threats as well as sudden violent extremism. Improved peacekeeper safety is a great concern that needs to be addressed without delay. Better military capabilities, including better-equipped and more highly-trained military personnel, will significantly improve the safety and security of peacekeepers.

Challenge and response

The challenge is the lack of consistent and systematized functioning among military officers in various sections owing to differences in background, doctrine and level of training. Military staff officers are expected to assume their force headquarters functions immediately after their deployment. Frequent staff officer rotation and the absence of a dedicated staff officer handbook have resulted in the loss of institutional knowledge.

In response, for 2020, as part of efforts to establish concrete measures to improve the performance of military components of peacekeeping operations, the subprogramme has developed the command post exercise project, which will include the development of guidance material and the conduct of training-of-trainer sessions for selected staff officers in United Nations missions to ensure the transfer of knowledge and systematized functioning in the force headquarters. Previously, only one session had been conducted, without any guidance material. Three training-of-trainer sessions will be held at the Regional Service Centre in Entebbe, Uganda, at which up to 60 military staff officers will be trained. This will have a multiplier effect as it is projected that the missions will develop internal capacity and solid institutional knowledge within three years.

Result and evidence

The planned deliverable is expected to contribute to the result, which is improved safety and security of peacekeepers. It is expected that the guidance material for the command post exercise will set standards for the military leaders and planners at the force headquarters to foster a common understanding and improve the overall performance of the force headquarters.

Evidence of the result, if achieved, will include the trained military staff officers planning command post exercises on a regular basis in their force headquarters on their own.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Selected staff officers participate in a single session, without guidance material	Staff officers participate in consultations on new guidance material for peacekeeping operations	Staff officers plan command post exercises in their force headquarters on their own on a regular basis

- 5.25 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 5.26 Table 5.2 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.2

Subprogramme 2: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	113	113	156	131
Technical materials (number of materials)	86	120	91	91
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- 5.27 The variance in technical materials was driven mainly by: (a) the increased number of military strategic analysis reports, owing to the increased security threats to the Middle East and Sahel regions, which required the conduct of additional situational analysis; (b) the increased number of reports on troop-contributing country capacities, owing to additional predeployment, operational advisory and assessment visits required to improve the capacities and performance of troop-contributing countries, in line with the recommendations contained in the 2017 report of Lieutenant General dos Santos Cruz entitled “Improving security of United Nations peacekeepers” as well as the Action for Peacekeeping initiative; and (c) the lower-than-planned production of guidance material, owing to additional internal consultation required to finalize the United Nations military intelligence handbook.

Variances between the planned figures for 2020 and 2019

- 5.28 The variance in seminars, workshops and training events is driven mainly by: (a) the decreased number of planned training events on the development, revision and implementation of new military policies and guidance materials, owing to the completion of the revised United Nations Infantry Battalion Manual; and (b) the decreased number of planned training events on gender issues, owing to the completion of the United Nations military observer training project and the female engagement teams project, funded through extrabudgetary contributions, aimed at increasing the number of trained military women in peacekeeping operations.



Subprogramme 3 Rule of law and security institutions

1. Objective

- 5.29 The objective, to which this subprogramme contributes, is to strengthen rule of law and security sector governance and the maintenance of international peace and security.

2. Alignment with the Sustainable Development Goals

- 5.30 The objective is aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to reduce all forms of violence and related death rates and to strengthen relevant national institutions to prevent violence and combat terrorism and crime.

3. Highlighted result in 2018

Strong State institutions help to prevent conflict

Building on the Secretary-General's prevention agenda and on the basis of the wide recognition by Member States that effective and accountable rule of law and security institutions are essential components of the prevention spectrum, the subprogramme has intensified efforts to identify areas in which Member States require preventative support, including in non-mission settings, to provide strategic advice in the area of rule of law and security institutions and to deploy related capacities, contributing to the prevention of escalation or the de-escalation of conflict.

In 2018, the subprogramme conducted a number of activities to enhance the capacities of Member States in conflict prevention through policy mainstreaming, technical advice and operational assistance.

In terms of policy mainstreaming, the subprogramme convened a strategic policy workshop, hosted by the Government of Germany, as a way to respond to the request by various Member States and regional organizations to mainstream support by the United Nations to rule of law and security institutions for more effective conflict prevention.

In terms of technical advice, the subprogramme helped to prevent the escalation of conflict in various settings, including by providing disarmament, demobilization and reintegration advice in the Congo, as well as security sector reform expertise in the Gambia and Burkina Faso to ensure the development of nationally-owned security sector policies and strategies. Technical advice was also provided in Somalia, in Puntland, where the United Nations



Puntland Police Commissioner hands over a certificate to a woman police officer at the end of a joint police patrol training course conducted by the African Union Mission in Somalia (AMISOM) and United Nations officers in Gaalkacyo, Somalia. Source: AMISOM

police provided joint training on community policing in support of the implementation of the Gaalkacyo ceasefire agreement.

In terms of operational assistance, the subprogramme supported, inter alia, the rapid removal of explosive hazards in Iraq and Gaza; mine action activities in Colombia, Cyprus and Libya; and the investigation and prosecution of crimes fuelling conflict in the Central African Republic and the Democratic Republic of the Congo. The subprogramme also provided refugee camp security through policing assistance in Ethiopia.

Result and evidence

The deliverables contributed to the result, which is the prevention of conflict in specific areas of operations and consideration of conflict prevention strategies in specific programmes and intergovernmental discussions.

Evidence of the result includes: (a) in terms of policy mainstreaming, the commitment of partners, including Member States, the European Union and the World Bank, to include support to rule of law and security institutions in integrated prevention strategies, both at the regional and country level, in line with the recommendations of the strategic policy workshop, and the acknowledgement, most recently in Security Council resolution [2447 \(2018\)](#), of the important role that United Nations assistance to police, justice and corrections institutions, where mandated, can play in strengthening the rule of law and security sector reform; (b) technical advice on the de-escalation of conflict in the Republic of the Congo, the development of nationally-owned security sector policies and strategies in Burkina Faso and the Gambia, the prevention of local conflict in Somalia and the prevention of additional violent conflicts in parts of the Central African Republic and the Democratic Republic of the Congo; and (c) in terms of operational activities, the stabilization of parts of Iraq and Gaza and the creation of conditions for the safe return of displaced persons and the restoration of basic services, the provision of socioeconomic reintegration opportunities to former combatants in Colombia and confidence-building for local populations in Cyprus.

The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 5.31 A planned result for 2018, which is increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the increased number of integrated plans supported by the police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components of peacekeeping operations. Police components were reflected in five integrated mission plans, whereas justice, corrections and disarmament, demobilization and reintegration components were each reflected in three integrated mission plans. Security sector reform and mine action, weapons and ammunition management and/or improvised explosive device mitigation response components were each reflected in one integrated mission plan.

4. Highlighted planned result for 2020

Comprehensive early warning and stronger conflict prevention capacities

Prevention requires analysis of: the fault lines of security institutions; the fragile presence or absence of State institutions; the possible role of uniformed personnel in a looming conflict; the risks and potential destabilizing effect of unsecured stockpiles of arms and ammunition or unexploded ordnance; and the role of the judiciary in elections and ending impunity. The wider region must be considered, including threats emanating from transnational organized crime or extremist groups, ineffective border management or clan affiliation of segments of the security sector that cuts across borders and trumps loyalty to the State.

Challenge and response

In 2018, the subprogramme conducted activities to prevent conflict and sustain peace in both mission and non-mission settings. The challenge is that, while the subprogramme promoted comprehensive prevention strategies that included activities relating to rule of law and security institutions and mine action, there was no systematic approach to these critical aspects in monitoring and analysis or in conflict prevention strategies.

In response, for 2020, the subprogramme plans to place special emphasis on integrating analysis, guidance and technical expertise relating to rule of law and security institutions and mine action into regional crisis and conflict prevention and response strategies. This would be achieved through closer collaboration with entities of the reformed United Nations peace and security architecture, including the regional political-operational structure, the Peacebuilding Support Office and other relevant partners across the peace-humanitarian-development nexus. This would allow for a more comprehensive assessment of drivers of crisis and conflict, and therefore tailored and integrated response planning.

Result and evidence

The planned deliverables are expected to contribute to the result, which is enhanced early warning and conflict management and prevention strategies and capabilities of Member States and regional organizations through tailored analysis, planning and guidance relating to rule of law and security institutions.

Evidence of the result, if achieved, will include the systematic inclusion of analysis and advice relating to rule of law and security institutions in regional and country-specific prevention strategies.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Ad hoc inclusion of analyses and recommendations relating to rule of law and security institutions and mine action in regional and country-specific prevention strategies	Establishment of arrangements to systematically include analyses relating to rule of law and security institutions and mine action in the monitoring of fragile settings and related recommendations in regional and country-specific prevention strategies	Systematic inclusion of analyses relating to rule of law and security institutions and mine action in the monitoring of fragile settings and related recommendations

- 5.32 The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 5.33 Table 5.3 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.3

Subprogramme 3: deliverables for the period 2018–2020, by category and subcategory

	<i>2018 planned</i>	<i>2018 actual</i>	<i>2019 planned</i>	<i>2020 planned</i>
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	13	13	13
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	20	22	20	22
Seminars, workshops and training events (number of days)	139	145	138	139
Publications (number of publications)	1	1	1	1
Technical materials (number of materials)	14	17	16	21
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
Digital platforms and multimedia content				
E. Enabling deliverables				
Safety and security				

6. Most significant relative variances in deliverables**Variances between the actual and planned figures in 2018**

- 5.34 The variance in substantive services for meetings was driven mainly by the inclusion of one briefing to Member States on mine action matters, owing to the progress made with regard to activities of the Mine Action Service of the United Nations in the Syrian Arab Republic.
- 5.35 The variance in field and technical cooperation projects was driven mainly by the additional deployment of Mine Action Service experts to Cameroon, Nigeria and Papua New Guinea, owing to requests by the resident and humanitarian coordinators.
- 5.36 The variance in technical materials was driven mainly by the production of additional outcome documents of a policy dialogue organized by the Group of Friends of Security Sector Reform, owing to growing demand by Member States.

Variances between the planned figures for 2020 and 2019

- 5.37 The variance in field and technical cooperation projects is driven mainly by projects to provide technical support to programmes in areas relating to justice and corrections, owing to the newly expanded mandate of the Office of Rule of Law and Security Institutions to support special political missions and provide support in non-mission settings.
- 5.38 The variance in technical materials is driven mainly by the increase in the number of policy guidance and technical materials in the areas of disarmament, demobilization and reintegration and community violence reduction, owing to the newly expanded mandate of the Office of Rule of Law and Security Institutions to support special political missions and provide support in non-mission settings.



Subprogramme 4 Policy, evaluation and training

1. Objective

- 5.39 The objective, to which this subprogramme contributes, is to enhance mission performance and effectiveness.

2. Alignment with the Sustainable Development Goals

- 5.40 The objective is aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to end abuse, exploitation, trafficking and all forms of violence against and torture of children, and reduce all forms of violence.

3. Highlighted result in 2018

Launch of new global reform agenda to improve the performance and effectiveness of peacekeeping missions

In 2018, the subprogramme conducted a number of activities in support of the performance of peacekeeping operations, including of civilian and uniformed components.

In March, the subprogramme supported the launch by the Secretary-General of the Action for Peacekeeping initiative. The subprogramme played a central role in the design, launch and implementation of the initiative, including the drafting and negotiation of the Declaration of Shared Commitments on United Nations Peacekeeping Operations, endorsed by 151 countries, and the organization of the high-level event held on the margins of the seventy-third session of the General Assembly in September 2018. The initiative builds on and encompasses a number of actions to strengthen peacekeeping in areas such as protection, the safety and security of peacekeepers, conduct, political solutions and partnerships. It especially focuses on the performance of civilian and uniformed components, proposes a series of specific actions by different stakeholders and seeks to further strengthen work already ongoing to enhance mission performance and security in the field, including the efforts reflected in the action plan developed following the issuance of the report by Lieutenant General dos Santos Cruz on improving the security of United Nations peacekeepers.

In addition, in order to strengthen the work on performance, the subprogramme developed and piloted a comprehensive performance assessment system for peacekeeping, which will be rolled out to all peacekeeping operations in 2020 and will assess the whole-of-mission performance against the mandate, while taking into account context factors. The system utilizes both qualitative and quantitative data for its performance analysis; it will therefore provide real-time and data-based evidence for the senior leadership to understand how effectively the resources are utilized and if any reorientation of priorities is needed.



United Nations leadership: the Under-Secretary-General for Peace Operations and the Secretary-General. Source: Valeria Bove

Concurrently, the subprogramme helped to strengthen performance assessments of uniformed components in peacekeeping operations, in keeping with the commitments made in the Action for Peacekeeping initiative and requests made by the General Assembly and the Security Council. With the support of other subprogrammes, the leadership of the Department started reviewing the performance of uniformed contingents on a quarterly basis, and remedial measures, including training support, have become more targeted and better coordinated. The subprogramme also engaged with Member States to advocate for the implementation of their commitments in the initiative, helped to fill training gaps in the five high-risk missions (MINUSCA, MINUSMA, MONUSCO, UNMISS and the African Union-United Nations Hybrid Operation in Darfur) identified in the report by Lieutenant General dos Santos Cruz, and delivered comprehensive protection of civilians training in Mali with a view to strengthening performance in a key area of concern. The subprogramme also supported missions on tabletop exercises, including through training-of-trainers courses.

