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## Proposed programme budget for 2026

### Programme planning

## Proposed programme budget for 2026

### Part II

#### Political affairs

### Section 5

#### Peacekeeping operations

#### Programme 4

#### Peacekeeping operations

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\* [A/80/50](#).

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



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

## **I. Department of Peace Operations**

### **A. Proposed programme plan for 2026 and programme performance in 2024**

#### **Overall orientation**

#### **Mandates and background**

- 5.I.1 The Department of Peace Operations is responsible for supporting the maintenance of international peace and security by providing political and executive direction to peace operations within its purview in accordance with and by the authority derived from the principles and purposes of the Charter of the United Nations. The mandate derives from the priorities established in relevant General Assembly resolutions and decisions, including the Pact for the Future (resolution 79/1) and resolution 72/262 C, the annual comprehensive reviews of the entire question of peacekeeping operations in all their aspects and the annual consideration of cross-cutting issues related to peacekeeping operations. The objectives of the programme are also conceived by taking into account Security Council mandates. The Department provides integrated strategic, political, operational and management advice, direction and support on military, police, mine action and other relevant issues to all operations under its responsibility in order to ensure the effective implementation of their mandates. Through its efforts to improve peacekeeping, enhance its performance and adapt to contemporary risks and challenges, the Department will continue to help conflict-affected countries on their path back to sustainable peace. The work of the Department is critical to continuously ensuring the relevance and effectiveness of United Nations peacekeeping, which remains a vital instrument for international peace and security

#### **Strategy and external factors for 2026**

- 5.I.2 The strategy of the Department continues to be guided by all relevant Security Council mandates. The Department will continue to prioritize the full implementation of the peace and security reform objectives. The Action for Peacekeeping initiative and its implementation strategy will continue to guide the programme, in line with the commitments set out in the Declaration of Shared Commitments on United Nations Peacekeeping Operations, taking into account the views expressed by Member States. The Department will work to implement all actions in the Pact for the Future that are relevant to peacekeeping operations. The areas of focus continue to be:
- (a) To enhance political strategies and advance lasting political solutions, including by developing country and regional strategies, through the integrated approach of the peace and security pillar, to develop proposals for the consideration of the Security Council on the sequencing and prioritization of mandates and to reflect Action for Peacekeeping priorities in reporting;
  - (b) To implement the women and peace and security agenda across all peacekeeping functions, including through gender-sensitive conflict analysis, the distribution of guidance to ensure women's full, equal and meaningful participation in peace processes and the systematization of reporting on women and peace and security outcomes;
  - (c) To strengthen the protection provided by peacekeeping operations, including by maintaining the protection of civilians, where mandated, as one of the core objectives of the relevant peacekeeping operations, updating and disseminating the policy and training standards on the protection of civilians in United Nations peacekeeping, integrating strategic approaches to protection into the strategic thinking and action of missions and conducting context-specific training, including predeployment training, on the protection of civilians, on the protection of children and on preventing and responding to conflict-related sexual violence;

- (d) To support effective performance and accountability of all mission components through the ongoing implementation of the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework, to evaluate missions and strengthen their impact using data and analysis, as well as through enhanced implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces;
  - (e) To strengthen the impact of peacekeeping on sustaining peace, including by implementing joint transition and mobilization strategies and coordinating closely with the Department of Political and Peacebuilding Affairs, including the Peacebuilding Support Office, as well as other United Nations entities and external partners;
  - (f) To improve the safety and security of peacekeepers, including by implementing the related action and training plans aimed at integrating new technologies and security protocols tailored to mission-specific environments, including specialized training on the use of technology to counter emerging threats, such as misinformation and disinformation and improvised explosive devices, which should be implemented with transparency and in consultation with Member States, as appropriate;
  - (g) To improve peacekeeping partnerships by strengthening United Nations-African Union cooperation on political efforts, including through joint field visits and briefings, as well as through standardized and tailored training, capacity-building and the light coordination mechanism, which will strengthen efforts to identify training requirements and match capacity-building providers with new and emerging troop-contributing countries in need of support;
  - (h) To strengthen the conduct of peacekeeping operations and personnel and ensure that all types of misconduct are addressed in accordance with the zero-tolerance approach.
- 5.I.3 With regard to cooperation with other entities at the global, regional, national and local levels, partnerships with peace and security actors, in particular regional organizations, and with humanitarian and development actors, including international financial institutions, will remain essential to strengthening the overall impact of international efforts in peacekeeping contexts. The Department will maintain its strategic and operational partnerships with the African Union and other regional and subregional organizations in Africa, as well as with the European Union. The Department will continue to cooperate closely with other regional organizations, including the League of Arab States, the North Atlantic Treaty Organization, the Collective Security Treaty Organization, the Association of Southeast Asian Nations and the Organization for Security and Cooperation in Europe, on issues related to policy, information-sharing and training, among others.
- 5.I.4 With regard to inter-agency coordination and liaison, the Department will continue to review and refine the implementation of the reform of the peace and security pillar and ensure coherence, working with the Department of Political and Peacebuilding Affairs with a view to, in particular, strengthening a common organizational culture that fosters inclusion, innovation and professional development. The Department will work closely with the Department of Management Strategy, Policy and Compliance and the Department of Operational Support in assisting peacekeeping operations. The Department will maintain strong coordination with the reformed management and development pillars.
- 5.I.5 The Department will continue to maintain its strong relations with other United Nations agencies, funds and programmes by chairing or participating in a range of inter-agency groups and processes, including the United Nations-World Bank Working Group, the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, the Inter-Agency Security Sector Reform Task Force, the Inter-Agency Coordination Group on Mine Action and the Inter-Agency Task Force on Policing. Other cross-agency cooperation will be undertaken through the global focal point arrangement for the rule of law and the Peacebuilding Strategy Group.

- 5.I.6 With regard to the external factors, the Department considered applicable risks identified in its risk register and, accordingly, the overall plan for 2026 is based on the following planning assumptions:
- (a) Member States continue to support the advancement of the Action for Peacekeeping initiative and its implementation strategy;
  - (b) The Security Council reaches consensus on clear, focused and achievable mandates for peacekeeping operations and Member States support their implementation;
  - (c) Peacekeeping partners and other entities sustain the common political strategies supported by peacekeeping operations;
  - (d) Availability of capabilities required for deployment of peacekeeping operations and successful implementation of their mandates.
- 5.I.7 The Department integrates a gender perspective into its operational activities, deliverables and results, as appropriate. For example, it implements the women and peace and security agenda through guidance on women's full and meaningful participation in peace and political processes, gender-sensitive analysis and the mainstreaming of a gender perspective into planning, budgeting, implementation and reporting, and through the promotion of the increased representation of women uniformed personnel.
- 5.I.8 In line with the United Nations Disability Inclusion Strategy, the Department will support Secretariat-wide efforts on disability inclusion, including through the implementation of a joint Department of Political and Peacebuilding Affairs-Department of Peace Operations disability inclusion action plan.

### Legislative mandates

- 5.I.9 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to the programme.

#### General Assembly resolutions

<a href="#">49/37</a> ; <a href="#">78/291</a>	Comprehensive review of the whole question of peacekeeping operations in all their aspects	<a href="#">72/199</a>	Restructuring of the United Nations peace and security pillar
<a href="#">58/296</a>	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations	<a href="#">72/262</a> C	Special subjects relating to the programme budget for the biennium 2018–2019 (sect. III)
<a href="#">60/180</a>	The Peacebuilding Commission	<a href="#">76/74</a> ; <a href="#">78/70</a>	Assistance in mine action
<a href="#">61/279</a> ; <a href="#">65/290</a>	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations	<a href="#">76/84</a> B; <a href="#">77/128</a> B	United Nations global communications policies and activities
<a href="#">70/262</a>	Review of the peacebuilding architecture	<a href="#">76/274</a> <a href="#">77/64</a> ; <a href="#">79/53</a>	Cross-cutting issues
		<a href="#">79/1</a>	Countering the threat posed by improvised explosive devices
			The Pact for the Future

#### Security Council resolutions

<a href="#">1325</a> (2000)	<a href="#">2436</a> (2018)
<a href="#">1894</a> (2009)	<a href="#">2447</a> (2018)
<a href="#">2151</a> (2014)	<a href="#">2518</a> (2020)
<a href="#">2185</a> (2014)	<a href="#">2553</a> (2020)
<a href="#">2250</a> (2015)	<a href="#">2589</a> (2021)
<a href="#">2272</a> (2016)	<a href="#">2594</a> (2021)
<a href="#">2282</a> (2016)	<a href="#">2668</a> (2022)
<a href="#">2365</a> (2017)	<a href="#">2686</a> (2023)
<a href="#">2382</a> (2017)	<a href="#">2719</a> (2023)

## Deliverables

5.I.10 Table 5.I.1 lists all cross-cutting deliverables of the programme.

Table 5.I.1

### Cross-cutting deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>
1. Meetings of the Fifth Committee	1	1	1	1
2. Meetings of the Committee for Programme and Coordination	1	1	1	1
3. Meetings of the Advisory Committee on Administrative and Budgetary Questions	1	1	1	1
4. Formal session of the Special Political and Decolonization Committee	1	1	1	1
5. Formal session of the Special Committee on Peacekeeping Operations	1	1	1	1
6. Meetings of the Security Council on cross-cutting strategic, policy and structural issues related to peacekeeping	3	2	2	2
7. Meetings of the General Assembly and its subsidiary organs on the developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	4	4	4	4
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> visits to troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping; and meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on peacekeeping.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> 20 special events, including conferences and exhibits, as well as public briefings and associated promotional materials.				
<b>External and media relations:</b> media events, including interviews and press briefings on thematic and mission-specific topics; and approximately 25 media engagements of senior leadership.				
<b>Digital platforms and multimedia content:</b> approximately 1,500 items of peacekeeping-themed content on 10 digital and social media platforms.				

## Evaluation activities

- 5.I.11 An evaluation on the contribution of strategic communications to fostering public trust in peacekeeping operations, conducted by the Office of Internal Oversight Services and completed in 2024, has guided the proposed programme plan for 2026.
- 5.I.12 In response to the results of the evaluation referenced above, the Department will continue to assist missions in updating their communications strategies, as needed, to align them with mandate provisions and mission objectives; coordinate on training issues for senior leadership in strategic communications; and continue to strengthen coordination with the Office of Military Affairs, through its strategic communications focal point, to unify civilian and military strategic communications and support the recruitment of experienced Military Strategic Communications Officers for peace operations. Pursuant to Security Council resolution [2436 \(2018\)](#), the Department will continue to implement the Comprehensive Planning and Performance Assessment System in all United Nations peacekeeping operations as part of the integrated peacekeeping performance and accountability framework. The System remains a key component of that framework, enabling the Department and missions to evaluate overall mission performance using data and analysis to strengthen mandate implementation.
- 5.I.13 Three evaluations to be conducted by the Department on its programme activities are planned for 2026.

## Programme of work

### Subprogramme 1 Operations

#### Objective

- 5.I.14 The objective, to which this subprogramme contributes, is to ensure the effective and efficient implementation of all Security Council mandates to plan, establish and adjust peace operations within the purview of the Department, as well as the effective implementation of relevant General Assembly resolutions, in order to maintain international peace and security.

#### Strategy

- 5.I.15 To contribute to the objective, the subprogramme will:
- (a) Improve mission- and context-specific analysis and reporting on peacekeeping to the Security Council, the General Assembly and other intergovernmental bodies and troop- and police-contributing countries;
  - (b) Ensure that integrated planning processes are completed according to Security Council substantive and time requirements, with an emphasis on supporting transitions between peacekeeping operations and follow-up United Nations presences, where required;
  - (c) Incorporate regional aspects into country- and mission-specific strategies as part of the emphasis on a regional approach to peace, security and stability further to the reform of the peace and security pillar.
- 5.I.16 The above-mentioned work is expected to result in:
- (a) Better information on peacekeeping operations being available to the General Assembly, the Security Council and other intergovernmental bodies to inform their decision-making;
  - (b) Better planning for mandate delivery by peacekeeping operations and for transitions;
  - (c) More coherent and impactful United Nations engagement and support in matters of peace and security provided to countries and the regions in which they are situated.

## Programme performance in 2024

### Towards improved intercommunal relations in Cyprus

- 5.I.17 The United Nations Peacekeeping Force in Cyprus (UNFICYP) continued to implement its mandate of managing the situation in the buffer zone, promoting trust-building and intercommunal engagements and fostering people-to-people contacts across the island. With the subprogramme's support, the mission successfully expanded intercommunal peacebuilding efforts and partnerships aimed at broadening civil society engagement, strengthening gender-responsive approaches to intercommunal trust-building and supporting projects addressing common concerns, such as environmental sustainability, business and culture, entrepreneurship, and youth engagement in the peace process. A total of 914 intercommunal events were held between July 2023 and June 2024. In the buffer zone, notwithstanding a challenging environment and incidents of unauthorized activities, the operational focus of UNFICYP continued to be on the prevention and de-escalation of tensions. These efforts contributed to creating conditions conducive to a sustainable peace process in Cyprus.
- 5.I.18 Progress towards the objective is presented in the performance measure below (see table 5.I.2).

Table 5.I.2  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)
—	—	Trust-building and cooperation between Greek Cypriot and Turkish Cypriot communities, including through successful facilitation by UNFICYP, for the first time since 2019, of two pilgrimages of Turkish Cypriots and Turkish nationals to the Hala Sultan Tekke mosque, in April and June 2024

### Planned results for 2026

**Result 1: progress in the peace process in the Central African Republic is maintained, including through continued preparation for local and general elections**

#### Programme performance in 2024 and target for 2026

- 5.I.19 The subprogramme's work contributed to the commencement of preparations to organize local and general elections, which met the planned target.
- 5.I.20 The subprogramme's work also contributed to progress in the implementation of the 2019 peace agreement, including through the decentralization of the peace process, with enhanced local capacities to prevent and resolve local conflicts through dialogue, which met the planned target.
- 5.I.21 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.I.3).

Table 5.I.3  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
Planning and preparations to hold local elections continued; however, local elections were postponed to mid-2023	Revitalization and decentralization of the peace process through enhanced national ownership	Preparations commenced for the organization of local and general elections	Preparations commence for the organization of general presidential and legislative elections scheduled for 2025 or 2026	The President-elect is sworn in, in line with the constitutional timeline
Dialogue was maintained between Central African authorities and those armed groups that remained committed to the 2019 peace agreement, resulting in the dissolution of four armed groups	Continued planning and preparations for the holding of local elections; however, local elections were postponed until 2024 or 2025	Progress made in the implementation of the 2019 peace agreement, including through decentralization of the peace process, with enhanced local capacities to prevent and resolve local conflicts through dialogue	Dialogue between the Government and armed groups in the context of the peace process is maintained	Dialogue between the Government and armed groups in the context of the peace process is sustained
	Progress in the operationalization of the Truth, Justice, Reparation and Reconciliation Commission continued			



## Result 2: progress in the implementation of the 2018 Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan

### Programme performance in 2024 and target for 2026

- 5.I.22 The subprogramme's work contributed to the National Elections Commission and other relevant bodies taking action towards preparing for the general elections, including by developing budgets and strategies, conducting state-level visits, establishing state high election committees, adopting rules, recruiting and training staff, and formulating an election operations plan and a voter education strategy, which met the planned target. The general elections, which were initially scheduled for December 2024, were postponed to December 2026.
- 5.I.23 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.I.4).

Table 5.I.4  
Performance measure: progress made in the peace process

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
Limited progress in the implementation of the Revitalized Peace Agreement	Legislation on the National Elections Commission, the National Constitutional Review Commission and the Political Parties Council passed into law and members sworn in  First and second batches of the Necessary Unified Forces trained and deployed	National Elections Commission and other relevant bodies took action towards preparing for the general elections, including by developing budgets and strategies, conducting state-level visits, establishing state high election committees, adopting rules, recruiting and training staff and formulating an election operations plan and a voter education strategy	The political transition is completed in accordance with the provisions contained in the Revitalized Peace Agreement	Credible, peaceful elections are conducted

## Result 3: strengthened peacebuilding in Abyei through the Joint Programme of the Resident Coordinators in the Sudan and South Sudan in Abyei

### Proposed programme plan for 2026

- 5.I.24 The lack of basic services is an aggravating factor in ongoing intercommunal tensions in Abyei. Since the launch of the United Nations Joint Programme in Abyei, the United Nations country teams in the Sudan and South Sudan, and the United Nations Interim Security Force for Abyei (UNISFA), have collaborated to help to address these service gaps and build the conditions necessary for peace. The Security Council welcomed the United Nations Joint Programme in Abyei in its resolution [2609 \(2021\)](#) and encouraged UNISFA to continue to support that initiative of the Sudan and South Sudan country teams in its resolution [2760 \(2024\)](#).

### Lessons learned and planned change

- 5.I.25 The lesson for the subprogramme was that the United Nations Joint Programme in Abyei needed to adapt the delivery of assistance owing to the conflict in the Sudan, which affected supply routes,

causing delays in the delivery of critical supplies, in particular in northern Abyei. In applying the lesson, the subprogramme will focus on ensuring continued service delivery using safe supply routes, including through South Sudan, and contributing to building the presence of United Nations country team members in Abyei, with support provided by UNISFA.

5.I.26 Expected progress towards the objective is presented in the performance measure below (see table 5.I.5).

Table 5.I.5  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
UNISFA and United Nations country teams, in consultation with local and national stakeholders, developed plans for the Programme	More than 5,000 malnourished children received nutrition assistance 120 students, including 40 women, received vocational education	Medical service delivery was strengthened through the delivery of 20 metric tons of medical supplies and the provision of training to health workers	United Nations country team members maintain their current level of engagement in Abyei	The number of direct or indirect beneficiaries increases, while maintaining or expanding the United Nations presence in Abyei

## Deliverables

5.I.27 Table 5.I.6 lists all deliverables of the subprogramme.

