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

Budget performance for the period from 1 July 2020 to 30 June 2021 and proposed budget for the period from 1 July 2022 to 30 June 2023 of the United Nations Logistics Base at Brindisi, Italy

Revised concept of strategic deployment stocks

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. During its consideration of the reports on the financing of the United Nations Logistics Base at Brindisi, Italy (UNLB) ([A/76/566](#) and [A/76/730](#)), the Advisory Committee on Administrative and Budgetary Questions considered reports on strategic deployment stocks and on the revised concept of strategic deployment stocks, which are annexed to the budget for UNLB for the period from 1 July 2022 to 30 June 2023 ([A/76/730](#), annexes III and IV). The Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 14 April 2022.

2. In its resolution [74/282](#), the General Assembly looked forward to considering a proposal on the revised concept of operations for strategic deployment stocks and stressed the need for further analysis on enhanced effectiveness, expected efficiencies and location issues. In his report on the budget for UNLB for the 2021/22 period, the Secretary-General indicated that the administration had initiated a comprehensive review of the strategic deployment stocks concept, as requested by the Assembly ([A/75/744](#), para. 25). In its previous report on UNLB, the Advisory Committee had recalled that a report on strategic deployment stocks was due to the Assembly at its seventy-sixth session ([A/75/822/Add.10](#), para. 39). Upon enquiry, the Committee was informed that the Secretariat had been reporting on an annual basis on the performance of strategic deployment stocks as part of the UNLB budget performance report and that presenting the report on the revised strategic deployment stocks concept as an individual annex, separated from the main body of the budget report



but under the same agenda item, fulfilled the requirement of a separate report. **The Advisory Committee considers that, in view of its importance and complexity as it relates to the supply chain management policy, the revised concept of strategic deployment stocks should have been submitted to the General Assembly for its consideration in a dedicated stand-alone report. Therefore, the Committee recommends that the Assembly request the Secretary-General to submit a separate progress report for the pilot period on the changes introduced and the management of the strategic deployment stocks, with an adequate level of detail and analysis (see paras. 37 and 38 below).**

3. The report of the Secretary-General includes a summary of the revised concept of strategic deployment stocks (A/76/730, annex IV), which indicates that the revised concept is designed to provide a more responsive, reliable and resilient supply of goods, related services, know-how and expertise as integrated solutions to support current and emerging United Nations supply chain requirements. The revised concept is built around three pillars: (a) a centrally supplied inventory held at UNLB; (b) regional inventory hubs (the first of which is located at the Regional Service Centre in Entebbe, Uganda); and (c) vendor-managed inventory. A fourth pillar outside the strategic deployment stocks concept relates to the management of directly procured stock. The four pillars will enable entities to access the strategically designed supply network of the Office of Supply Chain Management without compromising their delegated authority or autonomy.

II. Strategic deployment stocks

4. The concept of developing a strategic reserve of stock to enable the rapid deployment of capabilities for United Nations peacekeeping operations was proposed by the Secretary-General in March 2002 (A/56/870) and endorsed by the General Assembly in its resolution 56/292 of 27 July 2002. The Secretary-General indicates that the lack of rapid deployment capability has been repeatedly identified as a major weakness in United Nations peacekeeping operations and that the original concept of a strategic reserve was designed to address this by ensuring minimum operational capability within 90 days of the approval by the Security Council for a start-up complex peacekeeping mission. Since the establishment of strategic deployment stocks at UNLB, materials worth over \$645 million have been deployed in support of peace operations (96.8 per cent) and other activities (3.2 per cent) (see A/76/730, annex III, para. 1). According to the Secretary-General, the coronavirus disease (COVID-19) global pandemic has highlighted the effectiveness of strategic deployment stocks to quickly respond to specific requirements in the field. From the start of the pandemic until February 2022, strategic deployment stocks provided approximately \$14.7 million of medical equipment and supplies that entities were unable to source locally or regionally (ibid., annex III, para. 5).

5. However, no new large peacekeeping missions have emerged since 2014. Instead, strategic deployment stocks have been used for special political missions or releases for rotation to meet ongoing operations. This may have resulted in depreciated stocks and, in some cases, technological obsolescence. The Secretary-General considers that the financial depreciation of strategic deployment stock assets in unit stock and in mission stock, and the low utilization rates of high-value assets, represent a considerable financial risk to the Organization (ibid., annex III, para. 28, and annex IV, para. 4). Upon enquiry, the Advisory Committee was informed that, as at 14 April 2022, the total value of strategic deployment stocks had been approximately \$61 million, comprising consumable inventory of \$24.5 million and assets of \$36.5 million. The Committee was also informed that the book value of

strategic deployment stock fixed assets had decreased from \$52,409,100 as at 30 June 2018 to \$36,541,000 as at 28 February 2022.