Result and evidence

The deliverable contributed to the result, which is both a high-level political commitment by Member States to strengthen peacekeeping and first steps towards the implementation of the Action for Peacekeeping agenda. Evidence of the result includes the endorsement of the Declaration by 151 countries, targeted training support for and by several Member States and the piloting of the comprehensive performance assessment system for peacekeeping in three missions (MINUSCA, UNMISS and the United Nations Interim Force in Lebanon (UNIFIL)). The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 5.41 A planned result for 2018, which is improved planning, management, conduct and support of peacekeeping operations through the development and dissemination of policies, standard operating procedures, guidelines and training standards and tools that are consistent with the Charter of the United Nations and the basic principles of peacekeeping, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the development of a total of 66 policy, guidance and best practice documents for peacekeeping practitioners. These included policy documents on gender-responsive peacekeeping, a commander’s guide for measures to combat sexual exploitation and abuse and a document on lessons learned from the transition and drawdown of the United Nations Operation in Côte d’Ivoire. The implementation of some of the commitments in the Action for Peacekeeping initiative, such as the partnership between the United Nations and the African Union in the Central African Republic and the pilot roll-out of the comprehensive performance assessment system, was completed in three missions in 2018.

4. Highlighted planned result for 2020

Action for Peacekeeping: building an evidence base across missions and mandate areas

Challenge and response

Before 2018, the challenge for the subprogramme was the breadth of policy issues faced by peacekeeping operations and the number of troop- and police-contributing countries with varying needs and levels of experience in peacekeeping operations, combined with the challenge of establishing standardized performance and accountability systems.

In response, for 2020, the subprogramme will draw from the Declaration of Shared Commitments on United Nations Peacekeeping Operations, leverage the comprehensive performance assessment system and utilize evaluations, conduct and discipline statistics and other data. Building on the three pilots conducted in 2018, the roll-out of the comprehensive performance assessment system will continue in 2019, and by 2020 the system will be implemented in all relevant peacekeeping missions. The Peacekeeping Capability Readiness System and integrated performance analysis will enable training efforts to be directed to Member States that are able to meet United Nations standards (with United Nations and bilateral support, as needed) and are providing the most needed capacities for field missions, such as helicopters and hospitals. This will be combined with enhanced training for the civilian and uniformed components of the mission leadership.

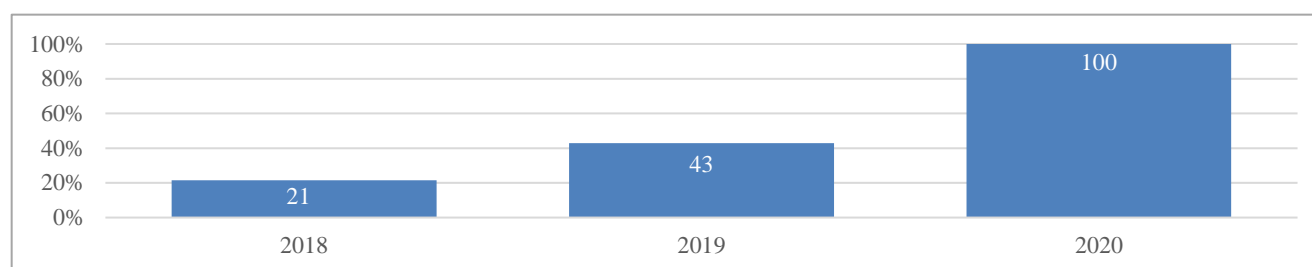
Result and evidence

The planned deliverable is expected to contribute to the result, which is the whole-of-mission performance analysis being carried out routinely with systematically collected data. This enables the senior leadership to make decisions based on real-time data and, when needed, to adapt to changing contexts swiftly.

Evidence of the result, if achieved, will include all peacekeeping operations using the comprehensive performance assessment system, as shown in the figure below, and more results and outcome-level data in the briefings and reports by the missions to various intergovernmental bodies.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures: increasing roll-out of the comprehensive performance assessment system among relevant missions (percentage of missions using the system, by year)



- 5.42 The following General Assembly resolution comprises the main mandate entrusted to the subprogramme: resolution [49/37](#) on the comprehensive review of the whole question of peacekeeping operations in all their aspects. The subprogramme will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 5.43 Table 5.4 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.4

Subprogramme 4: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	38	38	38	38
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	–	–	1	–
Seminars, workshops and training events (number of days)	442	439	447	452
Technical materials (number of materials)	36	36	34	34
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				

6. Most significant relative variances of deliverables

Variances between the planned figures for 2020 and 2019

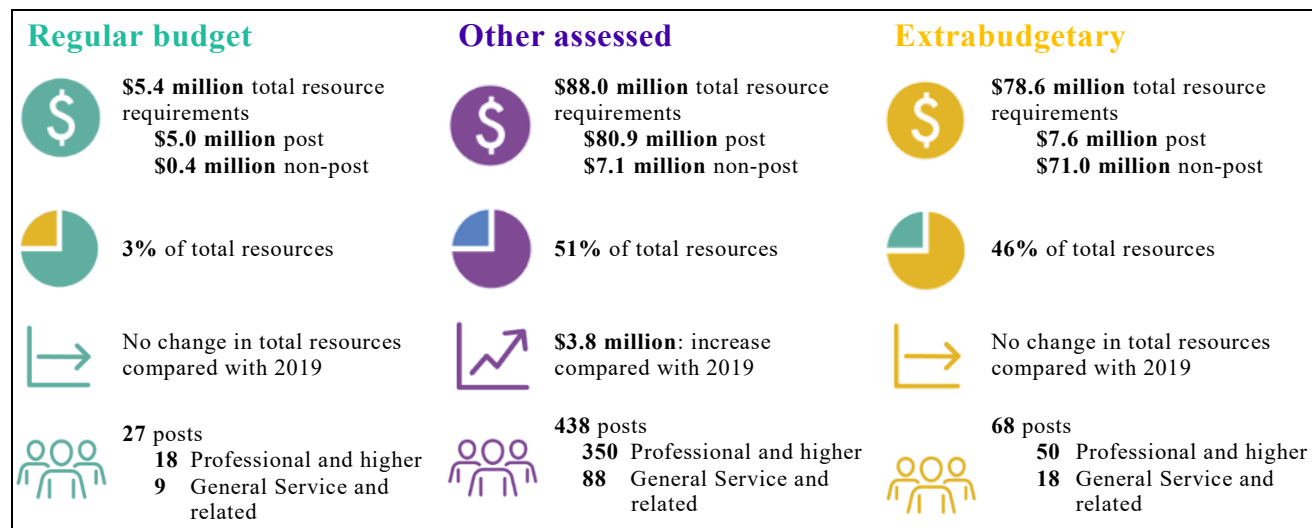
- 5.44 The variance in field and technical cooperation projects is driven by a decrease in the reviews of best practices and guidance materials, owing to the fact that the central review of all peacekeeping guidance is a one-time exercise to ensure that all guidance is in line with the peace and security and management reforms and reflects the restructured Secretariat, as well as changed business processes.

B. Proposed post and non-post resource requirements for 2020

Overview

- 5.45 The total resource requirements for 2020, comprising the regular budget, other assessed and projected extrabudgetary resources, are reflected in figure 5.II and table 5.5.

Figure 5.II
2020 in numbers



Note: Estimates before recosting.

Table 5.5

Overview of financial and post resources by component, subprogramme and funding source

(Thousands of United States dollars/number of posts)

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate (before recosting)</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
Financial resources												
Executive direction and management	660.1	660.1	–	15 878.4	15 930.0	51.6	2 250.0	2 250.0	–	18 788.5	18 840.1	51.6
Programme of work												
1. Operations	2 796.7	2 796.7	–	12 314.8	12 798.8	484.0	280.0	280.0	–	15 391.5	15 875.5	484.0
2. Military	470.8	470.8	–	23 589.4	25 315.6	1 726.2	330.0	330.0	–	24 390.2	26 116.4	1 726.2
3. Rule of law and security institutions	775.6	775.6	–	19 510.6	21 007.6	1 497.0	70 880.0	70 880.0	–	91 166.2	92 663.2	1 497.0
4. Policy, evaluation and training	328.2	328.2	–	12 894.9	12 927.7	32.8	4 320.0	4 320.0	–	17 543.1	17 575.9	32.8
Subtotal, programme of work	4 371.3	4 371.3	–	68 309.7	72 049.7	3 740.0	75 810.0	75 810.0	–	148 491.0	152 231.0	3 740.0
Programme support	344.9	344.9	–	–	–	–	500.0	500.0	–	844.9	844.9	–
Total	5 376.3	5 376.3	–	84 188.1	87 979.7	3 791.6	78 560.0	78 560.0	–	168 124.4	171 916.0	3 791.6
Post resources												
Executive direction and management	3	3	–	79	79	–	14	14	–	96	96	–
Programme of work												
1. Operations	15	15	–	67	67	–	–	–	–	82	82	–
2. Military	3	3	–	127	127	–	–	–	–	130	130	–
3. Rule of law and security institutions	3	3	–	107	107	–	38	38	–	148	148	–
4. Policy, evaluation and training	3	3	–	57	58	1	13	13	–	73	74	1
Subtotal, programme of work	24	24	–	358	359	1	51	51	–	433	433	–
Programme support	–	–	–	–	–	–	3	3	–	3	3	–
Total	27	27	–	437	438	1	68	68	–	532	532	1

Overview of resources for the regular budget

- 5.46 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 5.6 and 5.7. The proposal reflects no resource change compared with the appropriation for 2019. Further details are provided under the respective components. The proposed resource level provides for the full, efficient and effective implementation of mandates.

Table 5.6

Evolution of financial resources by component and main category of expenditure

(Thousands of United States dollars)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage			
Component										
Executive direction and management	809.3	660.1	—	—	—	—	—	660.1	31.1	691.2
Programme of work	4 660.3	4 371.3	—	—	—	—	—	4 371.3	205.0	4 576.3
Programme support	108.4	344.9	—	—	—	—	—	344.9	5.6	350.5
Total	5 578.0	5 376.3	—	—	—	—	—	5 376.3	241.7	5 618.0
Main category of expenditure										
Post	5 434.5	4 986.8	—	—	—	—	—	4 986.8	235.2	5 222.0
Non-post	143.5	389.5	—	—	—	—	—	389.5	6.5	396.0
Total	5 578.0	5 376.3	—	—	—	—	—	5 376.3	241.7	5 618.0

Table 5.7

Evolution of established post resources by category

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
USG	1	—	—	—	1	—
ASG	3	—	—	—	3	—
D-2	4	—	—	—	4	—
D-1	4	—	—	—	4	—
P-5	3	—	—	—	3	—
P-3	1	—	—	—	1	—
P-2/1	2	—	—	—	2	—
Subtotal	18	—	—	—	18	—
General Service						
Other level	9	—	—	—	9	—
Subtotal	9	—	—	—	9	—
Total	27	—	—	—	27	—

Abbreviations: ASG, Assistant Secretary-General; USG, Under-Secretary-General.

Executive direction and management

- 5.47 The Under-Secretary-General for Peace Operations directs, manages and provides political and policy guidance and strategic direction to the Department-led operations on behalf of the Secretary-General and formulates guidelines and policies for peacekeeping operations, based on Security Council mandates. He advises the Security Council and the General Assembly on all matters related to peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues and initiatives, such as peacemaking, peacekeeping, peacebuilding, transitions through partnerships with regional organizations and other peacekeeping partners and protection of civilians. He also maintains high-level contact with parties to conflict and Member States, particularly members of the Security Council, as well as troop- and police-contributing countries and countries providing financial support, in the implementation of the Council mandates.
- 5.48 The Office of the Under-Secretary-General for Peace Operations comprises the front office, the Gender Unit, the Integrated Assessment and Planning Unit and the Office of the Director, Peacekeeping Strategic Partnership.
- 5.49 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Department is integrating environmental management practices into its operations. In 2020, the Department will rely more on electronic record-keeping and communications in order to reduce printing, paper-based filing and photocopy paper.
- 5.50 Information on compliance with regard to the timely submission of documentation and advance booking for air travel is reflected in table 5.8.

Table 5.8
Compliance rate
(Percentage)

	<i>Planned 2018</i>	<i>Actual 2018</i>	<i>Planned 2019</i>	<i>Planned 2020</i>
Timely submission of documentation	100	50	100	100
Air tickets purchased at least 2 weeks before the commencement of travel	100	50	100	100

- 5.51 The proposed regular budget resources for 2020 amount to \$660,100 and reflect no change compared with the appropriation for 2019. Additional details are reflected in figures 5.III and 5.IV and table 5.9.