Table 5.I.6  
Subprogramme 1: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	55	35	36	33
1. Reports of the Secretary-General to the Security Council on matters related to peacekeeping operations	35	27	23	23
2. Letters from the Secretary-General to the President of the Security Council	20	8	13	10
<b>Substantive services for meetings</b> (number of three-hour meetings)	35	42	36	36
3. Meetings of the Security Council on peacekeeping issues	35	42	36	36
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	13	–	7	–
4. Workshops for heads of political components of peacekeeping operations	5	–	3	–
5. Workshops for regional and subregional political strategies for peacekeeping in the Middle East	3	–	2	–
6. Workshops for regional and subregional political strategies for peacekeeping in Africa	5	–	2	–
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> advice and information on relevant aspects of peacekeeping operations to approximately 120 troop- and police-contributing countries; consultations with/among 5 regional organizations to promote regional peacekeeping capacities expanded in the context of specific operations; and advice to at least 120 permanent missions to the United Nations, the Bretton Woods institutions, 13 international and regional governance and security organizations and non-governmental organizations on peacekeeping issues.				

## **Subprogramme 2 Military**

### **Objective**

- 5.I.28 The objective, to which this subprogramme contributes, is to maintain international peace and security through the effective performance of military components of peace operations.

### **Strategy**

- 5.I.29 To contribute to the objective, the subprogramme will:
- (a) Provide briefings and analysis to Member States on the military aspects of new or anticipated developments, and crisis and security situations;
  - (b) Strengthen partnerships with regional organizations by supporting them in the development of plans for peace operations, generate and deploy appropriate military units, conduct operational assessments and advisory visits, and prepare new troop-contributing countries for future participation in peace operations;
  - (c) Train and enhance communication with senior military leaders, update military standards for the military component to validate the operational readiness of military units prior to deployment, and conduct in-mission performance evaluations, predeployment/pre-rotation visits and military capability studies;
  - (d) Facilitate the participation of women in peace operations, at all levels, through engagement with troop-contributing countries;
  - (e) Further refine the military performance evaluation system, including implementation of the military performance evaluation tool, further develop an evaluator training mechanism and initiate and deploy a performance evaluation process for individual uniformed personnel;
  - (f) Further refine and develop military doctrine, policies and training materials to support performance evaluation, enhance operational readiness and performance, and improve the safety and security of peacekeepers.
- 5.I.30 The above-mentioned work is expected to result in:
- (a) Improved reporting to the Security Council, the General Assembly, intergovernmental bodies and troop-contributing countries;
  - (b) Rapid deployment and establishment of or adjustments to peacekeeping operations in response to Security Council mandates and related decisions;
  - (c) Deployment of better-tailored, better-equipped and more relevant military components to peacekeeping operations;
  - (d) Improved performance and increased safety of military components in peacekeeping operations;
  - (e) A safe and secure environment in the host country, with a view to enhancing the safety of civilians and the delivery of humanitarian services.

## **Programme performance in 2024**

### **Improved conditions for peacekeepers in temporary operating bases in United Nations peacekeeping missions**

- 5.I.31 The General Assembly, in its resolutions on cross-cutting issues, requested the Secretary-General, among others, to ensure that accommodations provided by the United Nations for uniformed and civilian personnel serving in peacekeeping operations met the relevant United Nations standards. In 2022, the

subprogramme established a working group on operating base management and accommodation in field missions, which brought together key Secretariat stakeholders, and supported an advisory board comprising representatives from 15 Member States, including major financial contributors and key troop-contributing countries. The working group provided a report with key findings and recommended the development of a guidance document on the use of temporary operating bases in field missions. In June 2024, new guidelines on the management of temporary operating bases in United Nations peacekeeping missions were promulgated, covering the entire life cycle of temporary operating bases, from establishment to closure, and including a tailored logistics support concept for specific scenarios.

5.I.32 Progress towards the objective is presented in the performance measure below (see table 5.I.7).

Table 5.I.7  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)
Working group on operating base management and accommodation in field missions established to improve the conditions of peacekeeping operations, following the adoption of General Assembly resolution <a href="#">76/274</a>	The advisory board considered requirements for and challenges to improving the conditions of peacekeeping operations, including the use of temporary operating bases, and implications for contingent-owned equipment	United Nations peacekeeping missions obtained access to the new guidelines on the management of temporary operating bases in United Nations peacekeeping missions

### Planned results for 2026

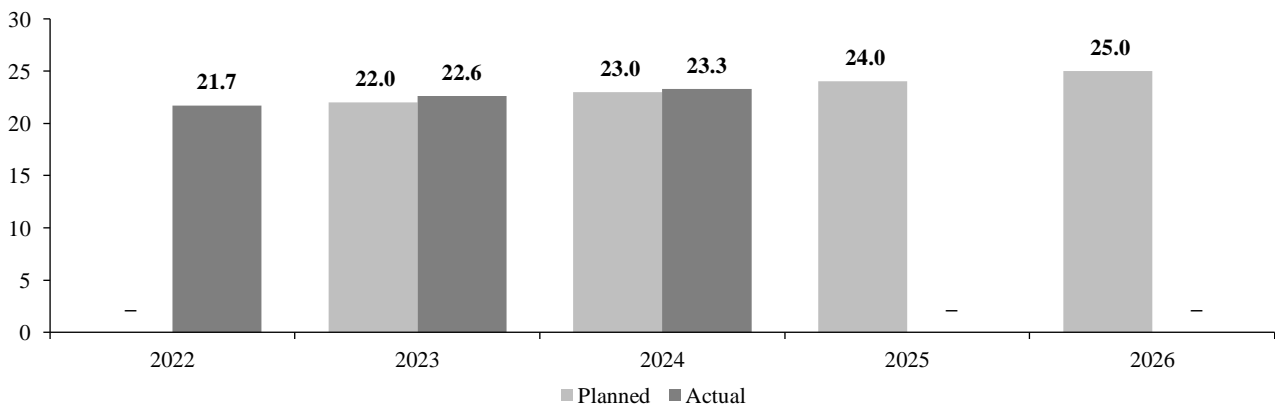
#### Result 1: advanced gender parity for military individual uniformed personnel in United Nations peace operations

##### Programme performance in 2024 and target for 2026

5.I.33 The subprogramme's work contributed to the percentage of female military individual uniformed personnel in United Nations peace operations reaching 23.3 per cent, which exceeded the planned target of 23 per cent.

5.I.34 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 5.I.I).

Figure 5.I.I  
Performance measure: percentage of female military individual uniformed personnel in United Nations peace operations (annual)



## Result 2: missions establish explosive ordnance disposal capabilities to respond to threats posed by improvised explosive devices

### Programme performance in 2024 and target for 2026

- 5.I.35 The subprogramme's work contributed to the United Nations Interim Force in Lebanon (UNIFIL) fully establishing explosive ordnance disposal capabilities, which met the planned target.
- 5.I.36 The subprogramme's work did not meet the planned target of expanding the explosive ordnance disposal capabilities of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) to include infantry battalions with explosive ordnance disposal search-and-detect capabilities. The target was not met because force generation for the deployment of infantry battalions with explosive ordnance disposal search-and-detect capability is ongoing.
- 5.I.37 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.I.8).

Table 5.I.8  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
The United Nations Multidimensional Integrated Stabilization Mission in Mali established explosive ordnance disposal capabilities	MINUSCA and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) established explosive ordnance disposal capabilities	UNIFIL established explosive ordnance disposal capabilities	Explosive ordnance disposal capabilities are established or strengthened by any missions with such requirements	Additional explosive ordnance disposal capabilities are established or strengthened by any missions with such requirements

## Result 3: peace operations respond to counter threats of hostile unmanned aircraft systems

### Proposed programme plan for 2026

- 5.I.38 In February 2024, United Nations peacekeepers in MONUSCO came under direct attack from unmanned aircraft systems modified to deliver explosives. Other missions, such as UNISFA, MINUSCA, UNIFIL, UNFICYP and the United Nations Disengagement Observer Force, have been documenting an escalation in sightings of unmanned aircraft systems within their areas of operation. The increasing threat of such systems calls for the generation of counter-unmanned aircraft system capabilities in peace operations to ensure that United Nations peacekeeping personnel have the necessary protection. Accordingly, the subprogramme has started to engage with troop-contributing countries in this area.

### Lessons learned and planned change

- 5.I.39 The lesson for the subprogramme was the need for a clear, structured approach for the development, operation and sustainment of counter-unmanned aircraft system capabilities in peace operations. In applying the lesson, the subprogramme will develop guidelines for counter-unmanned aircraft system capabilities, update the statement of unit requirements, solicit pledges for units with such capabilities in the Peacekeeping Capability Readiness System and increase overall counter-unmanned aircraft system capabilities in peace operations.

5.I.40 Expected progress towards the objective is presented in the performance measure below (see table 5.I.9).

Table 5.I.9  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
No fully operational counter-unmanned aircraft system capabilities	One peacekeeping mission (MINUSMA) established counter-unmanned aircraft system capabilities on a trial basis	One additional peacekeeping mission (MONUSCO) established counter-unmanned aircraft system capabilities	One additional peacekeeping mission establishes counter-unmanned aircraft system capabilities	Additional counter-unmanned aircraft system capabilities are established or strengthened by any missions with such requirements

## Deliverables

5.I.41 Table 5.I.10 lists all deliverables of the subprogramme.

Table 5.I.10  
Subprogramme 2: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events</b> (number of days)	<b>181</b>	<b>132</b>	<b>161</b>	<b>147</b>
Training events:				
1. With senior military personnel for predeployment induction and post-appointment briefings and intensive orientation	44	22	34	20
2. For command-post exercises for force headquarters	25	14	20	20
3. On the development, revision and implementation of new military policies and guidance materials	28	20	28	24
4. To mainstream a gender perspective for military components of peacekeeping operations	28	31	21	21
5. To improve situational awareness and strengthen the performance of uniformed military components, targeting operational and tactical leadership (heads of military components, sector commanders and force chiefs of staff and infantry battalion commanders)	20	24	20	20
6. On peacekeeping-intelligence/information gathering and analysis	28	18	30	21
7. For evaluators on operational performance	8	3	8	6
8. On strategic force generation and the Peacekeeping Capability Readiness System	—	—	—	5
9. On misinformation and disinformation, hate speech and strategic communication	—	—	—	5
10. On conduct and discipline and sexual exploitation and abuse issues with Member States and troop-contributing countries	—	—	—	5
<b>Technical materials</b> (number of materials)	<b>116</b>	<b>109</b>	<b>99</b>	<b>102</b>
11. On significant operational developments in peacekeeping operations and on evolving conflict areas	40	53	36	40
12. On military performance evaluation, force and sector headquarters evaluation	12	6	6	7
13. For new or significantly adjusted peacekeeping operations (strategic military plans)	6	8	6	6
14. On threat assessments reports	12	11	11	11
15. On operational requirements and troop-contributing country capabilities and recommendations prepared after predeployment, assessment and operational advisory visits	20	11	20	15

## Section 5 Peacekeeping operations

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
16. On the deployment of military forces, observers and headquarters staff	12	12	12	12
17. On the military components of peacekeeping operations (policies, guidance materials and standard operating procedures)	4	4	4	7
18. On military performance evaluation standards (scoresheets) for infantry units	6	—	—	—
19. On mid- to long-term requirements and on existing capability gaps	4	4	4	4

### C. Substantive deliverables

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

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

### D. Communication deliverables

**Outreach programmes, special events and information materials:** quarterly newsletter for approximately 120 troop- and police-contributing countries and all peacekeeping missions.

## Subprogramme 3 Rule of law and security institutions

### Objective

- 5.I.42 The objective, to which this subprogramme contributes, is to strengthen the rule of law and security sector governance to contribute to the maintenance of international peace and security in countries where peacekeeping operations and special political missions deploy, or where otherwise authorized, or requested by Member States, in full compliance with the Charter of the United Nations.

### Strategy

- 5.I.43 To contribute to the objective, the subprogramme will provide advisory and operational support to peacekeeping operations and special political missions, as well as resident coordinators, and where otherwise authorized or requested by Member States. Specifically, the subprogramme will:
- (a) Assist host States in the reform, restructuring and development of their police and other law enforcement institutions, provide operational support and, in rare circumstances, assume interim policing functions in line with the Strategic Guidance Framework for International Policing;
  - (b) Support nationally led efforts to ensure accountability for crimes that fuel armed conflict, in particular those perpetrated against civilians, and crimes committed against United Nations personnel in peacekeeping operations and special political missions, strengthen prison security and management, re-establish the host State's justice and corrections institutions and engage in trust-building initiatives;
  - (c) Support the planning, design and evaluation of processes that remove weapons and individuals from armed groups and facilitate the reintegration of ex-combatants and elements associated with armed groups into society as civilians, and identify and formulate relevant lessons learned and guidance;
  - (d) Undertake research and develop knowledge and guidance in the areas of rule of law and security sector reform and governance, and provide targeted, strategic country support, upon request;

- (e) Manage mine action programmes to mitigate explosive threats, train United Nations personnel and enhance national explosive ordnance disposal capacities;
- (f) Rapidly deploy specialist capacities in all the above-mentioned areas.

5.I.44 The above-mentioned work is expected to result in:

- (a) More effective and accountable security and justice institutions in countries receiving assistance, including increased accountability for crimes that fuel armed conflict and for crimes committed against United Nations personnel in peacekeeping operations and special political missions;
- (b) Reduced threats posed by armed groups and explosive hazards;
- (c) Sustainable peace and the prevention of armed conflict;
- (d) Mitigation of risks affecting the services of national and local rule of law and security institutions;
- (e) Continuity of United Nations operations in the areas of policing, justice, corrections, disarmament, demobilization and reintegration, security sector reform and governance, and mine action assistance.

## Programme performance in 2024

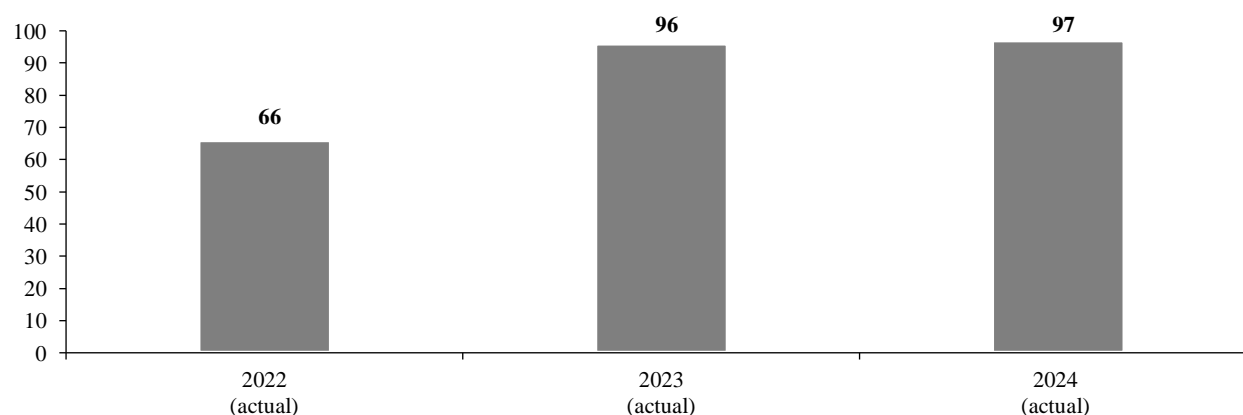
### Enhanced accountability for crimes against United Nations peacekeepers

5.I.45 Since 1948, 1,075 personnel serving in United Nations peacekeeping operations have been killed as a result of malicious acts, including 339 personnel killed since 2013. Several thousand more have been injured. From January 2020 to December 2024, the subprogramme's work contributed to 97 convictions handed down by host country authorities in the Central African Republic, the Democratic Republic of the Congo,<sup>1</sup> Lebanon and Mali in relation to the killing of 36 United Nations personnel, in line with Security Council resolution 2589 (2021) on accountability for crimes against peacekeepers. This progress is significant, given that no individuals had been convicted in those countries in relation to the killing of United Nations peacekeepers between 1 January 2013 and 1 January 2020.

5.I.46 Progress towards the objective is presented in the performance measure below (see figure 5.I.II).

Figure 5.I.II

**Performance measure: number of convictions for crimes against United Nations peacekeepers since 2020 in the Central African Republic, the Democratic Republic of the Congo, Lebanon and Mali<sup>a</sup> (cumulative)**



<sup>a</sup> The data for Mali reflect the most recent available data as at 31 December 2023.

<sup>1</sup> In the case of the Democratic Republic of the Congo, statistics include convictions related to the assassination of two United Nations experts in 2017, who were not peacekeepers.