6. According to the Secretary-General, some features of the original concept might constitute barriers limiting strategic deployment stock support to peacekeeping operations. These features include the one-size-fits-all model, the holding of stocks for the sole purpose of rapid deployment at mission start-up, the absence of services and enabling capacities, the like-for-like replenishment model, the conduct of an annual composition review as opposed to quarterly reviews and the use of linear, as opposed to circular, supply chain management (*ibid.*, annex III, table 1). **The Advisory Committee trusts that further detailed information on the challenges related to the original strategic deployment stocks concept, along with further explanation of the proposed changes to the concept, will be provided in the next report on strategic deployment stocks based on the experience to be gained through the pilot project (see paras. 37 and 38 below).**

III. Revised concept of strategic deployment stocks

Overview of the main operational features

7. The Secretary-General indicates that the revised concept of strategic deployment solutions has been designed to provide a more responsive, reliable and resilient supply of goods, related services, know-how and expertise as integrated solutions to support current and emerging United Nations supply chain requirements.¹ As indicated in paragraph 3 above, the revised concept is built around three pillars: (a) a centrally supplied inventory in Brindisi; (b) regional inventory hubs; and (c) vendor-managed inventory (see A/76/730, annex IV, summary).

8. The Secretary-General also indicates that the objective of the strategic solutions remains to provide the Organization with the capability to deploy peacekeeping missions within rapid deployment time frames. However, the Department of Operational Support envisages a broader portfolio of operations that would include the following main support areas: (a) mission start-up and surge support; (b) medical surges and health crises; (c) support for human-made and natural disasters; and (d) mission sustainment and operations (*ibid.*, annex IV, paras. 9 and 10).

9. The revised concept is based on the premise that in order to achieve the most effective support results for clients, a segmented approach is needed. Therefore, the strategic deployment stocks portfolio would be categorized into four main supply chains: (a) configurable materials, such as vehicles; (b) standardized, low-maintenance materials, such as field defence stores; (c) specialized materials, such as pharmaceuticals and high-tech equipment; and (d) procure-to-order materials, such as cement (*ibid.*, annex IV, paras. 11 and 12). Moreover, the creation of a more customer-oriented strategic deployment stocks offering would include the expansion of a range of supplementary products and services to create plug-in solutions, and the removal of the like-for-like replenishment clause and of the 90-day lead time restrictions (*ibid.*, annex III, para. 13 (b)). The features of the original and the revised concepts of strategic deployment stocks are compared in a table in the annex to the present report.

10. While noting the innovative solutions to improve the use of strategic deployment stocks, the Advisory Committee is of the view that additional data, as well as analysis of stocks available at the United Nations Logistics Base and

¹ The terms “strategic deployment stocks” and “strategic deployment solutions” are considered synonymous in the present report. Strategic deployment solutions refer to the revised concept of operation proposed for the strategic deployment stocks.

the Regional Service Centre in Entebbe, Uganda and at mission levels, are needed to assess the impact and how the proposed changes would be implemented. The Committee recalls that, in its recent report on peacekeeping operations (A/76/5 (Vol. II)), the Board of Auditors identified deficiencies in the management of missions' stocks and recommended the establishment of a centralized analysing and enforcing function to perform cross-cutting analyses of missions' and services centres' property, plant and equipment and inventory holdings to achieve economies of scale.

Management structure

11. The Secretary-General indicates that the responsibilities for the management of strategic deployment stocks would be distributed as follows: (a) the Assistant Secretary-General for Supply Chain Management will provide strategic guidance on the management of strategic deployment solutions, chair the Strategic Deployment Solutions Board and authorize general policies; (b) the Board will meet on a quarterly basis, and as required, to review the performance of strategic deployment solutions and decide on composition adjustments, the introduction of new solutions, support for non-Secretariat requests and other operational matters; (c) the Director of UNLB will direct the overall management of strategic deployment solutions and the establishment, replenishment and rotation of stocks; and (d) the Chief of the Supply Chain Service of UNLB will implement the replenishment and rotation of solutions, direct day-to-day management activities and serve as the custodian of the physical inventory (A/76/730, annex IV, para. 19).