Figure 5.III
Resources for executive direction and management as a percentage of the regular budget
(Millions of United States dollars)

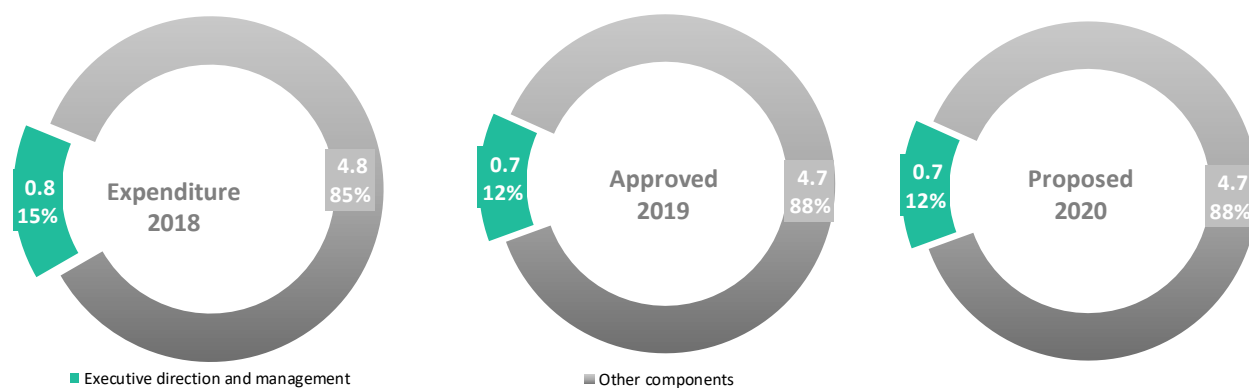
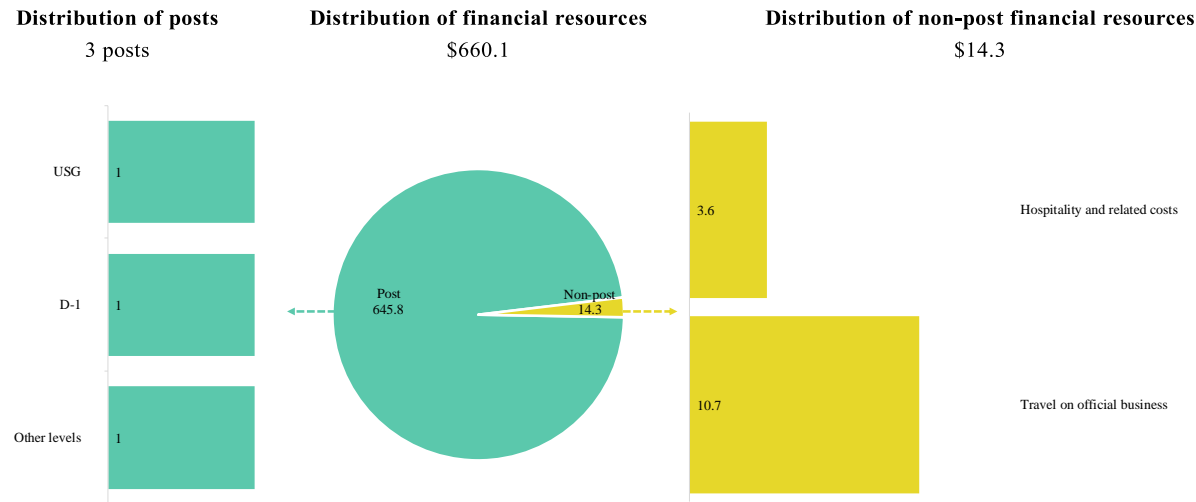


Table 5.9
Executive direction and management: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	798.7	645.8	—	—	—	—	—	645.8
Non-post	10.7	14.3	—	—	—	—	—	14.3
Total	809.3	660.1	—	—	—	—	—	660.1
Post resources by category								
Professional and higher	—	2	—	—	—	—	—	2
General Service and related	—	1	—	—	—	—	—	1
Total	—	3	—	—	—	—	—	3

Figure 5.IV
Executive direction and management: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



Abbreviation: USG, Under-Secretary-General.

5.52 The executive direction and management component is supported by other assessed resources, estimated at \$15,930,000, and extrabudgetary resources, estimated at \$2,250,000, as reflected in table 5.5. Other assessed resources would provide for broad substantive guidance and management in the implementation of the Department's peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues and initiatives, and would be complemented by extrabudgetary resources.

Programme of work

5.53 The proposed regular budget resources for 2020 amount to \$4,371,300 and reflect no change compared with the appropriation for 2019. Additional details are reflected in figures 5.V and 5.VI and table 5.10.

Figure 5.V

Resources for the programme of work as a percentage of the regular budget

(Millions of United States dollars)

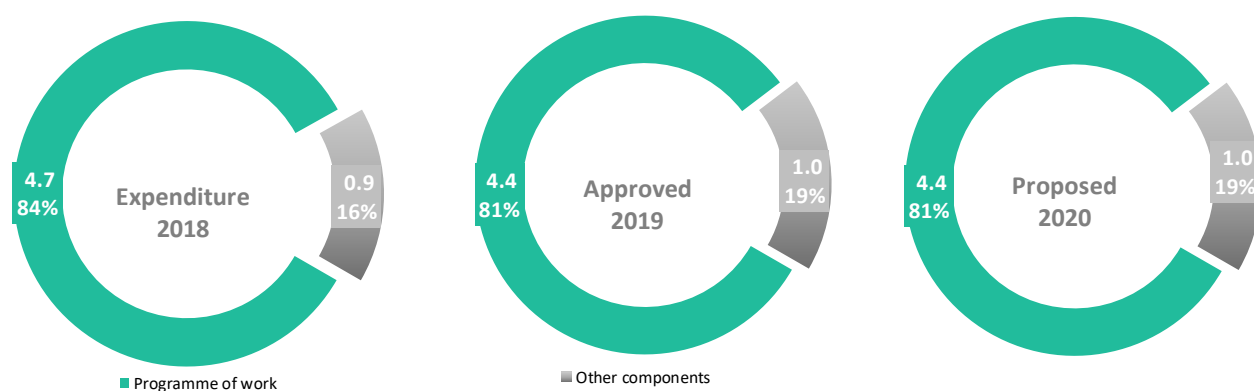


Table 5.10

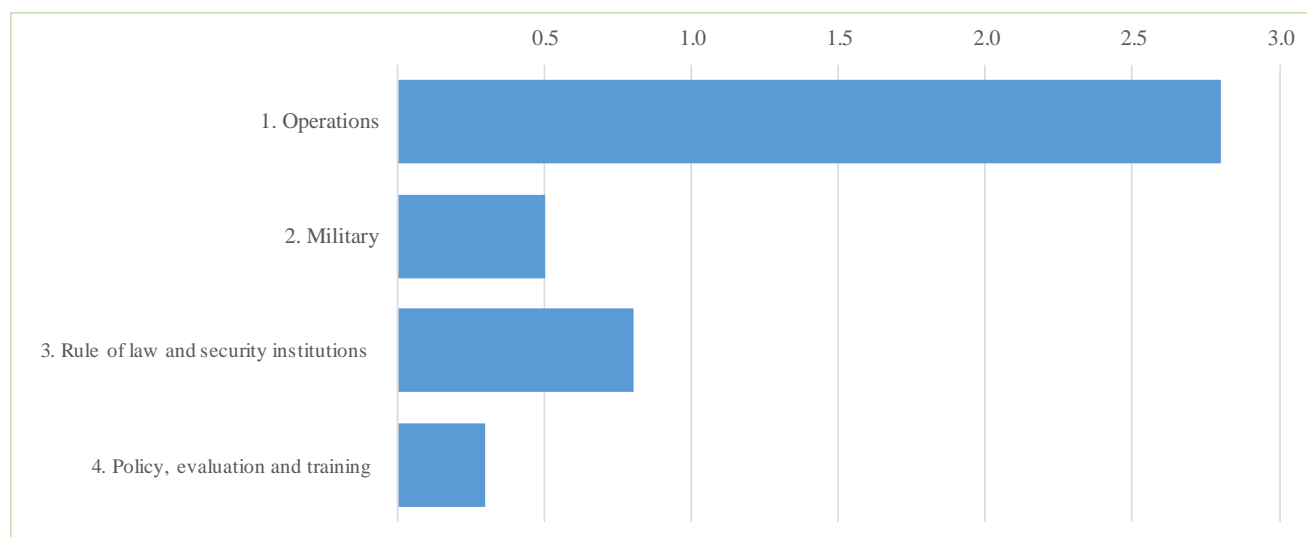
Programme of work: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by subprogramme									
1. Operations	2 936.7	2 796.7	—	—	—	2 796.7	—	2 796.7	
2. Military	461.8	470.8	—	—	—	470.8	—	470.8	
3. Rule of law and security institutions	842.7	775.6	—	—	—	775.6	—	775.6	
4. Policy, evaluation and training	419.1	328.2	—	—	—	328.2	—	328.2	
Total	4 660.3	4 371.3	—	—	—	4 371.3	—	4 371.3	
Financial resources by main category of expenditure									
Post	4 635.8	4 341.0	—	—	—	4 341.0	—	4 341.0	
Non-post	24.5	30.3	—	—	—	30.3	—	30.3	
Total	4 660.3	4 371.3	—	—	—	4 371.3	—	4 371.3	
Post resources by subprogramme									
1. Operations	—	15	—	—	—	—	—	15	
2. Military	—	3	—	—	—	—	—	3	
3. Rule of law and security institutions	—	3	—	—	—	—	—	3	
4. Policy, evaluation and training	—	3	—	—	—	—	—	3	
Total	—	24	—	—	—	—	—	24	

Figure 5.VI
Distribution of proposed resources for 2020 by subprogramme

(Millions of United States dollars)



Subprogramme 1 Operations

- 5.54 The proposed regular budget resources for 2020 amount to \$2,796,700 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 5.11 and figure 5.VII.

Table 5.11
Subprogramme 1: evolution of financial and post resources

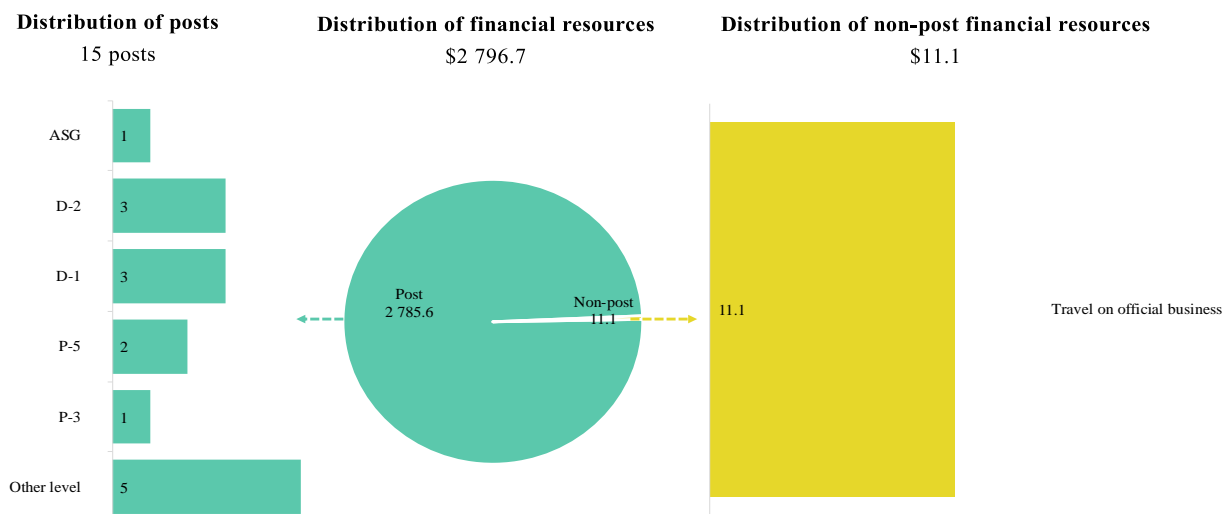
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 927.9	2 785.6	—	—	—	—	—	2 785.6
Non-post	8.8	11.1	—	—	—	—	—	11.1
Total	2 936.7	2 796.7	—	—	—	—	—	2 796.7
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		5	—	—	—	—	—	5
Total		15	—	—	—	—	—	15

Figure 5.VII

Subprogramme 1: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



Abbreviation: ASG, Assistant Secretary-General.

- 5.55 The subprogramme is supported by other assessed resources, estimated at \$12,798,800, and extrabudgetary resources, estimated at \$280,000, as reflected in table 5.5. Other assessed resources would support the single regional political-operational structure in contributing to peacekeeping operations, as mandated by the General Assembly in its resolution [72/262 C](#), and would be complemented by extrabudgetary resources.

Subprogramme 2 Military

- 5.56 The proposed regular budget resources for 2020 amount to \$470,800 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 5.12 and figure 5.VIII.