## Planned results for 2026

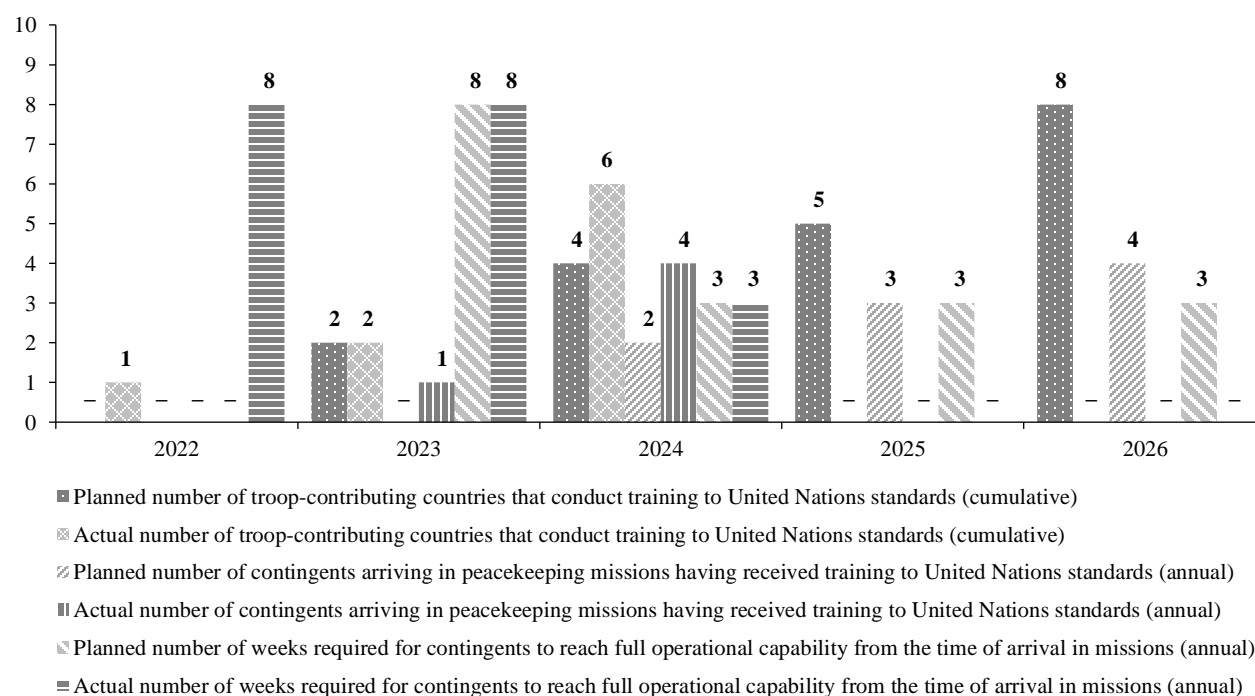
### Result 1: troop-contributing countries generate well-prepared troops for deployment in high explosive ordnance threat environments

#### Programme performance in 2024 and target for 2026

- 5.I.47 The subprogramme's work contributed to six troop-contributing countries conducting explosive ordnance threat mitigation training to United Nations standards, which exceeded the planned target of four; four troop-contributing countries arriving in a peacekeeping mission having received the predeployment training to United Nations standards, which exceeded the planned target of two; and three weeks for contingents to reach full operational capability from the time of arrival in mission, which met the planned target.
- 5.I.48 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 5.I.III).

Figure 5.I.III

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



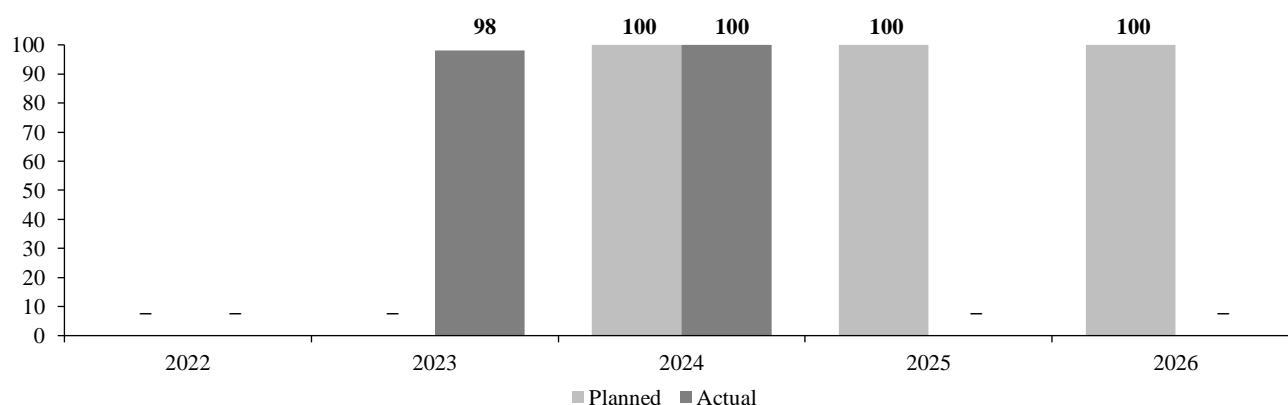
### Result 2: improved performance of United Nations police to enhance mandate implementation

#### Programme performance in 2024 and target for 2026

- 5.I.49 The subprogramme's work contributed to 100 per cent of evaluations of United Nations formed police units receiving a performance level rating of satisfactory or above, which met the planned target.
- 5.I.50 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 5.I.IV).

Figure 5.I.IV

**Performance measure: percentage of evaluations of United Nations formed police units that indicate a performance level of “satisfactory” or above (annual)**



**Result 3: host States enabled to continue and sustain progress on rule of law and security institutions reform during and after mission transitions**

**Proposed programme plan for 2026**

- 5.I.51 United Nations peace operations are often mandated to conduct capacity-building and other early peacebuilding activities in support of rule of law and security institutions. Through its standing capacities, the subprogramme, among others, works to bring together peace and development actors, ensuring coherence of efforts and bridging the gap between United Nations missions in transition and successor arrangements for continuity in rule of law support.

*Lessons learned and planned change*

- 5.I.52 The lesson for the subprogramme was that, while standing capacities were previously focused on mission start-up, they were increasingly utilized in transitions because their flexible modality is adaptable to new and evolving contexts. In applying the lesson, the subprogramme will further expand its support for transitions, including by providing short- to mid-term surge support, with a view to preventing a relapse into conflict through targeted, adaptable assistance.
- 5.I.53 Expected progress towards the objective is presented in the performance measure below (see table 5.I.11).

Table 5.I.11

**Performance measure**

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
Transition of disarmament, demobilization and reintegration processes from the African Union-United Nations Hybrid Operation in Darfur to the United Nations Integrated Assistance Mission in the Sudan, laying the	Transfer of a national strategy to combat insecurity in South Kivu from MONUSCO to the Congolese National Police	In the Democratic Republic of the Congo, launch of the implementation of a joint United Nations and government programme on rule of law, with a focus beyond mission withdrawal, and establishment, by the National Security	Rule of law and security institutions reform, and sustainability of disarmament, demobilization and reintegration and mine action processes in two transition settings	Rule of law and security institutions reform, and sustainability of disarmament, demobilization and reintegration and mine action processes in two transition settings

## Section 5 Peacekeeping operations

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
groundwork for operationalization of the ceasefire mechanism in Darfur		<p>Council, of the National Security Sector Reform Commission</p> <p>In Mali, implementation of a government-owned road map for sustained reform on addressing serious crime, including terrorism-related offences</p>		

## Deliverables

5.I.54 Table 5.I.12 lists all deliverables of the subprogramme.

Table 5.I.12

### Subprogramme 3: deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>26</b>	<b>25</b>	<b>27</b>	<b>27</b>
Briefings to Member States on:				
1. Mission/field- and police-specific issues	14	14	14	14
2. Mine action matters	6	6	6	6
3. Accountability for crimes against United Nations personnel in peacekeeping operations and special political missions	3	2	4	4
4. Justice and/or corrections	3	3	3	3
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>48</b>	<b>57</b>	<b>53</b>	<b>52</b>
5. On police thematic expertise, including on planning and police reform to missions/the field	3	3	3	3
6. On police requirements and capacity and resource needs (predeployment visits to Member States)	5	5	5	5
7. For the development and management of programmes in support of justice and corrections systems	2	2	2	2
8. On mine action (technical and advisory support to field missions and Member States for design of mine action field programmes and oversight)	9	15	13	13
9. On risk education in mine action programmes	15	15	14	11
10. On security sector reform and governance (support to peace operations and Member States for security sector reform initiatives)	2	2	2	2
11. On assessment of training capability of troop-contributing countries on improvised explosive device threat mitigation	5	8	6	8
12. On disarmament, demobilization and reintegration and community violence reduction	2	2	3	3
13. On accountability for crimes against United Nations personnel in peacekeeping operations and special political missions	5	5	5	5

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
<b>Seminars, workshops and training events</b> (number of days)	<b>67</b>	<b>59</b>	<b>69</b>	<b>69</b>
14. Seminars on the national selection mechanisms for the readiness, deployment and training of individual police personnel and units	47	47	47	47
15. Training for future heads of police components	6	6	6	6
16. Training/workshops on justice and corrections practices, including predeployment training for corrections officers	1	2	3	3
17. Training/workshops on the investigation and prosecution of crimes against United Nations personnel in peacekeeping operations and special political missions	10	1	10	10
18. Seminars on mine action for national mine action directors	3	3	3	3
<b>Publications</b> (number of publications)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
19. Multi-donor report on the activities of the Mine Action Service	1	1	1	1
<b>Technical materials</b> (number of materials)	<b>24</b>	<b>24</b>	<b>25</b>	<b>25</b>
20. On disarmament, demobilization and reintegration and community violence reduction	7	7	7	7
21. On strategic police capability, police operational plans, standard operating procedures and concepts of operation for police components	6	6	6	6
22. On policing for police-contributing countries, United Nations police and national authorities	4	4	4	4
23. To strengthen assistance in justice and corrections areas	1	1	2	2
24. On security sector reform and governance	2	2	2	2
25. On issues related to mine action	2	2	2	2
26. On the prevention, investigation and prosecution of serious crimes against United Nations personnel in peacekeeping operations and special political missions	2	2	2	2
<b>C. Substantive deliverables</b>				
<p><b>Consultation, advice and advocacy:</b> consultations with and advice to 22 Member States to strengthen the capacities of national police services and other law enforcement entities; consultations with 47 Member State groupings, regional organizations and specialized institutions on policing; consultations with 35 Member States on disarmament, demobilization and reintegration and community violence reduction, including with the Group of Friends of Disarmament, Demobilization and Reintegration; policy and technical advice to 25 Member States to build the capacity of national authorities and local partners on mine action, weapons and ammunition management and improvised explosive device threat mitigation; consultations and advice to mobilize coordinated and integrated Member State and related partner support for national justice and corrections efforts; consultations with and advice to 40 Member States on issues related to the implementation of Security Council resolution <a href="#">2589 (2021)</a>; and advice to and advocacy with Member States' senior police executives and other partners.</p> <p><b>Databases and substantive digital materials:</b> pledged formed police units registered in the Peacekeeping Capability Readiness System and other personnel matters in the computerized human resources system; and online database on accountability for crimes against peacekeepers, pursuant to Security Council resolution <a href="#">2589 (2021)</a>.</p>				
<b>D. Communication deliverables</b>				
<b>Digital platforms and multimedia content:</b> digital and social media content on activities of the subprogramme.				

## Subprogramme 4 Policy, evaluation and training

### Objective

- 5.I.55 The objective, to which this subprogramme contributes, is to enhance the performance and effectiveness of peace operations within the purview of the Department.

## Strategy

5.I.56 To contribute to the objective, the subprogramme will:

- (a) Promote and facilitate policy development, evaluation, organizational learning, training and strategic foresight on issues relating to peacekeeping, taking into consideration the relevant actions and decisions contained in the Pact for the Future, as well as the Action for Peacekeeping initiative, its implementation strategy and the Strategy for the Digital Transformation of United Nations Peacekeeping, in line with the Data Strategy of the Secretary-General for Action by Everyone, Everywhere;
- (b) Support peacekeeping operations in the implementation of the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework;
- (c) Formulate, update and disseminate policies and practical guidance and provide support to missions in specific thematic areas, such as the protection of civilians, conflict-related sexual violence, community engagement with a view to supporting sustainable political solutions, and child protection, as well as the use of strategic communications, the countering of hate speech, misinformation and disinformation and the distribution of accurate content;
- (d) Strengthen knowledge-sharing and guidance development for peacekeeping operations and coordinate the development of guidance for the peace and security pillar and for the Department of Operational Support, in close cooperation with the Department of Political and Peacebuilding Affairs and the Department of Operational Support;
- (e) Build the capacity of policy and best practices officers and focal points in field missions through advice, coordination and training, and further strengthen systems and infrastructure for knowledge management by increasing the quality and number of relevant documents available to users in field missions;
- (f) Support Member States that are contributing uniformed personnel through strategic force generation engagement and expanded partnerships with national and regional training institutions and partners for the delivery of predeployment training and train-the-trainer courses and the timely completion and dissemination of core and specialist predeployment training materials to support predeployment training for troop- and police-contributing countries, specifically in areas related to emerging challenges;
- (g) Provide civilian predeployment training and leadership and management training for all mission components and support the delivery of in-mission training through train-the-trainer courses in operational and support skills for uniformed and civilian personnel;
- (h) Use a learning management system accessible by Member States to host courses, enable the registration of participants, deliver online elements of programmes and enable testing ahead of face-to-face course sessions.

5.I.57 The above-mentioned work is expected to result in:

- (a) Improved and more responsive decision-making by senior mission management, utilizing data-based evidence from the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework;
- (b) Increased use by missions of specialized information, thematic policy support and guidance, reflecting lessons learned and promoting an exchange of good practices between missions;
- (c) Strengthened and sustained mission performance through consistently trained uniformed and civilian leaders, contingents and individuals.

## Programme performance in 2024

### Strengthened capability of uniformed personnel in United Nations peace operations to analyse hate speech, misinformation and disinformation

- 5.I.58 The growing impact of hate speech, misinformation and disinformation on the strategic goals of United Nations peacekeeping operations has been acknowledged by the General Assembly in its resolution [76/274](#) and by the Security Council in its resolution [2686 \(2023\)](#). The use of misleading or manipulated information about a peacekeeping mission can affect its credibility, access to vulnerable populations, standing within political processes and capacity to operate safely. Hate speech by parties to conflict and by communities within host States can inflame intergroup tensions and undermine peace processes, increasing threats to civilians and imperilling efforts to achieve durable political settlements. The subprogramme has developed a comprehensive training package integrating conceptual, legal and operational frameworks to equip military and police commanders and personnel with the knowledge and skills to analyse these threats. The training package serves to establish a foundation for the implementation of proactive risk mitigation measures to maintain operational capability and ensure the safety and security of personnel.
- 5.I.59 Progress towards the objective is presented in the performance measure below (see table 5.I.13).

Table 5.I.13  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)
Civilian and uniformed peacekeeping personnel engaged in peer-to-peer learning and shared best practices for monitoring, analysing and responding to misinformation and disinformation	Troop- and police-contributing countries had access to comprehensive training materials tailored to address hate speech, misinformation and disinformation in peace operations	All military and police units in United Nations peacekeeping missions had access to the knowledge and skills required to analyse hate speech, misinformation and disinformation

## Planned results for 2026

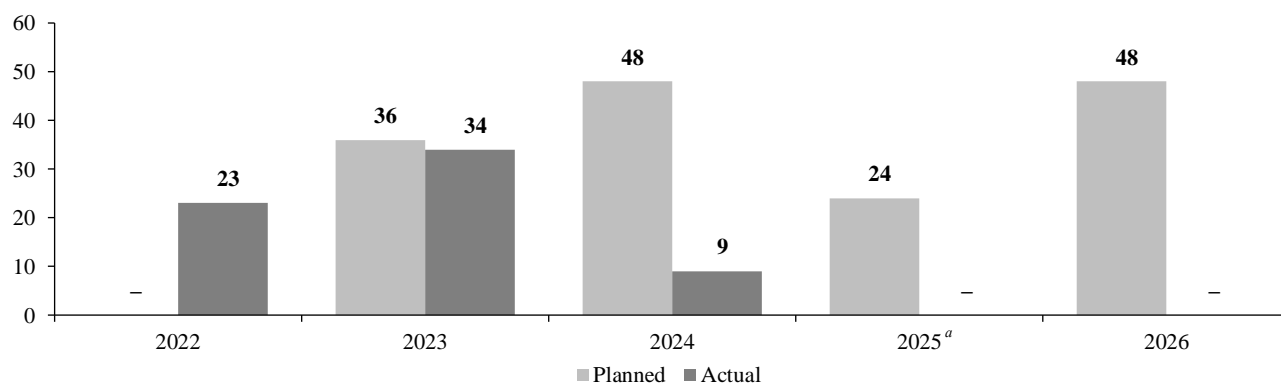
### Result 1: troop-contributing countries prepare infantry battalions in line with United Nations standards

#### Programme performance in 2024 and target for 2026

- 5.I.60 The subprogramme's work contributed to nine troop-contributing countries deploying infantry battalions prepared in line with United Nations standards, which did not meet the planned target of 48 troop-contributing countries. The target was not met owing to changes in operational needs and the subsequent decision to revise the United Nations Infantry Battalion Manual. New materials were developed in 2024, and the roll-out of updated specialized training materials tailored to align with the new guidance and requirements is planned for 2025 and 2026.
- 5.I.61 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 5.I.V).

Figure 5.I.V

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



<sup>a</sup> The target for 2025 was amended owing to the revision of the United Nations Infantry Battalion Manual.

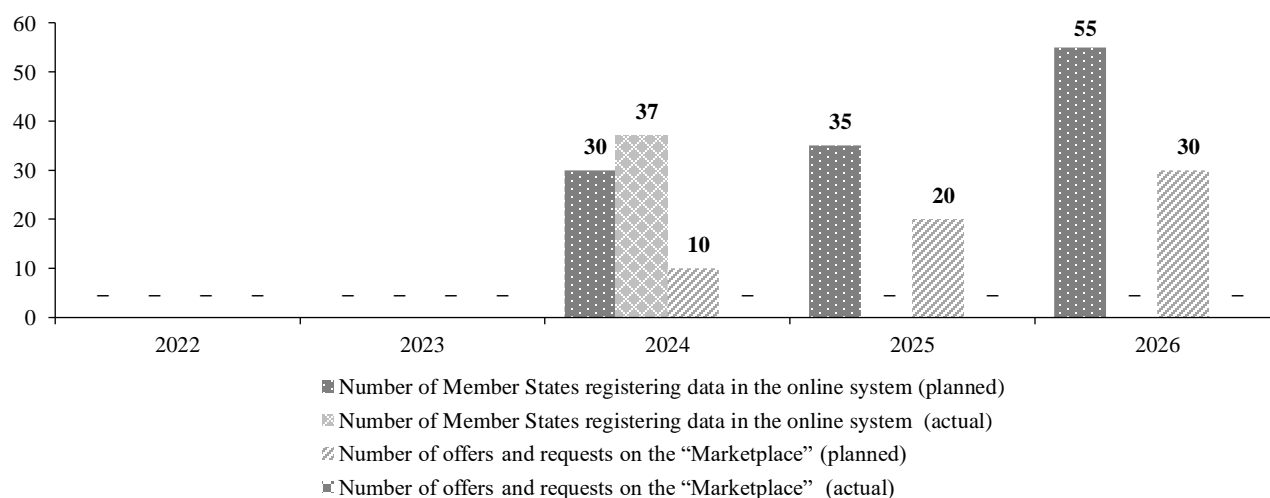
### **Result 2: an online platform to foster direct collaboration among Member States on the preparation of peacekeeping personnel**

#### **Programme performance in 2024 and target for 2026**

- 5.I.62 The subprogramme's work contributed to 37 Member States registering their peacekeeping-related training and capacity-building data in the light coordination mechanism online system, which exceeded the planned target of 30 Member States.
- 5.I.63 The subprogramme's work also contributed to the development of the "Marketplace" feature and a user outreach campaign, which did not meet the planned target of 10 training and capacity-building offers and requests posted on the "Marketplace". The target was not met owing to delays in the deployment of the "Marketplace" feature related to the implementation of information and communications technology security standards and quality control.
- 5.I.64 Progress towards the objective and the target for 2026 are presented in the performance measure below (see figure 5.I.VI).

