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Financing of the United Nations peacekeeping forces in the Middle East: United Nations Interim Force in Lebanon

Budget for the United Nations Interim Force in Lebanon for the period from 1 July 2022 to 30 June 2023

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Interim Force in Lebanon (UNIFIL) for the period from 1 July 2022 to 30 June 2023, which amounts to \$507,223,400.

The proposed budget in the amount of \$507,223,400 represents an increase of \$30,381,400, or 6.4 per cent, compared with the apportionment of \$476,842,000 for the 2021/22 period.

During the period from 1 July 2022 to 30 June 2023, UNIFIL will continue to implement the provisions of Security Council resolution 1701 (2006) as reaffirmed in resolution 2591 (2021), in which the Council commended the operational changes to the Force in line with resolutions 2373 (2017) and 2433 (2018) and requested that the Secretary-General look at ways to enhance those efforts within the Force's existing mandate and capabilities. In that regard, UNIFIL will continue to leverage efficiencies in its military capabilities and its civilian staffing component, identified in recent internal reviews and in the Secretary-General's 2020 assessment of UNIFIL. In addition, UNIFIL will rehabilitate and implement major repairs to its facilities and continue to replace assets that have passed their economic useful life, which will ensure the minimum operational and support capabilities that are required to maintain safe and sustainable support services for its personnel.

The proposed budget provides for the deployment up to 13,000 military contingent personnel, 255 international staff (including 1 position funded under general temporary assistance) and 590 national staff.

The total resource requirements for UNIFIL for the financial period from 1 July 2022 to 30 June 2023 have been linked to the Force's objective through a number of results-based budgeting frameworks, grouped by components (operations and support). The human resources of the Force in terms of the number of personnel have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Force as a whole.

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

Financial resources

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
Military and police personnel	327 592.6	331 053.6	339 406.1	8 352.5	2.5
Civilian personnel	99 587.4	99 180.3	116 612.5	17 432.2	17.6
Operational costs	41 553.3	46 608.1	51 204.8	4 596.7	9.9
Gross requirements	468 733.3	476 842.0	507 223.4	30 381.4	6.4
Staff assessment income	14 164.3	13 679.0	14 778.2	1 099.2	8.0
Net requirements	454 569.0	463 163.0	492 445.2	29 282.2	6.3
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	468 733.3	476 842.0	507 223.4	30 381.4	6.4

Human resources^a

	<i>Military contingents</i>	<i>International staff</i>	<i>National staff^b</i>	<i>Temporary position^c</i>	<i>Total</i>
Executive direction and management					
Approved 2021/22	–	28	13	–	41
Proposed 2022/23	–	29	13	1	43
Components					
Operations					
Approved 2021/22	13 000	31	28	–	13 059
Proposed 2022/23	13 000	30	28	–	13 058
Support					
Approved 2021/22	–	195	549	–	744
Proposed 2022/23	–	195	549	–	744
Total					
Approved 2021/22	13 000	254	590	–	13 844
Proposed 2022/23	13 000	254	590	1	13 845
Net change					
	–	–	–	1	1

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

^b Includes 46 National Professional Officers and 544 General Service staff.

^c Funded under general temporary assistance.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Interim Force in Lebanon (UNIFIL) was established by the Security Council in its resolutions [425 \(1978\)](#) and [426 \(1978\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2591 \(2021\)](#), by which the Council extended the mandate of the Force until 31 August 2022.

2. The Force is mandated to help the Security Council to achieve the overall objective of restoring international peace and security in southern Lebanon.

3. Within that overall objective, UNIFIL will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are grouped by component (operations and support), which are derived from the mandate of the Force.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Force, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNIFIL in terms of the number of personnel have been attributed to the individual components, with the exception of the Force's executive direction and management, which can be attributed to the Force as a whole. Variances in the number of personnel, compared with the budget for the 2021/22 period have been explained under the respective components.

5. The headquarters for the Force is located in Naqoura, Lebanon, which is 2.5 kilometres from the Blue Line and 90 km from Beirut. As the capital and principal point of entry into Lebanon by sea and air, Beirut hosts a small UNIFIL office staffed with liaison and administrative officers, who advise and support the Director of Mission Support by serving as the main interlocutors between UNIFIL and the various government authorities in Lebanon and who are responsible for coordinating activities with vendors, government authorities and the other United Nations offices in Beirut. The primary function of the Force's Beirut office is to facilitate the movement of personnel and equipment destined for UNIFIL or of personnel being repatriated therefrom.

B. Planning assumptions and mission support initiatives

6. The increased tension over the summer of 2021, including the breaches of the cessation of hostilities in May, July and August, demonstrates the continued potential for an outbreak of conflict along the Blue Line. These events, together with the political and security dynamics in the region and national political uncertainties, including the upcoming elections in 2022 as well as expected political and economic reforms and the persistent and growing weakness of State institutions, reinforce the continued relevance of the deployment of UNIFIL along the Blue Line. UNIFIL will continue to fulfil its key responsibilities, including monitoring the cessation of hostilities, maintaining the calm and stability along the Blue Line and supporting the parties in fulfilling their commitment to resolution [1701 \(2006\)](#).

7. In line with the Council's request in its resolution [2591 \(2021\)](#) that the Secretary-General continue to implement his detailed plan, defined in his letter to the President of the Council dated 29 October 2020 ([S/2020/1059](#)), to fulfil the recommendations set out in his report ([S/2020/473](#)) on the assessment of the continued relevance of UNIFIL resources, the consolidation and closure of three

UNIFIL positions is under way. Furthermore, the improved use of new technology, in particular the Blue Line camera project for force protection, is advancing through discussions with the parties, and the implementation of recommendations stemming from the civilian staffing review has been completed. The first elements of the detailed plan on the implementation of the assessment with regard to the restructuring of some key mechanized battalions, including the gradual deployment of smaller combat vehicles such as high-mobility light tactical vehicles and reconnaissance vehicles as part of contingent-owned equipment, is reflected in the budget proposal for the 2022/23 period. Statements of unit requirements for these troop-contributing countries were approved in September 2021, and the negotiation of memorandums of understanding are under way. This second stage of revisions will support the lighter footprint, geared towards better situational awareness and the increased troop density close to the Blue Line and at a number of strategic locations of high operational value, that has been initiated during the current period. UNIFIL has implemented the amalgamation of four units of one troop-contributing country and has completed the implementation of recommendations from the internal review (military capability study) finalized in 2019.

8. In line with resolution [2591 \(2021\)](#), UNIFIL will continue its proactive engagement with both parties to safeguard the cessation of hostilities between Lebanon and Israel and maintain calm along the Blue Line. In accordance with the Action for Peacekeeping initiative of the Secretary-General and its recommendation for advancing lasting political solutions, UNIFIL will continue to advocate for a political process towards a permanent ceasefire and long-term solution to the conflict. UNIFIL will continue to prioritize strengthening the security conditions in its area of operations to create an enabling environment for such a political process to take place.

9. UNIFIL will utilize its well-established liaison and coordination mechanism to mitigate tensions by maintaining effective 24/7 communication with both parties. UNIFIL will continue its work with both parties at the bilateral and trilateral levels with the aim of seeking agreed solutions to contentious issues, such as the so-called Lebanese “reservation areas” along the Blue Line. UNIFIL will rely strongly on the regular tripartite forum, which remains the mainstay of the liaison and coordination arrangements, to address any sensitivities relating to the Lebanese reservation areas and remaining contentious points on the Blue Line, in line with paragraph 13 of resolution [2591 \(2021\)](#) to make expanded use of the tripartite mechanism. Once there is agreement among the parties, UNIFIL aims to revive, with the parties, the process of visibly marking the Blue Line. In line with resolution [1701 \(2006\)](#), UNIFIL will also continue to call for the full withdrawal of the Israel Defense Forces from northern Ghajar and an adjacent area north of the Blue Line.

10. UNIFIL will maintain its high number of daily operational activities, including air, vehicle and foot patrols, independently and in close cooperation with the Lebanese Armed Forces, as well as its activities at the temporary and permanent observation posts, and counter-rocket-launching operations. UNIFIL will continue to rely on the Lebanese Armed Forces and the Government of Lebanon in ensuring the Force’s complete unhindered access throughout its area of operations and all areas on the Blue Line, in accordance with the provisions of resolutions [1701 \(2006\)](#) and [2591 \(2021\)](#) to implement its mandated activities.

11. In line with the strategic review of UNIFIL set out in the letter dated 8 March 2017 from the Secretary-General addressed to the President of the Security Council ([S/2017/202](#)) and the recommendations set out in the Secretary-General’s assessment of the continued relevance of UNIFIL resources, UNIFIL continues to explore with Israeli authorities the establishment of an office in Tel Aviv to provide enhanced liaison and coordination with Israeli military and other relevant governmental authorities.

12. In line with the recommendation contained in the 2017 report on improving security of the United Nations peacekeepers, reiterated in the Action for Peacekeeping initiative of the Secretary-General, UNIFIL will continue to ensure the safety and security of United Nations personnel in the UNIFIL area of operations by responding, within its capabilities, to security concerns or threats. UNIFIL will maintain high operational readiness, by conducting regular training exercises and planning for any contingencies. Furthermore, UNIFIL aims to further integrate the mission-wide strategy, policy and implementation plan for the protection of civilians into mission activities, including guidelines for military components, and to conduct mission-wide exercises, involving all relevant stakeholders.

13. UNIFIL will further its cooperation with the Lebanese Armed Forces and international stakeholders as part of the strategic dialogue initiative, aimed at enhancing the capabilities and capacities of the Lebanese Armed Forces. UNIFIL will also continue its support towards implementing the two remaining projects recommended by the strategic review of UNIFIL, and pledges by the international community at the Rome II conference (2018), which comprise the deployment of a model regiment on the Blue Line and the acquisition of a Lebanese Navy patrol vessel to enable a gradual transfer of the UNIFIL Maritime Task Force responsibilities to the Lebanese Navy. UNIFIL will continue to undertake daily operational activities in close coordination with the Lebanese Armed Forces, including supporting the Lebanese Armed Forces in their efforts to maintain an area between the Blue Line and the Litani River free of unauthorized armed personnel, assets or weapons other than those of the Government and of UNIFIL.

14. The Comprehensive Planning and Performance Assessment System was launched in UNIFIL in 2018 as a pilot project and is being used regularly to plan, assess, adapt and strengthen operations to enhance mandate delivery, as well as to inform the development of the results-based budgeting frameworks. The System is used regularly to assess the effectiveness and impact of mission outputs and identify best practices and areas where operations can be strengthened. UNIFIL is also using System data and analysis to better illustrate to Member States how the Force is contributing to change over time – and where it faces challenges – including through reports of the Secretary-General and Security Council briefings.

15. UNIFIL used its internal planning processes to inform the development of the results-based budgeting frameworks, with a view to ensuring that: (a) they are focused on the highest priorities of the Force; (b) they are based on the most recent analysis of the local context and emerging opportunities; (c) they target stakeholders identified as key to promoting change and achieving mandated tasks; (d) they are reflective of assessments of the Force's performance and impact; and (e) the indicators in the results-based budgeting frameworks are aligned with impact-oriented indicators and outputs of the Comprehensive Planning and Performance Assessment System and are therefore increasingly focused on impact. The use of the System in developing its results-based budgeting frameworks also helped UNIFIL to focus the foreseen outputs on what has proved to be most impactful with regard to maintenance of the cessation of hostilities between Lebanon and Israel, the extension of State authority, liaison and coordination between Lebanon and Israel, the protection of civilians in southern Lebanon, and a permanent ceasefire between Lebanon and Israel.

16. The Mission Planning Unit within the Office of the Principal Coordinator manages the implementation of the Comprehensive Planning and Performance Assessment System, which will continue to be used regularly to update mission plans, inform leadership decision-making and strengthen reporting to headquarters and Member States. However, systematic planning requires the strengthening of UNIFIL capacity in the area of planning, to conduct seamless integrated planning and

performance assessments, which is reflected in the proposed staffing changes for the 2022/23 period.

Mission support initiatives

17. The key strategic priorities of UNIFIL include ensuring that the Force is sufficiently protected, but with a lighter footprint, geared towards better situational awareness, while seeking efficiencies in operations, and ensuring the safety and well-being of its military and civilian personnel. UNIFIL will implement the restructuring of its force with the alignment of four key mechanized battalions and its major contingent-owned equipment and self-sustained capacities to the revised statements of unit requirements that were approved in September 2021.

18. The proposed budget for the 2022/23 period includes infrastructure projects for the rehabilitation and major repairs and maintenance of headquarters and sector facilities to improve the living and working conditions and the occupational hygiene and safety of its military and civilian personnel and prioritize gender-sensitive accommodation. The rehabilitation of headquarters facilities seeks to bring its premises into compliance with United Nations standards and address security aspects, targeting key areas including military accommodations, ablutions across the Force, work areas, fuel storage facilities and welfare facilities.

19. Similar to the construction of the hard-wall facility for military and civilian personnel at the Green Hill camp, approved for the 2020/21 period, UNIFIL will replace some of the prefabricated units that are beyond their useful life and in a dilapidated condition, which require replacement more frequently owing to their proximity to the sea in the old camp in Naqoura, with a hard-wall building, including ablutions. Despite the continued maintenance of prefabricated facilities, the infrastructure and main components are at a level of degradation that render these units no longer suitable in terms of the hygienic and safety requirements of mission personnel, which was recently reflected in the poor score on standards for accommodation and ablution in the enterprise risk management survey conducted by the Department of Operational Support in 2017. In that regard, it is cost-effective to replace prefabricated facilities with hard-wall facilities, which are expected to have a longer useful life of 40 years, compared with a useful life of 7 years for the prefabricated units in this area of close proximity to the sea. The life expectancy of a hard-wall building, as well as its durability and thermal performance, will offset the cost of replacements and extensive maintenance and rehabilitation required to keep prefabricated units up to United Nations standards. Waterproofing and other improvements would be incorporated, including wall insulation, a double ceiling, rust-proof cement board walls, ceramic floor tiles and a rooftop common area, which lead to environmental gains and better living conditions for military personnel.

20. Other major infrastructure projects for the rehabilitation and major repairs and maintenance of headquarters and sector facilities that are a priority for UNIFIL for the 2022/23 period comprise the following: (a) the construction of towers and shelters for UNIFIL observation posts, which are required to improve the ability to conduct its operations to deliver on the mandate, and the replacement of obsolete infrastructure technology for the Force's security systems (access control to the Head of Mission premises and pedestrian gates) intended to safeguard personnel and United Nations property and to optimize and maximize mandate implementation in the operational context within UNIFIL headquarters as the primary security enhancements proposed for the period; (b) the rehabilitation of ablutions across the premises to integrate them within the work premises while reducing costs related to maintenance of separate ablutions; and (c) the repair of existing key welfare and recreation facilities supporting military personnel.