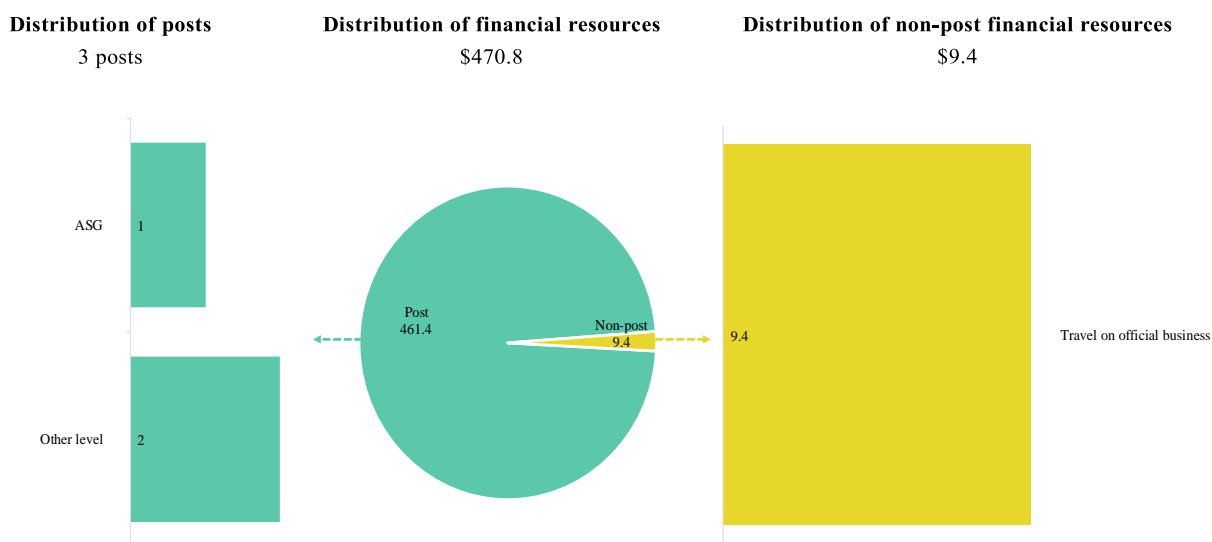
Table 5.12
Subprogramme 2: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	452.6	461.4	—	—	—	—	—	461.4
Non-post	9.1	9.4	—	—	—	—	—	9.4
Total	461.8	470.8	—	—	—	—	—	470.8
Post resources by category								
Professional and higher		1	—	—	—	—	—	1
General Service and related		2	—	—	—	—	—	2
Total		3	—	—	—	—	—	3

Figure 5.VIII
Subprogramme 2: distribution of proposed resources for 2020 (before recosting)

(Number of posts/thousands of United States dollars)



Abbreviation: ASG, Assistant Secretary-General.

5.57 The subprogramme is supported by other assessed resources, estimated at \$25,315,600, and extrabudgetary resources, estimated at \$330,000, as reflected in table 5.5. Other assessed resources would support the Office of Military Affairs in providing technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations, and would be complemented by extrabudgetary resources.

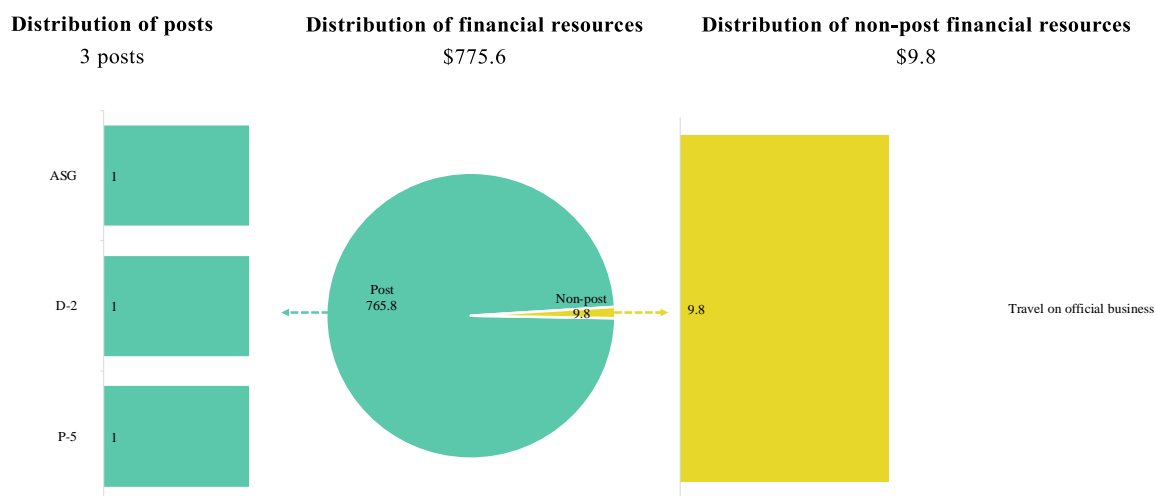
Subprogramme 3 Rule of law and security institutions

- 5.58 The proposed regular budget resources for 2020 amount to \$775,600 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 5.13 and figure 95.IX.

Table 5.13
Subprogramme 3: evolution of financial and post resources
(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	836.2	765.8	—	—	—	—	—	765.8	
Non-post	6.6	9.8	—	—	—	—	—	9.8	
Total	842.7	775.6	—	—	—	—	—	775.6	
Post resources by category									
Professional and higher		3	—	—	—	—	—	3	
Total		3	—	—	—	—	—	3	

Figure 5.IX
Subprogramme 3: distribution of proposed resources for 2020 (before recosting)
(Number of posts/thousands of United States dollars)



Abbreviation: ASG, Assistant Secretary-General.

- 5.59 The subprogramme is supported by other assessed resources, estimated at \$21,007,600, and extrabudgetary resources, estimated at \$70,880,000, as reflected in table 5.5. Other assessed resources would support the Office of Rule of Law and Security Institutions in serving as a system-wide service provider for mission and non-mission settings, supporting the implementation of the

Secretary-General's vision for preventing violent conflict and sustaining peace, and would be complemented by extrabudgetary resources.

Subprogramme 4 Policy, evaluation and training

- 5.60 The proposed regular budget resources for 2020 amount to \$328,200 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in table 5.14 and figures 5.X.

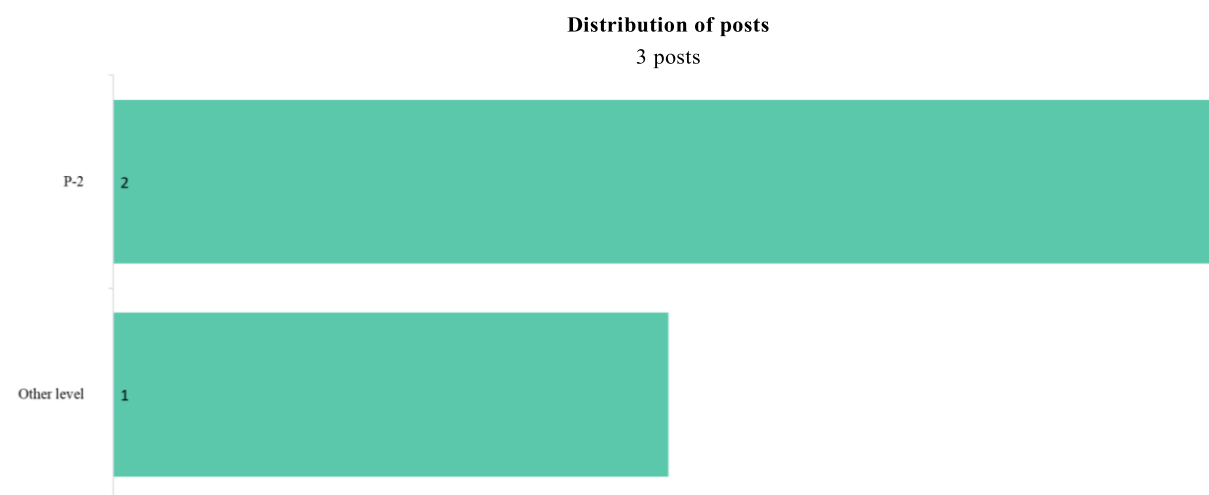
Table 5.14
Subprogramme 4: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	419.1	328.2	—	—	—	—	—	328.2
Total	419.1	328.2	—	—	—	—	—	328.2
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		1	—	—	—	—	—	1
Total		3	—	—	—	—	—	3

Figure 5.X
Subprogramme 4: distribution of posts for 2020 (before recosting)

(Number of posts)



- 5.61 The subprogramme is supported by other assessed resources, estimated at \$12,927,700, and extrabudgetary resources, estimated at \$4,320,000, as reflected in table 5.5. Other assessed resources would support the Policy, Evaluation and Training Division in providing technical and operational support to Member States and peacekeeping operations in the area of training and in serving as the

secretariat for the Special Committee on Peacekeeping Operations, and would be complemented by extrabudgetary resources.

Programme support

- 5.62 The programme support component comprises the Executive Office of the Departments of Political and Peacebuilding Affairs and of Peace Operations. The Executive Office provides central administrative services to the Departments in the areas of human resources management, budget, finance, general administration, resource planning and use of common services.
- 5.63 The proposed regular budget resources for 2020 amount to \$344,900 and reflect no resource change compared with the appropriation for 2019. Additional details are reflected in figures 5.XI and 5.XII and table 5.15.

Figure 5.XI

Resources for programme support as a percentage of the regular budget

(Millions of United States dollars)

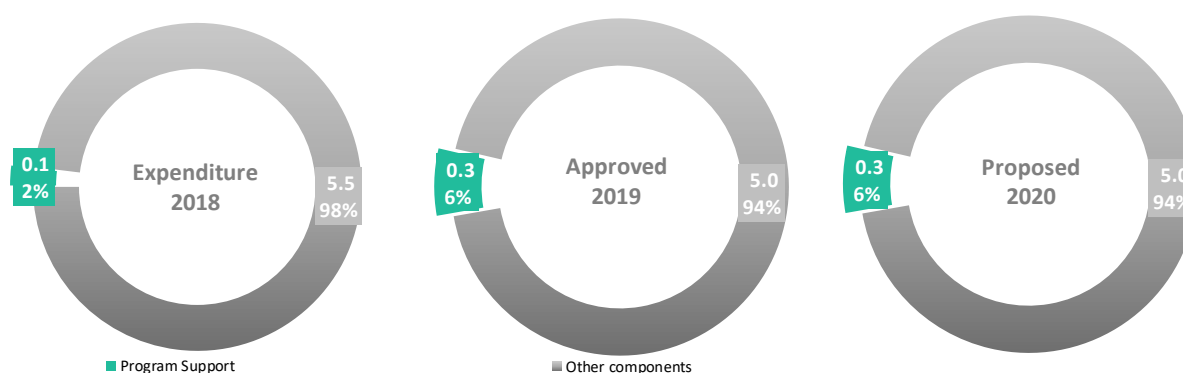


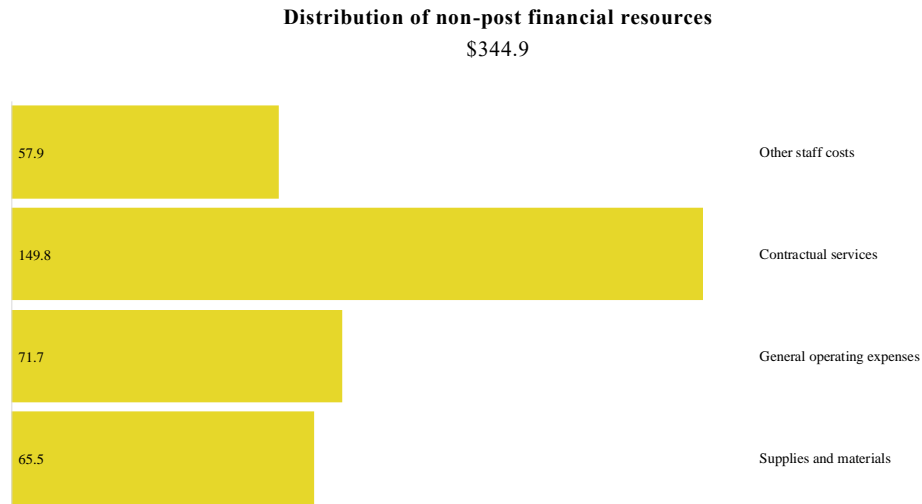
Table 5.15

Programme support: evolution of financial resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes				2020 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Non-post	108.4	344.9	—	—	—	—	—	344.9
Total	108.4	344.9	—	—	—	—	—	344.9

Figure 5.XII
Programme support: distribution of proposed resources for 2020 (before recosting)
(Thousands of United States dollars)



5.64 The programme support component is supported by extrabudgetary resources estimated at \$500,000, as reflected in table 5.5. The resources would support the component in providing technical and operational support to Member States and peacekeeping operations.

II. United Nations Truce Supervision Organization



Foreword

I view the United Nations Truce Supervision Organization (UNTSO) as a reliable partner in promoting regional engagement with and among the parties. As the Head of Mission and Chief of Staff, I lead a mission comprising both military and civilian personnel assigned to the mission by troop-contributing countries and the United Nations international and national staffing support mechanisms. Today, military observers from 25 countries supported by civilian staff from 55 countries serve in UNTSO, a strong signal of our impartiality among the parties.

Throughout its history, UNTSO has witnessed dramatic changes in the Middle East. The environment is characterized by close interaction between a multitude of political, security and historical factors in the region. The expansion or unpredictability of the effects of regional tensions will influence core mandate functions and our personnel performing them.

We dedicate great effort to preserve the regional liaison architecture with the parties in this complex environment and where the complexities of interaction between States and non-State actors have thwarted a comprehensive settlement. During my strategic-level regional liaison visits, I have witnessed constructive initiatives from leaders of the parties to the conflict, troop-contributing countries and other Member States in the region. We are moving forward with our support to counterparts in the United Nations Disengagement Observer Force and the United Nations Interim Force in Lebanon, continuing to strive towards the achievement of peace in the Middle East.