Figure 5.I.VI

**Performance measure: number of Member States registering their peacekeeping-related training and capacity-building data in the light coordination mechanism online system, and number of offers and requests on the "Marketplace"**



### Result 3: improved analysis and planning at the field office level to address local conflict dynamics and promote political solutions

#### Proposed programme plan for 2026

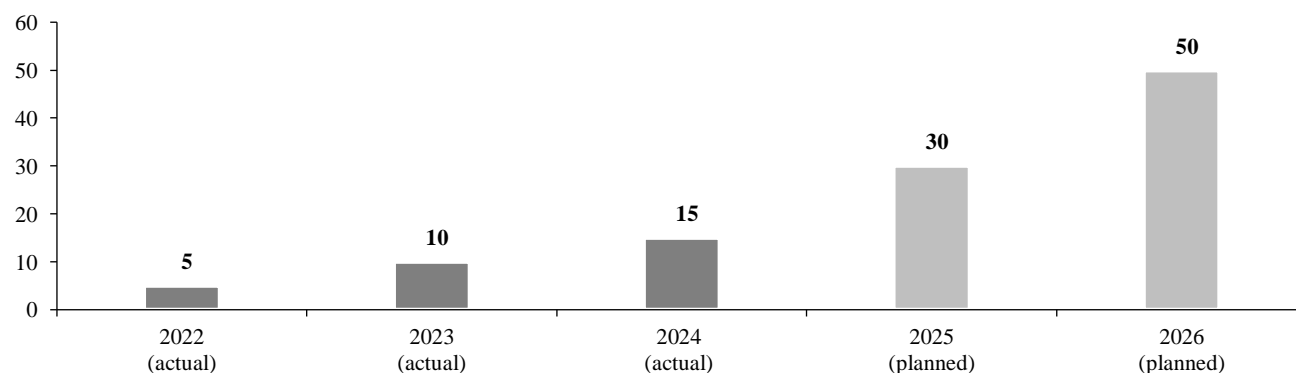
- 5.I.65 A key feature of peacekeeping operations in complex settings is the footprint of integrated field offices, which enables civilian and uniformed components to implement their mandates in support of communities in need and legitimate governance structures, with a view to addressing conflict drivers and threats to civilians. The subprogramme undertook a survey of practice on how peacekeeping operations address local conflict. The results highlighted that, while field offices were at the front line of the United Nations response to local conflicts, those interventions were often reactive in nature and disjointed in their implementation, undermining operational coherence. In 2021, the subprogramme rolled out a new tool for local conflict analysis and planning.

#### *Lessons learned and planned change*

- 5.I.66 The lesson for the subprogramme was that, the depth of knowledge and robust analysis of different field office components was rarely shared through a joint analytical process designed to reach a shared vision of the problem and agreement on shared key priorities. In applying the lesson, the subprogramme will build on previous train-the-trainer activities and conduct a series of training sessions for heads of field offices and field exercises in large multidimensional operations to promote the acquisition of analytical and planning skills and to mainstream the use of local conflict analysis and planning into all peacekeeping field offices facing local conflict dynamics, with a view to reducing levels of violence and casualties among civilians.
- 5.I.67 Expected progress towards the objective is presented in the performance measure below (see figure 5.I.VII).

Figure 5.I.VII

**Performance measure: percentage of peacekeeping personnel dealing with local conflicts utilizing the local conflict analysis and planning tool**



#### Deliverables

- 5.I.68 Table 5.I.14 lists all deliverables of the subprogramme.



Table 5.I.14

**Subprogramme 4: deliverables for the period 2024–2026, by category and subcategory**

<i>Category and subcategory</i>	<i>2024 planned</i>	<i>2024 actual</i>	<i>2025 planned</i>	<i>2026 planned</i>
<b>A. Facilitation of the intergovernmental process and expert bodies</b>				
<b>Parliamentary documentation</b> (number of documents)	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
1. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	1	1
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>38</b>	<b>38</b>	<b>40</b>	<b>40</b>
2. Meetings of the Special Committee on Peacekeeping Operations	34	34	36	36
3. Meetings of the Fourth Committee	4	4	4	4
<b>B. Generation and transfer of knowledge</b>				
<b>Field and technical cooperation projects</b> (number of projects)	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
4. In the areas of protection of civilians, child protection, community engagement, conflict-related sexual violence, policy planning, partnerships and force generation	5	5	5	5
<b>Seminars, workshops and training events</b> (number of days)	<b>424</b>	<b>493</b>	<b>425</b>	<b>425</b>
5. Workshops for the provision of strategic guidance, training-of-trainers and assistance in curriculum development and delivery, training methodology, materials and training gap identification to Member States, regional peacekeeping training and policy institutions, and field missions	367	435	367	367
6. Training events on leadership, management and administration for senior civilian and uniformed personnel from field missions and supporting offices, Member States and regional organizations	47	47	47	47
7. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	10	11	10	10
8. Workshops for the European Union and its States members on operational support for United Nations peacekeeping operations	–	–	1	1
<b>Technical materials</b> (number of materials)	<b>36</b>	<b>36</b>	<b>34</b>	<b>39</b>
9. On all aspects of peacekeeping for Member States and field missions (policy papers, standard operating procedures, technical reports, lessons learned reports, training materials)	32	32	30	35
10. On capability requirements for United Nations peacekeeping operations	4	4	4	4
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> briefings and presentations to Member States on peacekeeping issues; expert advice to permanent missions to the United Nations, the Bretton Woods institutions, international and regional organizations and non-governmental organizations on peacekeeping issues.				
<b>Databases and substantive digital materials:</b> the Comprehensive Planning and Performance Assessment System, as part of the integrated peacekeeping performance and accountability framework; the Peacekeeping Capability Readiness System; the troop- and police-contributing countries knowledge management system; the policy and practice database; and the peacekeeping resource hub accessible to all Member States.				
<b>D. Communication deliverables</b>				
<b>Outreach programmes, special events and information materials:</b> knowledge management newsletter for 15,000 staff; and training newsletters for approximately 120 troop- and police-contributing countries and their training institutions.				

## B. Proposed post and non-post resource requirements for 2026

### Overview

5.I.69 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 5.I.15 to 5.I.17.

Table 5.I.15

#### Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2024 expenditure <sup>a</sup>	2025 approved	Changes				2026 estimate	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Posts	6 049.6	6 317.5	—	—	—	—	—	6 317.5
Other staff costs	102.0	127.4	—	480.0	—	480.0	376.8	607.4
Hospitality	—	1.7	—	—	—	—	—	1.7
Travel of staff	29.1	26.9	—	10.0		10.0	37.2	36.9
Contractual services	231.6	148.6	—	—	74.6	74.6	50.2	223.2
General operating expenses	41.1	95.9	—	—	(61.6)	(61.6)	(64.2)	34.3
Supplies and materials	2.3	41.9	—	—	(21.1)	(21.1)	(50.4)	20.8
Furniture and equipment	2.0	—	—	—	8.1	8.1		8.1
<b>Total</b>	<b>6 457.7</b>	<b>6 759.9</b>	<b>—</b>	<b>490.0</b>	<b>—</b>	<b>490.0</b>	<b>7.2</b>	<b>7 249.9</b>

<sup>a</sup> Excludes expenditure in an amount of \$28,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

Table 5.I.16

#### Overall: proposed posts and post changes for 2026

(Number of posts)

	Number	Details
Approved for 2025	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2, 9 GS (OL)
Proposed for 2026	27	1 USG, 3 ASG, 4 D-2, 4 D-1, 3 P-5, 1 P-3, 2 P-2, 9 GS (OL)

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

Table 5.I.17

**Overall: proposed posts by category and grade**

(Number of posts)

Category and grade	2025 approved	Changes				Total	2026 proposed
		Technical adjustments	New/expanded mandates	Other			
<b>Professional and higher</b>							
USG	1	—	—	—	—	—	1
ASG	3	—	—	—	—	—	3
D-2	4	—	—	—	—	—	4
D-1	4	—	—	—	—	—	4
P-5	3	—	—	—	—	—	3
P-3	1	—	—	—	—	—	2
P-2/1	2	—	—	—	—	—	2
<b>Subtotal</b>	<b>18</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>18</b>
<b>General Service and related</b>							
GS (OL)	9	—	—	—	—	—	9
<b>Subtotal</b>	<b>9</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>9</b>
<b>Total</b>	<b>27</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>27</b>

5.I.70 Additional details on the distribution of the proposed resources for 2026 are reflected in tables 5.I.18 to 5.I.20 and figure 5.I.VIII.

5.I.71 As shown in tables 5.I.18 (1) and 5.I.19 (1), the overall resources proposed for 2026 amount to \$7,222,900, reflecting an increase compared with the approved budget for 2025. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.I.18

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

(Thousands of United States dollars)

(1) *Regular budget*

Component/subprogramme	2024 expenditure <sup>a</sup>	2025 approved	Changes				Total	Percentage	2026 estimate
			Technical adjustments	New/expanded mandates	Other				
A. Policymaking organs	—	—	—	—	—	—	—	—	—
B. Executive direction and management	881.7	827.8	—	250.0	—	250.0	30.2	1 077.8	
C. Programme of work									
1. Operations	3 339.7	3 534.3	—	—	—	—	—	3 534.3	
2. Military	505.7	576.6	—	—	—	—	—	576.6	
3. Rule of law and security institutions	1 057.6	955.5	—	—	—	—	—	955.5	
4. Policy, evaluation and training	317.7	451.9	—	240.0	—	240.0	53.1	691.9	
<b>Subtotal, C</b>	<b>5 248.9</b>	<b>5 518.3</b>	<b>—</b>	<b>240.0</b>	<b>—</b>	<b>240.0</b>	<b>4.3</b>	<b>5 758.3</b>	
D. Programme support	355.3	413.8	—	—	—	—	—	413.8	
<b>Subtotal, 1</b>	<b>6 457.7</b>	<b>6 759.9</b>	<b>—</b>	<b>490.0</b>	<b>—</b>	<b>490.0</b>	<b>7.2</b>	<b>7 249.9</b>	

<sup>a</sup> Excludes expenditure in an amount of \$28,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

(2) Other assessed

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Policymaking organs	—	—		—	—
B. Executive direction and management	15 532.1	16 072.0	1 262.9	7.9	17 334.9
C. Programme of work					
1. Operations	12 091.0	11 720.7	951.8	8.1	12 672.5
2. Military	30 237.0	30 041.8	2 371.1	7.9	32 412.9
3. Rule of law and security institutions	24 182.9	25 305.6	9 652.5	38.1	34 958.1
4. Policy, evaluation and training	15 142.6	14 591.7	1 096.9	7.5	15 688.6
<b>Subtotal, C</b>	<b>81 653.5</b>	<b>81 659.8</b>	<b>14 072.3</b>	<b>17.2</b>	<b>95 732.1</b>
D. Programme support	3 063.2	3 283.0	78.4	2.4	3 361.4
<b>Subtotal, 2</b>	<b>100 248.8</b>	<b>101 014.8</b>	<b>15 413.6</b>	<b>15.3</b>	<b>116 428.4</b>

(3) Extrabudgetary

Component/subprogramme	2024 expenditure	2025 estimate	Change	Percentage	2026 estimate
A. Policymaking organs	—	—	—	—	—
B. Executive direction and management	12 392.8	11 712.9	—	—	11 712.9
C. Programme of work					
1. Operations	57.0	48.0	—	—	48.0
2. Military	868.4	801.2	(201.3)	(25.1)	599.9
3. Rule of law and security institutions	40 979.2	47 745.0	—	—	47 745.0
4. Policy, evaluation and training	11 377.1	13 727.6	—	—	13 727.6
<b>Subtotal, C</b>	<b>53 281.7</b>	<b>62 321.8</b>	<b>(201.3)</b>	<b>(0.3)</b>	<b>62 120.5</b>
D. Programme support	1 008.4	1 247.1	—	—	1 247.1
<b>Subtotal, 3</b>	<b>66 682.9</b>	<b>75 281.8</b>	<b>(201.3)</b>	<b>(0.3)</b>	<b>75 080.5</b>
<b>Total (1+2+3)</b>	<b>173 389.4</b>	<b>183 056.5</b>	<b>15 702.2</b>	<b>8.6</b>	<b>198 758.7</b>

Table 5.I.19

**Overall: proposed posts for 2026 by source of funding, component and subprogramme**

(Number of posts)

(1) Regular budget

Component/subprogramme	Changes					2026 proposed
	2025 approved	Technical adjustments	New/expanded mandates	Other	Total	
A. Policymaking organs	—	—	—	—	—	—
B. Executive direction and management	3	—	—	—	—	3
C. Programme of work						
1. Operations	15	—	—	—	—	15
2. Military	3	—	—	—	—	3

**Section 5      Peacekeeping operations**

Component/subprogramme	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
3. Rule of law and security institutions	3	—	—	—	—	3
4. Policy, evaluation and training	3	—	—	—	—	3
<b>Subtotal, C</b>	<b>27</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>27</b>
D. Programme support	—	—	—	—	—	—
<b>Subtotal, 1</b>	<b>27</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>27</b>

**(2) Other assessed**

Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	—	—	—
B. Executive direction and management	74	—	74
C. Programme of work			
1. Operations	52	1	53
2. Military	126	2	128
3. Rule of law and security institutions	108	43	151
4. Policy, evaluation and training	59	1	60
<b>Subtotal, C</b>	<b>345</b>	<b>47</b>	<b>392</b>
D. Programme support	7	—	7
<b>Subtotal, 2</b>	<b>426</b>	<b>47</b>	<b>473</b>

**(3) Extrabudgetary**

Component/subprogramme	2025 estimate	Change	2026 estimate
A. Policymaking organs	—	—	—
B. Executive direction and management	27	—	27
C. Programme of work			
1. Operations	—	—	—
2. Military	—	—	—
3. Rule of law and security institutions	58	—	58
4. Policy, evaluation and training	20	—	20
<b>Subtotal, C</b>	<b>105</b>	<b>—</b>	<b>105</b>
D. Programme support	7	—	7
<b>Subtotal, 3</b>	<b>112</b>	<b>—</b>	<b>112</b>
<b>Total (1+2+3)</b>	<b>565</b>	<b>47</b>	<b>612</b>

Table 5.I.20  
**Overall: evolution of financial and post resources**

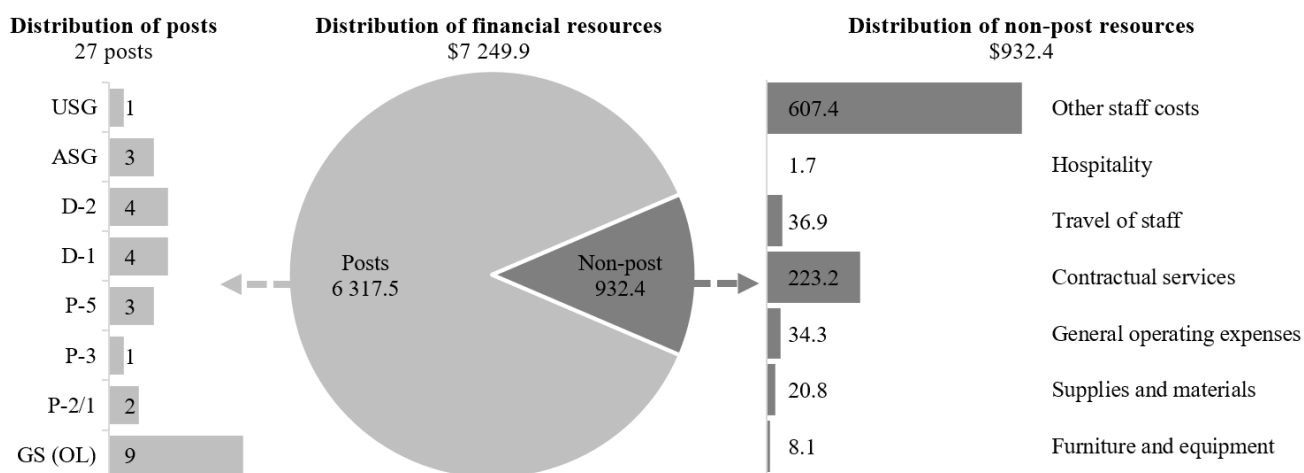
(Thousands of United States dollars/number of posts)

	2024 expenditure <sup>a</sup>	2025 approved	Changes				2026 estimate	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	6 049.6	6 317.5	—	—	—	—	—	6 317.5
Non-post	408.1	442.4	—	490.0	—	490.0	110.8	932.4
Total	6 457.7	6 759.9	—	490.0	—	490.0	6.8	7 249.9
Post resources by category								
Professional and higher		18	—	—	—	—	—	18
General Service and related		9	—	—	—	—	—	9
Total		27	—	—	—	—	—	27

<sup>a</sup> Excludes expenditures in an amount of \$28,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

Figure 5.I.VIII  
**Distribution of proposed resources for 2026**

(Number of posts/thousands of United States dollars)



## Explanation of variances by factor, component and subprogramme

### Overall resource changes

#### New and expanded mandates

5.I.72 As shown in table 5.I.18 (1), resource changes reflect an increase of \$490,000, as follows:

- (a) **Executive direction and management** (increase of \$250,000). The proposed increase of \$250,000 under other staff costs (\$240,000) and travel of staff (\$10,000) would provide for the establishment of general temporary assistance capacities to support the Office of the Under-Secretary-General in undertaking a review of the future of all forms of United Nations peace operations, taking into account lessons learned from previous and ongoing reform processes,

and in providing strategic and action-oriented recommendations for the consideration of Member States on how the United Nations toolbox can be adapted to meet evolving needs to allow for more agile, tailored responses to existing, emerging and future challenges, pursuant to General Assembly resolution [79/1](#) on the Pact for the Future. General temporary assistance capacities would be recruited as required to support outreach to Member States and other stakeholders and foster their engagement on various aspects required for the review. The provision would cover travel by the Under-Secretary-General to various field locations and liaison with Member States as part of the review process. The resources are non-recurrent and limited to the duration of the review, which will take place in 2026;

- (b) **Subprogramme 4, Policy, evaluation and training** (increase of \$240,000). The proposed increase of \$240,000 under other staff costs would provide for the establishment of general temporary assistance capacities to support the subprogramme in the review of the future of all forms of United Nations peace operations pursuant to General Assembly resolution [79/1](#), as referenced in paragraph 5.I.72 (a). The capacity would play a key role in drafting the review's findings, policy recommendations and implementation strategies, ensuring that peacekeeping efforts are aligned with the objectives of the Pact for the Future and broader United Nations policies. The review would be closely coordinated with the Policy and Mediation Division of the Department of Political and Peacebuilding Affairs. The work would include organizing, coordinating and leading consultations with key stakeholders, conducting literature research and synthesizing the findings to provide comprehensive, well-documented advice. The resources are non-recurrent and limited to the duration of the review, which will take place in 2026.