12. The Strategic Deployment Solutions Board would be composed of the following members: the Assistant Secretary-General for Supply Chain Management (chair); the Director of UNLB; the Director of the Logistics Division; the Director of the Procurement Division; the Chief of the Supply Chain Planning Service of the Logistics Division; the Chief of the Supply Chain Service of UNLB; the Senior Category Management Lead; two Directors of Mission Support (rotational); two Chiefs of Mission Support (rotational); and one Director of Administration for offices away from headquarters (rotational) (*ibid.*). Upon enquiry regarding the representation of the Regional Deployment Stock Cell or the Forward Support and Deployment Hub in Entebbe in the Strategic Deployment Solutions Board, the Advisory Committee was informed that the units located in Entebbe would report and make recommendations to the Board for decision-making regarding the stocks, including their composition, positioning and replenishment.

13. The Advisory Committee notes the proposed management structure for the strategic deployment stocks, including the establishment of a Board. The Committee considers that the units in charge of the regional deployment stocks should be represented in the Board.

Delegation of authority and accountability

14. The Secretary-General indicates that the revised concept takes into consideration multiple factors, including changes resulting from the management reform and the impact of the delegation of authority (*ibid.*, annex III, para. 33). Upon enquiry, the Advisory Committee was informed that UNLB and the Regional Service Centre in Entebbe were part of the organizational structures of the Department of Operational Support. Similar to other offices in the Department of Operational Support, based on the Secretary-General's bulletin on the delegation of authority in the administration of the Staff Regulations and Rules and the Financial Regulations and Rules (ST/SGB/2019/2), the authorities of the Director of UNLB and the Director of the Regional Service Centre were delegated on the basis of authorities received by the

Under-Secretary-General for Operational Support and were then subdelegated, as required, to the staff of those centres.

15. The Advisory Committee was also informed that the authorities of the Under-Secretary-General for Operational Support had cascaded to several staff in the Department of Operational Support since 1 January 2019. The Director of UNLB has been subdelegated authorities for human resources and procurement through the respective Assistant Secretaries-General of the Department of Operational Support. The authorities for budget, finance and property management have been subdelegated directly from the Under-Secretary-General for Operational Support, in particular those related to certifying (financial rule 105.5) and approving (financial rule 105.6), to enable operations and decisions on UNLB resource stewardship.

16. Moreover, as part of the Department of Operational Support, UNLB and the Regional Service Centre have been assigned as service providers for other United Nations Secretariat entities, in accordance with section 2.3 of [ST/SGB/2019/2](#). The service providers execute decisions on behalf of a United Nations Secretariat entity that lacks specific administrative capacity; this provision is applicable only to United Nations Secretariat entities. With regard to procurement, the Advisory Committee was informed that the mission procurement sections were predominantly dealing with mission-specific requirements, such as complex mission service requirements, leases and ad hoc/non-recurrent requirements for goods and services. The missions currently order directly from long-term agreement suppliers, which is their only option because strategic deployment stocks are not approved to be used for operational sustainment. This could be avoided if a broad range of items could be sourced from strategic deployment stocks.

17. The Advisory Committee was further informed that the accountability mechanism for the exercise of the authorities delegated by the Secretary-General was formalized in the accountability framework on the monitoring of the delegation of authority that accompanied the delegation instrument issued to heads of entities in the delegation of authority portal. The accountability framework sets out the role of the monitoring framework in different functional areas and includes the delegation of key performance indicators that are listed in the accountability indicator monitoring functionality on the management dashboard. As per section 2.7 of [ST/SGB/2019/2](#), the heads of entities are accountable for the exercise of delegated authority that they have subdelegated within their entities.

18. In view of the importance of strategic deployment stocks, the Advisory Committee trusts that clear delineation of roles and responsibilities will be established and that the Assistant Secretary-General for Supply Chain Management will ensure the oversight of the delegated authority. The Committee also trusts that the implications of the revised concept on regional and local procurement will be taken into consideration. The Committee considers that an accountability framework could be established through key performance indicators in the managers' compacts. The Committee trusts that updated information will be included in the next report on strategic deployment stocks (see also paras. 26 to 29 below).