Our work today remains as relevant as in 1948. While the region has witnessed various upheavals and moments of potential conflagration, there have also been concerted efforts by national officials and populaces alike to overcome animosities and take steps to reduce violence, sustain community life and find a path towards peace for the future. Shop owners, local groups and community members have often told me that at this point they just want the conflicts to end.

I have witnessed the work in all of our locations across Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic. The cooperation on the ground between civilian staff and military experts speaks to their dedication to the tasks that deter conflict and create space for non-violent means of grievance resolution.

(Signed) Major General Kristin **Lund**
Head of Mission and Chief of Staff,
United Nations Truce Supervision Organization

Overall orientation

Mandates and background

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

Alignment with the Charter of the United Nations and the Sustainable Development Goals

- 5.67 The mandates of the mission guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purpose to maintain international peace and security, and to that end: to take effective collective measures for the prevention and removal of threats to the peace, and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with Sustainable Development Goal 16, as reflected in paragraph 5.74.

Recent developments

- 5.68 Counter-terrorism efforts in northern Sinai, Egypt, continued to shape the situation in that area. In August 2018, the Government of the Syrian Arab Republic regained control of parts of the areas of separation and limitation on the Bravo side that had previously been under the control of armed groups. There was military activity across the ceasefire line on multiple occasions. Security risks from armed opposition groups along the border between the Syrian Arab Republic and Jordan appeared to decrease. The situation in the area of operations of UNIFIL remained generally calm, notwithstanding increased tensions owing to the discovery by the Israel Defense Forces of tunnels built across the Blue Line and construction work carried out by the Israel Defense Forces south of the Blue Line in an area of Lebanese "reservation" near Misgav Am.

Strategy and external factors for 2020

- 5.69 UNTSO will continue to implement its current core functions of observer deployment and liaison with regional authorities. It will provide trained military observers to UNDOF and UNIFIL to assist with the implementation of their mandates. UNTSO will also maintain liaison offices in Egypt,

Lebanon and the Syrian Arab Republic and conduct the liaison function with Jordan and Israel from its headquarters. The recent trends in the UNDOF area of operations provide UNTSO with the opportunity to resume its full support to observer operations there in 2020 and reinforce UNTSO liaison engagement across the region.

- 5.70 The mission will continue to provide timely and accurate observation reports and assessments and analyses of regional developments and impacts mission-wide, including on the safety and security situation. It will also continue to provide administrative, logistical and security support to all outstations and liaison offices. UNTSO will ensure that the support to all outstations and liaison offices is provided in the most efficient manner possible. It will continue to use the good offices of the Head of Mission to maintain engagement with the parties and representatives of troop-contributing countries, and coordinate with other United Nations entities in the region. It will continue to develop contingency planning to address changes in the security and/or political situation in its area of operation.
- 5.71 With regard to the external factors, the overall plan for 2020 is based on the following planning assumptions:
- (a) All parties to the Armistice Agreements of 1949 and related agreements will cooperate with UNTSO in the performance of its functions;
 - (b) All parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.
- 5.72 UNTSO integrates a gender perspective in its operational activities, deliverables and results, as appropriate. In 2018, the Head of Mission either briefed or participated in 15 gender outreach seminars and workshops in Jerusalem, Egypt, Ireland, Entebbe (by videoconference) and United Nations Headquarters. A similar number of briefings are expected for 2019. Advocacy on gender issues is included in all regional liaison visits, including increasing female military members in national services and troop contributions.

A. Proposed programme plan for 2020 and programme performance for 2018



United Nations Truce Supervision Organization

1. Objective

- 5.73 The objective, to which this mission contributes, is to ensure adherence to the Armistice Agreements of 1949 and related agreements.

2. Alignment with the Sustainable Development Goals

- 5.74 The objective is aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to reduce all forms of violence and strengthen relevant national institutions, including through international cooperation, for building capacity to prevent violence.

3. Highlighted result in 2018

Enhancing regional engagement

In 2018, the regional picture meant that there was a need for intensified regional liaison with national authorities and key actors. Regional liaison with the five parties took up a stronger engagement at the strategic as well as regular level to provide accurate information on the ground and trend assessments and convey messages to deter escalation. The assessments underpinning regional engagement were strengthened and information-sharing expanded, reinforcing relations with national authorities and other actors with influence on the peacekeeping environment.

Result and evidence

The deliverable contributed to the result, which is improved understanding of developments on the ground and across theatres. Evidence of the result includes requests by the parties and other actors for additional engagement, both at the strategic and working levels, on a more frequent, ad hoc and event-driven basis. The result demonstrates progress made in 2018 towards the collective attainment of the objective.



UNTSO observation post with Mount Hermon in the background.
Source: UNTSO

- 5.75 A planned result for 2018, which is the Security Council is informed in a timely manner of the implementation of its resolutions, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the attainment of the 100 per cent target for the timely

submission of observation reports to the Secretary-General. The achievement of this result represents the effective integration and employment of observer group monitoring and observation functions in UNDOF and UNIFIL operations, enabling the missions to keep the Council abreast of violations or incidents which could spark an escalation of the situation.

4. Highlighted planned result for 2020

Progress towards stabilization

UNTSO military observers in Observer Group Golan have not occupied some of their positions on the Bravo side since 2014, owing to a deterioration of the security situation. The observation posts were unprotected, with a consequent loss of equipment and facility damage.

Challenge and response

The challenge was the closure of the established Qunaytirah crossing between the Bravo side (Syrian Arab Republic) and the Alpha side (Israeli-occupied Golan). This limited the ability of Observer Group Golan to observe, inspect military positions and investigate alleged violations on the Bravo side. The Qunaytirah crossing was reopened through engagement with the parties after the Government of the Syrian Arab Republic regained control of most of the areas of limitation and separation on the Bravo side that had previously been under the control of armed groups.

Following the improvement in the security situation in the UNDOF area of operations, it was determined that conditions on the ground would permit the return of the Observer Group Golan observers and their gradual resumption of operations on the Bravo side. UNTSO commenced the phased redeployment of Observer Group Golan military observers from Damascus to Camp Faouar in 2018. The initial and limited return of UNDOF, including Observer Group Golan, was welcomed by the Security Council in its resolutions [2361 \(2017\)](#) and [2394 \(2017\)](#), following which continued efforts were made to implement the plan for the return to vacated positions in the area of separation.

In response, for 2020, in line with the gradual return of UNDOF, UNTSO will complete the redeployment of Observer Group Golan observers to the Bravo side. This will entail the re-establishment of elements of infrastructure aligned with UNDOF reoccupation plans for the period 2019–2020. The renovation of four out of five observation posts, combined with the already-completed observer redeployment, will enable restoration of the operational capability. The observers will be in a position to implement all activities tasked by UNDOF on the Bravo side, including continuous static observations, mobile patrols and inspections.

Result and evidence

The planned deliverables are expected to contribute to the result, which is adherence to the 1974 Agreement on Disengagement between Israeli and Syrian Forces.

Evidence of the result, if achieved, will include compliance of the parties with the Agreement on Disengagement between Israeli and Syrian Forces and freedom of movement of military observers in Observer Group Golan, including through the Qunaytirah crossing.

The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Limited area (2,856 km ²) on which the decision-making of the Security Council is informed through continuous observation	Expansion of area (to 3,506 km ²) on which the decision-making of the Security Council is informed through continuous observation	Expansion of area (to 4,515 km ²) on which the decision-making of the Security Council is informed through continuous observation

- 5.76 The mission will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 5.77 Table 5.16 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.16

United Nations Truce Supervision Organization: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
B. Generation and transfer of knowledge				
Seminars, workshops and training events (number of days)	–	12	–	12
Non-quantified deliverables				
C. Substantive deliverables				
Consultation, advice and advocacy				
Fact-finding, monitoring and investigation missions				

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

- 5.78 The variance in seminars, workshops and training events was driven by the regional overview seminars (organized by UNTSO), owing to the fact that at the time of preparation of the budget for UNTSO for the biennium 2018–2019, the seminars were envisaged but were at the early stages of planning. The seminars have since proven to be an effective tool for better cooperation and understanding on cross-cutting regional issues among regional organizations and experts. The variance was also driven by seminars requested by Member States and international organizations, owing to the fact that, while the seminars were initially piloted at the outset of the biennium 2018–2019, since the target audience was not specifically identified at that time, they were not considered as deliverables for the biennium.

Variances between the planned figures for 2020 and 2019

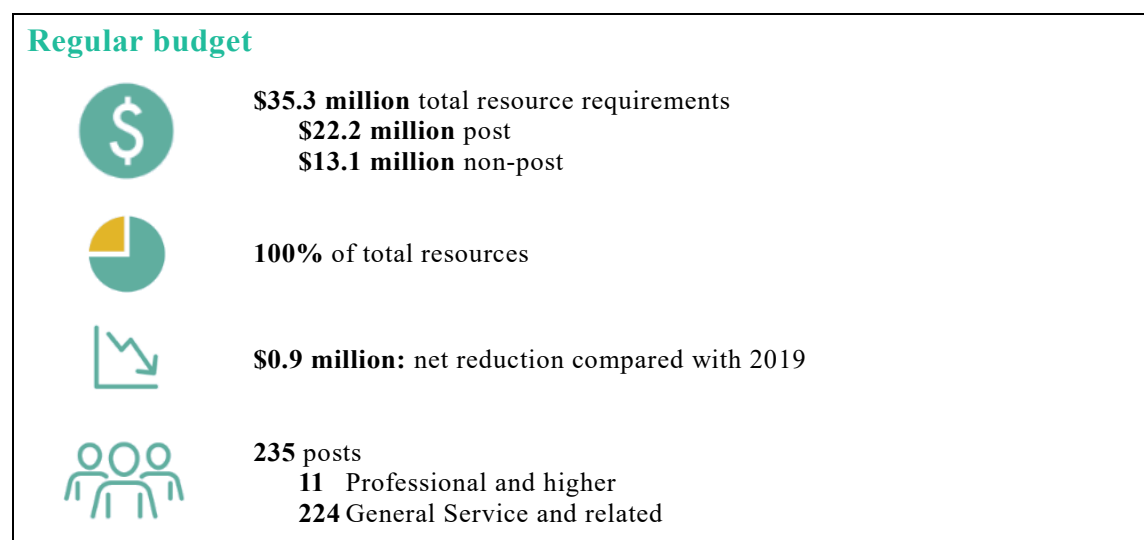
- 5.79 The variance in seminars, workshops and training events is driven by the regional overview seminars (organized by UNTSO), owing to the fact that, as the seminars had proven to be an effective tool, they have been included as a deliverable for 2020. The variance was also driven by seminars requested by Member States and international organizations, owing to the fact that after evaluation of the achieved results, this activity has also been included as a deliverable for 2020.

B. Proposed post and non-post resource requirements for 2020

Overview

5.80 The total regular budget resource requirements for 2020 are reflected in figure 5.XIII.

Figure 5.XIII
2020 in numbers



Note: Estimates before recosting.

Overview of resources for the regular budget

- 5.81 The proposed regular budget resources for 2020, including the breakdown of resource changes, as applicable, are reflected in tables 5.17 and 5.18 and figures 5.XIV and 5.XV. The proposal reflects reductions that were made possible, in part, by the review and rationalization of contracts, services and supplies and materials; the extension of the useful life of assets; and the review of expenditure experience for non-post resources. The proposed resource level provides for the full, efficient and effective implementation of mandates.
- 5.82 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), UNTSO is integrating environmental management practices into its operations. In 2018, highlights were reductions in photocopy paper, printing of documentation, fuel consumption, consumption of water and electricity, and travel costs; the continued adoption of the latest environmental technology in heating, ventilation and air conditioning and LED lighting systems mission-wide as implemented during the Government House rehabilitation and restoration project; and the reduction in the consumption of energy through the expansion of solar energy installations across the mission area, including the observation posts, which will continue to be implemented in 2020.