#### Other assessed resources

- 5.I.73 As reflected in tables 5.I.18 (2) and 5.I.19 (2), other assessed resources amount to \$116,428,400. The resources would complement regular budget resources and provide for the requirements indicated in report [A/79/783](#).

#### Extrabudgetary resources

- 5.I.74 As reflected in tables 5.I.18 (3) and 5.I.19 (3), extrabudgetary resources amount to \$75,080,500. The resources would complement regular budget resources and would be used mainly to provide for 112 posts (2 D-1, 13 P-5, 36 P-4, 34 P-3, 4 P-2/1, 3 General Service (Principal level) and 18 General Service (Other level)). In addition, non-post resources would be used to support the United Nations mine action programme, implementation of the Action for Peacekeeping initiative, digital innovation and transformation, the implementation of priorities related to women and peace and security, effective weapons management, regional capacity-building and the implementation of conflict-related sexual violence mandates.
- 5.I.75 The extrabudgetary resources under the present section are subject to the oversight of the Under-Secretary-General of the Department of Peace Operations in accordance with the delegation of authority by the Secretary-General.

#### Executive direction and management

- 5.I.76 The executive direction and management component comprises the Office of the Under-Secretary-General, the Gender Unit, the Integrated Assessment and Planning Unit, the Office of the Director for Peacekeeping Strategic Partnership, and the Office of the Director for Coordination and Shared Services.
- 5.I.77 The main responsibilities of the executive direction and management component include the following functions:
  - (a) Direct, manage and provide political and policy guidance and strategic direction to the Department-led operations, including in the performance of political, programmatic, managerial and administrative functions;

- (b) Formulate guidelines and policies for peacekeeping operations, based on Security Council mandates;
  - (c) Advise the Security Council and the General Assembly on all matters related to peacekeeping activities and the future direction of United Nations peacekeeping, including strategic and policy issues and initiatives, such as peacemaking, peacekeeping, peacebuilding, transitions through partnerships with regional organizations and other peacekeeping partners, and protection of civilians;
  - (d) Maintain high-level contact with parties to conflict and Member States, particularly the Security Council, as well as troop-, police- and financially contributing countries, in the implementation of the Security Council mandates;
  - (e) Support peacekeeping operations.
- 5.I.78 The Integrated Assessment and Planning Unit will strengthen analysis and planning at Headquarters and in the missions and provide related guidance, training and support to planning processes in line with the Action for Peacekeeping Plus implementation strategy. The Gender Unit will continue to facilitate the implementation of commitments on gender equality and women and peace and security through strategic and policy guidance, capacity-building and knowledge management, data driven evidence-generation, gender analysis and systematized gender integration, including the operational and technical backstopping of peacekeeping operations.
- 5.I.79 The Office of the Director for Peacekeeping Strategic Partnership will continue to undertake reviews of peacekeeping operations mandated by the General Assembly. In particular, the Office will continue to coordinate and drive implementation of the action plan for improving the safety and security of United Nations peacekeepers with Headquarters and all high-risk missions and undertake integrated studies and after-action reviews.
- 5.I.80 The Office of the Director for Coordination and Shared Services, which reports to the Under-Secretaries-General of both the Department of Peace Operations and the Department of Political and Peacebuilding Affairs, includes the joint Executive Office, the Leadership Support Section, the Peacekeeping Situation Centre, the Strategic Communications Section, the Focal Point for Security, the Information Management Unit and the Registry. The Office will continue to provide support to peacekeeping operations for organizational resilience and crisis management, as well as the enhancement of reporting and data analytics capacities and products. The Office will pursue its strategic communication efforts in support of peacekeeping, with particular emphasis on social media and countering misinformation and disinformation. It will coordinate processes for the selection of, and support for, senior mission leadership and will continue outreach efforts to increase and diversify the pool of candidates.
- 5.I.81 In accordance with the 2030 Agenda for Sustainable Development, in particular target 12.6 of the Sustainable Development Goals, in which organizations are encouraged to integrate sustainability information into their reporting cycles, and in compliance with the cross-cutting mandate set out in paragraph 19 of General Assembly resolution [72/219](#), the Department is integrating environmental management practices into its operations. The Department will continue to rely on electronic record-keeping and communications to reduce printing, paper-based filing and the use of photocopy paper. The Department also plans to improve e-waste management to facilitate the environmentally friendly disposal of expendable e-waste.
- 5.I.82 Information on the timely submission of documentation and advance booking for air travel is reflected in table 5.I.21. The Department has continued its efforts to raise awareness among staff through various forms of communication on the importance of early planning for travels and complying with the advance purchase policy. Managers are also required to implement preventive and corrective measures.



Table 5.I.21  
**Compliance rate**

(Percentage)

	2022 actual	2023 actual	2024 actual	2025 planned	2026 planned
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	33	33	66	100	100

5.I.83 The proposed regular budget resources for 2026 amount to \$1,077,800 and reflect an increase of \$250,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 5.I.72 (a). Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.22 and figure 5.I.IX.

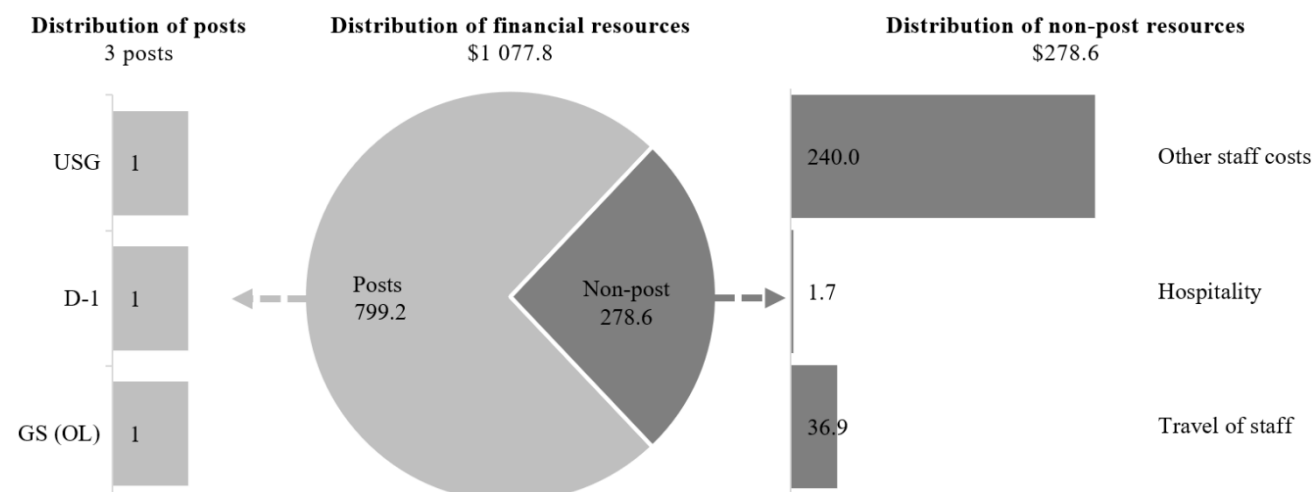
Table 5.I.22  
**Executive direction and management: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes				2026 estimate	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	846.5	799.2	—	—	—	—	—	799.2
Non-post	35.2	28.6	—	250.0	—	250.0	873.8	278.6
Total	881.7	827.8	—	250.0	—	250.0	30.2	1 077.8
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		1	—	—	—	—	—	1
Total		3	—	—	—	—	—	3

Figure 5.I.IX  
**Executive direction and management: distribution of proposed resources for 2026**

(Number of posts/thousands of United States dollars)



## Programme of work

### Subprogramme 1 Operations

5.I.84 The proposed regular budget resources for 2026 amount to \$3,534,300 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.23 and figure 5.I.X.

Table 5.I.23

#### Subprogramme 1: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

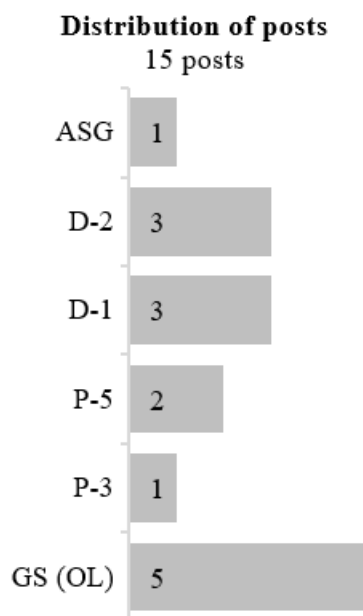
	2024 expenditure <sup>a</sup>	2025 approved	Changes				2026 estimate	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	3 325.0	3 534.3	—	—	—	—	—	3 534.3
Non-post	14.7	—	—	—	—	—	—	—
Total	3 339.7	3 534.3	—	—	—	—	—	3 534.3
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		5	—	—	—	—	—	5
Total		15	—	—	—	—	—	15

<sup>a</sup> Excludes expenditure in an amount of \$28,200 incurred under the authority granted to the Secretary-General under paragraph 1 (a) of General Assembly resolution 78/255 relating to commitments for unforeseen and extraordinary expenses.

Figure 5.I.X

#### Subprogramme 1: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



## Subprogramme 2

### Military

- 5.I.85 The proposed regular budget resources for 2026 amount to \$576,600 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.24 and figure 5.I.XI.

Table 5.I.24

#### Subprogramme 2: evolution of financial and post resources

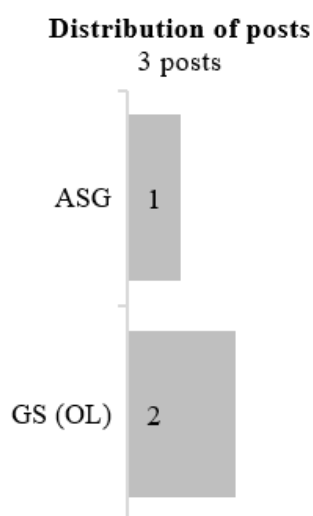
(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes				Total	Percentage	2026 estimate
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	505.0	576.6	—	—	—	—	—	—	576.6
Non-post	0.7	—	—	—	—	—	—	—	—
Total	505.7	576.6	—	—	—	—	—	—	576.6
Post resources by category									
Professional and higher		1	—	—	—	—	—	—	1
General Service and related		2	—	—	—	—	—	—	2
Total		3	—	—	—	—	—	—	3

Figure 5.I.XI

#### Subprogramme 2: distribution of proposed resources for 2026

(Number of posts/thousands of United States dollars)



## Subprogramme 3

### Rule of law and security institutions

- 5.I.86 The proposed regular budget resources for 2026 amount to \$955,500 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.25 and figure 5.I.XII.

Table 5.I.25

**Subprogramme 3: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

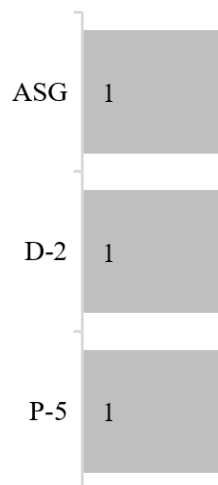
	2024 expenditure	2025 approved	Changes				Total	Percentage	2026 estimate
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	1 055.4	955.5	—	—	—	—	—	—	955.5
Non-post	2.2	—	—	—	—	—	—	—	—
Total	1 057.6	955.5	—	—	—	—	—	—	955.5
Post resources by category									
Professional and higher		3	—	—	—	—	—	—	3
General Service and related		—	—	—	—	—	—	—	—
Total		3	—	—	—	—	—	—	3

Figure 5.I.XII

**Subprogramme 3: distribution of proposed resources for 2026**

(Number of posts/thousands of United States dollars)

**Distribution of posts**  
3 posts



**Subprogramme 4**  
**Policy, evaluation and training**

- 5.I.87 The proposed regular budget resources for 2026 amount to \$691,900 and reflect an increase of \$240,000 compared with the approved budget for 2025. The proposed change is explained in paragraph 5.I.72 (b). Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.26 and figure 5.I.XIII.

Table 5.I.26

**Subprogramme 4: evolution of financial and post resources**

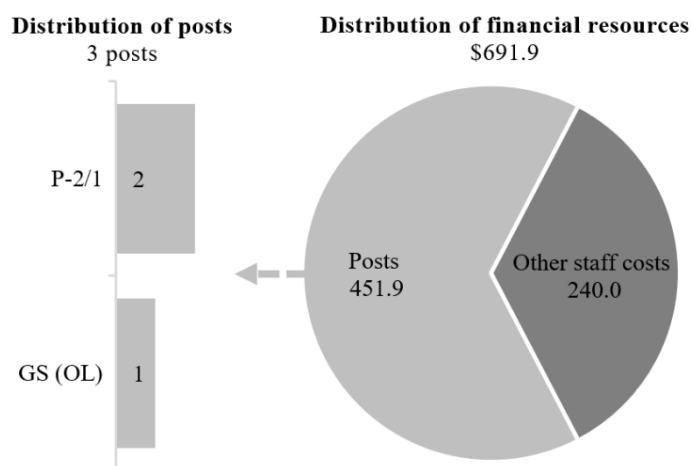
(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes				2026 estimate	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	317.7	451.9	—	—	—	—	—	451.9
Non-post	—	—	—	240.0	—	240.0	—	240.0
Total	317.7	451.9	—	240.0	—	240.0	53.1	691.9
Post resources by category								
Professional and higher		2	—	—	—	—	—	2
General Service and related		1	—	—	—	—	—	1
Total		3	—	—	—	—	—	3

Figure 5.I.XIII

**Subprogramme 4: distribution of proposed resources for 2026**

(Number of posts/thousands of United States dollars)

**Programme support**

5.I.88 The programme support component comprises the Executive Office of the Department of Peace Operations. The Executive Office provides the central administrative and programme support functions necessary for the implementation of the mandated activities of the Department. It assists the Under-Secretary-General in the preparation of the programme plans, the preparation and monitoring of the implementation of the programme budget, the management of trust funds and extrabudgetary resources, relevant support services for the efficient utilization of human resources and the planning, control and coordination of requirements related to general office administration. The Executive Office also provides logistical support to the Department, including communication and information technology-related software and hardware replacement, property management and office space management.

5.I.89 The proposed regular budget resources for 2026 amount to \$413,800 and reflect no change compared with the approved budget for 2025. Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.I.27 and figure 5.I.XIV.