Regional hubs and partners

19. As indicated in paragraph 7 above, regional inventory hubs, with the Regional Service Centre in Entebbe being the first of them, would constitute the second pillar of the revised concept. The Secretary-General indicates that a number of tasks are already under way in Entebbe, including initial preparations for the receipt of a first batch of regional deployment stocks. The Secretary-General indicates that items pre-positioned as part of regional deployment stocks are characterized as

standardized, low-maintenance, with no special storage requirement, and continuously required. Pre-positioning these items should improve the rapid deployment capability and hence responsiveness to clients/missions and their needs. According to the Secretary-General, regional deployment stocks will open the opportunity for regional and local markets to supply goods to the regional stocks rather than the goods being sourced from far away (see A/76/730, annex III, para. 13, and annex IV, para. 23). Upon enquiry, the Advisory Committee was informed that the Forward Support and Deployment Hub in Entebbe acted as the physical custodian of the regional deployment stocks portion of strategic deployment stocks. It maintains the operational readiness of stocks, receives, inspects, stores and maintains commodities, prepares stocks for shipment and maintains inventory records.

20. The Advisory Committee notes that the regional deployment stocks at the Regional Service Centre in Entebbe are in the process of being established and trusts that the regionally pre-positioned inventory will result in efficiency gains for the peacekeeping operations. The Committee trusts that more detailed information will be provided in the next report on strategic deployment stocks.

21. Upon enquiry regarding the establishment of other regional hubs, the Advisory Committee was informed that the Office of Supply Chain Management was currently exploring opportunities to partner with other organizations such as the United Nations Humanitarian Response Depot managed by the World Food Programme (WFP) or African Union facilities, including those in Dubai (United Arab Emirates), Accra, Panama City and Douala (Cameroon). Upon enquiry regarding the financial implications of the eventual establishment of different centres or hubs, the Committee was informed that the target and plan for the proposed change of concept was to be fully cost-neutral and would utilize existing facilities from within the Secretariat or from United Nations partners, such as the United Nations Humanitarian Response Depot or external partners such as the African Union.

22. While acknowledging the potential benefits of partnerships in stocks management, the Advisory Committee considers that further data and analysis are required to ascertain that the utilization of the existing facilities of other organizations will be cost-neutral and trusts that it will be included in the next report on strategic deployment stocks. The Committee also trusts that any proposal to establish new hubs will be submitted to the General Assembly for consideration.

New clients

23. The proposed changes also include the expansion of the client support functions from peacekeeping operations to all peace operations, general Secretariat activities, activities of United Nations agencies, funds and programmes under the “One United Nations” approach, as well as partners under service-level agreements. The Secretary-General indicates, however, that such activities will be supported on a case-by-case basis if priorities do not conflict with peace operation support activities, and that only items carried to support Secretariat activities can be provided (*ibid.*, annex III, para. 13 (a), and annex IV, para. 14).

24. Upon enquiry, the Advisory Committee was informed that that the client pool of UNLB was already very broad and included peacekeeping operations, special political missions, and Secretariat and non-Secretariat entities. Any client outside the peacekeeping operations category was served under individual and specific service-level agreements with a detailed cost-recovery mechanism. It was proposed to allow clients of non-peacekeeping operations to draw from strategic deployment stocks following a priority-based system in which peacekeeping operations were indisputably the top priority, other United Nations Secretariat programmes were the

second priority, agencies, funds and programmes were the third priority, and lastly, partners such as the African Union, the Organization for Security and Cooperation in Europe and others were the lowest priority. The Committee was also informed that allowing strategic deployment stocks to be used for expanded client support would increase the stock rotation and therefore reduce, if not eliminate, the issue of stock obsolescence, depreciation and holding costs.

25. While acknowledging the value of a broader client pool in terms of stock rotation, and taking into consideration the reported low level of cooperation and harmonization system-wide in the supply chain and its implications, including on the funding model, the Advisory Committee recommends that the General Assembly request the Secretary-General to conduct an assessment of the opportunities, challenges and financial implications of expanding the client pool and to provide the findings in the next report on strategic deployment stocks (see also [A/76/722](#), para. 15).

Circular supply chain

26. The Secretary-General indicates that the composition of the strategic deployment solutions will be dynamic and flexible, and aligned with demand requirements from current and forthcoming activities. Moreover, the supply chain will be circular, rather than linear, and include material returns into strategic deployment solutions, if financially or operationally beneficial to the Organization. This will create a more sustainable supply chain that will avoid repetitive costs, equipment usage will be better tracked and the ability for expensive assets to be returned, refurbished and reused will be provided ([A/76/730](#), annex III, para. 13 (d), and annex IV, paras. 16 and 18). **The Advisory Committee sees merit in the proposed establishment of a circular supply chain and recalls that, in the context of its review of supply chain activities, it has recommended that the General Assembly request the Secretary-General to provide detailed information on the circular supply chain approach and the strategic asset management framework, including on measures to ensure clarity of funding lines, the financial implications, efficiency gains and cost recovery (see [A/76/722](#), para. 58).**