Section 5 Peacekeeping operations

Table 5.17
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

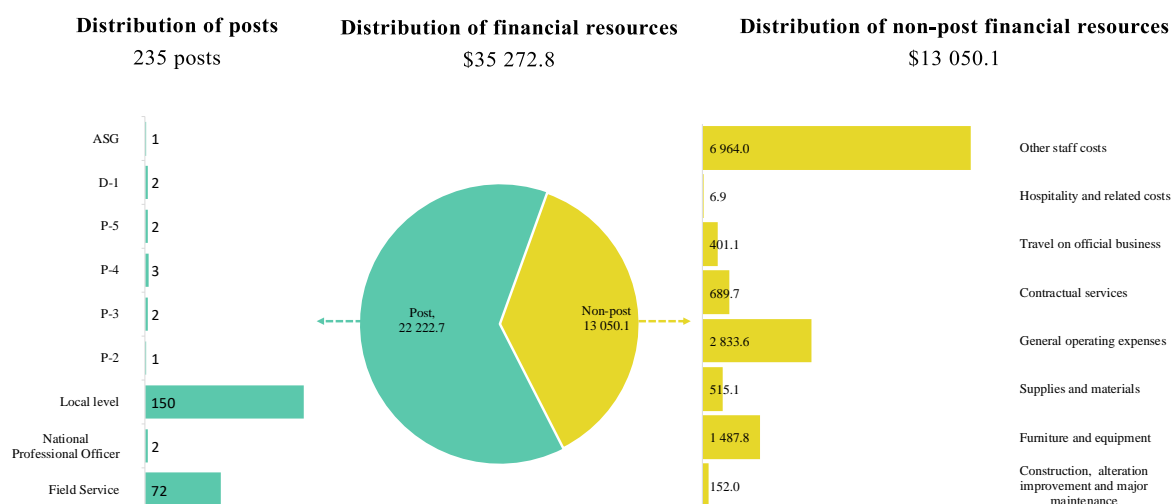
	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Financial resources by main category of expenditure										
Post	21 925.6	22 235.2	—	—	(12.5)	(12.5)	(0.1)	22 222.7	743.5	22 966.2
Non-post	12 346.4	13 942.0	—	—	(891.9)	(891.9)	(6.4)	13 050.1	234.4	13 284.5
Total	34 272.0	36 177.2			(904.4)	(904.4)	(2.5)	35 272.8	977.9	36 250.7
Post resources by category										
Professional and higher		11	—	—	—	—	—	—	—	11
General Service and related		224	—	—	—	—	—	—	—	224
Total		235	—	—	—	—	—	—	—	235

Table 5.18
Evolution of established post resources by category

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
ASG	1	—	—	—	1	—
D-1	2	—	—	—	2	—
P-5	2	—	—	—	2	—
P-4	3	—	—	—	3	—
P-3	2	—	—	—	2	—
P-2/1	1	—	—	—	1	—
Subtotal	11	—	—	—	11	—
General Service and related						
Field Service	72	—	—	—	72	—
Other level	152	—	—	—	152	—
Subtotal	224	—	—	—	224	—
Total	235	—	—	—	235	—

Abbreviation: ASG, Assistant Secretary-General.

Figure 5.XIV
Distribution of proposed resources
 (Number of posts/thousands of United States dollars)

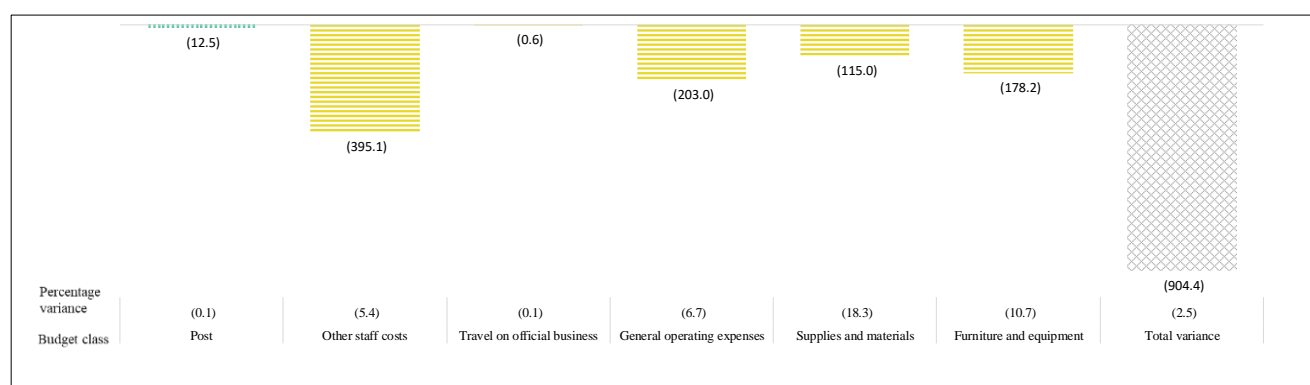


Abbreviation: ASG, Assistant Secretary-General.

5.83 The variance of \$904,400 reflects:

Other changes. The decrease under other staff costs is attributable to the reduction in requirements under travel of military observers for deployment or repatriation owing to past experience having shown that some military observers do not exercise their full entitlement of shipment costs for repatriation and that some troop-contributing countries have allowed their military personnel to extend their assignment to UNTSO beyond the normal tour of duty of one year. The decrease under general operating expenses relates mainly to the non-submission of resource requirements for the Government House project, owing to the need for the resolution of related pending issues.

Figure 5.XV
Variance between proposed resources for 2020 and appropriation for 2019, by budget class
 (Thousands of United States dollars)



III. United Nations Military Observer Group in India and Pakistan



Foreword

The United Nations Military Observer Group in India and Pakistan (UNMOGIP) is the second oldest United Nations peacekeeping mission, beginning its mandate in 1949. The Mission continues to perform its mandate focusing on observing and reporting on the ceasefire between India and Pakistan. It also continues to conduct patrolling and investigations into alleged ceasefire violations through the 44 United Nations military observers who monitor the 770 kilometre-long line of control and the working boundary. This work requires professionalism, impartiality and high precision in reporting, and is carried out with the support of 74 civilians ensuring the smooth running of our peacekeeping operation. A technical review of UNMOGIP was undertaken at the end of 2018 to enhance the mission's operational effectiveness and review internal reporting procedures.

Our mission has continued to build confidence in the region, and we will continue to fulfil our mandate with impartiality. This has only been made possible through the support of our host nations, India and Pakistan, coupled with the welcoming attitude of the local Kashmiri population. To the extent possible, I have also kept our host nations informed of our activities at the line of control and the working boundary. I continue to engage United Nations Headquarters on a monthly basis on our operations and challenges being faced in the implementation of our mandate.

It is my belief that UNMOGIP continues to play a role in working towards bringing more peace and stability in the South Asia region. Diversity and professionalism are the strength of UNMOGIP. With the support of the international community and all stakeholders involved, peace will be achieved in the region.

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

Overall orientation

Mandates and background

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

Alignment with the Charter of the United Nations and the Sustainable Development Goals

- 5.85 The mandates of the mission guide it in producing the respective deliverables, which contribute to the attainment of the objective. The objective is aligned with the Organization's purpose to maintain international peace and security, and to that end: to take effective collective measures for the prevention and removal of threats to the peace, and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or situations which might lead to a breach of the peace, as stipulated in Article 1 of the Charter of the United Nations. In the context of the 2030 Agenda for Sustainable Development, the purposes stipulated in Article 1 of the Charter are embodied by the Sustainable Development Goals. The objective, and therefore the deliverables, is aligned with Sustainable Development Goal 16, as reflected in paragraph 5.94.

Recent developments

- 5.86 The situation along the line of control continues to be volatile. In 2018, UNMOGIP carried out 2,139 unimpeded operational tasks, including 220 investigations, 1,492 area reconnaissance missions, 275 observation posts and 152 field trips.

Strategy and external factors for 2020

- 5.87 UNMOGIP will continue to focus on the core mandated tasks of prevention, early warning, observation and reporting, and confidence-building. The mission will provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate. It will continue to maintain military observers at all of its operational field stations on both sides of the line of control, conduct efficient patrols and effective inspections and investigations of alleged violations of the ceasefire and perform field tasks in the vicinity of the line of control from the field stations to the extent permitted by the host countries.
- 5.88 UNMOGIP is aligned with the Secretary-General's five-year reform strategy for field support, which provides a foundation for all ongoing reform efforts and seeks to improve the quality, speed and efficiency of service delivery to both peacekeeping and special political missions.
- 5.89 With regard to the external factors, the overall plan for 2020 is based on the planning assumption that the parties cooperate, abide by and fulfil the provisions of the ceasefire agreement, taking into consideration the difficult weather conditions and the compartmented terrain, which can affect the ability of the mission to perform its routine tasks.

- 5.90 The mission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the result reflects the increased engagements of the United Nations military observers with the local population across different genders for the United Nations presence to have a greater impact in keeping the peace in the area of operations.
- 5.91 With regard to cooperation with other entities, the mission will explore linkages with relevant entities that share the same concern for advancing peace and stability in the area, as long as its actions do not go beyond the given mandate.
- 5.92 With regard to inter-agency coordination and liaison, similar linkages with other entities will be explored and established with United Nations agencies to advance peace and stability in the area without going beyond the given mandate.

A. Proposed programme plan for 2020 and programme performance for 2018



United Nations Military Observer Group in India and Pakistan

1. Objective

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

2. Alignment with the Sustainable Development Goals

- 5.94 The objective is aligned with Sustainable Development Goal 16, which is to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Progress towards the attainment of the objective will help to reduce all forms of violence and promote the rule of law at the national and international levels.

3. Highlighted result in 2018

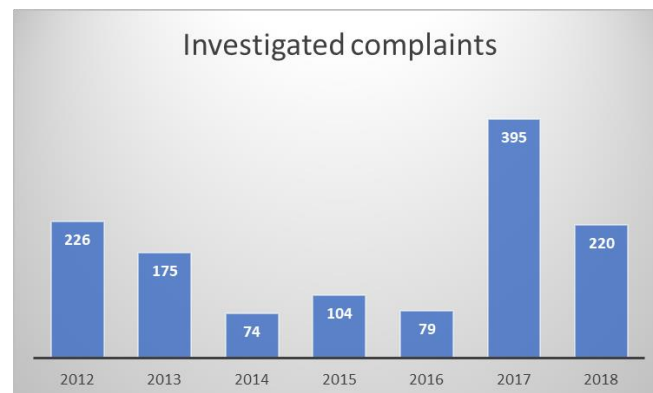
Field tasks

In 2018, the general situation in the UNMOGIP area of responsibility remained volatile, and notable periods of instability were observed along the line of control and the working boundary throughout the year. The mission received a total of 229 complaints from the Pakistan Army. Indian authorities did not lodge any complaint.

UNMOGIP planned and conducted its operations in close coordination with the Indian and Pakistani military forces. Operational tasks were conducted in areas along the line of control and the working boundary in Pakistan-administered Kashmir to observe and gather information about the general situation, investigate complaints of alleged ceasefire violations and increase the visibility of the presence of United Nations military observers in areas of concern during periods of high tension. In India-administered Kashmir, UNMOGIP has no operational freedom of movement. In Pakistan-administered Kashmir, however, UNMOGIP performed 1,492 area reconnaissance missions, 220 investigations, 275 observation posts and 152 field trips to local military units in the Pakistan Army. Area reconnaissance makes up the majority of tasks conducted, owing mainly to the size of the area of operations (approximately 220,000 km²). However, investigations remain the main tasks of the mission in accomplishing the mandate.

Result and evidence

The deliverables contributed to the result, which is the understanding on alleged ceasefire violations or working boundary incidents during 2018, in accordance with the provisions of Security Council resolution [307 \(1971\)](#).



Evidence of the result includes a total of 220 investigated complaints of which the Council was made aware, of which 67 cases were qualified as violations and 17 cases were deemed inconclusive owing to lack of evidence. The result demonstrates progress made in 2018 towards the collective attainment of the objective.

- 5.95 A planned result for 2018, which is United Nations Headquarters is informed of developments pertaining to the ceasefire in a timely manner through the conduct of field tasks by United Nations military observers in established field stations on both sides of the line of control, as referred to in the proposed programme budget for the biennium 2018–2019, was achieved, as evidenced by the attainment of 100 per cent completion of operational tasks, namely, 1,492 area reconnaissance missions, 220 investigations, 275 observation posts and 152 field trips.

4. Highlighted planned result for 2020

New tools help to share with the parties summaries of investigations in a timely and accurate fashion

In 2018, UNMOGIP observed the line of control and the working boundary and investigated a total of 229 complaints. This continued to require the maintenance of military observers at all of its operational field stations on both sides of the line of control, the conduct of patrols and inspections and investigations of the alleged violations of the ceasefire, and the performance of field tasks in the vicinity of the line of control from the field stations to the extent permitted.

Challenge and response

The challenge is that, given the size of its area of operations (approximately 220,000 km²), the information collected by the mission is vast and collected from disparate sources, which presents challenges in terms of synthesis of information and the timely conduct of investigations.

In response, for 2020, UNMOGIP will continue to observe the line of control and the working boundary. This will continue to require the maintenance of military observers at all of its operational field stations on both sides of the line of control, the conduct of patrols and inspections and investigations of the alleged violations of the ceasefire, and the performance of field tasks in the vicinity of the line of control. The mission will leverage new information collation platforms to synthesize the information gathered. Visual analysis platforms can help to simplify complex data to enable the timely and accurate investigation of alleged violations. Training will be organized to build capacity within the mission to leverage these tools.

Result and evidence

The planned deliverables are expected to contribute to the result, which is an understanding of the developments pertaining to ceasefire violations along the line of control in 2020, in accordance with the mandate of UNMOGIP established in Security Council resolution [307 \(1971\)](#).

Evidence of the result, if achieved, will include having available analysis conducted in a more timely fashion through information collation platforms and the conduct of field tasks by United Nations military observers in established field stations on both sides of the line of control, and that summaries of the investigations into all formal complaints of alleged ceasefire violations submitted to UNMOGIP are duly shared with the parties. The result, if achieved, will demonstrate progress made in 2020 towards the collective attainment of the objective.

Performance measures

2018	2019	2020
Unavailability of analysis conducted through information collation platforms	Availability of some analysis conducted through information collation platforms	Availability of analysis conducted in a more timely fashion through information collation platforms

- 5.96 The mission will continue to be guided by all mandates entrusted to it, which provide the legislative framework for its deliverables.