21. UNIFIL continues regularly scheduled efforts to address serious and costly degradation to assets, such as systematically reviewing the condition of buildings, facilities and infrastructure while considering their useful life and condition, along with performing all servicing recommended by the manufacturer at certain intervals, such as for generators and air conditioners, which formed the basis of the asset replacement plan. However, despite the regular maintenance work, these efforts indicated that the infrastructure and main components are at a level of degradation that render the units not suitable in terms of the hygienic and safety requirements of the personnel, and reflect rehabilitation and major repair requirements beyond the assets that were assessed as having exceeded the 10-to-20-year life cycle and that were included in the asset replacement plan.

22. In addition to the rehabilitation and major repairs and maintenance of headquarters and sector facilities, the Force continues to review the condition of its assets and will implement the fourth year of the five-year phased asset replacement plan presented in the context of the proposed budget for the 2022/23 period. The 2018/19 review of the asset holdings of the Force with regard to facilities and infrastructure, ground transportation, air operations, information and communication technologies (ICT) and medical services showed that over 50 per cent of UNIFIL assets had passed their useful economic life. In the absence of a phased investment in the replacement of those assets and of maintaining the required regular replacement of assets in general, it was estimated that over 90 per cent of UNIFIL assets would be beyond their useful life by the 2023/24 period. One expected outcome of the phased asset replacement plan is to bring the critical asset holdings of UNIFIL to operable conditions, which would comply with replacement standards and which could be further sustained through regular replacements in future periods. The implementation of the phased asset replacement plan is critical, not only as a measure to avoid operational and safety risks, but also to avoid the need for a significant one-time capital investment for replacements in future periods. The plan and corresponding cost estimates were revised to exclude the prefabricated units and other assets that will be replaced by the proposed hard-wall facility in the old camp in Naqoura and are reflected in the present budget proposal accordingly. The 2022/23 period represents the third year of the phased asset replacement plan for the ICT infrastructure that supports the Force's operations.

23. UNIFIL continues to work towards meeting the objectives of the Administration's 2017–2023 environment strategy by 2023. The wide range of environmental activities includes maintenance of the Force's environmental regulatory framework and environmental assessments; improvements to solid waste management through the segregation of hazardous and non-hazardous solid waste at source; strategy-compliant wastewater treatment within the camps and disposal of sludge; protection measures that include fuel storage containment basins, generator fuel spill containment and adequate drainage; workshops designed with drainage and oil separation capacity; the generation of resource savings by increasing the renewable proportion, replacing conventional light bulbs with energy efficient LED lights that consume 30–50 per cent less energy and air conditioning units that have passed their useful life with units that have a seasonal energy efficiency rating of A++ and A+++ and that are equipped with motion sensors that reduce consumption; leveraging progress with rainwater harvesting and installing water-efficient fittings; and raising awareness among and support provided to the local population through projects related to the environment, such as supporting alternative energy and improving waste treatment management practices and water conservation.

24. UNIFIL headquarters is fully integrated with the field remote infrastructure monitoring system regarding the monitoring of the energy/electrical/water supply network and equipment (e.g., pumps, water levels) to regularly observe data on water

and energy consumption and water levels and their patterns. The implementation of the field remote infrastructure monitoring system across the UNIFIL area of operations will continue in the 2022/23 period with the final installation of energy and electrical equipment and the next steps regarding Internet network support and fuel-related installations.

25. The proposed civilian staffing complement consists of an overall increase of one position. This increase, in the international staff category of personnel, is the net effect of the proposed abolishment of one post of Associate Radio producer (P-2) and the proposed establishment of one post of Senior Coordination Officer (P-5) in the Office of the Principal Coordinator and one position of Programme Management Officer (P-4) in the Office of the Deputy Force Commander.

26. In line with the recommendations of the assessment contained in the report of the Secretary-General (S/2020/473) and the civilian staffing review, UNIFIL conducted a thorough review in 2020 of its organizational structure across the executive direction and management, substantive and support components. The aim of the review was to ensure a closer alignment of the workforce with Force requirements and priorities across components, examine any misalignments within the authorized structure and verify whether the structure of the Force reflected the standardized mission structure adopted by peacekeeping missions. In that context, the remaining staffing change to realign the staffing establishment of UNIFIL and build a strategic mission planning capacity, within the relevant operational areas recommended by the civilian staffing review working group, is set out in the present report. Furthermore, the transfer to UNIFIL of programme management functions for mine clearing services formerly provided by the United Nations Mine Action Service (UNMAS) through the United Nations Office for Project Services (UNOPS) will shift leadership of the mine action programme to the Secretariat and will increase the accountability, effectiveness and efficiency of the mine action programme overall.

27. UNIFIL reviewed the nationalization of positions, noting that the Force's current staffing establishment consists of 844 authorized civilian positions, of which 88.2 per cent provide support to the Force. The ratio of authorized international (254) to national (590) posts is 1:2.3, with a nationalization rate of 70 per cent maintained through the implementation of the recommendations contained in the civilian staffing review conducted in 2020, which was approved for the 2021/22 period.

C. Regional mission cooperation

28. In line with the recommendations contained in the assessment contained in the report of the Secretary-General on UNIFIL, the Force intends to further strengthen the integration of its work with that of the Office of the United Nations Special Coordinator for Lebanon and engage in regular consultation and coordination on mandated activities, including with the United Nations country team and other national and international stakeholders. UNIFIL will also promote close coordination between its leadership and that of the Office on longer-term strategic and political goals in support of the comprehensive implementation of resolution 1701 (2006), including relating to the capacity of the State in southern Lebanon as well as the overarching goal of a permanent ceasefire between Israel and Lebanon. UNIFIL will enhance its cooperation with missions in the region to share information and coordinate activities in a more comprehensive manner by participating in regional meetings, regional conferences for Force Commanders and regular information and analysis exchanges.

29. UNIFIL will also continue its close cooperation and collaboration with the United Nations Disengagement Observer Force (UNDOF), the United Nations Truce

Supervision Organization (UNTSO) and the United Nations Peacekeeping Force in Cyprus (UNFICYP), as well as the Office of the United Nations Special Coordinator for the Middle East Peace Process in Jerusalem.

30. The Regional Conduct and Discipline Section based at UNIFIL will continue to implement its regional mandated activities, namely, the Organization's three-pronged strategy for protection against misconduct (prevention, enforcement and remedial action), thus improving support provided to missions and support offices in the region. Such support will include prevention activities, risk assessments, information campaigns, induction briefings and training. Prevention will be implemented through intensive training and sensitization activities and by emphasizing the Secretary-General's policy of zero tolerance for acts of sexual exploitation and abuse, fraud and sexual harassment in the entities covered by the Section (the Office of the Special Envoy of the Secretary-General for Syria, the Office of the Special Envoy of the Secretary-General for Yemen, the Office of the Special Coordinator for Lebanon, the Office of the Special Coordinator for the Middle East Peace Process, UNDOF, UNFICYP, UNIFIL, the United Nations Mission to Support the Hudaydah Agreement, the United Nations Support Mission in Libya and UNTSO). The processing of allegations of misconduct, the mapping of victim assistance services and the establishment of in-country networks to prevent sexual exploitation and abuse will also be facilitated.

31. The Field Technology Section will continue to implement, on a regional basis, the strategic objectives of reducing disparity of service, producing economies of scale and eliminating duplication of effort with regard to providing ICT services across the four regional peacekeeping missions, UNDOF, UNFICYP, UNIFIL and UNTSO. In that respect, UNIFIL will provide regional leadership and management for the coordination of ICT services for those missions. In connection with the regional review planned for 2022 by the Office of Information and Communications Technology and envisaged in the assessment report, UNIFIL will further develop and implement regional coordination plans aligned to the objectives of these field missions, while being mindful of the specific mandates of each field mission in the same region with a view to achieving greater synergy in the use of human and material resources. In addition, UNIFIL will continue to provide gateway services for the Office of the Special Coordinator for Lebanon and the Office of the Special Envoy for Syria on a cost recovery basis. UNIFIL will coordinate inter-mission activities in support of regional plans and serve as a key liaison with the Office of Information and Communications Technology on global policies and plans.

32. UNIFIL will coordinate the regional shared services for HIV/AIDS for UNTSO, UNDOF, UNFICYP, the Office of the Special Coordinator for the Middle East Peace Process and the Office of the United Nations Special Coordinator for Lebanon to enhance HIV-related preparedness through the promotion of health, the prevention of risk exposure and the mitigation of the impact on missions, personnel, contributing Member States and host communities among the missions in the region. Specific activities coordinated at the mission, national, regional and international levels will include mandatory HIV orientation sessions, the incorporation of HIV/AIDS issues into mandated tasks, the provision of educational materials, universal safety precautions, the management of post-exposure prophylaxis, voluntary confidential counselling and testing, the promotion of human rights in support of the elimination of HIV-related stigma and discrimination and the analysis of epidemic-related early warnings.

33. UNIFIL will continue to provide training support to other peacekeeping missions in the region alongside its delivery of internal training programmes. UNIFIL will support the coordination of the global training network among peacekeeping missions and, where training requirements are common among all entities in the

region and within available approved resources, will provide training support to all United Nations entities in the region to minimize duplication of initiatives and to improve the efficiency in training support.

34. UNIFIL will continue to be supported by the Kuwait Joint Support Office, where one international and two General Service staff are embedded, for the processing of payroll for the Force's national staff and uniformed personnel, and will continue to support the in-house banking functions centralized for Lebanon and located at the Economic and Social Commission for Western Asia, with one international and two General Service staff.

D. Partnerships and country team coordination

35. UNIFIL will remain closely engaged with the United Nations country team, the humanitarian country team and other partners through its regular participation in coordination meetings, working group meetings on issues of concern (such as contributions to gender, human rights reports, child protection, coronavirus disease (COVID-19) response, and community recovery) and activities having an impact on the Force's area of operations. UNIFIL will also remain engaged in and contribute to the joint work planning process for the peace and security pillar of the United Nations strategic framework. In collaboration with United Nations partners and others, the Force will explore opportunities for jointly undertaking community-targeted interventions and quick-impact projects.

36. UNIFIL will also continue its collaboration with the Delegation of the European Union to the United Nations and other international partners in Beirut to advocate for donor support for the Lebanese Armed Forces, in particular for the establishment of the headquarters of the model regiment in southern Lebanon and the subsequent deployment of the regiment.

E. Results-based budgeting frameworks

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

Executive direction and management

38. Overall mission direction and management are to be provided by the Office of the Head of Mission/Force Commander.

Table 1
Human resources: executive direction and management

	<i>International staff</i>					<i>Subtotal</i>	<i>National staff^a</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>			
Office of the Head of Mission/Force Commander								
Approved posts 2021/22	1	–	1	–	1	3	4	7
Proposed posts 2022/23	1	–	1	–	1	3	4	7
Net change	–	–	–	–	–	–	–	–

	International staff						National staff ^a	Total
	USG- ASG	D-2- D-1	P-5- P-4	P-3- P-2	Field Service	Subtotal		
Office of the Deputy Force Commander								
Approved posts 2021/22	–	1	–	–	1	2	–	2
Proposed posts 2022/23	–	1	–	–	1	2	–	2
Net change	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2021/22	–	–	–	–	–	–	–	–
Proposed temporary positions ^b 2022/23	–	–	1	–	–	1	–	1
Net change (see table 2)	–	–	1	–	–	1	–	1
Subtotal								
Approved posts 2021/22	–	1	–	–	1	2	–	2
Proposed posts 2022/23	–	1	1	–	1	3	–	3
Net change	–	–	1	–	–	1	–	1
Office of the Principal Coordinator								
Approved posts 2021/22	–	1	5	4	2	12	4	16
Proposed posts 2022/23	–	1	6	4	2	13	4	17
Net change (see table 3)	–	–	1	–	–	1	–	1
Legal Affairs Section								
Approved posts 2021/22	–	–	2	1	1	4	2	6
Proposed posts 2022/23	–	–	2	1	1	4	2	6
Net change	–	–	–	–	–	–	–	–
Regional Conduct and Discipline Section								
Approved posts 2021/22	–	–	3	1	2	6	1	7
Proposed posts 2022/23	–	–	3	1	2	6	1	7
Net change	–	–	–	–	–	–	–	–
Gender Advisory Unit								
Approved posts 2021/22	–	–	1	–	–	1	2	3
Proposed posts 2022/23	–	–	1	–	–	1	2	3
Net change	–	–	–	–	–	–	–	–
Subtotal								
Approved posts 2021/22	1	2	12	6	7	28	13	41
Proposed posts 2022/23	1	2	13	6	7	29	13	42
Net change	–	–	1	–	–	1	–	1
Total temporary positions								
Approved temporary position ^b 2021/22	–	–	–	–	–	–	–	–
Proposed temporary position ^b 2022/23	–	–	1	–	–	1	–	1
Net change	–	–	1	–	–	1	–	1

	<i>International staff</i>					<i>Subtotal</i>	<i>National staff^a</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>			
Total, including temporary positions								
Approved 2021/22	1	2	12	6	7	28	13	41
Proposed 2022/23	1	2	14	6	7	30	13	43
Net change	–	–	2	–	–	2	–	2

^a Includes National Professional Officers and national General Service staff.

^b Funded under general temporary assistance.

International staff: net increase of 1 post and 1 position

Office of the Deputy Force Commander

Table 2

Human resources: Office of the Deputy Force Commander

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Position	+1	P-4	Programme Management Officer	Establishment	
Total	+1		(see table 1)		

39. The approved staffing establishment of the Office of the Deputy Force Commander consists of two posts: one post of Deputy Force Commander (D-2) and one post of Administrative Assistant (Field Service). The Deputy Force Commander is responsible for investigations regarding alleged violations of Security Council resolution 1701 (2006) through the Technical Investigation Cell; oversees and exercises both the authority over and detailed direction of the Blue Line Task Force; maintains tactical command of the international military police units; and supports the Head of Mission/Force Commander in security-related issues. The Deputy Force Commander deputizes for and assumes military command in the absence of the Head of Mission/Force Commander and, if required, assumes the role of acting Head of Mission in the absence of both the Head of Mission/Force Commander and Deputy Head of Mission/ Director of Political and Civil Affairs.