Enabling capacities

27. The Secretary-General indicates that one of the main changes of the proposed revised concept is to include the specialized enabling capacities, expertise, know-how and skill sets required to provide the most effective service to clients. These capacities would propose solutions consisting of a combination of physical materials and enabling services. The Secretariat will procure these resources using: (a) global and regional systems contracts; (b) letters of assist with Governments; (c) service-level agreements with other United Nations agencies, funds and programmes; (d) memorandums of understanding with other organizations; and (e) retainer contracts for specialized materials (see [A/76/730](#), para. 27, and annex IV, paras. 21 and 22).

28. The Secretary-General also indicates that the enabling services are being gradually introduced through amendments to existing and the creation of new, global and regional systems contracts, including after-sales service offerings, as an outcome of the Office of Supply Chain Management category management initiative. Moreover, a new series of contracts for surge support services is currently being developed and will become available globally to clients in 2022 (*ibid.*, annex III, para. 24). Upon enquiry, the Advisory Committee was informed that the surge support services were an enabling capacity made available through third-party contracts on a standby basis to support missions and entities in assembling, installing, building, commissioning and testing equipment and supplies provided from strategic

deployment stocks or other sources. Entities would have the option to purchase those enabling capacity services as part of the solution provided by UNLB or to source them directly from the contractor. A series of such contracts was currently in the procurement process, with the first ones anticipated to be available in the fourth quarter of 2022.

29. The Advisory Committee sees merit in the proposal to include specialized enabling capacities in the strategic deployment stocks offering and trusts that updated information on the enabling capacities services proposed to the United Nations peacekeeping operations through various contractual arrangements will be provided in the next report on strategic deployment stocks.

Cost recovery and funding model

30. The Secretary-General indicates that every release of equipment from the strategic deployment solutions inventory will trigger an immediate cost-recovery action. The budgets of receiving entities will provide for the recovered cost, which will include: (a) acquisition value of the received items; (b) cost of the enabling capacity, technical assistance and specialized contractual expertise received; (c) shipping and freight forwarding costs from the stock location to the theatre of operation; (d) estimated shipping and freight forwarding costs of stock replenishment items; (e) potential price difference between received items and replenishment items; and (f) other indirect costs (applicable to non-peacekeeping entities only) (*ibid.*, annex IV, para. 27). Upon enquiry, the Advisory Committee was informed that the above-mentioned cost-recovery provisions would replace paragraphs 25 to 27 of the report of the Secretary-General on the concept of strategic deployment stocks and its implementation (A/56/870), in which reference was made to the initial procurement of strategic deployment stocks only.

31. The Advisory Committee trusts that any modification of the existing policy on cost recovery will be submitted to the General Assembly for consideration.

32. The Advisory Committee was informed that the proposed funding model did not differ from the model of the current concept, which includes cost recovery. For non-peacekeeping entities, an additional fee for indirect costs would be added to cover operational expenses at UNLB and the regional deployment stock hubs. According to the information provided, there is no requirement to increase the funding of strategic deployment stocks at this point. Should current stock levels not be sufficient to fulfil an increased demand from entities and the funding of the stocks not suffice to increase stock levels, seed funding from entities based on annual supply chain plans could be considered. However, the Office of Supply Chain Management will refrain from any funding requests until actual operational data are available to support and justify such requests.

33. The Advisory Committee was also informed that the costs associated with the preparations for storage and shipment of strategic deployment stock commodities would be met through UNLB and the Regional Service Centre budgets, respectively. Other than shipment and preparation costs, operating and maintenance costs, including reverse logistics and refurbishment costs for returned items and the cost of items that must be replaced because of expiration or obsolescence of stocks, will be met through the missions' budgets. The Committee was further informed that the recovery of the potential price difference between received items and replenishment items when the rotation of stock was slow tended to penalize missions that received several year-old items while paying for newer and more advanced models.

34. The Advisory Committee considers that the expansion of the strategic deployment stocks beyond the peacekeeping operations and the special political missions requires additional information on, and analysis of, the funding model

for the revised concept and the proposed distribution of costs between the different types of clients. The Committee trusts that such information will be included in the next report on strategic deployment stocks.