5. Deliverables for the period 2018–2020

- 5.97 Table 5.19 lists all deliverables, by category and subcategory, for the period 2018–2020 that contributed and are expected to contribute to the attainment of the objective stated above.

Table 5.19

United Nations Military Observer Group in India and Pakistan: deliverables for the period 2018–2020, by category and subcategory

	2018 planned	2018 actual	2019 planned	2020 planned
Quantified deliverables				
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	12	8	12	12
Non-quantified deliverables				
C. Substantive deliverables				
Databases and substantive digital materials				
D. Communication deliverables				
Outreach programmes, special events and information materials				
External and media relations				
Digital platforms and multimedia content				

6. Most significant relative variances in deliverables

Variances between the actual and planned figures in 2018

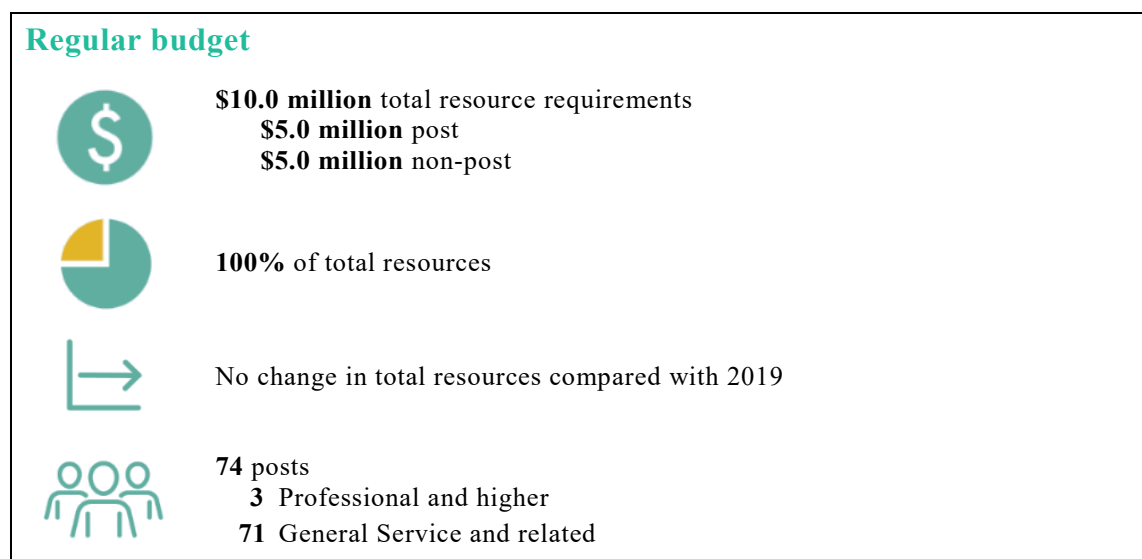
- 5.98 The variance in substantive services for meetings was driven mainly by the reduction in engagements with key personalities and leaders of the host nations, owing to the cancellation of engagements with external stakeholders for reasons beyond the mission's control as it adapted to political developments during the year, such as the change in administration after the elections in Pakistan and the delayed issuance of Indian visas, among other things. Nevertheless, the mission maintain that the figure planned for 2019 and 2020 is practical and necessary to pursue for its own benefit.

B. Proposed post and non-post resource requirements for 2020

Overview

5.99 The total regular budget resource requirements for 2020 are reflected in figure 5.XVI.

Figure 5.XVI
2020 in numbers



Note: Estimates before recosting.

Overview of resources for the regular budget

- 5.100 The proposed regular budget resources for 2020 amount to \$10,043,000 and reflect no resource change compared with the appropriation for 2019. The details of the resource requirements and resource variances compared with the 2019 appropriation are reflected in tables 5.20 and 5.21 and figures 5.XVII and 5.XVIII.
- 5.101 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution 72/219, UNMOGIP is integrating environmental management practices into its operations. In 2018, a highlight was reduction in the use of electricity by up to 15 per cent, the installation of kilowatt-hour meters, water meters, fuel meters, LED lights and the electronic fuel management system, leading to a reduction of up to 40 per cent in the use of vehicle fuel, environment management, awareness, use of cloth bags, a ban on plastic use and the establishment of contracts regarding hazardous material. In 2020, the Mission will reduce carbon emissions and costs and implement initiatives for the protection of the environment, greening, health and safety, solar panel installation, a paperless environment, reduction in pollution, the training of staff and the reduction of electricity consumption over the coming years by 25 per cent and of vehicle fuel consumption by up to 60 per cent through the electronic fuel management system.

Table 5.20
Evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	2018 expenditure	2019 appropriation	Changes					2020 estimate (before recosting)	Recosting	2020 estimate (after recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage			
Financial resources by main category of expenditure										
Post	5 455.3	4 964.1	—	—	—	—	—	4 964.1	213.6	5 177.7
Non-post	4 113.3	5 079.2	—	—	—	—	—	5 079.2	222.4	5 301.6
Total	9 568.6	10 043.3	—	—	—	—	—	10 043.3	436.0	10 479.3
Post resources by category										
Professional and higher		3	—	—	—	—	—	3	—	3
General Service and related		71	—	—	—	—	—	71	—	71
Total		74	—	—	—	—	—	74	—	74

Table 5.21
Evolution of established post resources by category

	2019 approved	Changes			2020 estimate	Variance
		Technical adjustments	New/expanded mandates	Other		
Professional and higher						
D-2	1	—	—	—	1	—
P-5	1	—	—	—	1	—
P-4	1	—	—	—	1	—
Subtotal	3	—	—	—	3	—
General Service and related						
Field Service	22	—	—	—	22	—
Other level	49	—	—	—	49	—
Subtotal	71	—	—	—	71	—
Total	74	—	—	—	74	—

Figure 5.XVII
Distribution of proposed resources
 (Number of posts/thousands of United States dollars)

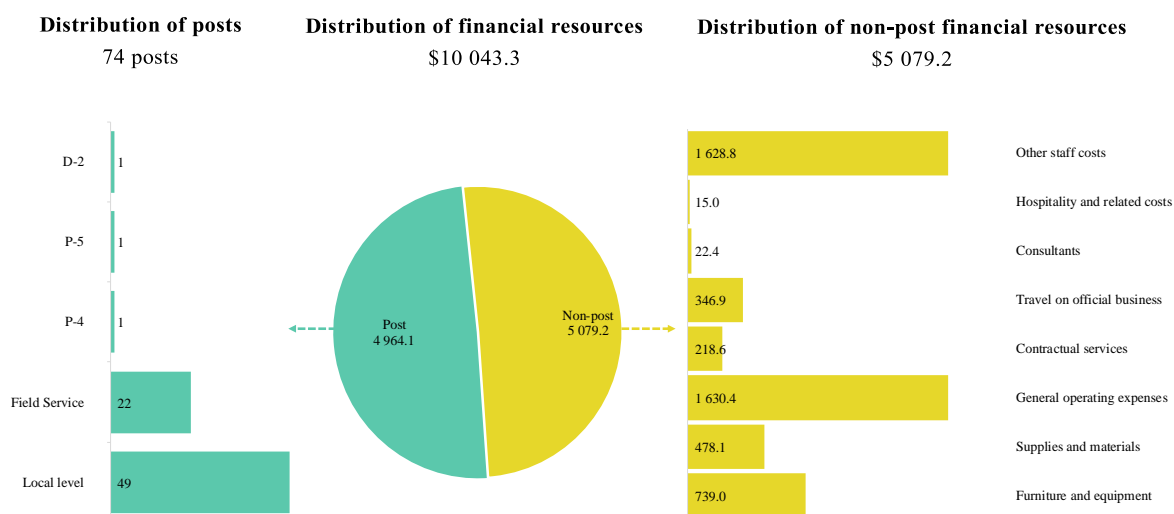
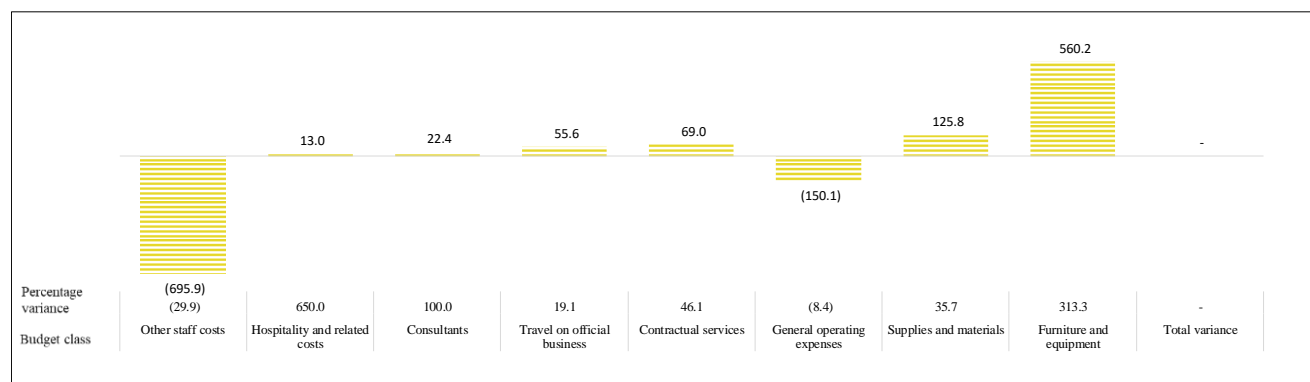


Figure 5.XVII
Distribution of proposed resources
 (Number of posts/thousands of United States dollars)

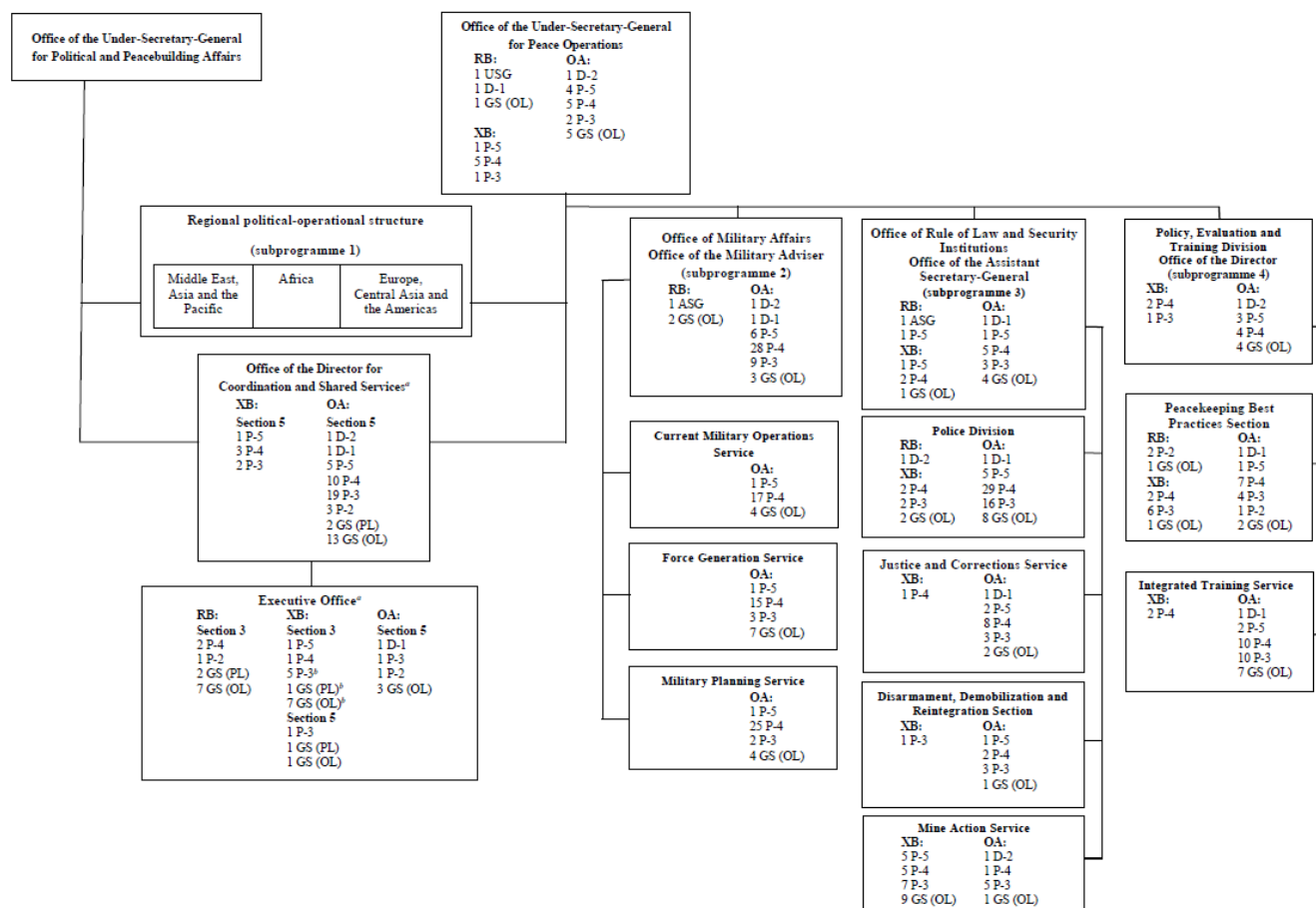


5.102 The proposed changes reflect the redeployment of resources under the non-post resources category within the mission on a cost-neutral basis to better support its operational requirements for 2020.