Table 5.I.27

**Programme support: evolution of financial and post resources**

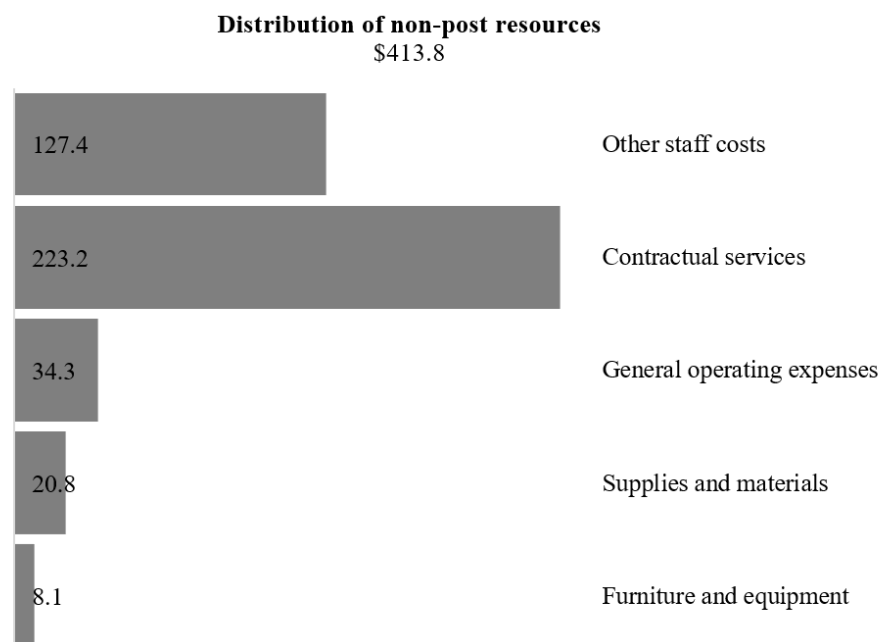
(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes				Total	Percentage	2026 estimate
			Technical adjustments	New/expanded mandates	Other				
Financial resources by main category of expenditure									
Posts	—	—	—	—	—	—	—	—	—
Non-post	355.3	413.8	—	—	—	—	—	—	413.8
Total	355.3	413.8	—	—	—	—	—	—	413.8
Post resources by category									
Professional and higher		—	—	—	—	—	—	—	—
General Service and related		—	—	—	—	—	—	—	—
Total		—	—	—	—	—	—	—	—

Figure 5.I.XIV

**Programme support: distribution of proposed resources for 2026**

(Number of posts/thousands of United States dollars)



## **II. United Nations Truce Supervision Organization**

### **A. Proposed programme plan for 2026 and programme performance in 2024**

#### **Overall orientation**

#### **Mandates and background**

- 5.II.1 The United Nations Truce Supervision Organization (UNTSO) is mandated to assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements. Its mandate derives from Security Council resolutions and decisions, including resolutions [50 \(1948\)](#), [54 \(1948\)](#) and [73 \(1949\)](#). The military observers, assigned to assist the United Nations Mediator in supervising the truce in Palestine pursuant to resolution [50 \(1948\)](#), became UNTSO pursuant to resolution [73 \(1949\)](#) to supervise the Armistice Agreements between the parties to the Arab-Israeli conflict. Following the wars of 1956, 1967 and 1973, the functions of the observers were adapted in response to altered circumstances.
- 5.II.2 UNTSO activities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic are aimed at maintaining the regional liaison architecture established under the Armistice Agreements. UNTSO provides trained military observers to UNDOF and UNIFIL.

#### **Programme of work**

#### **Objective**

- 5.II.3 The objective, to which UNTSO contributes, is to ensure adherence to the Armistice Agreements of 1949 and related agreements.

#### **Strategy and external factors for 2026**

- 5.II.4 To contribute to the objective, UNTSO will:
- (a) Provide trained military observers to UNDOF and UNIFIL to assist in their mandate implementation by providing timely and accurate observation, reports, investigations and inspections. The mission provides administrative, logistical, communications and security support to all outstations and liaison offices;
  - (b) Conduct regional liaison through strategic engagement and regular interaction with the parties, as well as with senior representatives of troop-contributing countries and other Member States in the mandate area, and conduct regular liaison, through offices in Egypt, Lebanon and the Syrian Arab Republic, and with Israel and Jordan from its headquarters;
  - (c) Support informed strategic analysis and decision-making within the Organization, with peacekeeping partners and among regional actors through regional assessments, and support peacekeeping partnerships in coordination with other United Nations entities;
  - (d) Conduct seminars, briefings and information exchanges with regional stakeholders, think tanks and senior representatives of troop-contributing countries and other Member States.
- 5.II.5 The above-mentioned work is expected to result in:
- (a) Reliable communications channels and relations of confidence with the parties, conflict resolution, reduced tensions, avoidance of misunderstandings that could escalate into cross-boundary conflict and expanded liaison and information networks with national and local community representatives and with actors with influence in the areas of interest;

- (b) Strengthened situational awareness and decision-making by other United Nations entities, enhancing the impact of regional United Nations presences;
  - (c) Improved cooperation and understanding of cross-cutting regional issues among regional counterparts.
- 5.II.6 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:
- (a) All parties to the Armistice Agreements of 1949 and related agreements will cooperate with UNTSO in the performance of its functions;
  - (b) All parties will remain willing to resolve their disputes and to cooperate with the United Nations in fulfilment of the Security Council mandate.
- 5.II.7 With regard to cooperation with other entities and inter-agency coordination and liaison, UNTSO will foster cooperation with a range of national, regional and international entities. It will engage with relevant national and regional organizations and collaborate closely with its regional peacekeeping partners, special political missions, humanitarian coordinators, United Nations security management systems and other relevant agencies in all five countries where it operates. These engagements are intended to facilitate the sharing and validation of information from the ground, integrate assessments, ensure consistency in key United Nations messages and capture synergies to enhance the collective impact of United Nations presences in the region. Strategic cooperation will occur at multiple levels, through regular consultations and inter-mission engagements with heads of missions and agencies, as well as at the working level. In addition, UNTSO will expand its efforts to share information and analyse regional trends that affect the implementation of United Nations mandates, including through consultative inter-mission coordination activities.
- 5.II.8 The mission will continue to integrate a gender perspective into its operational activities, deliverables and results, as appropriate. This will include ensuring the inclusion of female military observers in operations and female language assistants in UNTSO activities.

### **Evaluation activities**

- 5.II.9 An evaluation conducted by the office to assess how institutional knowledge is retained and shared between outgoing and incoming uniformed and civilian personnel was completed in 2024 and has guided the proposed programme plan for 2026.
- 5.II.10 In response to the results of the evaluation referenced above, UNTSO will standardize the transfer of institutional knowledge among mission personnel. Key documents specific to each of the mission's functional posts will be compiled, including important contacts and guidance to improve the mission's handover and takeover processes and ensure efficient and effective continuity of functions. UNTSO will introduce an electronic platform to digitize the transfer of institutional knowledge and streamline the handover processes and will revise the standard operating procedures to ensure that it reflects the evaluation recommendations.
- 5.II.11 An UNTSO evaluation on induction and continuation training at mission outstations is planned for 2026.

### **Programme performance in 2024**

#### **Adjusted UNTSO military observers' footprint in response to changing security environment**

- 5.II.12 The mission responded to Lebanon's deteriorating security by adjusting UNTSO military observers' posture to ensure personnel safety and security, including by implementing flexible deployment strategies, such as, in coordination with UNIFIL, adjusting patrols, reinforcing field office security and enhancing coordination with local and international actors. That adaptive approach also enabled



the mission to continue its activities concerning the Golan, in coordination with UNDOF, related to monitoring violations in the area of separation and along the ceasefire line, providing reports and conducting inspections and investigations in a safe and secure manner. The proactive adjustments highlighted the UNTSO commitment to operational continuity and personnel protection in a challenging security environment.

5.II.13 Progress towards the objective is presented in the performance measure below (see table 5.II.1).

Table 5.II.1  
**Performance measure**

<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (actual)</i>
—	—	Timely observations, accurate reporting and a consistent presence in a high-tension environment

### **Planned results for 2026**

#### **Result 1: improved confidence in decision-making by the United Nations Disengagement Observer Force through upgraded observation**

##### **Programme performance in 2024 and target for 2026**

5.II.14 The mission's work contributed to the maintenance of reporting through observation within existing capability, which did not meet the planned target of improved confidence in decision-making by UNDOF enabled by the improved accuracy and quality of reporting through upgraded 24-hour observation equipment at five observation posts. The target was not met owing to the uncertainty surrounding the liquidity situation, which entailed delays in the purchase of upgraded 24-hour observation equipment, as well as the security situation, which affected the installation of equipment at five observation posts.

5.II.15 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.II.2).

Table 5.II.2  
**Performance measure**

<i>2022 (actual)</i>	<i>2023 (actual)</i>	<i>2024 (actual)</i>	<i>2025 (planned)</i>	<i>2026 (planned)</i>
Limited visibility and object identification at night and lack of recording capability	Reporting maintained through observation with existing capability	Reporting maintained through observation with existing capability	Improved quality of reporting enabled by additional observation of the area of separation and its limits, the Alpha and Bravo lines	Improved quality of reporting enabled by additional observation of the area of separation and its limits, and the area of limitation

#### **Result 2: increased engagement in the mandate and work of the United Nations Truce Supervision Organization**

##### **Programme performance in 2024 and target for 2026**

5.II.16 The mission's work contributed to increased engagement by think tanks and academics with expertise in national and regional developments in the region on the mandate and activities of

UNTSO, enabling better analysis and awareness of national/regional dynamics and perspectives, which met the planned target.

- 5.II.17 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.II.3).

Table 5.II.3  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
–	Information on the history and mandate of UNTSO available through the seventy-fifth anniversary commemorations and the corresponding Yearbook	Increased engagement by think tanks and academics, enabling better analysis and awareness of national and regional dynamics and perspectives	Enhanced regional liaison through diversified engagement with target audiences, including Member States, troop-contributing countries, think tanks and academics	Enhanced regional liaison through sustained diversified engagement with target audiences, including Member States, troop-contributing countries, think tanks and academics

### Result 3: strengthened organizational ability to adapt to changing operating environments

#### Proposed programme plan for 2026

- 5.II.18 The mission aims to improve its flexibility to adapt to changing environments and effectively respond to such changes. This includes managing resources to quickly reallocate personnel, equipment and support as needs evolve. The approach began with a posture change during the conflict in Lebanon in 2024 and will be supported by a system to monitor regional trends and assess shifts in the political, security and humanitarian landscape, enabling timely adjustments to mission priorities.

#### *Lessons learned and planned change*

- 5.II.19 The lesson for the mission was the need for faster, more coordinated decision-making in rapidly evolving environments. In applying the lesson, the mission has focused on improving real-time communication and allocation of personnel, equipment and support to enable a quicker, more agile response to future challenges. UNTSO will further promote continuous learning, encourage innovation and conduct regular training and scenario-based exercises to prepare personnel for complex situations. By fostering cross-functional coordination and close collaboration with internal and external stakeholders, UNTSO will enhance its ability to anticipate changes and proactively meet mission objectives, utilizing new concepts of operations to continue mandate implementation in rapidly shifting contexts.
- 5.II.20 Expected progress towards the objective is presented in the performance measure below (see table 5.II.4).

Table 5.II.4  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
—	—	Enhanced baseline training for military observers to improve their versatility and operational effectiveness across all mission countries	Enhanced operational readiness of military observers, through structured professional development programmes	Enhanced mission adaptability and capability to respond effectively to evolving operational environments

### Legislative mandates

- 5.II.21 The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to UNTSO.

#### Security Council resolutions

50 (1948)

73 (1949)

54 (1948)

### Deliverables

- 5.II.22 Table 5.II.5 lists all deliverables of UNTSO.

Table 5.II.5  
Deliverables for the period 2024–2026, by category and subcategory

Category and subcategory	2024 planned	2024 actual	2025 planned	2026 planned
<b>B. Generation and transfer of knowledge</b>				
<b>Seminars, workshops and training events (number of days)</b>	<b>16</b>	<b>19</b>	<b>16</b>	<b>16</b>
1. Seminars on the implications of regional developments for peacekeeping areas	2	2	2	2
2. Seminars on UNTSO operations (requested by Member States and international organizations)	14	17	14	14
<b>C. Substantive deliverables</b>				
<b>Consultation, advice and advocacy:</b> consultation and liaison with national authorities in Egypt, Israel, Jordan, Lebanon and the Syrian Arab Republic, as well as local government officials, community leaders, international interlocutors and United Nations operations, organizations and country offices in the mission area to assess regional stability/security conditions, regional trend effects and potential disturbances among the parties and on peacekeeping areas of operation, and with the 32 troop-contributing countries and other Member State representatives.				
<b>E. Enabling deliverables</b>				
<b>Administration:</b> weekly, monthly, and annual situation reports; analytical assessment and thematic reports and briefings; tactical operational reports, including daily operational reports, incident reports and investigation reports; inter-mission support agreements with the Office of the Special Coordinator for the Middle East Peace Process, UNIFIL and UNDOF; and monthly mandatory induction training of incoming military observers prior to deployment in observer groups and liaison offices, and tactical training of military observers on the use of observation equipment.				

## B. Proposed post and non-post resource requirements for 2026

### Overview

- 5.II.23 Pursuant to paragraph 20 of General Assembly resolution [77/262](#), UNTSO carried out a spending review as part of its proposed programme budget for 2026. Under the strategic guidance of the Head of Mission and Chief of Staff, and with the engagement of all managers and the Human Resources Services Division of the Department of Operational Support, a review was carried out of the mission's operations. The review builds on previous process reviews undertaken by the mission to streamline support services across five countries and improve logistics support against the dynamically challenging areas of its operations, as well as lessons learned from the impact of the liquidity situation and the coronavirus disease (COVID-19) pandemic. The mission was subject to a civilian staffing review that was jointly undertaken with the Department and included an in-depth analysis of the mission's organizational structure, staffing composition and levels to determine optimal alignment with evolving mission priorities, enhance resource efficiency and effectiveness and ensure that staff possess the skills required to provide high-quality services, while incorporating succession plans and future operational needs. The review also included an analysis of historical trends in non-post resource spending and distribution over the past five years to identify opportunities for efficiencies and realignment to support optimal implementation of the mission's mandate and achieving results, as set out in the proposed programme plan for 2026. The review pointed to several opportunities for better and more efficient utilization of financial and human resources.
- 5.II.24 With regard to posts, while UNTSO is not proposing any increase or decrease in its staffing complement of 229 posts, several changes to the levels, functions and locations of existing posts are proposed as a result of the civilian staffing review, which reduces operational gaps and utilizes resources more effectively, while providing the mission with the flexibility needed to address emerging challenges. The proposed changes are as follows:
- (a) **Office of the Chief of Mission Support.** The Chief of Mission Support is responsible for stewardship of the personnel, financial and property resources of UNTSO (and the Office of the Special Coordinator for the Middle East Peace Process) and acts as principal adviser to the mission leadership on management, logistics and administrative matters. The Chief also leads and guides the work of the mission support component carried out by the operations and resource management, service delivery management and supply chain management pillars, which is decentralized across five countries. The mission support component has 173 posts to support 159 military observers, 7 substantive posts and 48 security posts. The civilian staffing review identified workforce gaps in the immediate office of the Chief of Mission Support and in the areas of protocol, training and the environment. To address the workforce gaps, the following changes to the organizational structure and posts are proposed to enhance the oversight and effectiveness of managing cross-cutting functions in the Office. Through the restructuring effort, there would be clearer accountability, better coordination and quicker decision-making, enabling more effective response and support to mission needs, as follows:
    - (i) **Office of the Chief of Mission Support.** Redeployment of one Administrative Officer (Field Service) and one Administrative Assistant (Local level) from Service Delivery Management (formerly known as the Office of the Deputy Chief of Mission Support) to strengthen the existing capacity of the Office, which is comprised of one staff member at the D-1 level, one staff member in the Field Service and one National Professional Officer. The change reflects the evolving scope and complexity of the mission's support function and is aimed at ensuring that the Chief of Mission Support is better positioned to efficiently manage administrative functions, strengthen coordination across the mission and effectively drive key strategic priorities. It is proposed that the National Professional Officer be redeployed to Protocol, as explained in paragraph 5.II.24 (a) (ii);

- (ii) **Protocol.** Redeployment of two posts (one Protocol Officer (National Professional Officer) from the Office of the Chief of Mission Support and one Movement Control Assistant (Local level), to be reassigned as a Protocol Assistant, from Supply Chain Management) to Protocol, to be established under the Office of the Chief of Mission Support. Since 2022, the role of Protocol has expanded and includes an increased scope in interactions with host government authorities and relationship management with various ministries and embassies;
  - (iii) **Environment.** Redeployment of one Environment Affairs Assistant (Local level) from Service Delivery Management (formerly the Office of the Deputy Chief of Mission Support) to Environment, to be established under the Office of the Chief of Mission Support to facilitate integration, management and oversight of environmental priorities and the related impact on the mission's operations;
  - (iv) **Learning and Development.** Redeployment of one Human Resources Assistant (Field Service) and one Administrative Assistant (Local level) from Human Resources Management to Learning and Development, to be established under the Office of the Chief of Mission Support. The two posts would be reassigned as Training Assistants (one Field Service and one Local level) to address the training and staff development gaps and ensure that all staff have access to targeted training, resources and ongoing development opportunities, in alignment with UNTSO strategic goals. Although the civilian staffing review recognized that the functions of training are normally managed under Human Resources Management, it was recommended, considering the size of the mission, that the unit be placed under the Office of the Chief;
- (b) **Service Delivery Management (formerly Office of the Deputy Chief of Mission Support).** It is proposed that the Office of the Deputy Chief of Mission Support be renamed Service Delivery Management and that the post of Deputy Mission Support Officer (P-5) be reassigned as Chief of Section, Service Delivery Management. The title "Deputy Chief of Mission Support" is no longer utilized in peacekeeping missions, and its reclassification as Chief of Section, Service Delivery Management, would reflect ongoing organizational needs (separation of service delivery and supply chain management functions) and ensure clarity in leadership roles and alignment with the mission support structure guidance. It is also proposed that one post of Administrative Assistant (Field Service) be redeployed from the Office of Mission Support to strengthen service delivery capacities, noting that the Office is redeploying the post of Administrative Officer (Field Service) and an Administrative Assistant (Local level) to the Office of the Chief of Mission Support, as reflected in paragraph 5.II.24 (a) (i);
- (c) **Medical.** Reclassification of one Medical Officer from the Field Service category to a post of Medical Officer (P-4). Medical has two posts (one Field Service and one Local level), and the Field Service post (FS-7) is a dually classified post at the P-4 level. Given the discontinuation of dual classifications, the civilian staffing review recommended regularizing the post as a Medical Officer (P-4), who would be responsible for managing the Local level post (Nurse) in the unit and providing medical care to UNTSO personnel, both military and civilian, to ensure their health and well-being across the mission's area of operations;
- (d) **Human Resources Management.** Reclassification of one Chief Human Resources Officer post from the Field Service category to a P-4 post. Human Resources Management currently has 15 posts (6 Field Service and 9 Local level), including 1 Field Service post (FS-7) that is dually classified post as a P-4 post. Given the discontinuation of dual classifications, the civilian staffing review recommended regularizing the post as a P-4 Chief Human Resources Officer, who would be responsible for managing the section, which in 2026 would include 12 posts (4 Field Service and 8 Local level), as 2 posts (1 Field Service and 1 Local level) are proposed for redeployment to Learning and Development, as explained in paragraph 5.II.24 (a) (iv);
- (e) **Supply Chain Management.** Supply Chain Management provides a full spectrum of administrative and end-to-end logistics services support for the operations of UNTSO and the Office of the Special Coordinator for the Middle East Peace Process across several countries

and in over 40 different storage locations. It includes Supply Chain Performance and Business Intelligence, Acquisition Planning, Procurement, Centralized Warehouse and Movement Control. Proposals are as follows:

- (i) **Acquisition Planning.** It is proposed that the unit be renamed Acquisition Management, and would involve: the reassignment of one post of Claims Assistant (Field Service) as an Acquisition Planning Officer (Field Service), Chief of Unit; the redeployment of one Information Systems Assistant (Local level) from Field Technology Services to the unit to which the post would be reassigned as an Acquisition Management Assistant (Requisitioner); and the reassignment of one Movement Control Assistant (Local level) as an Acquisition Planning Assistant (Local level). The proposed changes would address the recommendation from the Office of Internal Oversight Services audit to improve the acquisition process for goods and services and improve the management of critical operations, particularly in Receiving, Inspection and Property Disposal;
- (ii) **Movement Control.** As reflected in paragraphs 5.II.24 (a) (ii) and (g), it is proposed that two posts be redeployed out to fill capacity gaps in other areas of operations;
- (f) **Engineering and Facilities Management.** Reclassification of one Engineer post from the Field Service category to the P-3 level. There are 12 posts (2 Field Service and 10 Local level), including 1 Field Service post (FS-6) that is dually classified as a P-3 post. Given the discontinuation of dual classifications, the civilian staffing review recommended regularizing the post as an Engineer (P-3), who would be responsible for managing the 11 posts in the unit that provides support to all observation posts, patrol bases and UNTSO offices (as well as Office of the Special Coordinator for the Middle East Peace Process offices) across its various locations;
- (g) **Transport.** Redeployment of one post of Vehicle Technician (Local level) from Jerusalem to Lebanon, and redeployment of one post of Movement Control Assistant (Local level) from Movement Control to Transport, to be reassigned as an Administrative Assistant. The post changes would strengthen the existing capacities in Transport, which provides transportation services to the mission headquarters, outstations, liaison offices and observation posts, and address the shift in work from routine maintenance to the refurbishment of light armoured vehicles, the majority of which is undertaken by Observer Group Lebanon.