40. UNMAS provides mine action services to UNIFIL through its long-standing partnership with UNOPS, in accordance with the umbrella memorandum of understanding between the United Nations and UNOPS of 2014. The Office of Internal Oversight Services (OIOS) recommended in its audit on the monitoring and evaluation mechanism of the Mine Action Service that the Mine Action Service strengthen its control environment and increase financial monitoring, as well as monitoring and evaluation. The Board of Auditors restated the findings of OIOS and, in its audit of the United Nations peace operations (A/75/5 (Vol. II)), in 2020, called upon the Mine Action Service to reduce dependency on UNOPS, increase its field-based presence and knowledge, increase efforts to directly implement aspects of the mine action programmes and evaluate the UNOPS partnership to ensure that it is cost-effective.

41. In this regard, it is proposed that the head of the mine action programme in the Force be reflected in the Force's staffing table instead of budgeted under other supplies, services and equipment, in line with previous implementation modality with UNOPS. The proposed new approach will ensure that UNMAS directly leads in threat

assessment, programme design and monitoring and representation with mission leadership and government stakeholders and partners. The cost of the proposed position is offset by a corresponding reduction of operational costs under the other supplies, services and equipment class of expenditure.

42. In this context, it is proposed that one temporary position, as shown in table 2, be established to lead the Force's mine action programme and the quality assurance efforts of the UNIFIL military demining contingents, which is a prerequisite for the validation of these contingents as capable of clearing minefields or explosive remnants of war according to the international mine action standards.

43. The incumbent will report to the Deputy Force Commander, will work closely on enabling the military demining contingents to demine safely and as productively as possible, and will play an essential role in the coordination and operational monitoring of the demining activities undertaken by the Force pursuant to a memorandum of understanding between the United Nations and the Government of Lebanon.

44. The incumbent will be responsible for providing technical assistance on mine action matters and the clearance of explosive ordnance within priority areas in the UNIFIL area of operations and will work closely with UNMAS on providing quality assurance for the military contingents performing the clearance of mines and explosive remnants of war from the area of operations to ensure their safety and security and to contribute to a safe and secure area of operations in South Lebanon.

Office of the Principal Coordinator

Table 3

Human resources: Office of the Principal Coordinator

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-5	Senior Coordination Officer	Establishment	
Total	+1		(see table 1)		

45. The approved staffing establishment of the Office of the Principal Coordinator comprises 16 posts: one post of Principal Coordination Officer (D-1), one post of Senior Information Analyst, Political Affairs (P-5), two posts of Information Analyst, Political Affairs (P-4), one post of Political Affairs Officer (P-4), one post of Policy and Best Practices Officer (P-4), three posts of Information Analyst, Political Affairs (P-3), two posts of Administrative Officer (1 P-3 and 1 Field Service), one post of Administrative Assistant (Field Service), one post of Board of Inquiry Assistant (national General Service) and three posts of Research Assistant (national General Service).

46. In managing the overall operations of the Force, the Office of the Principal Coordinator carries out the responsibility of a civilian chief of staff, supports the Head of Mission/Force Commander by ensuring that the political and military operations are integrated and manages the coordination of activities across the civilian and military components within the Force and its partners in the region and at United Nations Headquarters.

47. The Principal Coordinator advises and supports the Head of Mission/Force Commander in carrying out cross-cutting responsibilities spanning the three-pillar structure (military, political/civil affairs and mission support) of UNIFIL, with a view to enhancing the integrated and coherent functioning of the Force. This support

focuses on the core mechanisms and processes that enable the integrated delivery of the Force's mandate, in particular strategic planning as it relates to cross-cutting aspects, policy coordination, senior-level decision-making and information management.

48. The Office of the Principal Coordinator also ensures alignment between substantive priorities and support capacities and liaises with all components of the Force to advise on and to ensure the application of best practices for achieving the objectives and priorities of the Force. To this end, the Office of the Principal Coordinator undertakes a number of managerial, planning, budgetary and policy guidance functions on behalf and in support of the Head of Mission/Force Commander, including: (a) supporting the effective direction and management of the Force's activities and components in line with the strategic vision and guidance of the Head of Mission/Force Commander; (b) facilitating the internal management of the Force, including the provision of advice on the development of policies on management issues, including risk management, business continuity and organizational resilience; (c) facilitating the translation of mandates, policy intent and high-level direction of UNIFIL leadership into actionable tasks, and working with the components of the Force to ensure their effective implementation; and (d) overseeing the integrated delivery of the Force's mandate, including programme management, reform and change management, information management and crisis management.

49. Dedicated support from the Principal Coordinator on the day-to-day administrative oversight activities will enable the Head of Mission/Force Commander to improve efforts on strategic and operational decision-making.

50. In this regard, it is proposed that one post, as shown in table 3, be established to deputize on behalf of the Principal Coordination Officer (D-1) and directly oversee the management of the Mission Planning Unit, comprising three posts (one Political Affairs Officer (P-4), one Administrative Officer (P-3) and one Administrative Officer (Field Service)) and the Policy and Best Practices Unit comprising two posts (one Policy and Best Practices Officer (P-4) and one Research Assistant (national General Service)).

51. In addition, significant synergy will be achieved by the Mission Planning Unit and the Policy and Best Practices Unit through the contiguous reporting line and strengthened oversight. The Mission Planning Unit brings together a number of strategic portfolios that feed into the Force's strategic priorities, and oversees the enforcement and implementation of a number of organizational policies, performance management and reform initiatives, such as the organizational resilience management system, crisis management and business continuity, enterprise risk management, the Action for Peacekeeping initiatives, results-based budgeting and the Comprehensive Planning and Performance Assessment System, which are carried out in conjunction with other cross-cutting responsibilities spanning the three-pillar structure of UNIFIL. The Policy and Best Practices Unit is responsible for guidance development, organizational learning and knowledge management. The strengthened oversight will ensure that best practices are captured in planning processes and meaningful evaluations are undertaken by utilizing after-action reviews embedded in performance assessments, risk management activities and business continuity and organizational resilience plans, training and exercises.

52. As highlighted in the report of the Secretary-General on implementation of the recommendations of the Special Committee on Peacekeeping Operations ([A/74/533](#)), in their role to pursue political solutions and prevent and mediate conflict, field missions were asked to improve their integrated, strategic and operational planning and analysis and called upon to institutionalize integrated planning in multidimensional peacekeeping operations. In his report of June 2020 ([S/2020/473](#)),

the Secretary-General also recommended that UNIFIL establish strategic planning capabilities in the Office of the Head of Mission/Force Commander to strengthen and align integrated strategic and operational business planning in key cross-cutting programmes, including the Comprehensive Planning and Performance Assessment System, results-based budgeting, Umoja strategic management, risk management, business continuity, contingency planning, gender and environment. In line with General Assembly resolution [67/287](#), the Office for Peacekeeping Strategic Partnership identifies gaps that affect the delivery of Security Council mandates in peacekeeping operations by making recommendations on systemic issues. In its systemic review findings of 2020, the Office highlighted that all missions need sufficiently resourced planning units who can undertake integrated planning, which is influenced by the outcomes and impact of results-based budgeting. The Office also recommended in its review of the policy on authority, command and control in United Nations peacekeeping operations that Mission Planning Units be reinforced with uniformed personnel, one mission support expert and one substantive expert who are adept at planning across pillars. While this will be the subject of a later review, it clearly emphasized the criticality of supporting the strategic planning capabilities of peacekeeping operations.

53. In the report of the Board of Auditors on Peacekeeping Operations ([A/74/5 \(Vol. II\)](#)) of January 2020, it was equally highlighted that the implementation of the Comprehensive Planning and Performance Assessment System is of paramount importance in meeting the request of the Security Council for a comprehensive and integrated performance and policy framework and that missions' strategic planning cells need to be adequately staffed to ensure comprehensive planning.

54. In the context of the above, the incumbent will support organized, coordinated and timely follow-up on critical reporting products. The incumbent will establish a coordinated approach to crisis management across the three pillars, under the umbrella requirements of the Organization's organizational resilience and management structure. As deputy to the Principal Coordinator, the incumbent will contribute consolidated performance analysis to the Policy and Best Practices Unit and capture activities and the approach of the Force following incidents and events of potential impact. This will strengthen the coordination of Headquarters reporting requirements, such as outcomes of reviews.

55. Ongoing efforts to promote a work culture that embraces innovation, including data strategies and transformational technology, and the shift to a whole-of-mission planning approach, will be aligned. The incumbent will lead and oversee a team who will manage tools used to monitor and evaluate mandate performance across all components in a symbiotic planning approach.

56. In the absence of a deputy to the Principal Coordination Officer, the Force will continue to be affected by the fragmented implementation of the mandate outside a centrally driven monitoring and evaluation framework under the Office of the Principal Coordinator within the Office of the Head of Mission/Force Commander. Progress across the components may not be captured adequately or in a timely manner, and achievements will not be presented in a holistic manner in reports of the Secretary-General for the timely informing of Member States to ensure their continued support of UNIFIL priorities. In the absence of a coordinated point of oversight that this incumbent will provide, corrective measures might be delayed and affect the capture, recording and analysis of achievements of the strategic priorities of the Force and the wider objectives of the peace and security reform of the Secretary-General.

57. Lastly, the Senior Coordination Officer will ensure continuity of support in the Office, in particular in the absence of the Principal Coordinator, with a dedicated

coordination capacity at the senior mission level, and will ensure the retention of institutional knowledge beyond the rotations of key military counterparts attached to the Head of Mission/Force Commander.

Component 1: operations

58. UNIFIL will continue to focus on operational and strategic activities in accordance with the provisions of Security Council resolutions [1701 \(2006\)](#) and [2591 \(2021\)](#) to maintain the cessation of hostilities and provide a stable and secure environment free of unauthorized armed personnel, assets and weapons in the area between the Blue Line and the Litani River. UNIFIL will continue to support the expansion of the capacity of the Lebanese Armed Forces through the strategic dialogue process, the provision of technical training and the mobilization of international support for capability development for the eventual transfer of responsibility from the UNIFIL Maritime Task Force to the Lebanese Navy. UNIFIL will continue to facilitate support for the model regiment project and enhance joint civil-military cooperation activities with the Lebanese Armed Forces civil-military coordination centre. UNIFIL will continue to support the Lebanese Armed Forces through joint daily operational activities such as patrolling, observation and joint training.

59. UNIFIL will continue to use its unique liaison and coordination arrangements with the Israel Defense Forces and the Lebanese Armed Forces to mitigate and de-escalate tensions along the Blue Line. UNIFIL will also continue to facilitate the tripartite mechanism to promote full respect of the Blue Line, including the holding of discussions on contentious issues with all parties with respect to monitoring, investigating and recording violations of the Blue Line and visibly marking the Blue Line. UNIFIL will continue to call for the full withdrawal of the Israel Defense Forces from northern Ghajar and an adjacent area north of the Blue Line.

60. UNIFIL will continue to work towards a comprehensive approach in the implementation of resolution [1701 \(2006\)](#). A comprehensive approach aimed at increasing the authority of the State and its security institutions in southern Lebanon will be undertaken through effective coordination between UNIFIL, the Office of the United Nations Special Coordinator for Lebanon and the United Nations country team and through high-level engagements with ministries and authorities. UNIFIL will continue to prioritize relationship-building with the local population through quick-impact projects as confidence-building measures and coordinated strategic communication efforts. Those efforts will include community outreach, regular meetings with local authorities and religious leaders and targeted messages in support of the mandated activities of the Force.

61. UNIFIL military contingent personnel will continue to undertake the clearance of mines, explosive remnants of war and improvised explosive devices from the areas where the Force is deployed, to ensure the mobility and safety of its personnel and provide a stable and secure environment in southern Lebanon. The military contingents will also maintain the cut lanes to and ensure the visible marking of the Blue Line.

Expected accomplishment

Indicators of achievement

1.1 Stable and secure environment in southern Lebanon

1.1.1 Absence of air, sea or ground incursions or firing incidents across the Blue Line (2020/21: 2,142 air and 1,231 ground violations; 2021/22: 1,598 air and 1,380 ground violations; 2022/23: 1,598 air and 1,380 ground violations)

1.1.2 Lebanese Armed Forces deployed throughout the entire area south of the Litani River, including the part of the town of Ghajar north of the Blue Line and an adjacent area north of the Blue Line

1.1.3 Area between the Blue Line and the Litani River is free of any armed personnel, assets and weapons, except for those of the Lebanese Armed Forces and UNIFIL

1.1.4 Participation by both parties in tripartite meetings and maintenance of liaison and coordination arrangements

1.1.5 Increase in the area safe from landmines and explosive remnants of war (2020/21: 20,412 m²; 2021/22: 30,000 m²; 2022/23: 30,000 m²)

Outputs

- 1,241,000 independent mobile patrol person-days, to include reserve, quick reaction, reconnaissance, intervention and force protection capabilities
- 949,000 independent observation post person-days
- 770 air patrol hours for the Blue Line patrols and reconnaissance flights within the area of operations
- 590 flight hours for investigation of incidents and operational movements for transport of combat assets, the command-and-control function, liaison activities and training
- 1,318 naval vessel patrol days to monitor the maritime border of Lebanon, including joint operational exercises with the Lebanese Armed Forces
- 300 flight hours for maritime interdiction patrols and operational activities inside the area of maritime operations
- 240,900 coordinated operational activities person-days with the Lebanese Armed Forces
- Conduct of 950 joint/coordinated exercises, seminars, workshops, lectures and training courses with the land and maritime components of the Lebanese Armed Forces to improve their tactical and operational capabilities and to improve the coordination between UNIFIL and the Lebanese Armed Forces at the operational and tactical levels for enhanced effectiveness of combined operations
- 3 reports of the Secretary-General to the Security Council on the implementation of resolution [1701 \(2006\)](#), complemented by ad hoc reporting on specific matters of interest to the Council, as well as regular internal reporting to United Nations Headquarters
- Daily and weekly liaison, communication and exchange of information with both parties on issues requiring immediate attention relating to the implementation of Security Council resolution [1701 \(2006\)](#)
- Tripartite meetings chaired and supported by UNIFIL approximately every six weeks as well as bilateral meetings with the parties as appropriate
- Investigations into alleged violations of Security Council resolution [1701 \(2006\)](#) and other incidents that risk escalating tensions in the area of operations and report to the Council within a reasonable timeframe on the completion or follow-up of such investigations, and as required