Annexes to the post and non-post resource requirements for 2020

I. Organizational structure and post distribution for 2020

A. Department of Peace Operations

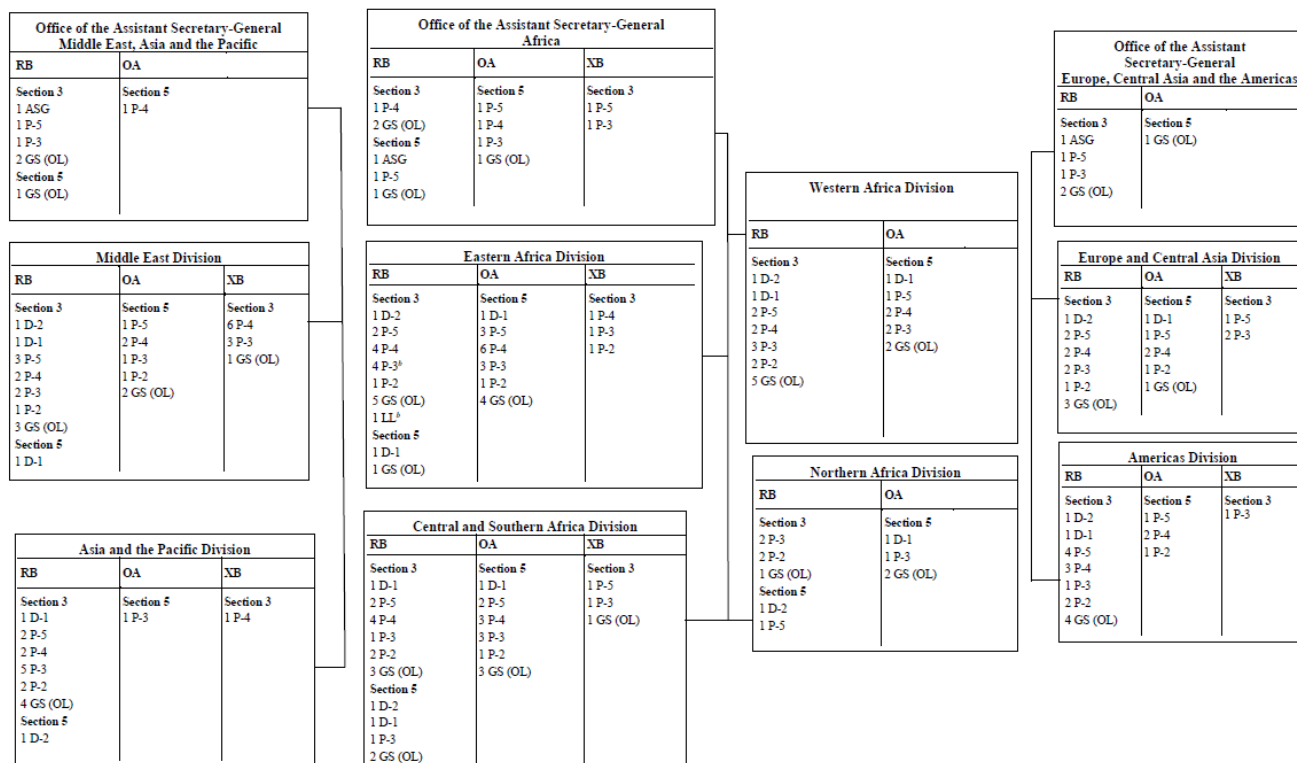


Abbreviations: ASG, Assistant Secretary-General, GS (OL), General Service (Other level); GS (PL), General Service (Principal level); OA, other assessed; RB, regular budget; USG, Under-Secretary-General, XB, extrabudgetary.

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

^b 3 P-3, 1 GS (PL) and 1 GS (OL) funded from extrabudgetary resources of the Office of Counter-Terrorism are located in the joint Executive Office of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations to support the Office of Counter-Terrorism.

B. Regional political-operational structure^a

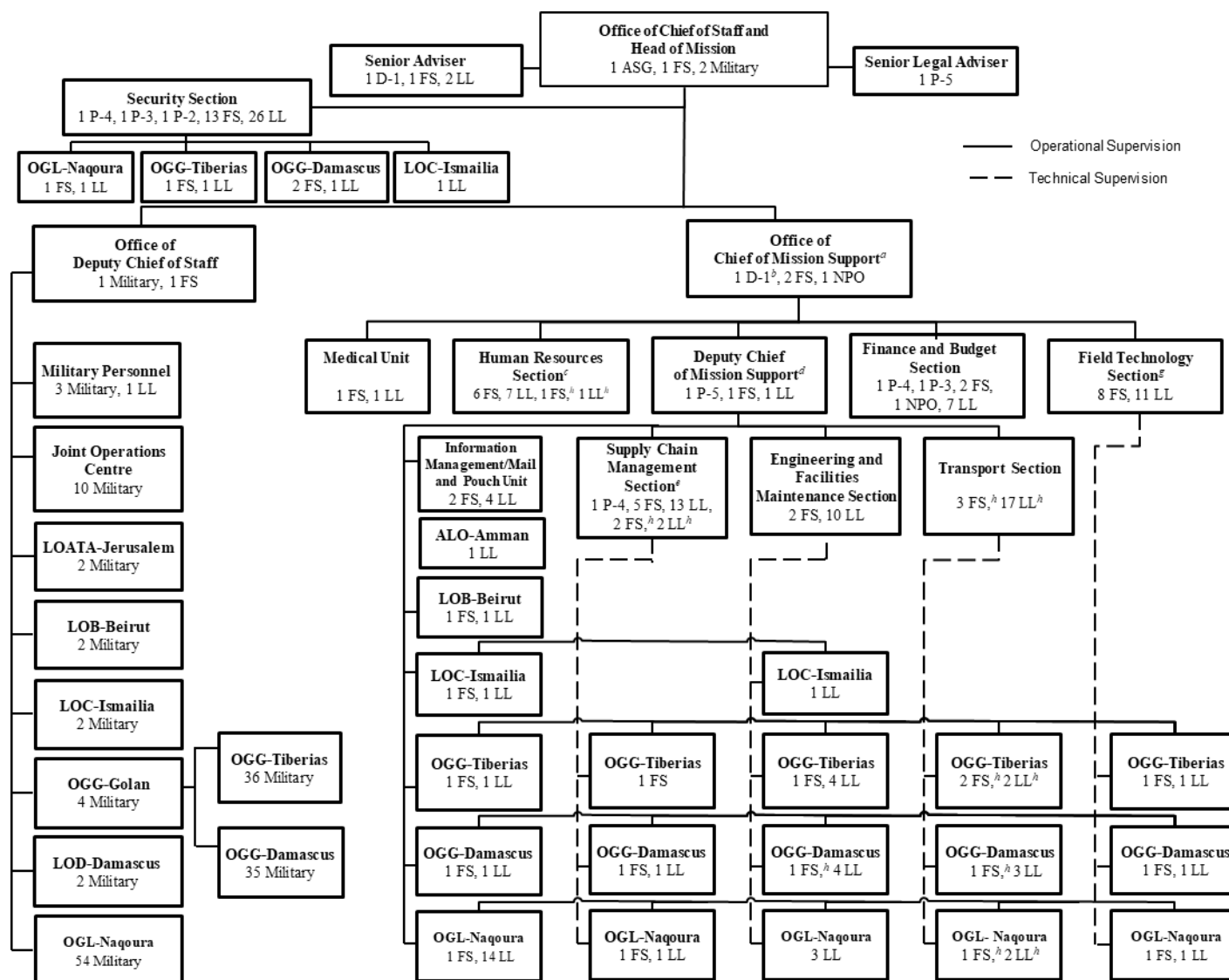


Abbreviations: Abbreviations: ASG, Assistant Secretary-General, GS (OL), General Service (Other level); GS (PL), General Service (Principal level); LL, Local level; OA, other assessed; RB, regular budget; XB, extrabudgetary

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

^b 1 P-3 and 1 LL based in Nairobi.

C. United Nations Truce Supervision Organization



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

^a Includes protocol cell.

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

^c Includes training cell.

^d Includes Information Management/Mail & Pouch Unit.

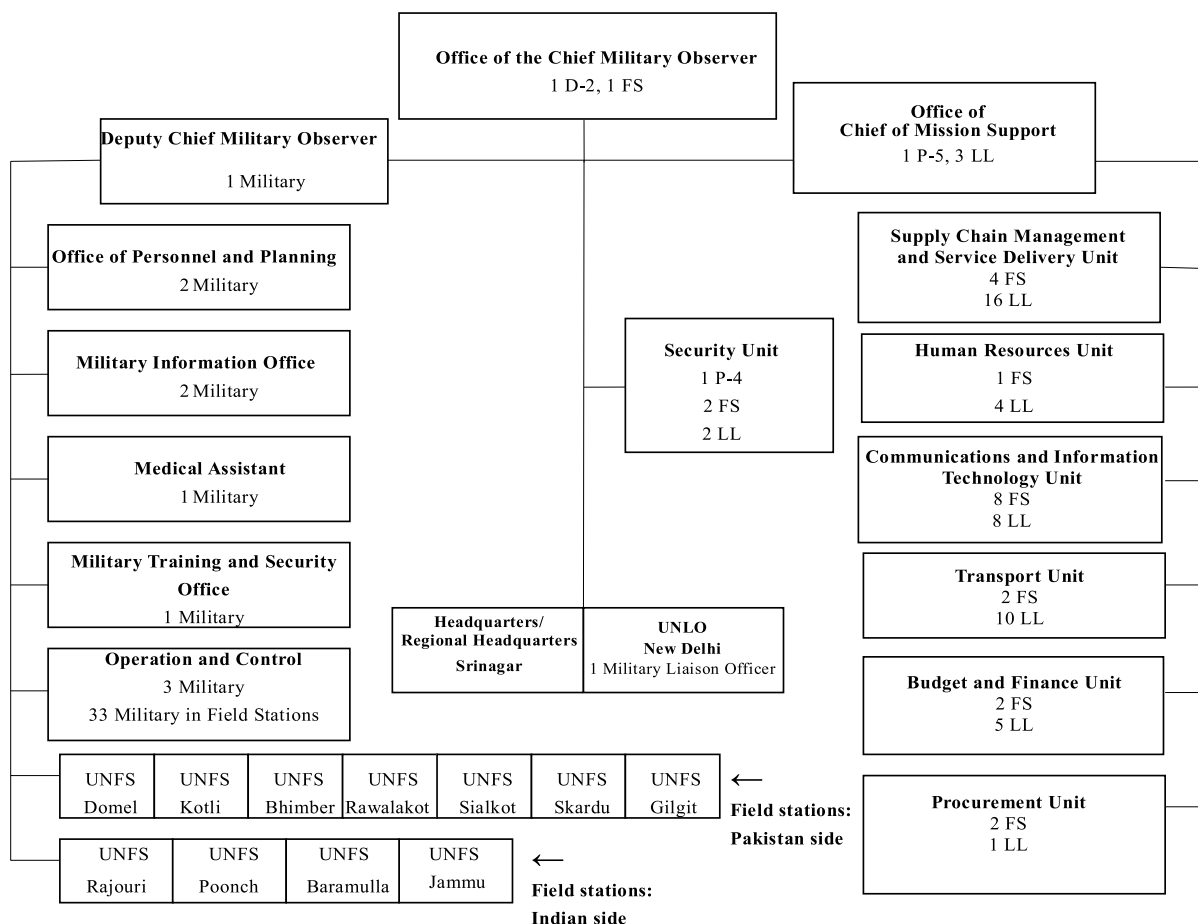
^e Includes Procurement, Central Warehouse, Property Management, Life Support and Movement Control Units.

^f New Post.

^g Change of nomenclature to Field Technology Section.

^h Redeployment.

D. United Nations Military Observer Group in India and Pakistan



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

II. Overview of financial and post resources by entity and funding source

(Thousands of United States dollars/number of posts)

	<i>Regular budget</i>			<i>Other assessed</i>			<i>Extrabudgetary</i>			<i>Total</i>		
	<i>2019 appropriation</i>	<i>2020 estimate before recosting</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>	<i>2019 estimate</i>	<i>2020 estimate</i>	<i>Variance</i>
Financial resources												
Department of Peace Operations	5 376.3	5 376.3	—	84 188.1	87 979.7	3 791.6	78 560.0	78 560.0	—	168 124.4	171 916.0	3 791.6
United Nations Truce Supervision Organization	36 177.2	35 272.8	(904.4)	—	—	—	—	—	—	—	—	—
United Nations Military Observer Group in India and Pakistan	10 043.3	10 043.3	—	—	—	—	—	—	—	—	—	—
Total	51 596.8	50 692.4	(904.4)	84 188.1	87 979.7	3 791.6	78 560.0	78 560.0	—	168 124.4	171 916.0	3 791.6
Post resources												
Department of Peace Operations	27	27	—	437	438	1	68	68	—	532	532	1
United Nations Truce Supervision Organization	235	235	—	—	—	—	—	—	—	—	—	—
United Nations Military Observer Group in India and Pakistan	74	74	—	—	—	—	—	—	—	—	—	—
Total	336	336	—	437	438	1	68	68	—	532	532	1