5.II.25 With regard to non-post resources, the review identified a few areas in which, over time, UNTSO has improved its services by implementing cost-efficient and effective initiatives that have informed the 2026 programme budget as follows:

- (a) **Vehicle fleet management.** The refurbishment of armoured vehicles from closing or downsizing missions in lieu of new acquisitions has proven to be a cost-effective and efficient alternative to new acquisitions. This approach reduces financial outlay and maximizes the utilization of United Nations resources. In addition, the mission plans to lease light passenger vehicles from UN Fleet in 2026, which would reduce financial outlay, while granting the mission access to newer, environmentally friendly and technologically advanced vehicles without the full cost of ownership. It also allows for easy fleet adjustments based on operational needs. The introduction of hybrid vehicles represents a step towards sustainable and environmentally responsible transportation. With three hybrid vehicles already in operation, UNTSO plans to acquire an additional eight through leasing in 2026, which would result in lower fuel consumption;
- (b) **Energy-saving measures.** Following the implementation of energy-saving measures at mission headquarters, including light-emitting diode lighting and a variable refrigerant flow air-conditioning system, energy consumption decreased by 14 per cent in 2024 compared with 2023, decreasing to approximately 114,700 kWh, which is expected to stabilize or decrease in 2025 and 2026. Fuel expenditure decreased in 2024 compared with the period 2020–2023, due primarily to the installation of solar panels at three locations, reducing dependence on fuel-powered generators. With plans to install solar panels at nine additional locations in 2025,

further reductions in fuel consumption are anticipated in 2026. Consequently, the generator fuel budget for all 12 locations in 2026 is projected at 60,000 litres, down from 119,300 litres in 2024. Expanding solar energy usage will continue to enhance efficiency, sustainability and cost savings across operations;

- (c) **Field remote infrastructure monitoring.** In 2026, the mission will continue to implement the field remote infrastructure monitoring initiative, which began in 2024. The initiative represents a crucial Internet of things-based platform tailored for real-time monitoring and management of essential resources (i.e. water, electricity and fuel) in remote areas. By facilitating precise and timely data collection, it allows UNTSO to make informed decisions regarding resource allocation, analyse consumption trends and anticipate potential shortages. The integration of advanced data analytics significantly boosts operational efficiency by pinpointing areas for improvement, fostering sustainability and optimizing resource utilization. Robust reporting capabilities enhance transparency and accountability, ensuring effective communication with stakeholders. Field remote infrastructure monitoring also incorporates automation to refine resource management processes, such as refuelling generators and maintaining a steady power supply during critical operations. The system's real-time monitoring capability allows for automated responses to fluctuating conditions, thereby improving operational readiness and efficiency while minimizing delays. Although the impact of field remote infrastructure monitoring may not always manifest itself in initial short-term cost reductions, its role in streamlining processes, improving decision-making and supporting sustainability initiatives optimizes resource management, enhances operational efficiency, minimizes waste over time and contributes to long-term operational savings and more effective resource utilization, ultimately reinforcing the overall objectives of the mission.

- 5.II.26 Another significant advancement has been the transition to Microsoft Teams telephony, replacing in 2026 outdated Internet Protocol phone systems. Microsoft Teams telephony offers numerous benefits, including significant cost savings by eliminating the need for traditional phone hardware and reducing maintenance expenses. It seamlessly integrates with Microsoft 365 applications, providing a unified communication experience. Beginning in 2026, the phased elimination of Internet Protocol phones will progressively reduce the need for Cisco licences until they are completely discontinued. This cost-effective strategy reinforces the mission's commitment to financial efficiency while enhancing operational effectiveness and the overall user experience.
- 5.II.27 The review also highlighted the need to strengthen the mission's capacities for Arabic language interpreters, who would bridge cultural and linguistic gaps and facilitate better understanding, clearer exchanges and more efficient operations due to the increasingly complex and diverse operational requirements in the region.
- 5.II.28 The budgetary impact of the aforementioned changes has been calculated on a cost neutral basis, as reflected in paragraphs 5.II.33 (a) and (b). Notwithstanding, the proposed budget for 2026 reflects a net increase of \$126,200 under other changes compared with the approved budget for 2025 that could not be accommodated within existing capacities, as explained in paragraphs 5.II.33 (c) and (d).
- 5.II.29 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 5.II.6 to 5.II.9.

Table 5.II.6  
**Overall: evolution of financial resources by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	2024 expenditure	2025 approved	Changes					2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Posts	25 849.3	26 378.3	—	—	148.1	148.1	0.6	26 526.4
Other staff costs	10 517.2	10 684.8	—	—	88.0	88.0	0.8	10 772.8
Hospitality	2.9	8.4	—	—	—	—	—	8.4
Travel of staff	281.1	391.6	—	—	—	—	—	391.6
Contractual services	629.4	577.4	—	—	53.7	53.7	9.3	631.1
General operating expenses	1 981.7	2 023.1	—	—	392.0	392.0	19.4	2 415.1
Supplies and materials	350.8	480.7	—	—	(37.2)	(37.2)	(7.7)	443.5
Furniture and equipment	841.8	3 441.5	(980.7)	—	(569.6)	(1,550.3)	(45.0)	1 891.2
Improvement of premises	37.2	203.8	—	—	51.2	51.2	25.1	255.0
<b>Total</b>	<b>40 491.5</b>	<b>44 189.6</b>	<b>(980.7)</b>	<b>—</b>	<b>126.2</b>	<b>(854.5)</b>	<b>(1.9)</b>	<b>43 335.1</b>

Table 5.II.7  
**Overall: proposed posts and post changes for 2026**

(Number of posts)

	Number	Details
Approved for 2025	229	1 ASG, 2 D-1, 3 P-5, 2 P-4, 3 P-3, 70 FS, 2 NPO, 146 LL
Reclassification	–	1 post of Medical Officer (FS) to a P-4 post; 1 post of Chief Human Resources Officer (FS) to a P-4 post; 1 post of Engineer (FS) to a P-3 post; and the upward reclassification of 1 post of Field Security Officer (P-3) to the post of Deputy Chief Security Officer (P-4)
Redeployment	–	1 Administrative Officer (FS) and 1 Administrative Assistant (LL) from Service Delivery Management to the Office of the Chief of Mission Support 1 Administrative Assistant (FS) from the Office of the Chief of Mission Support to Service Delivery Management 1 Protocol Officer (NPO) from the Office of the Chief of Mission Support and 1 Movement Control Assistant (LL) from Supply Change Management to Protocol (to be reassigned as a Protocol Assistant) 1 Environment Affairs Assistant (LL) from Service Delivery Management to Environment 1 Human Resources Assistant (FS) and 1 Administrative Assistant (LL) from Human Resources Management to Learning and Development (to be reassigned as 2 Training Assistants) 1 Information Systems Assistant (LL) from Field Technology Services to Supply Chain Management (to be reassigned as an Acquisition Management Assistant (Requisitioner)) 1 Vehicle Technician (LL) from Jerusalem to Lebanon; and 1 Movement Control Assistant (LL) from Movement Control to Transport (to be reassigned as an Administrative Assistant)
Reassignment	–	1 Deputy Chief Mission Support Officer (P-5) as Chief of Section, Service Delivery Management; 1 Claims Assistant (FS) as an Acquisition Planning Officer (FS); and 1 Movement Control Management Assistant (LL) as an Acquisition Planning Assistant (LL) under Supply Chain Management
Proposed for 2026	229	1 ASG, 2 D-1, 3 P-5, 5 P-4, 3 P-3, 67 FS, 2 NPO, 146 LL

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



Table 5.II.8  
**Overall: proposed posts by category and grade**

(Number of posts)

Category and grade	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
Professional and higher						
ASG	1	—	—	—	—	1
D-1	2	—	—	—	—	2
P-5	3	—	—	—	—	3
P-4	2	—	—	3	3	5
P-3	3	—	—	—	—	3
Subtotal	11	—	—	3	3	14
General Service and related						
FS	70	—	—	(3)	(3)	67
NPO	2	—	—	—	—	2
LL	146	—	—	—	—	146
Subtotal	218	—	—	(3)	(3)	215
Total	229	—	—	—	—	229

5.II.30 Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.II.9 and figure 5.II.I.

5.II.31 As shown in table 5.II.6, the overall resources proposed for 2026 amount to \$43,335,100, reflecting a decrease of \$854,500 compared with the approved budget for 2025. Resource changes result from technical adjustments and other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

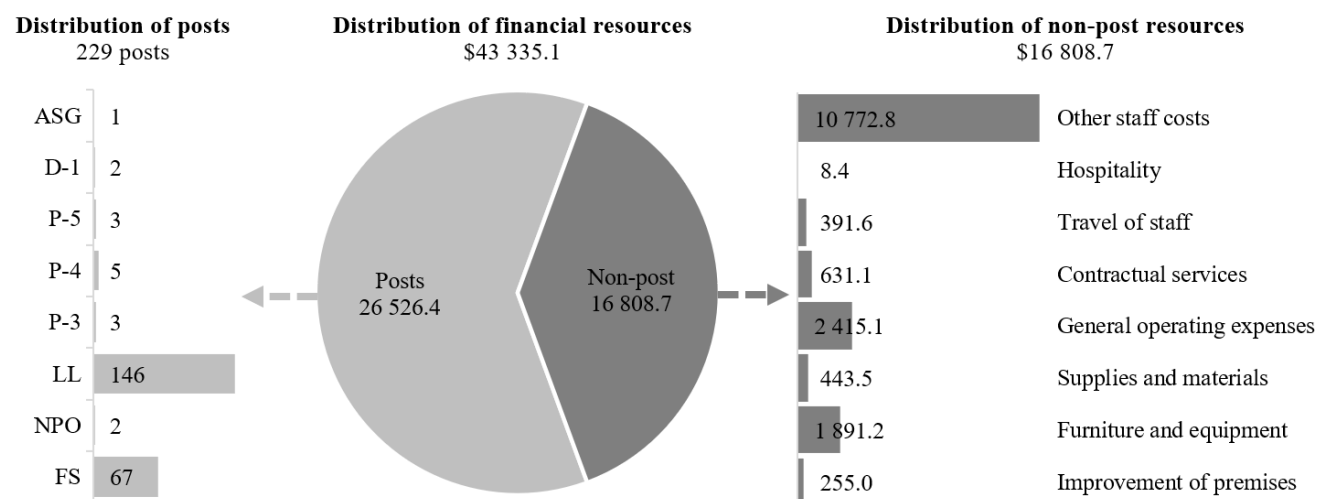
Table 5.II.9  
**Overall: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes				2026 estimate	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	25 849.3	26 378.3	—	—	148.1	148.1	0.6	26 526.4
Non-post	14 642.2	17 811.3	(980.7)	—	(21.9)	(1 002.6)	(5.6)	16 808.7
Total	40 491.5	44 189.6	(980.7)	—	126.2	(854.5)	(1.9)	43 335.1
Post resources by category								
Professional and higher		11	—	—	3	3	27.3	14
General Service and related		218	—	—	(3)	(3)	(1.4)	215
Total		229	—	—	—	—	—	229

Figure 5.II.1  
**Distribution of proposed resources for 2026**

(Number of posts/thousands of United States dollars)



## Explanation of variances by factor and component

### Overall resource changes

#### Technical adjustments

- 5.II.32 As shown in table 5.II.6, resource changes reflect a decrease of \$980,700 under furniture and equipment relating to the removal of non-recurrent provisions for the purchase of six units of mid-range optical equipment to replace ageing observation equipment at observation posts on the Golan, which were approved for 2025.

#### Other changes

- 5.II.33 As shown in table 5.II.6, resource changes reflect a net increase of \$126,200, which includes cost-neutral changes resulting from the spending review and other changes that could not be accommodated with existing capacities, as explained below:

#### *Cost-neutral changes resulting from the spending review*

- (a) **Posts.** A net increase of \$119,600 reflects the proposed reclassification of one Chief Human Resources Officer (P-4), one Medical Officer (P-4) and one Engineer (P-3) from the Field Service category, as explained in paragraphs 5.II.24 (c), (d) and (f) (\$104,500); and the redeployment of one Vehicle Technician (Local level) from Jerusalem to Lebanon (\$15,100), as explained in paragraph 5.II.24 (g) (see also annex II for further information on the functions of the proposed post changes);
- (b) **Non-posts.** The net decrease of \$119,600 reflects:
  - (i) An increase of \$44,000 under contractual services, due mainly to the need to strengthen the mission's capacities for Arabic interpreters, as explained in paragraph 5.II.27;
  - (ii) An increase of \$392,000 under general operating expenses that would provide for:
    - a. Increased maintenance costs for vehicles, as explained in paragraph 5.II.25 (a) (\$85,300);
    - b. Leasing of eight hybrid 4 x 4 vehicles in lieu of acquisition, as explained in paragraph 5.II.25 (a) (\$46,400);

- c. Freight charges (\$85,800);
  - d. Increased shared security services costs with the Department of Safety and Security and the Security Operations Centre in Jerusalem (\$69,000);
  - e. Establishment of a cleaning and pest control services contract in lieu of hiring cleaners (\$50,000);
  - f. Installation of a closed-circuit television system in Israel-Syria Mixed Armistice Commission (ISMAL) House in Damascus (\$23,000);
  - g. Increase in the premium of the malicious acts insurance policy, due mainly to the increase in the number of exposures (\$16,400);
  - h. Increase in the requirements of hardware supplies and engineering tools such as welding and drilling machines and air compressors (\$16,100);
- (iii) A decrease of \$37,200 under supplies and materials, due mainly to a decrease in fuel consumption, as explained in paragraph 5.II.25 (b) (\$17,300) and to reduced requirements for uniforms at mission headquarters in Jerusalem, as uniforms were purchased in 2024 (\$13,900);
  - (iv) A decrease of \$569,600 under furniture and equipment, due mainly to a reduction in the planned number of vehicles to be replaced in 2026, as explained in paragraph 5.II.25 (a);
  - (v) An increase of \$51,200 under improvement of premises that would provide for the replacement of damaged and degraded ballistic glasses at observation posts on the Alpha side of the Golan to ensure clear vision and provide protection for military observers during their 24-hour observation activities;

*Other changes that could not be absorbed within existing capacities (increase of \$126,200)*

- (c) **Posts.** An increase of \$28,500 is proposed to cover requirements for the upward reclassification of a Field Security Officer (P-3) to Deputy Chief Security Officer (P-4) (see annex II);
- (d) **Other staff costs.** An increase of \$88,000 is proposed to strengthen mission support capabilities in Protocol as a result of the increasing requirements for protocol support services;
- (e) **Contractual services.** The increase of \$9,700 relates to the adjustment of standard information and communications technology rates for non-field personnel outside United Nations Headquarters.

#### Other information

- 5.II.34 Information on advance booking for air travel is reflected in table 5.II.10. The ongoing conflict in Israel and the Middle East presented operational challenges for offices in the region, leading to travel disruptions and heightened security measures that undermined efforts to further enhance compliance performance. With continuous monitoring of regional developments and close collaboration with its military pillars, UNTSO strategically devised and implemented alternative travel routes while employing proactive planning to ensure compliance with the advance purchase policy.

Table 5.II.10  
Compliance rate

	2022 actual	2023 actual	2024 actual	2025 planned	2026 planned
Air tickets purchased at least two weeks before the commencement of travel	97	96	94	100	100

### **III. United Nations Military Observer Group in India and Pakistan**

#### **A. Proposed programme plan for 2026 and programme performance in 2024**

##### **Overall orientation**

##### **Mandates and background**

- 5.III.1 The United Nations Military Observer Group in India and Pakistan (UNMOGIP) is responsible for observing and reporting to the Secretary-General any developments pertaining to the observance of the ceasefire, pursuant to Security Council resolution [307 \(1971\)](#). In the resolution, the Council demanded that a durable ceasefire and cessation of all hostilities in all areas of conflict be strictly observed and remain in effect until withdrawals take place, as soon as practicable, of all armed forces to their respective territories and to positions which fully respect the ceasefire line in Jammu and Kashmir supervised by UNMOGIP. To complement its ceasefire monitoring efforts, **UNMOGIP** conducts balanced investigations on any received complaints of alleged ceasefire violations filed by parties.