- 7 meetings on average per day for the prompt and timely redressal of complaints by local communities vis-à-vis UNIFIL operations and undertaking of confidence-building activities, supported by messaging, to enhance the acceptance of the Force by the host community
- Weekly meetings (>100) with Lebanese and Israeli authorities, diplomatic representatives and United Nations offices on improving the understanding of the mandate, role and activities of UNIFIL, and as required
- 8 briefings to Member States, troop-contributing countries and donor countries on UNIFIL operational issues, cooperation with the Lebanese Armed Forces and enhancing the capacity of the Lebanese Armed Forces for the implementation of Security Council resolution 1701 (2006)
- 4,000 special media reports on, and daily monitoring and analysis of, the media coverage of UNIFIL and regional news pertaining to UNIFIL
- 580 media coverage initiatives (events, visits, interviews, press briefings and press releases/statements), daily updates of the UNIFIL website in English and Arabic and on social media platforms and use of strategic opportunities (globally and locally), in order to further increase visibility, reach and support for the work of UNIFIL
- 130 episodes and 412 promotional spots in various mediums, projecting a gender-sensitive approach, for broadcast on local radio and television stations, official Internet channels, including on the mandate of the Force, its operations and peacekeeping activities, its coordination with the Lebanese Armed Forces and other relevant topics, as required
- Clearance of landmines/explosive remnants of war to provide and maintain access lanes for marking of the Blue Line and around United Nations positions and to increase safe Force mobility and extend security in southern Lebanon
- 30 liaison meetings with the Lebanon Mine Action Centre to determine priority areas for UNIFIL landmine clearance and to provide technical advice and support on risk education to affected communities
- 2 in-country familiarization and accreditation packages developed and delivered to train and accredit military demining and explosive ordnance disposal units to perform clearance of mines and explosive remnants of war
- 150 quality assurance visits to validate that military demining and explosive ordnance disposal units perform clearance of mines and explosive remnants of war safely and in line with national and international mine action standards
- 15 awareness briefings on explosive ordnance as part of UNIFIL induction and Safe and Secure Approaches in Field Environments (SSAFE) training

Expected accomplishment
Indicators of achievement

1.2 Extension of the authority of the Government of Lebanon in southern Lebanon

1.2.1 All municipalities in the area of operations of UNIFIL will be fully functional, as well as civic and religious institutions (2020/21: 134 municipalities; 2021/22: 145 municipalities and institutions; 2022/23: 145 municipalities and institutions)

1.2.2 Enhanced support for the involvement of the Government of Lebanon, and its ministries and institutions, in southern Lebanon

1.2.3 Prevention, by the Lebanese Armed Forces, of the presence of any armed personnel, assets and weapons other than those of the Government of Lebanon or UNIFIL

1.2.4 Lebanese Armed Forces personnel have strengthened civil-military coordination capacities through the conduct of joint activities, regular information-sharing and advocacy for external funding

Outputs

- Bimonthly meetings with Lebanese authorities at the central level, including service-related ministries, on the extension of the authority of the Government of Lebanon in southern Lebanon and with central or regional governmental institutions responsible for the provision of public services to communities in southern Lebanon, in support of implementation of national priorities and strategies
- Advice to, and coordination with, the Office of the United Nations Special Coordinator for Lebanon, other United Nations specialized agencies, funds and programmes and offices, diplomatic representatives and non-governmental organizations, and liaison with potential donors, on an integrated and comprehensive approach to the implementation of Security Council resolution 1701 (2006) and other resolutions and on the overall situation in southern Lebanon, in particular the security situation in the UNIFIL area of operations
- Liaison and coordination, through meetings and working groups, with United Nations specialized agencies and international and local non-governmental organizations operating in southern Lebanon on programme implementation, information-sharing and contingency planning, including with regard to recovery, development and other cross-cutting issues
- 1 gender-inclusive preparedness exercise and 1 review of the UNIFIL implementation plan for the protection of civilians as part of the conduct of contingency planning in that regard
- 4 project proposals for funding/support by external donors and 4 special initiatives, annually, that contribute to improved discharge of local governance responsibilities, supported by advice to local authorities on their development
- 2 coordination meetings (or more as required) with and provision of assistance to the Lebanese Armed Forces to support enhancement of its capacity in the framework of the strategic dialogue process, specifically focusing on the model regiment project, the strengthening of the naval capabilities of the Lebanese Armed Forces Navy and enhancing civil-military coordination and communication activities
- 25 quick-impact projects to support the extension of State authority, improve access to basic services, support the operations of the Force and acceptance of the mandate of the Force by the host community, and promote conflict management and trust-building initiatives
- Meetings, awareness-raising campaigns, events and community outreach activities supported by strategic messaging to foster partnerships between local authorities/institutions/groups and international and local non-governmental organizations, UNIFIL components and United Nations specialized agencies to further United Nations goals and to support, extend and improve capacity development, the dissemination of information and awareness-raising training
- 20,000 outreach pocket cards printed and distributed among peacekeepers in order to familiarize them with the dos and don'ts
- 2 issues/40,000 copies of the outreach magazine in English and Arabic on the activities of UNIFIL throughout the area of operations for the local population, local authorities, institutions, media outlets and the international community, also available through digital platforms, and 18,000 copies in Arabic and 4,000 in English of the yearly calendar

External factors

All parties will remain committed to the implementation of Security Council resolution 1701 (2006); UNIFIL will be afforded freedom of movement by all parties

Table 4
Human resources: component 1, operations

Category								Total
<i>I. Military contingents</i>								
Approved 2021/22								13 000
Proposed 2022/23								13 000
Net change								–
<i>International staff</i>								
	<i>USG– ASG</i>	<i>D-2– D-1</i>	<i>P-5– P-4</i>	<i>P-3– P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National staff^a</i>	<i>Total</i>
<i>II. Civilian staff</i>								
Office of the Deputy Head of Mission and Director of Political and Civil Affairs								
Approved posts 2021/22	–	2	4	2	3	11	1	12
Proposed posts 2022/23	–	2	4	2	3	11	1	12
Net change	–	–	–	–	–	–	–	–
Tripartite Coordination Unit								
Approved posts 2021/22	–	–	3	–	–	3	–	3
Proposed posts 2022/23	–	–	3	–	–	3	–	3
Net change	–	–	–	–	–	–	–	–
Beirut Office								
Approved posts 2021/22	–	–	1	–	–	1	2	3
Proposed posts 2022/23	–	–	1	–	–	1	2	3
Net change	–	–	–	–	–	–	–	–
Strategic Communications and Public Information Section								
Approved posts 2021/22	–	–	2	3	2	7	13	20
Proposed posts 2022/23	–	–	2	2	2	6	13	19
Net change (see table 5)	–	–	–	(1)	–	(1)	–	(1)
Civil Affairs Section								
Approved posts 2021/22	–	1	3	4	1	9	12	21
Proposed posts 2022/23	–	1	3	4	1	9	12	21
Net change	–	–	–	–	–	–	–	–
Subtotal, civilian staff								
Approved posts 2021/22	–	3	13	9	6	31	28	59
Proposed posts 2022/23	–	3	13	8	6	30	28	58
Net change	–	–	–	(1)	–	(1)	–	(1)
Total, I and II								
Approved 2021/22	–	3	13	9	6	31	28	13 059
Proposed 2022/23	0	3	13	8	6	30	28	13 058
Net change	–	–	–	(1)	–	(1)	–	(1)

^a Includes National Professional Officers and national General Service staff.

International staff: net decrease 1 post

Office of the Deputy Head of Mission and Director of Political and Civil Affairs

Table 5

Human resources: Strategic Communications and Public Information Section

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	-1	P-2	Associate Radio Producer	Abolishment	
Total	-1		(see table 4)		

62. The approved staffing establishment of the Strategic Communications and Public Information Section consists of 20 posts: one post of Senior Public Information Officer (P-5), one post of Public Information Officer (P-4), one post of Public Information Officer (P-3), one post of Associate TV/Video Producer (P-3), one post of Associate Radio Producer (P-2), one post of Photographer (Field Service), one post of Administrative Assistant (Field Service), two posts of Public Information Officer (National Officer), one post of Associate Public Information Officer (National Officer), one post of Assistant Public Information Officer (National Officer), one post of Associate TV/Video Producer (National Officer), one post of Associate Website Officer (National Officer), one post of Camera Operator (national General Service), one post of Radio Production Assistant (national General Service), two posts of Public Information Assistant (national General Service), two posts of Research Assistant (national General Service) and one post of Team Assistant (national General Service).

63. The Section provides information to all segments of the Lebanese population within UNIFIL area of operations, as well as in the rest of the country and, to the extent possible, to the Israeli population, the international community and troop-contributing countries, in order to support the Force in carrying out its mandated tasks. The aim is to make progress with the implementation of UNIFIL mandated tasks by seeking to reinforce the relations with local and international media through the constant provision of key messages, proactive media engagement and production of audiovisual outputs. The end goal is to advance the peace process through the creation of timely and relevant information products.

64. The UNIFIL Radio Unit produces radio bulletins on key UNIFIL activities and events to be broadcast on several local radio stations, Headquarters' platforms and through the Force's social media platforms. The Radio Unit provides regular feeds for inclusion in productions of United Nation Radio and undertakes special coverage when required. All programmes are produced in Arabic and occasionally translated into English for online consumption. The Unit produces on average two programmes per month.

65. With the support of technology, specifically transcription software, and through enhanced cooperation between other units, such as coordinating coverage and getting audio from video, social media and web units, the Unit can continue to produce two monthly programmes per month in Arabic and English more efficiently.

66. In this context, it is proposed that one post, as shown in table 5, be abolished to align the staffing establishment with the efficiency gained from the use of new technology.

Component 2: support

67. The support component will continue to provide effective and efficient services in support of the implementation of the mandate of the Force through the delivery of

related outputs, the implementation of service improvements and the realization of efficiency gains. This will include provision of services to military and civilian personnel in all locations of UNIFIL activities. The range of support will comprise all support services relating to audit, risk and compliance; air operations; budget, finance and reporting; administration of civilian and uniformed personnel; facilities, infrastructure and engineering; environmental management; fuel management; field technology services; medical services; supply chain management; security; and vehicle management and ground transport.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.1 Rapid, effective, efficient and responsible support services for the mission	<p>2.1.1 Percentage of approved flight hours utilized (2020/21: 98.6 per cent; 2021/22: ≥ 90 per cent; 2022/23: ≥ 90 per cent)</p> <p>2.1.2 Average annual percentage of authorized international posts vacant (2020/21: 5.1 per cent; 2021/22: 5.5 per cent $\pm 3\%$; 2022/23: 2 per cent $\pm 3\%$)</p> <p>2.1.3 Average annual percentage of female international civilian staff (2020/21: 38 per cent; 2021/22: ≥ 38 per cent; 2022/23: ≥ 38 per cent)</p> <p>2.1.4 Average number of calendar days for roster recruitments to candidate selection for international candidates (2020/21: 68; 2021/22: ≤ 120; 2022/23: ≤ 78 calendar days from posting for P-3 to D-1 and FS-3 to FS-7 levels)</p> <p>2.1.5 Average number of calendar days for post-specific recruitments, from posting of the job opening to candidate selection, for international candidates (2020/21: 106; 2021/22: ≤ 120; 2022/23: ≤ 120 days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)</p> <p>2.1.6 Overall score on the Administration's environmental management scorecard (2020/21: 84; 2021/22: 100; 2022/23: 100)</p> <p>2.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2020/21: 91 per cent; 2021/22: ≥ 85 per cent; 2022/23: ≥ 85 per cent)</p> <p>2.1.8 Compliance with field occupational safety risk management policy (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)</p> <p>2.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2020/21: 1,877; 2021/22: $\geq 1,850$; 2022/23: $\geq 1,800$)</p> <p>2.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2020/21: 17.6 per cent; 2021/22: ≤ 20 per cent; 2022/23: ≤ 20 per cent)</p>

2.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

2.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2020/21: 97 per cent; 2021/22: ≥ 95 per cent; 2022/23: ≥ 95 per cent)

Outputs

Service improvements

- Implementation of the mission-wide environmental action plan, in line with the Administration's environment strategy
- Support for the implementation of the Administration's supply chain management blueprint and strategy
- Implementation of standardized mission structures

Audit, risk and compliance services

- Implementation of pending audit recommendations, as accepted by Management

Aviation services

- Operation and maintenance of a total of 7 rotary-wing aircraft
- Provision of a total of 1,360 planned flight hours (500 from commercial provider, 860 from military provider) for all services, including passenger, cargo, patrols and observation, search and rescue, and casualty and medical evacuation
- Oversight of aviation safety standards for 7 aircraft and 24 airfields and landing sites

Budget, finance, and reporting services

- Provision of budget, finance and accounting services for a budget of \$507.2 million, in line with delegated authority
- Support of the finalization of annual financial statements for the Force in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

Civilian personnel services

- Provision of human resource services for up to a maximum strength of 845 authorized civilian personnel (255 international staff and 590 national staff) including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 2,230 civilian personnel, and support for outside-mission training for 77 civilian personnel
- Support for the processing of 233 in-mission and 122 outside-mission travel requests for non-training purposes and 77 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 48 mission sites with 1,450 prefabricated and 968 solid buildings

- Implementation of 11 construction, renovation and alteration projects, including maintenance of 100 km of access roads to military positions
- Operation and maintenance of 155 United Nations-owned generators and 15 small solar farms of 515 kW in total, as well as 2 electricity connections in Beirut from a local provider
- Operation and maintenance of United Nations-owned water supply and treatment facilities (14 wells/boreholes at 13 locations and 10 water treatment and purification plants at 9 locations), in addition to 3 water wells contracted from local providers
- Provision of sewage disposal from 48 positions, including operation and maintenance of 21 United Nations-owned sewage treatment plants at 13 locations and 80 technical septic systems throughout the mission and solid waste collection and disposal at 45 sites
- Provision of cleaning, ground maintenance, pest control and laundry services at 10 sites and catering services at 1 site

Field technology services

- Provision of and support for 980 handheld portable radios, 680 mobile radios for vehicles and 209 base station radios
- Operation and maintenance of 1 radio production facility
- Operation and maintenance of a network for voice, fax, video and data communication, including 2 very small aperture terminals, 2 phone exchanges and 66 microwave links, and provision of 80 satellite and 810 mobile phone service plans
- Provision of and support for 1,112 computing devices and 283 printers for an average strength of 1,105 civilian and uniformed end users, in addition to 848 computing devices and 77 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 50 local area networks (LAN) and wide area networks (WAN) at 50 sites
- Analysis of geospatial data covering 1,500 km², maintenance of topographic and thematic layers and production of 300 maps
- Operation and maintenance of 30 camera platforms (services, equipment, software and ongoing support) for Force protection

Fuel management services

- Management of supply and storage of 20.1 million litres of fuel (0.6 million litres for air operations, 4.0 million litres for ground transportation and 15.5 million litres for generators and other facilities) and supply of oil and lubricants to distribution points and storage facilities in 31 locations