Budgetary requirements

35. The Secretary-General indicates that the budgetary requirements for the implementation of the revised strategic deployment stocks concept do not include any non-recurrent costs such as capital investments. The Advisory Committee notes, however, that one new Logistics Officer (P-4) post is proposed to be established in the Delivery and Return Section of UNLB. The incumbent would, inter alia, lead the movement control capacity to manage the projected increase in inbound logistics activities in relation to the revised concept of strategic deployment solutions and regional deployment stocks. The incumbent would also develop, implement and manage the digital transformation of movement control activities (see [A/76/730](#), para. 137, and annex IV, paras. 24 and 26). The Secretary-General also proposes the reclassification of a Logistics Officer (P-4) post to a Chief of Section, Logistics (P-5) post in the Planning and Sourcing Support Section, and of a Logistics Assistant (G-6) post to a Senior Logistics Assistant (G-7) post in the Delivery and Return Section, partially in relation to the revised concept of strategic deployment stocks. **The Advisory Committee makes comments and recommendations on the proposed staffing requirement for strategic deployment stocks in its report on UNLB (see [A/76/760/Add.5](#), paras. 23–25).**

Implementation time frame

36. The Secretary-General indicates that the revised concept provides a flexible solutions framework to be operationalized through phased implementation (see [A/76/730](#), annex III, para. 24). Upon enquiry, the Advisory Committee was informed that the main features of the revised concept, such as the introduction of a controlled return process, dynamic replenishment, dynamic and customer-driven composition and the forward positioning of specific commodities into the regional deployment stocks, could be implemented immediately. The Office of Supply Chain Management estimates that full implementation will require three to five years, this time frame being mainly related to the replacement of the current contract portfolio. The Committee was also informed that a detailed implementation plan was currently being developed and adjusted based on feedback from stakeholders. The development of revised accounting guidelines, operating procedures, service-level agreements with clients and similar guidance will be drafted as soon as the General Assembly has expressed its support for the revised concept.

37. **The Advisory Committee considers that a phased approach is necessary before the consideration of the full scope of the revised concept of strategic deployment stocks. The Committee therefore recommends that the Secretary-General be requested to undertake a pilot project that takes into account the observations and recommendations contained in the present report. The decision to move from one phase to the next should be informed by relevant data, analysis, feedback and lessons learned. The Committee also recommends that the General Assembly request the Secretary-General to present for its consideration at its seventy-eighth session further information on the operational aspects of the revised concept, such as data on the stocks available in the missions, the development of regional deployment stocks in the Regional Service Centre in Entebbe, the cost-recovery framework and the accountability mechanism, in order to enable it to respond to the needs of the peacekeeping and special political missions. The other aspects, including the expansion of the client base and the**

related funding model, could be considered in a second phase, subject to the observations and recommendations above.

IV. Conclusion

38. The Advisory Committee trusts that the revised concept of strategic deployment stocks will be refined, subject to the observations and recommendations above, and presented for consideration as appropriate. In the interval, the Committee recommends that the General Assembly approve a pilot project for two years tailored to the peacekeeping and special political missions (see para. 37 above). The Committee trusts that information on the implementation of this project, including data on the status and categories of stock items used, as well as lessons learned, will be included in the next report on strategic deployment stocks.

Annex

Comparison of the features of the original and the revised strategic deployment stocks concepts

<i>Concept feature</i>	<i>Original strategic deployment stock concept</i>	<i>Revised strategic deployment stock concept</i>
Business area	Peacekeeping	All Secretariat activities Agencies, funds and programmes Partners
Specific use	Rapid deployment	Mission start-up and support Medical surges, pandemics and epidemics Support for human-made and natural disasters Day-to-day mission operations
Planning assumptions	Purpose-focused	Customer-focused
Responsiveness	30 days for traditional missions 90 days for complex missions	90 days (configurable materials) 45 days (specialized items from vendor-managed inventory) 30 days (standardized, low-maintenance, fast-moving materials) 15 days (short-shelf-life items)
Composition	Fixed, annual review	Dynamic, quarterly review
Material types	Lead times of more than 90 days	Client-driven
Replenishment	Immediate, like-for-like	Dynamic, demand-driven
Stock location	United Nations Logistics Base at Brindisi, Italy (United Nations Global Service Centre)	United Nations Logistics Base (United Nations Global Service Centre), regional hubs, vendors
Sourcing	Global system contracts	Global and regional contracts
Process	Linear	Circular
Management	Assistant Secretary-General	Strategic Deployment Solutions Board, chaired by Assistant Secretary-General