Medical services

- Operation and maintenance of United Nations-owned medical facilities (1 level I-plus hospital) and support for contingent-owned medical facilities (15 level I clinics, 1 level I-plus hospital) in 17 locations
- Maintenance of medical evacuation arrangements to 5 medical facilities (1 level III, 4 level IV) inside the mission area and 2 outside the mission area (2 level IV)

Supply chain management services

- Provision of planning and sourcing support for an estimated \$45.7 million in acquisition of goods and commodities in line with delegated authority
- Receipt, management and onward distribution of up to 4,324 tons of cargo and 55,166 passengers within the mission area, including rotation of troop contingents and land and air movements

- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold with a total historical acquisition cost of \$127.8 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 13,000 authorized military and police personnel (206 military staff officers and 12,794 contingent personnel)
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 42 military units at 50 sites, as well as 6 Maritime Task Force vessels for self-sustainment at Beirut seaport
- Supply and storage of rations, combat rations and water for an average strength of 9,036 military contingent personnel
- Support for the processing of claims and entitlements for an average strength of 10,022 military personnel
- Support for the processing of 884 in-mission and 30 outside-mission travel requests for non-training purposes and 20 travel requests for training purposes

Vehicle management and ground transport services

- Operation and maintenance of 770 United Nations-owned vehicles (407 light passenger vehicles, 137 special-purpose vehicles, 10 ambulances, 26 armoured personnel carriers, 33 armoured vehicles and 157 other specialized vehicles, trailers and attachments), 1,857 contingent-owned vehicles (including trailers) and 3 workshop and repair facilities, as well as provision of transport and shuttle services
- Rental of 134 commercial buses to support the rotations of troops from troop-contributing countries, the evacuation exercises of UNIFIL civilian staff members and other tasks, as required

Security

- 24-hour security services provided for the entire mission area, including 24-hour security liaison/escort support for senior mission staff and visiting high-level officials
- 476 mission-wide site security assessments, security risk assessments, security plans and residential surveys
- 24 information sessions conducted on security awareness, secure approaches in field environments in the south Litani River area and contingency plans for United Nations staff members and their dependents and visitors/delegations
- 10 induction security-training sessions conducted for all UNIFIL staff members and 6 sessions for the personnel of the Observer Group Lebanon
- 12 primary fire evacuation and fire training sessions conducted for fire wardens (1 fire drill per zone per year)
- 6 aviation fire safety exercises and fire safety inspections of UNIFIL premises and aviation sites

Conduct and discipline

- Implementation of a conduct and discipline programme for all military and civilian personnel, through prevention activities, including training, monitoring of investigations, disciplinary actions and remedial actions

Gender

- Implementation of the UNIFIL women and peace and security action plan
- Implementation of a comprehensive gender integration plan at the strategic, operational and tactical levels in both the military and civilian components
- Conduct of basic gender mainstreaming and conflict-related sexual violence training for all mission civilian and military staff
- Technical assistance to and support for the Lebanese authorities to enhance the effective participation, involvement, and representation of women at all levels of decision-making
- Support the establishment and implementation of the country's national action plan to implement Security Council resolution 1325 (2000), including supporting the Lebanese authorities in ensuring the full, equal, effective, and meaningful participation, involvement and representation of women at all levels of decision-making; and to prevent and respond to sexual and gender-based violence

HIV/AIDS

- Orientation and induction training sessions for 12,000 UNIFIL military and civilian personnel and dependents
- 120 culturally sensitive and gender-sensitive “champions of health” selected from UNIFIL personnel and 15 trainer-of-trainers for health promotion and wellness
- 9 types of customized material developed for HIV/AIDS information, education and communication
- 50 multidisciplinary health-care workers trained and oriented on the guidelines, protocols and procedures relating to HIV/AIDS services, universal safety precautions, HIV testing and post-exposure prophylaxis
- On-demand static and mobile voluntary confidential counselling and testing services maintained and provided, including campaigns against stigma and discrimination, for all UNIFIL personnel
- 3 capacity-building training programmes conducted for the most HIV/AIDS-vulnerable populations in UNIFIL
- 3 regional support activities conducted for other missions in the region, virtually or physically, depending on the availability of financial resources to facilitate travel and daily subsistence allowance for UNIFIL HIV/AIDS teams to those missions

External factors

Several factors may affect the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian contexts or weather conditions not foreseen in the planning assumptions, other instances of force majeure and changes in the mandate during the reporting period

Table 6
Human resources: component 2, support

Civilian staff	International staff					Subtotal	National staff ^a	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service			
Security Section								
Approved posts 2021/22	–	–	2	1	35	38	26	64
Proposed posts 2022/23	–	–	2	1	35	38	26	64
Net change	–	–	–	–	–	–	–	–

<i>Civilian staff</i>	<i>International staff</i>						<i>National staff^a</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>		
Mission Support Division								
Office of the Director of Mission Support								
Approved posts 2021/22	–	1	2	–	4	7	23	30
Proposed posts 2022/23	–	1	2	–	4	7	23	30
Net change	–	–	–	–	–	–	–	–
Operations and resource management								
Approved posts 2021/22	–	1	11	10	42	64	100	164
Proposed posts 2022/23	–	1	11	10	42	64	100	164
Net change	–	–	–	–	–	–	–	–
Service delivery management								
Approved posts 2021/22	–	1	11	8	33	53	319	372
Proposed posts 2022/23	–	1	11	8	33	53	319	372
Net change	–	–	–	–	–	–	–	–
Supply chain management								
Approved posts 2021/22	–	–	4	4	25	33	81	114
Proposed posts 2022/23	–	–	4	4	25	33	81	114
Net change	–	–	–	–	–	–	–	–
Total, Mission Support Division								
Approved posts 2021/22	–	3	28	22	104	157	523	680
Proposed posts 2022/23	–	3	28	22	104	157	523	680
Net change	–	–	–	–	–	–	–	–
Total, component 2								
Approved posts 2021/22	–	3	30	23	139	195	549	744
Proposed posts 2022/23	–	3	30	23	139	195	549	744
Net change	–	–	–	–	–	–	–	–

^a Includes National Professional Officers and national General Service staff.

II. Financial resources

A. Overall

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers					
Military contingents	327 592.6	331 053.6	339 406.1	8 352.5	2.5
United Nations police	–	–	–	–	–
Formed police units	–	–	–	–	–
Subtotal	327 592.6	331 053.6	339 406.1	8 352.5	2.5
Civilian personnel					
International staff	48 997.4	48 829.7	63 731.1	14 901.4	30.5
National staff	50 075.9	49 804.0	52 403.2	2 599.2	5.2
United Nations Volunteers	–	–	–	–	–
General temporary assistance	514.1	546.6	478.2	(68.4)	(12.5)
Government-provided personnel	–	–	–	–	–
Subtotal	99 587.4	99 180.3	116 612.5	17 432.2	17.6
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants and consulting services	42.3	109.4	106.8	(2.6)	(2.4)
Official travel	153.1	536.3	733.5	197.2	36.8
Facilities and infrastructure	16 902.7	15 351.1	23 331.9	7 980.8	52.0
Ground transportation	5 512.4	5 165.8	6 768.5	1 602.7	31.0
Air operations	6 360.9	6 834.4	7 007.4	173.0	2.5
Marine operations	299.7	133.8	215.4	81.6	61.0
Communications and information technology	7 553.9	12 489.7	7 986.0	(4 503.7)	(36.1)
Medical	1 749.9	1 858.4	1 532.9	(325.5)	(17.5)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	2 478.4	3 629.2	3 022.4	(606.8)	(16.7)
Quick-impact projects	500.0	500.0	500.0	–	–
Subtotal	41 553.3	46 608.1	51 204.8	4 596.7	9.9
Gross requirements	468 733.3	476 842.0	507 223.4	30 381.4	6.4
Staff assessment income	14 164.3	13 679.0	14 778.2	1 099.2	8.0
Net requirements	454 569.0	463 163.0	492 445.2	29 282.2	6.3
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	468 733.3	476 842.0	507 223.4	30 381.4	6.4

B. Non-budgeted contributions

68. The estimated value of non-budgeted contributions for the period from 1 July 2022 to 30 June 2023 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	4 958.4
Total	4 958.4

^a Represents land and premises provided by the Government of Lebanon, including UNIFIL House in Beirut, an evacuation centre in Tyre, premises in South Litani, movement control offices at the seaport and airport, the UNIFIL headquarters in Naqoura and military positions, as well as services, value-added tax refunds and duty waivers.

C. Efficiency gains

69. The cost estimates for the period from 1 July 2022 to 30 June 2023 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Military contingents	2 526.6	Amalgamation of four military units recommended by the internal review finalized in 2019, resulting in reduced costs for major contingent-owned equipment
Facilities and infrastructure	206.4	Efficiency anticipated from air conditioning units and LED lights
Total	2 733.0	

D. Vacancy factors

70. The cost estimates for the period from 1 July 2022 to 30 June 2023 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
Military and police personnel			
Military contingents	33.7	22.9	22.9
Civilian personnel			
International staff	5.1	5.1	2.0
National staff			
National Professional Officers	10.4	4.3	2.2
National General Service staff	9.7	2.0	1.5
Temporary position ^a			
International staff	–	–	50.0

^a Funded under general temporary assistance.

71. The proposed vacancy factor of 22.9 per cent for military personnel is based on the planned deployment level of 10,022 personnel, within the authorized strength of 13,000. For military personnel, the assumptions considered for the proposed vacancy factor include the current fiscal year-to-date average vacancy rate, historical deployment patterns and the planned deployment based on operational requirements and commitments made by contributing countries. For civilian personnel, the proposed vacancy factors reflect current fiscal year-to-date average vacancy rates, historical incumbency patterns and current recruitment activities in their final stages. A vacancy factor of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions.

E. Contingent-owned equipment: major equipment and self-sustainment

72. Requirements for the period from 1 July 2022 to 30 June 2023 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of \$100,720,100 as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Military contingents (estimated)</i>		
Major equipment	67 276.2		
Self-sustainment	33 443.9		
Total	100 720.1		
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to the mission area			
Extreme environmental conditions factor	0.8	1 October 2021	2 August 2021
Logistics and road conditions factor	0.9	1 October 2021	2 August 2021
Hostile action or forced abandonment factor	3.6	1 October 2021	2 August 2021
B. Applicable to the home country			
Incremental transportation factor	0.25–4.00		

F. Training

73. The estimated resource requirements for training for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Official travel	
Official travel, training	195.5
Other supplies, services and equipment	
Training fees, supplies and services	419.4
Total	614.9

74. The number of participants planned for the period from 1 July 2022 to 30 June 2023, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>
Internal	397	766	1 003	728	1 058	1 227	36 326	19 951	21 485
External ^a	–	43	52	–	42	25	–	6	20
Total	397	809	1 055	728	1 100	1 252	36 326	19 957	21 505

^a Includes the United Nations Logistics Base in Brindisi, Italy, and outside the mission area.

75. During the 2022/23 period, the overall number of participants in internal training courses will increase for gender, political and civil affairs, information technology, finance and budget and HIV awareness and medical courses to strengthen the Force's performance in mandate implementation and the provision of logistical support to military operations, in the context of the increased capabilities and competencies required of peacekeepers.

76. While the number of training participants will increase, the requirements reflect the Force's commitment to enhancing in-mission and in-house training capacity by leveraging the current staff members of the Force who were certified in the relevant types of training and to relying on remote training technology, including videoconferencing where feasible.

77. The training programme consists of courses in ICT, leadership management and organizational development, engineering, gender, security and other topics, such as conduct and discipline and cultural awareness.

G. Mine detection and mine-clearing services

78. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	500.5

79. The estimate of \$500,500 for the services of the mine action programme in UNIFIL provides for the costs of engaging five national contractual personnel under an agreement between the Mine Action Service and UNOPS to support and enable the mine action programme of UNIFIL within the area of operations. In that respect, UNOPS will provide training support, validation, quality assurance monitoring, technical advice and safety briefings, as required. This will ensure safety and efficiency in demining operations conducted by UNIFIL contingents. In addition, the mine action programme in UNIFIL will support the Lebanese National Mine Action Centre to conduct risk education activities regarding landmines and other explosive remnants of war through awareness sessions on the risks of hazardous items for local

communities. The programme will also provide risk education for United Nations personnel and humanitarian actors operating under the United Nations umbrella in support of UNIFIL activities in southern Lebanon. The estimate is based on the workplan and the resource requirements for mine detection and mine-clearing services, reviewed by the UNMAS Programme Review Committee, a multidisciplinary body convened by Headquarters and mission personnel to ensure that the mine action programme in UNIFIL is designed to support the delivery of the UNIFIL mandate efficiently and effectively.

80. The military contingents conduct mine detection activities and provide mine-clearing supplies as part of the memorandums of understanding with the Force. The corresponding resources are reflected under the military contingents budget class.

H. Quick-impact projects

81. The estimated resource requirements for quick-impact projects for the period from 1 July 2022 to 30 June 2023, compared with previous periods, are as follows:

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>	<i>Number of projects</i>
1 July 2020 to 30 June 2021 (actual)	499.7	38
1 July 2021 to 30 June 2022 (approved)	500.0	25
1 July 2022 to 30 June 2023 (proposed)	500.0	25

82. For the 2022/23 period, UNIFIL, together with non-governmental organizations, the United Nations country team and other partners, will continue to work on quick-impact projects aimed at providing immediate tangible benefits for the lives of the local inhabitants in order to foster a conducive environment for the effective implementation of its mandate. The projects and coordinated community interventions will help maintain the Force's long-standing relationship with the local population and secure their support for the daily operations of the Force.

83. The projects will support communities across three substantive areas: 10 projects for the extension of State authority, civic education, and capacity-building; 7 projects for conflict management and confidence-building initiatives; and 8 projects to provide communities with access to basic services. The projects in the education sector help to improve learning spaces, which provide a more conducive educational environment for students and teachers. The projects associated with capacity-building support local governmental institutions, result in more efficient service delivery to the local communities and help to achieve greater programme impact. The projects associated with community services improve access to services for southerners, in particular considering that the resources of municipalities and governmental institutions are considerably stretched by the delayed receipt of municipal budgetary transfers and the presence of a considerable number of refugees in the area of operations. In addition, projects that support local efforts against the COVID-19 pandemic through the provision of personal protection equipment and sanitary materials and support for public hospitals continue to support local authorities as "critical and life-saving" efforts of the Force.

III. Qana incident

84. In paragraph 39 of its resolution 75/250 B, the General Assembly reiterated its request to the Secretary-General to take the measures necessary to ensure the full implementation of paragraph 8 of resolution 51/233, paragraph 5 of resolution 52/237, paragraph 11 of resolution 53/227, paragraph 14 of resolution 54/267, paragraph 14 of resolution 55/180 A, paragraph 15 of resolution 55/180 B, paragraph 13 of resolution 56/214 A, paragraph 13 of resolution 56/214 B, paragraph 14 of resolution 57/325, paragraph 13 of resolution 58/307, paragraph 13 of resolution 59/307, paragraph 17 of resolution 60/278, paragraph 21 of resolution 61/250 A, paragraph 20 of resolution 61/250 B, paragraph 20 of resolution 61/250 C, paragraph 21 of resolution 62/265, paragraph 19 of resolution 63/298, paragraph 18 of resolution 64/282, paragraph 15 of resolution 65/303, paragraph 13 of resolution 66/277, paragraph 13 of resolution 67/279, paragraph 13 of resolution 68/292, paragraph 14 of resolution 69/302, paragraph 13 of resolution 70/280, paragraph 14 of resolution 71/307, paragraph 14 of resolution 72/299 and paragraph 16 of resolution 73/322 and paragraph 3 of resolution 75/250 A, stressed once again that Israel shall pay the amount of \$1,117,005 resulting from the incident at Qana on 18 April 1996, and requested the Secretary-General to report on that matter to the Assembly at its seventy-fifth session. Pursuant to the requests made in those resolutions, the amount has been recorded under accounts receivable in the special account for UNIFIL, and the Secretariat has transmitted 27 letters to the Permanent Mission of Israel on the subject, the most recent of which was dated 21 December 2021, to which no response has been received.

IV. Analysis of variances¹

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

	<i>Variance</i>	
Military contingents	\$8 352.5	2.5%

- **Management: internal review/assessment**

86. The increased requirements are attributable primarily to: (a) the higher costs for major contingent-owned equipment, in connection with the restructuring of four key mechanized battalions and alignment with the revised statements of unit requirements for these troop-contributing countries approved in September 2021, associated with the assessment of UNIFIL conducted in 2020, compared with the equipment included in the approved budget for the 2021/22 period; (b) the higher costs for contingent-owned equipment for self-sustainment, owing to (i) the additional elements required to support basic first aid courses and other improvements to medical services; and (ii) the higher factors for operating conditions applicable to the mission area of operations following the review conducted in August 2021, and improved performance rates by some troop-contributing countries, as reflected in the memorandums of understanding, compared with the factors/rates applied in the approved budget for the 2021/22 period; (c) the higher costs for the mission subsistence allowance for military staff officers based on the revised rates effective 1 January 2022, compared with the rates applied in the approved budget for the

¹ Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or \$100,000.

2021/22 period; and (d) the higher costs for the standard troop cost reimbursement and travel on emplacement, repatriation and rotation, for additional military contingent personnel deployed and flights required for compliance with the 14-day quarantine period during rotation in connection with the COVID-19 pandemic, for which a provision was not included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
International staff	\$14 901.4	30.5%

• **Cost parameters: change in salary rates**

87. The increased requirements are attributable primarily to the higher rates for international staff salaries based on the revised salary scale compared with the rates applied in the approved budget for the 2021/22 period; and to the application of the lower vacancy rate of 2.0 per cent for international staff owing to the Force's continued efforts to encumber long vacant posts, compared with the rate of 5.1 per cent applied in the approved budget for the 2021/22 period.

	<i>Variance</i>	
National staff	\$2 599.2	5.2%

• **Cost parameters: change in salary rates**

88. The increased requirements are attributable primarily to the higher rates for national staff salaries based on the revised salary scale, compared with the rates applied in the approved budget for the 2021/22 period; and to the application of lower vacancy rates of 2.2 per cent for National Professional Officers and 1.5 per cent for national General Service staff in the computation of national staff costs, compared with 4.3 and 2.0 per cent, respectively, applied in the approved budget for the 2021/22 period.

	<i>Variance</i>	
General temporary assistance	(\$68.4)	(12.5%)

• **Management: reduced inputs and outputs**

89. The reduced requirements are attributable primarily to the transfer of the Force's share of allocated costs for the general temporary assistance related to activities for the Umoja implementation support project to the support account for peacekeeping operations, compared with the share of allocated costs included in the approved budget for the 2020/21 period. The reduced requirements are offset in part by the increased requirements attributable to the proposed establishment of one temporary position with the application of a vacancy rate of 50.0 per cent, in connection with the transfer of programme management functions for mine detection and mine clearing services formerly provided by UNMAS through UNOPS, for which the provision was included under the budget class of other supplies, services and equipment in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Official travel	\$197.2	36.8%

• **Management: increased inputs and outputs**

90. The increased requirements are attributable primarily to the higher number of trips owing to the normalization of operational and training activities, given the easing of worldwide travel restrictions in connection with the COVID-19 pandemic,

which were postponed from prior periods, compared with the number of trips included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Facilities and infrastructure	\$7 980.8	52.0%

• **External: change in market price levels**

91. The increased requirements are attributable primarily to: (a) the higher anticipated average cost of fuel for generators of \$0.7521 per litre, compared with \$0.3800 per litre included in the approved budget for the 2021/22 period; (b) the acquisition of a higher number of engineering supplies, prefabricated facilities, accommodation and refrigeration equipment and construction material and field defence supplies for the rehabilitation and major repairs and maintenance of headquarters and sector facilities, as well as force protection-related structures such as bunkers and perimeters to enhance the safety and security of UNIFIL positions and personnel, compared with the number of facilities, supplies and equipment included in the approved budget for the 2021/22 period; and (c) the engagement of services for construction, alteration, renovation and major maintenance in connection with the proposed hard-wall facility for military and civilian personnel in the old camp in Naqoura, to eventually replace 17 20-year old modular prefabricated facilities, which will reduce the environmental impact and improve the living and working conditions and the occupational hygiene and safety of UNIFIL personnel, for which a provision was not included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Ground transportation	\$1 602.7	31.0%

• **External: change in market price levels**

92. The increased requirements are attributable primarily to the higher anticipated average cost of fuel for vehicles of \$0.7521 per litre compared with \$0.3800 per litre included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Air operations	\$173.0	2.5%

• **External: change in market price levels**

93. The increased requirements are attributable primarily to the higher anticipated average cost of aviation fuel of \$0.7343 per litre compared with \$0.4990 per litre included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Marine operations	\$81.6	61.0%

• **Management: increased inputs and outputs**

94. The increased requirements are attributable primarily to the anticipated acquisition of a higher number of sea containers in connection with the acquisition of a higher volume of equipment to be transported to the Force's area of operations compared with the number of sea containers included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Communications and information technology	(\$4 503.7)	(36.1%)

• **Management: reduced inputs and same outputs**

95. The reduced requirements are attributable primarily to the non-requirement for the acquisition of communications and information technology equipment and for the maintenance of the equipment and support services, in connection with the continuation of the first phase of the Blue Line camera project for Force protection and review of the outcome of the installation assessment anticipated for the 2022/23 period, after which the second phase would be subsequently implemented, that were included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Medical	(\$325.5)	(17.5%)

• **Management: reduced inputs and same outputs**

96. The reduced requirements are attributable primarily to: (a) the non-requirement for regular medical consumables, such as pharmaceuticals, owing to the adequate stock replenishment that had been deferred from the 2019/20 period and was approved for the 2021/22 period as an interim measure to prioritize requirements in connection with the COVID-19 pandemic; and (b) the lower anticipated utilization of the medical services for hospitalization in medical facilities in the mission area of operations based on past expenditure trends, compared with the services included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Other supplies, services and equipment	(\$606.8)	(16.7%)

• **Management: reduced inputs and outputs**

97. The reduced requirements are attributable primarily to: (a) the transfer of the provision for salary and related costs for programme management functions (one temporary position (P-4)) to the general temporary assistance budget class, for which a provision was included under the other supplies, services and equipment budget class in the approved budget for the 2021/22 period for mine detection and clearing services provided by UNMAS through UNOPS; and (b) the engagement of fewer mine detection and clearing services following a review conducted by UNMAS of the requirements of UNIFIL, compared with the services included in the approved budget for the 2021/22 period.

V. Actions to be taken by the General Assembly

98. The actions to be taken by the General Assembly in connection with the financing of UNIFIL are:

(a) **Appropriation of the amount of \$507,223,400 for the maintenance of the Force for the 12-month period from 1 July 2022 to 30 June 2023;**

(b) **Assessment of the amount of \$84,537,200 for the maintenance of the Force for the period from 1 July to 31 August 2022;**

(c) **Assessment of the amount of \$422,686,200 at a monthly rate of \$42,268,620 for the period from 1 September 2022 to 30 June 2023 should the Security Council decide to continue the mandate of the Force.**

VI. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 75/250 B, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

(Resolution 75/250 B)

Decision/request

Action taken to implement decision/request

Reiterates its grave concern about the continued threat to life, health, safety and security caused by the coronavirus disease (COVID-19) pandemic and the importance of ensuring the safety, security and health of peacekeeping personnel, including through the use of safe and effective vaccines for civilian and uniformed personnel, maintaining the continuity of mandate delivery, including protection of civilians, minimizing the risk of mission activities causing the virus to spread and, where appropriate and within mandates, supporting national authorities, upon their request, in their response to COVID-19, in collaboration with the Resident Coordinator and other United Nations entities in the country (para. 13).

Notes the measures adopted to mitigate the effect of the COVID-19 pandemic on peacekeeping operations, including facilitating the continued implementation of mission mandates while ensuring the health and safety of peacekeeping personnel and local communities in the host country, and requests the Secretary-General to provide updated information on the impact of the pandemic, the lessons learned, best practices and how the mission improved its preparedness and resilience and collaborated with the host Government and regional and subregional actors in response to the pandemic in the context of the next performance report and budget submission for the Force (para. 14).

UNIFIL will continue to effectively communicate its approaches aligned to cope with the COVID-19 pandemic while continuing to deliver on its mandate. Throughout the pandemic, the Force highlighted its continued operational tempo through a multimedia approach while observing a rigorous and effective quarantine procedure. Internally, UNIFIL will continue to develop and publicize messages and relevant graphics on observing COVID-19 protocols, while raising awareness about the benefits of getting vaccinated.

UNIFIL will continue to participate in COVID-19 meetings with the country team, coordinate the COVID-19 vaccination programme with the country team and the Ministry of Public Health and reported COVID-19 cases and vaccination numbers to the country team and the Ministry.

The Force will continue to implement regular guidance received from Headquarters, the World Health Organization and the Ministry of Public Health and maintain back-to-workplace distancing rules and guidance through the Environment and Occupational Safety and Health Unit, as required.

UNIFIL will continue to observe protocols related to the isolation of COVID-19 cases, contact tracing and quarantine measures. The Force will continue to keep personnel informed on a daily basis of COVID-19 outbreaks.

UNIFIL will continue to work closely with Headquarters, the country team and the Ministry of Public Health of Lebanon to achieve 100 per cent vaccination rates and ensure complete data and tracking of vaccination.

Notes with concern the mid- and long-term impact of the COVID-19 pandemic on countries, regions and subregions in conflict, and emphasizes the importance of United Nations peacekeeping operations, where appropriate and within their respective mandates, coordinating with national authorities and other United Nations entities in promoting post-conflict reconstruction, peacebuilding and post-pandemic recovery of countries and regions in conflict (para. 15).

Recalls paragraphs 16 and 18 of its resolution [69/273](#) of 2 April 2015, and in this regard reiterates its request to the Secretary-General that he continue to explore additional innovative ways to promote procurement from developing countries and countries with economies in transition at Headquarters and field offices and to encourage interested local vendors to apply for registration on the Secretariat vendor roster, with a view to broadening its geographical base (para. 16).

The pandemic had an impact on UNIFIL operations owing to the reduced freedom of movement and interaction with the local community, which is difficult to measure. The general fear of the unknown, coupled with the restriction of movement resulting in separation from families and friends and lack of social interaction, created uncertainty and increased levels of anxiety. Personnel surges during quarantine periods also required financial support that were absorbed from within approved resources.

UNIFIL implemented a strict test-tract-test approach to managing COVID-19 cases among mission personnel that proved to be an effective preventive measure that preserved sufficient operational capacity at all times. A high number of vaccinated personnel (above 98 per cent) improved the confidence levels and led to the relaxing of other preventive measures, including a quick return to the workplace at 100 per cent capacity. Additional mental health support was set up for mission personnel experiencing psychosocial discomfort, to support the health and welfare and productivity of mission personnel.

UNIFIL will continue to coordinate activities with its strategic partner, the Lebanese Armed Forces.

The Secretariat continues to prioritize efforts to promote procurement from developing countries and countries with economies in transition. The Secretariat expanded its efforts to facilitate the participation of vendors from these countries, including through: (a) the introduction of virtual tender openings, thereby providing access to all vendors, including small and medium-sized enterprises that would otherwise not have been able to participate owing to travel restrictions or travel costs; (b) the introduction of multilingualism by allowing vendors to submit official certifications and financial documents through the United Nations Global Marketplace in all six official languages during the registration process; (c) the deployment of a database containing a list of all approved vendors and the introduction of a requirement that Chief Procurement Officers invite vendors who have attended seminars and registered at the basic level to participate in tenders, with a particular focus on vendors from developing countries and countries with economies in transition; (d) the establishment of a partnership with the global

*Decision/request**Action taken to implement decision/request*

Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 17).

Requests the Secretary-General to establish clear frameworks and guidelines to determine the solicitation procedure, whether invitation to bid or request for proposal, to be utilized for, inter alia, acquiring different types of goods and services, including aviation services, and to update the United Nations Procurement Manual accordingly (para. 18).

network WECConnect International to promote women-owned businesses, particularly from developing countries and countries with economies in transition; and (e) the translation of the United Nations Procurement Manual into French and Spanish. Going forward, the Secretariat will continue to adopt innovative ideas to promote procurement from developing countries and countries with economies in transition, including by exploring new approaches such as a seminar to provide training to vendors in doing business with the United Nations and on how to submit proposals and bids, as well as by exploring the possibility of a partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to promote women-owned businesses in procurement at the United Nations.

UNIFIL will continue to conduct procurement activities in compliance with the United Nations Procurement Manual (30 June 2020 revision), the delegation of procurement authority and the United Nations financial rules and regulations (rule 5.12), which includes requirements for construction projects.

The guidelines in section 6 (solicitation) of the United Nations Procurement Manual, which was updated in June 2020, and specifically those contained in section 6.3 (solicitation methods), summarize the methods of solicitation and the guidance on their appropriate use. In particular, the invitation to bid is a formal method of solicitation normally used when the requirements for goods and services: (a) are simple and straightforward; (b) can be expressed well quantitatively and qualitatively at the time of solicitation; and (c) can be provided in a straightforward way. The request for proposal is a formal method of solicitation used for the procurement of goods and services when requirements cannot be expressed quantitatively and qualitatively (e.g. consulting or similar services) at the time of solicitation or for the purchase of complex goods and/or services where the requirements may be met in a variety of ways and, accordingly, an evaluation based on cumulative/weighted analysis is most appropriate. For procurements above \$150,000, one of the two formal methods of solicitation (i.e., invitation to bid or request for proposal) must be used, unless there is an exception to such formal methods of solicitation, in accordance with rule 105.16 of the Financial Regulations and Rules of the United Nations. A request for proposal is required only for procurements above \$150,000, but can also be used for lower-value procurements (equal to or below \$150,000) if the requirements are complex or if the procurement official otherwise determines it appropriate.

Also requests the Secretary-General to take measures to ensure that the Organization conforms to best practices in public procurement with respect to transparency, including by placing additional information in the public domain on the outcome of procurement exercises conducted, including in the area of aviation services, so as to further increase the transparency of the procurement operations of the Organization, and to update the United Nations Procurement Manual accordingly (para. 19).

Recognizes the important role played by regional and subregional actors for peacekeeping operations, and in this regard encourages the Secretary-General to continue to deepen the partnership, cooperation and coordination of the United Nations with regional and subregional actors, in accordance with relevant mandates, and to provide information on such deepened engagement in the context of his next report (para. 20).

Reaffirms the provisions of section XVIII of its resolution [61/276](#), further recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all such projects, and requests the Secretary-General to enhance their impact while addressing underlying challenges (para. 21).

Reiterates that the use of external consultants should be kept to an absolute minimum and that the Organization should utilize its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term (para. 22).

As stipulated in the updated Procurement Manual, transparency means that all information on procurement policies, procedures, opportunities, and processes is clearly defined, made public, and/or provided to all interested parties concurrently. A transparent system has clear mechanisms to ensure compliance with established rules (unbiased specifications, objective evaluation criteria, standard solicitation documents, equal information to all parties, the confidentiality of offers, etc.). Details on the awarding of contracts and purchase orders resulting from formal methods of solicitation for Secretariat entities are now available on the website of the Procurement Division, the Division's mobile application and the United Nations Global Marketplace.

In line with the recommendation of the assessment, the Force intends to further strengthen the integration of its work with that of the Office of the United Nations Special Coordinator for Lebanon and engage in regular consultation and coordination on mandated activities with the Office and with the United Nations country team and other national and international stakeholders. UNIFIL will also promote close coordination between its leadership and the Office on longer-term strategic and political goals, to bring to bear the full range of United Nations peacekeeping and political tools in order to maximize outputs aimed at the overall objective of restoring international peace and security in Lebanon. UNIFIL will enhance its cooperation with missions in the region to share information and coordinate activities in a more comprehensive manner by participating in regional meetings, regional conferences for Force Commanders and regular information and analysis exchanges.

These actions are detailed in section I of the present report.

UNIFIL will continue its project planning and assessment efforts to ensure that the quick-impact projects have optimal impact corresponding to the evolving circumstances on the ground and mandate imperatives. UNIFIL will continue its efforts to ensure that the approved projects are completed within the stipulated period and to maintain its actual average implementation period of projects for the 2020/21 period of 67 days (as against the established 120 days). UNIFIL will continue to communicate the importance of compliance with the established deadlines to the implementing partner.

UNIFIL will continue to utilize its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term

*Decision/request**Action taken to implement decision/request*

Stresses the importance of prioritizing the safety and security of United Nations personnel as well as protection of civilians activities, in the context of challenging security situations, and requests that all peacekeeping missions be provided with adequate resources for the effective and efficient discharge of their respective mandates, including the protection of civilians where mandated (para. 23).

Recognizes the increasing security challenges faced by United Nations peacekeepers, re-emphasizes the importance of improving the safety and security of peacekeepers and mission personnel in an integrated manner, including enhanced training and capacity-building, force protection planning for United Nations camps and situational awareness, requests the Secretary-General and host Governments to fulfil the responsibilities under relevant resolutions of the General Assembly and the Security Council to improve the safety and security of United Nations peacekeepers and mission personnel, and requests the Secretary-General to report thereon in his next report, and notes with appreciation the efforts of Member States in promoting the safety and security of United Nations peacekeepers in this regard (para. 24).

Reiterates its concern about the high number of vacancies in civilian staffing, further reiterates its request to the Secretary-General to ensure that vacant posts are filled expeditiously and requests the Secretary-General to review the posts that have been vacant for 24 months or longer and to propose in his next budget submission either their retention, with clear justification of need, or their abolishment (para. 25).

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (para. 26).

UNIFIL will continue to ensure the safety and security of United Nations personnel in the UNIFIL area of operations by responding, within its capabilities, to any perceived security concerns or threats. UNIFIL will maintain high operational readiness, by conducting regular training exercise and planning for any contingencies. Furthermore, in line with the recommendation of the Action for Peacekeeping initiative of the Secretary-General, UNIFIL aims at further integrating the mission-wide strategy, policy and implementation plan for the protection of civilians into mission activities, including guidelines for military components, and conducting mission-wide exercises, involving all relevant stakeholders.

Regarding the measures to be undertaken to further strengthen the safety and security of force personnel, in particular uniformed personnel, UNIFIL will rehabilitate and implement major repairs to its facilities, continue to replace assets that have passed their economic useful life throughout its area of operations, and will continue the use of technology in support of force protection, as detailed in the section 1 to the present report.

UNIFIL will continue to closely monitor the level of vacancies to ensure that vacant posts are filled expeditiously. As at 1 December 2021, four posts had been vacant for 24 months or longer, with the recruitment process for three posts under way and one with a lien against the post and the return of the incumbent confirmed.

UNIFIL reviewed the nationalization of positions, noting that its staffing establishment consists of 844 authorized civilian positions, of which 88.2 per cent are in the support component. The ratio of authorized international (254) to national (590) posts is 1:2.3 and represents a nationalization rate of 70 per cent, which was achieved through the implementation of recommendations stemming from the 2014/15 civilian staffing review.

Requests that the Secretary-General continue his ongoing efforts to ensure the attainment of equitable geographical distribution in the Secretariat and to ensure as wide a geographical distribution of staff as possible in all departments and offices and at all levels, including at the Director and higher levels, of the Secretariat, and requests him to report thereon in his next overview report (para. 27).

Expresses its deep concern at the delay in the settlement of claims in respect of death and disability and reiterates its request to the Secretary-General to settle death and disability claims as expeditiously as possible, but no later than three months from the date of submission of a claim (para. 28).

Notes the ongoing development of impact-based performance indicators as part of the implementation of the Comprehensive Performance Assessment System, and in this regard requests the Secretary-General in his next report to provide information on how the indicators will measure the performance by the Force of mandated tasks and the impact of resource allocation on that performance, as well as how the indicators will contribute to the identification of the resources required for each mandated task (para. 29).

UNIFIL will continue its efforts to ensure a wider and equitable geographical representation within its workforce. As at 31 December 2021, the civilian workforce of UNIFIL consisted of 240 international staff members that represent 78 countries as well as different regional groups.

The Secretariat prioritizes death and disability claims and makes every effort to ensure that all such claims are settled as soon as possible but no later than 90 days from the date of submission and upon receipt of all supporting documentation.

The Comprehensive Planning and Performance Assessment System uses quantitative and qualitative indicators to assess progress towards mandated tasks at two levels: (a) desired change in the behaviour, attitude, knowledge, position or capacity of stakeholders identified as key to delivering the Force's mandate; and (b) desired change at the strategic level, such as the cessation of hostilities between Israel and Lebanon and calm along the Blue Line.

Data against these indicators are the basis for in-depth assessments of the impact and performance of the mission and the identification of successes and obstacles, including those outside the sphere of influence of the Force. These assessments are, in turn, used to inform the refinement of the mission's outputs and indicators of achievement. As the Comprehensive Planning and Performance Assessment System results are increasingly used to inform mission planning and the development of results-based budgeting frameworks, the use of performance and impact indicators and data-based analysis will increasingly inform the results-based budgeting frameworks. UNIFIL has also drawn on data and analysis centralized in the Comprehensive Planning and Performance Assessment System for its reporting on the 2020/21 budget period, which helped to demonstrate the impact that resources had in the mandated areas.

The governance structure of the Comprehensive Planning and Performance Assessment System will bring cross-mission involvement from military and civilian pillars supporting alignment on the translation of the mandate into strategic plans and operational activities.

*Decision/request**Action taken to implement decision/request*

Requests the Secretary-General to provide in his next report an execution plan for, and analysis of, the implementation of the new Comprehensive Performance Assessment System, including on its correlation with mission planning and budget formulation, in order to facilitate consideration by the General Assembly of resource requests for implementation of the System (para. 30).

The Comprehensive Planning and Performance Assessment System is established in UNIFIL, and performance assessments are taking place annually. While bringing together expertise from across the Force, the continued implementation of the Comprehensive Planning and Performance Assessment System is overseen by the Mission Planning Unit within the Office of the Principal Coordinator, and will continue to enable the Force to conduct regular, integrated planning and performance assessments to ensure a coordinated approach to mandate delivery that is adapted and strengthened based on past performance and is responsive to evolving contexts. However, systematic planning requires the strengthening of UNIFIL capacity in the area, to conduct seamless integrated planning and performance assessments, which is reflected in the proposed staffing changes for the 2022/23 period. In the 2022/23 budget year, UNIFIL plans to conduct two Performance Assessments, depending on mission needs and changes in the context, and will adapt its Comprehensive Planning and Performance Assessment System, results-based budgeting framework and operations based on those assessments.

The Comprehensive Planning and Performance Assessment System has helped UNIFIL to improve integrated planning, and the use of its data and analysis has informed evidenced-based decision-making, communications and reporting. The periodic performance assessments allow UNIFIL to adjust operations on a more regular basis and in a more coordinated manner across the Force, as well as to inform resource requirements based on where the Force can have the most impact, such as increasing air surveillance on specific “hot spots” when patterns are noted through data collection and increasing targeted strategic communications messaging within local communities.

Notes the progress made in the implementation of the multi-year environmental strategy to reduce the footprint of peacekeeping operations, and requests the Secretary-General to enhance measures for the implementation of the strategy in all peacekeeping missions, in line with the five pillars of the strategy and in accordance with the legislative mandates and particular conditions on the ground and in full compliance with the relevant rules and regulations, and to report thereon in the context of his next overview report (para. 31).

The Force’s environmental strategy includes a gradual replacement of lighting with LEDs and of air conditioner units with more efficient units (100 per cent by 2029). The implementation of solar photovoltaic projects continues gradually as part of the strategy, and the long-term objective is to utilize the replacement of the generators at the headquarters powerhouse as an opportunity to integrate a larger-scale renewable energy project. The Force will also work with its military contingents to encourage their deployment of low-penetration solar photovoltaic hybrid systems and to upgrade contingent-owned accommodation and appliances.

Also notes the recommendations of the Advisory Committee on the use of virtual platforms and cost recovery of air transportation of non-United Nations personnel, and urges that their implementation should take into consideration the specific contexts for each mission without impacting mandate implementation (para. 32).

Emphasizes the importance of the accountability system of the Secretariat and requests the Secretary-General to continue to strengthen risk management, transparency and internal controls in the management of peacekeeping budgets, in order to facilitate mandate implementation, and to report thereon in his next report (para. 33).

Highlights the importance of the women and peace and security agenda and underlines that full implementation of the agenda by the mission can contribute to achieving sustainable peace and political solutions (para. 35).

Expresses concern over the allegations of sexual exploitation and abuse reported in peacekeeping missions, and requests the Secretary-General to continue to implement his zero-tolerance policy on sexual exploitation and abuse with regard to all civilian, military and police personnel, and to report thereon in the context of his next report on cross-cutting issues (para. 36).

UNIFIL will continue to use virtual platforms, where effective. In addition, UNIFIL will recover the costs associated with the air transportation of non-United Nations personnel in compliance with the policy and guidelines on the transportation of non-United Nations peace operations passengers on aviation assets provided by United Nations peace operations, issued on 12 January 2022. Cost-recovery mechanisms do not apply where it has been determined that the travel will be in support of the implementation of the mandate of the peace operation. Non-United Nations individuals whose travel is considered neither necessary for nor related to the performance of official duties or the implementation of the mandate of the peace operation are not allowed to travel on those assets.

UNIFIL confirms its full compliance with the Administration's guidance on risk management and internal controls. In this regard, UNIFIL will continue to conduct regular resource utilization meetings and consultations and performs regular stock checks before acquisitions are initiated.

UNIFIL confirms its full commitment to advancing the women and peace and security agenda throughout its activities internally by implementing its annual women and peace and security action plan and ensuring the integration of gender parity in all its operations at the strategic, operational and tactical levels. Externally, UNIFIL continues to support the Government of Lebanon in implementing its National Action Plan on Women Peace and Security.

The response for all peacekeeping missions, including UNIFIL, with respect to addressing issues raised, will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

B. Advisory Committee on Administrative and Budgetary Questions

(A/75/822/Add.14)

Request/recommendation

Action taken to implement request/recommendation

The Advisory Committee recognizes the need to replace vehicles in line with the UNIFIL five-year asset replacement plan, but considers that further efficiency measures can be considered, taking also into account the travel and movement restrictions imposed as a result of the COVID-19 pandemic and the resulting lower vehicle utilization rate. The Committee trusts that an update on adjusting the pace of the vehicle replacement programme will be provided in the next budget submission (para. 30 (c)).

The Advisory Committee recalls that the General Assembly noted with grave concern the threat to life, health, safety and security caused by the COVID-19 pandemic and the importance of ensuring the safety, security and health of peacekeeping personnel, maintaining the continuity of critical mandate delivery, including protection of civilians, minimizing the risk of mission activities causing the virus to spread and, where appropriate and within mandates, supporting national authorities, upon their request, in their response to COVID-19, in collaboration with the Resident Coordinator and other United Nations entities in the country (resolution 74/292, para. 15). The Committee trusts that updated information will be provided in the next budget submission (para. 33).

The Advisory Committee notes the environmental initiatives and trusts that detailed information on progress, including the scope, outputs and start and end dates of the activities, will be provided in future budget proposals (para. 35).

The Committee trusts that updated and detailed information on the project planning and assessment of the implemented projects will be presented in the context of the next budget submission (para. 36).

UNIFIL reviewed the asset replacement plan for heavy vehicles and considered their write-off without replacement. The asset replacement schedule for the 2021/22 period took into consideration the proposal for the write-off of 5 trucks and their replacement with only 4 trucks, and for 2 heavy trailers to be written-off and not replaced. With regard to the asset replacement schedule for the 2022/23 period, the fleet under consideration was reviewed. The fleet of vehicles has surpassed its mileage and/or life expectancy by several years, and the write-off and replacement of the vehicles is considered essential to carry out operational activities.

Please refer to the response to paragraph 13 of resolution 75/250 B described in section VI.A of the present report.

Please refer to the response to paragraph 31 of resolution 75/250 B described in section VI.A and described in paragraph 23 of the present report.

For the quick-impact projects approved for the 2021/22 period, a planning framework was developed, identifying criteria and areas of focus based on analysis of past requests from the local communities, discussions with local, regional and national authorities and operational imperatives. Discussions with internal and external components were carried out, and a review of proposed plans was conducted to ensure complementarity and to avoid overlap/duplication of efforts and resourcing. Consultations and coordination with United Nations agencies will be continued to avoid duplication and ensure complementarity, sustainability and equal

The Committee trusts that the mission will continue to pursue its efforts to enhance the representation of female staff, and that information thereon will be provided in future reports (para. 37).

The Advisory Committee welcomes the efforts to build national capacity and trusts that future budget submissions will continue to provide updates thereon (para. 38).

resource allocations. Based on this planning exercise, a shortlist of projects identified is submitted on a quarterly basis for the interim approval of the Head of Mission.

During the 2021/22 period, 34 of the 38 approved projects were completed. Assessments conducted by focal points at the time of project closure visits concluded that the projects had had favourable results and outcomes. The Force will conduct the long-term monitoring and evaluation of previously concluded projects to ensure results are maintained, identify best practices, highlight significant accomplishments and draw lessons learned for improvements that are used to guide the Force's future community targeted interventions.

The Force concluded the annual review of quick-impact projects approved for the 2019/20 period and identified the projects that had had a significant impact and the extent to which the overall programme had improved the environment for effective mandate implementation.

As at 31 December 2021, the percentage of female staff at UNIFIL was as follows: 29 per cent at the P-5 level and above, reflecting an increase of 7 per cent since 31 December 2020; 50 per cent at the P-1 to P-4 level; 36 per cent in the Field Service category; 46 per cent in the National Professional Officer category; and 25 per cent in the national General Service category. UNIFIL will continue to pursue the efforts to enhance the representation of female staff, by considering all the opportunities and challenges and outlining the steps as identified in the mission gender parity strategy to proactively achieve gender parity at senior levels and eventually across all levels.

Please refer to the response to paragraph 26 of resolution [75/250](#) B described in section VI.A of the present report.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

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

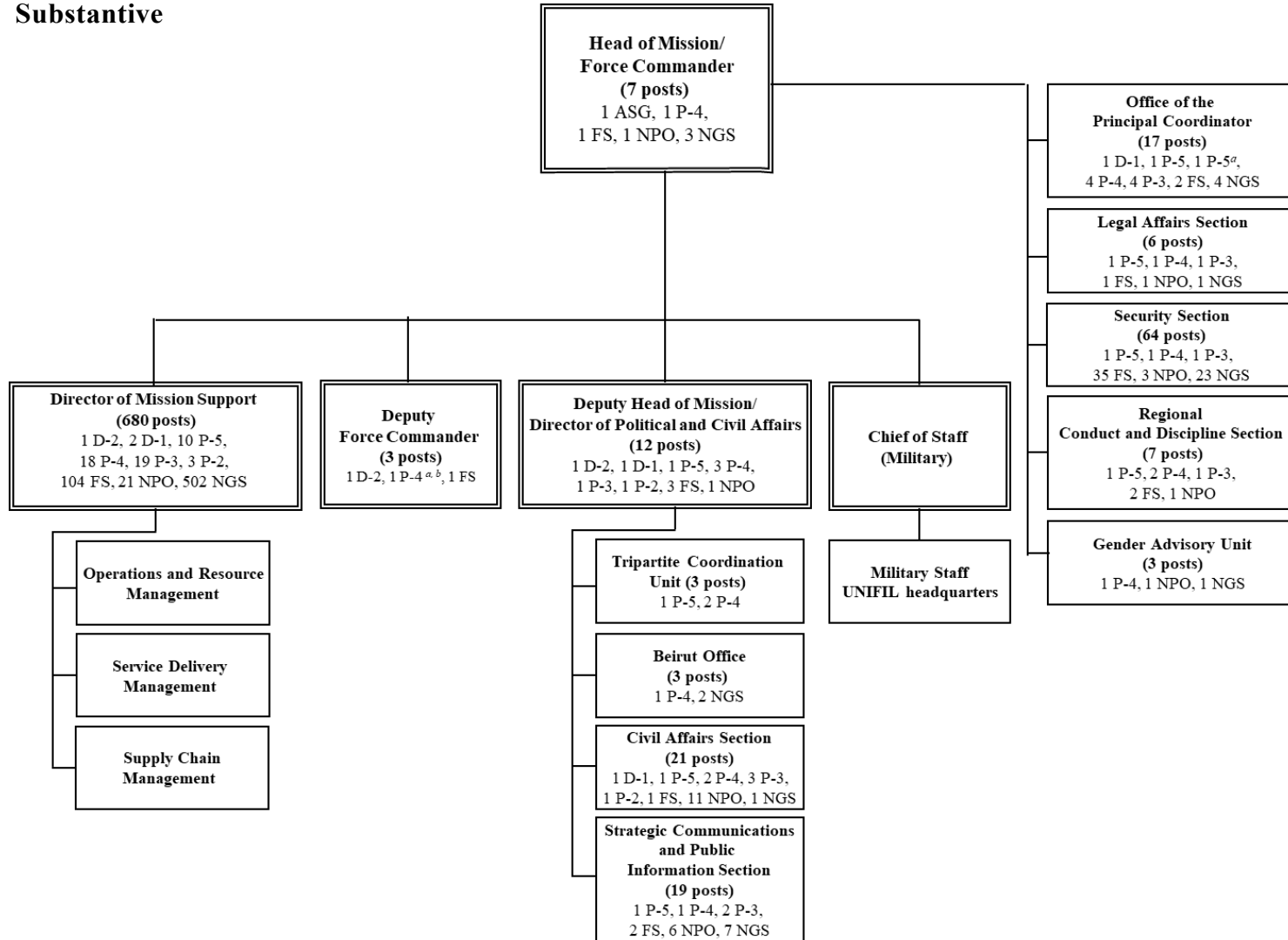
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

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

Annex II

Organization charts

A. Substantive

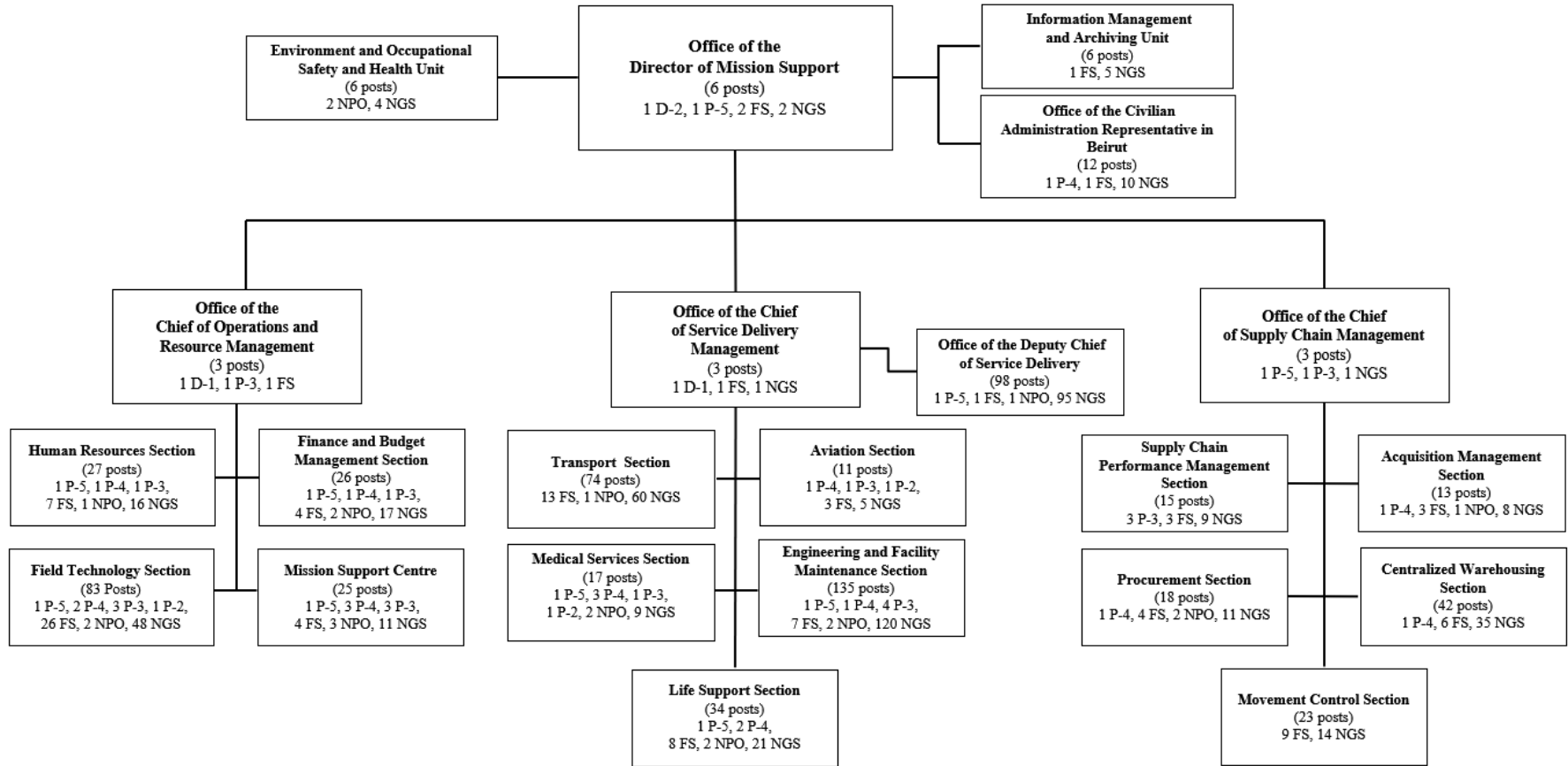


Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer.

^a New post.

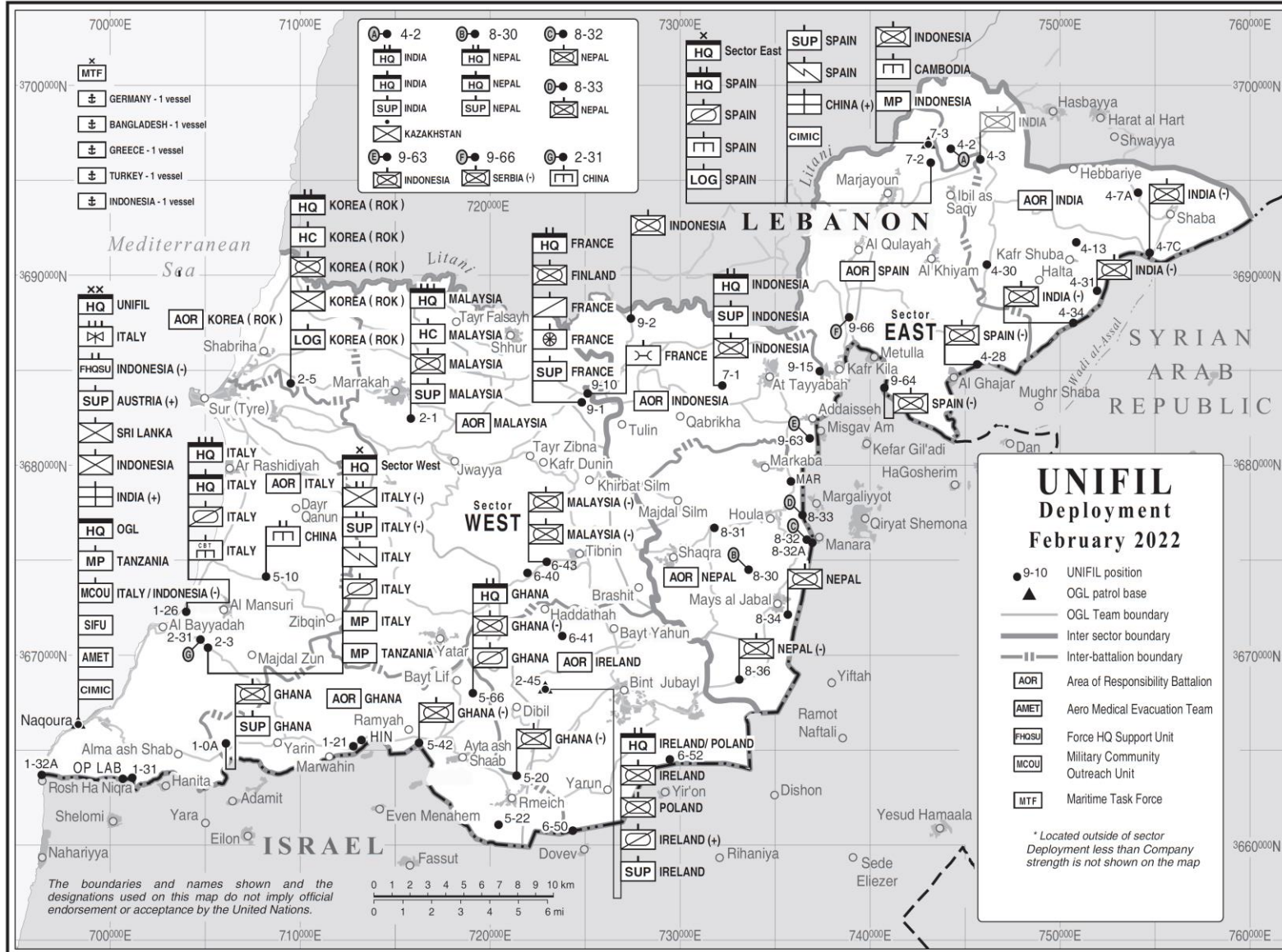
^b General Temporary Assistance.

B. Mission Support Division



Abbreviations: FS, Field Service; NGS, national General Service; NPO, National Professional Officer.

Map



Map No. 4144 Rev. 52 UNITED NATIONS February 2022

Office of Information and Communications Technology Geospatial Information Section