##### **Programme of work**

##### **Objective**

- 5.III.2 The objective, to which UNMOGIP contributes, is to ensure that developments pertaining to ceasefire violations along the line of control are monitored in accordance with the mandate of UNMOGIP as contained in Security Council resolution [307 \(1971\)](#).

##### **Strategy and external factors for 2026**

- 5.III.3 To contribute to the objective, UNMOGIP will:
- (a) Continue to focus on the core mandated tasks of prevention, early warning, observation and reporting, and confidence-building;
  - (b) Provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate;
  - (c) Continue to employ military observers on both sides of the line of control for the conduct of patrols, inspections and investigations of alleged violations of the ceasefire and the performance of other tasks in the vicinity of the line of control to the extent permitted by the host countries.
- 5.III.4 The above-mentioned work is expected to result in adherence to the ceasefire through the presence of United Nations military observers.
- 5.III.5 With regard to the external factors, the overall plan for 2026 is based on the following planning assumptions:
- (a) Host countries cooperate with UNMOGIP in observing the ceasefire and refraining from hostilities and any action that may aggravate the situation or endanger international peace as embodied in Security Council resolution [307 \(1971\)](#);
  - (b) India and Pakistan remain willing to support UNMOGIP in the conduct of its activities for the delivery of its mandate.

5.III.6 The mission integrates a gender perspective into its operational activities, deliverables and results, as appropriate. This includes ensuring that the United Nations military observers engage in a comprehensive manner with local communities, among both men and women, to ensure that the mission has a gender-sensitive understanding of community perspectives of the situation on the ground and to facilitate the planning and conduct of mission operations.

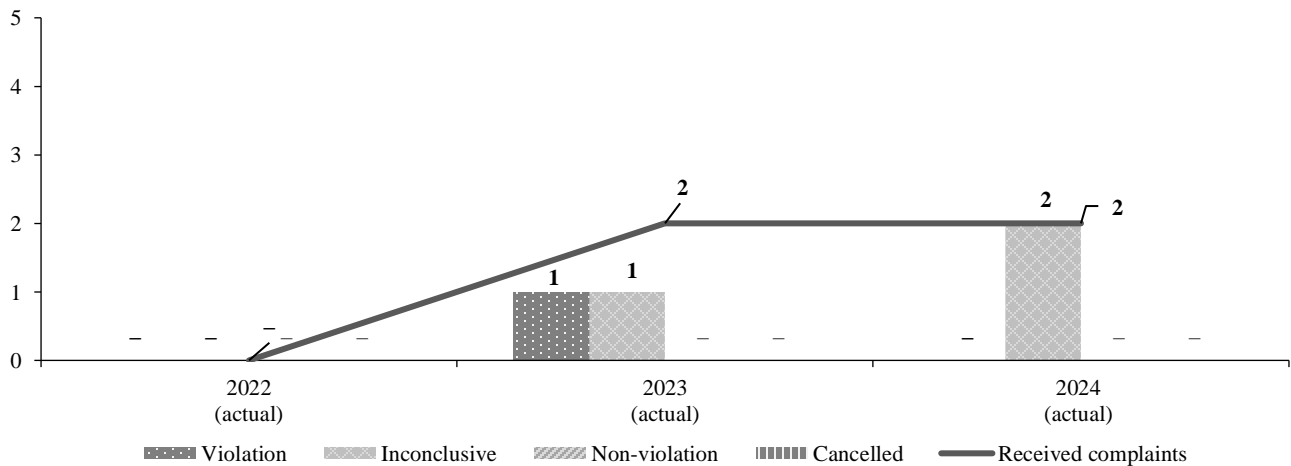
**Programme performance in 2024**

**Limited number of complaints concerning alleged ceasefire violations**

5.III.7 To implement its mandate, UNMOGIP undertakes best efforts to monitor the ceasefire between India and Pakistan at the line of control. During 2024, the mission ensured the supervision of the ceasefire through the presence of United Nations military observers at the 10 UNMOGIP field stations on both sides of the line of control. UNMOGIP continued to implement its mandate by performing core field tasks. UNMOGIP received two complaints concerning alleged ceasefire violations in 2024. In addition, the mission received 14 petitions from recognized political groups on the situation at and in the vicinity of the line of control in Jammu and Kashmir, expressing concern over developments affecting Kashmir, in both India and Pakistan.

5.III.8 Progress towards the objective is presented in the performance measure below (see figure 5.III.I).

Figure 5.III.I  
**Performance measure: number of investigated complaints (annual)**



**Planned results for 2026**

**Result 1: enhanced observation along the line of control**

**Programme performance in 2024 and target for 2026**

5.III.9 The mission’s work contributed to observation and reporting along the line of control using existing observation equipment, which did not meet the planned target of enhanced observation and reporting along the line of control with all field stations using the new observation equipment. The target was not met owing to the delayed acquisition of new observation equipment, which started to be delivered to all field stations only in the last quarter of 2024.

5.III.10 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.III.1).

Table 5.III.1  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
Enhanced field observation and reporting at field stations with the new observation equipment	Use of new software to store, review and analyse data by a limited number of field stations	Observation and reporting along the line of control using existing observation equipment	Quality of observation and reporting maintained by all field stations	Quality of observation and reporting enhanced in all field stations, with all military observers trained in the use of new equipment

**Result 2: improved situational awareness through geospatial information systems**

**Programme performance in 2024 and target for 2026**

- 5.III.11 The mission's work contributed to situational awareness through the planning of patrols using existing operational maps, which did not meet the planned target of patrols planned through pilot testing of operational maps based on geospatial information systems with additional features. The target was not met owing to delayed implementation related to the need for an adjustment of software to align operational maps with location-specific data.
- 5.III.12 Progress towards the objective and the target for 2026 are presented in the performance measure below (see table 5.III.2).

Table 5.III.2  
Performance measure

2022 (actual)	2023 (actual)	2024 (actual)	2025 (planned)	2026 (planned)
Planning of observer missions through the introduction of the first stage of an operational map	Identification of requirements to enhance operational maps to ensure that they are fit for purpose	Situational awareness through the planning of patrols using existing operational maps	Enhanced security and improved planning of patrols through the use of comprehensive operational maps with real-time information	Enhanced security and improved planning of patrols through the use of comprehensive operational maps with real-time information and based on stable software, and with all military observers trained in use of the software

**Result 3: continued presence at the line of control**

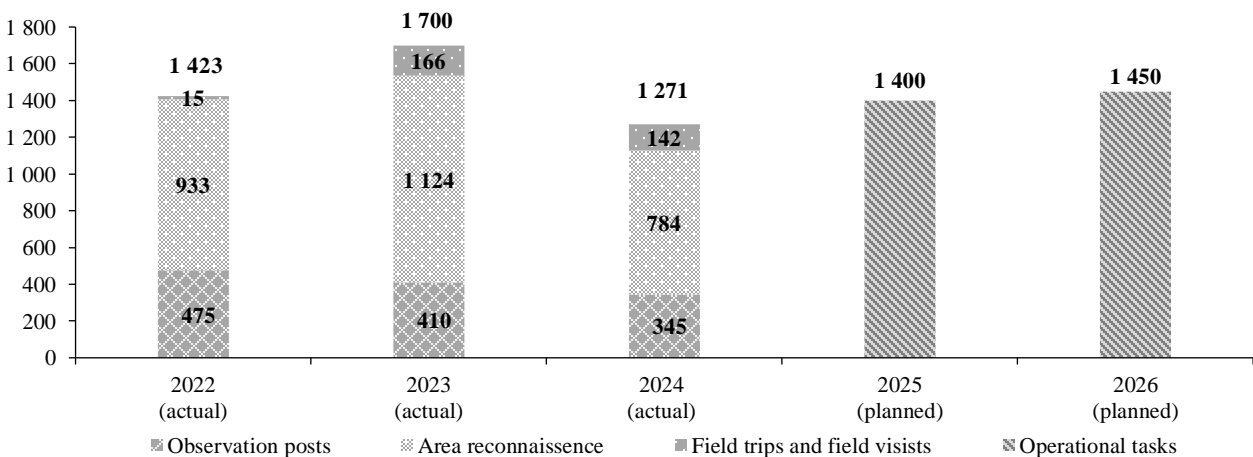
**Proposed programme plan for 2026**

- 5.III.13 The mission monitors developments pertaining to ceasefire violations at the line of control through the presence of United Nations military observers at UNMOGIP field stations on both sides of the line of control. These military observers conduct patrols, inspections and investigations of alleged violations of the ceasefire.

*Lessons learned and planned change*

- 5.III.14    The lesson for the mission was a need to optimize available resources to combine operational tasks to ensure a continued presence at the line of control. In applying the lesson, the mission will leverage operational planning to maintain its presence at the line of control through the execution of observation post and area reconnaissance tasks, combining tasks whenever possible. The presence of the mission will enable it to observe the situation at the line of control and obtain confirmation of alleged ceasefire violations.
- 5.III.15    Expected progress towards the objective is presented in the performance measure below (see figure 5.III.II).

Figure 5.III.II  
**Performance measure: presence at the line of control (annual)**  
(Number of operational tasks)



**Legislative mandates**

- 5.III.16    The list below, which was reviewed in the preparation of the proposed programme budget, provides all mandates entrusted to UNMOGIP.

*Security Council resolutions*

39 (1948)      307 (1971)  
47 (1948)

**Deliverables**

- 5.III.17    Table 5.III.3 lists all deliverables of UNMOGIP.

Table 5.III.3  
Deliverables for 2026, by category and subcategory

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*Category and subcategory*

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**C. Substantive deliverables**

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

**D. Communication deliverables**

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

**Digital platforms and multimedia content:** UNMOGIP website.

**E. Enabling deliverables**

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

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## B. Proposed post and non-post resource requirements for 2026

### Overview

5.III.18 The proposed regular budget resources for 2026, including the breakdown of resource changes, as applicable, are reflected in tables 5.III.4 to 5.III.6.

Table 5.III.4

#### Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2024 expenditure	2025 approved	Changes				2026 estimate
			Technical adjustments	New/expanded mandates	Other	Total	Percentage
Posts	5 578.2	5 416.3	—	—	—	—	5 416.3
Other staff costs	1 699.2	1 751.2	—	—	—	—	1 751.2
Hospitality	18.1	21.5	—	—	—	—	21.5
Consultants	0.5	—	—	—	—	—	—
Travel of staff	207.9	386.3	—	—	—	—	386.3
Contractual services	209.6	242.7	—	—	(36.5)	(36.5)	206.2
General operating expenses	996.0	1 193.7	—	—	(49.6)	(49.6)	1 144.1
Supplies and materials	293.6	421.5	—	—	(102.0)	(102.0)	319.5
Furniture and equipment	227.7	644.3	—	—	191.1	191.1	835.4
<b>Total</b>	<b>9 230.9</b>	<b>10 077.5</b>	<b>—</b>	<b>—</b>	<b>3.0</b>	<b>3.0</b>	<b>10 080.5</b>

Table 5.III.5

#### Overall: proposed posts and post changes for 2026

(Number of posts)

	Number	Details
Approved for 2025	74	1 D-2, 1 P-5, 1 P-4, 49 LL, 22 FS
Proposed for 2026	74	1 D-2, 1 P-5, 1 P-4, 49 LL, 22 FS

Table 5.III.6

#### Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
<b>Professional and higher</b>						
D-2	1	—	—	—	—	1
P-5	1	—	—	—	—	1

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

**Part II Political affairs**

Category and grade	2025 approved	Changes				2026 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
P-4	1	—	—	—	—	1
<b>Subtotal</b>	<b>3</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>3</b>
<b>General Service and related</b>						
FS	22	—	—	—	—	22
LL	49	—	—	—	—	49
<b>Subtotal</b>	<b>71</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>71</b>
<b>Total</b>	<b>74</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>74</b>

5.III.19 Additional details on the distribution of the proposed resources for 2026 are reflected in table 5.III.7 and figure 5.III.III.

5.III.20 As shown in table 5.III.7, the overall resources proposed for 2026 amount to \$10,080,500, reflecting an increase of \$3,000 compared with the approved budget for 2025. Resource changes result from other changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

Table 5.III.7

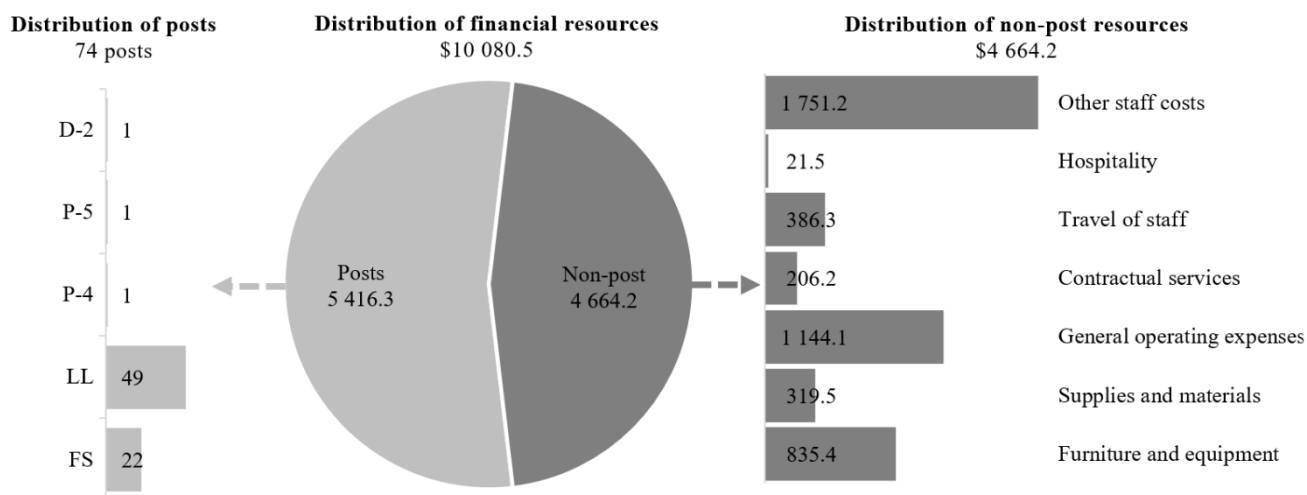
**Overall: evolution of financial and post resources**

(Thousands of United States dollars/number of posts)

	2024 expenditure	2025 approved	Changes				2026 estimate	
			Technical adjustments	New/expanded mandates	Other	Total		Percentage
Financial resources by main category of expenditure								
Posts	5 578.2	5 416.3	—	—	—	—	—	5 416.3
Non-post	3 652.7	4 661.2	—	—	3.0	3.0	0.0	4 664.2
Total	9 230.9	10 077.5	—	—	3.0	3.0	0.0	10 080.5
Post resources by category								
Professional and higher		3	—	—	—	—	—	3
General Service and related		71	—	—	—	—	—	71
Total		74	—	—	—	—	—	74

Figure 5.III.III  
**Distribution of proposed resources for 2026**

(Number of posts/thousands of United States dollars)



## Explanation of variances by factor

### Overall resource changes

#### Other changes

- 5.III.21 As shown in table 5.III.4, resource changes reflect an increase of \$3,000 under contractual services, due to the adjustment of standard information and communications and technology rates for non-field personnel outside United Nations Headquarters for 2026. Resource changes also reflect cost-neutral changes from contractual services (\$36,500), general operating expenses (\$49,600) and supplies and materials (\$102,000) to furniture and equipment (\$191,100) to cover operational requirements.

#### Other information

- 5.III.22 Information on advance booking for air travel is reflected in table 5.III.8. UNMOGIP continues to raise awareness among staff and emphasize the importance and need to comply with the advance purchase rule. Managers are asked to implement preventive and monitoring corrective measures. Compliance rates are mentioned, and statistics and trends are distributed to managers on a quarterly basis.

Table 5.III.8  
**Compliance rate**

(Percentage)

	2022 actual	2023 actual	2024 actual	2025 planned	2026 planned
Air tickets purchased at least two weeks before the commencement of travel	40	38	65	100	100

## Annex I

### Organizational structure and post distribution for 2026

Seven charts showing the organization structure of section 5, Peacekeeping operations are presented below. Charts A and B reproduce the approved structure as contained in [A/79/6 \(Sect. 5\)](#) for the Department of Peace Operations while charts C and D present the proposed structure for 2026 for the Department. Chart E reproduces the approved structure as contained in [A/79/6 \(Sect. 5\)](#) for the United Nations Truce Supervision Organization (UNTSO), while chart F presents the proposed structure for 2026 for UNTSO. Chart G presents the proposed structure for 2026 for the United Nations Military Observer Group in India and Pakistan.

#### Justification for the proposed changes

##### Department of Peace Operation

The largest amount of work in the Office of Military Affairs is driven by the scale of the peacekeeping operations supported, which depends on two factors: (a) the total authorized military personnel; and (b) the number of troop-contributing countries. Therefore, the present proposal concentrates the staffing resources of the Office of Military Affairs where they are most needed in support of military components of peacekeeping operations, namely, in the functions performed by the proposed Military Planning, Operations and Analysis Section, the Military Doctrine and Performance Section and the existing Military Force Generation Section. Another major workload driver are events prompting changes in military capabilities, many of which involve incidents or conflict trends that necessitate new policies and training (e.g., the increased prevalence of uncrewed aerial systems creates the need for new troop capabilities), hence the proposed merger of the Policy and Doctrine Team and the Military Performance Evaluation Team, and the proposed creation of the Military Expertise Section. Finally, the reform initiatives in 2019 shifted parts of management responsibilities from the Executive Office of the Department of Peacekeeping Operations to the Office of Military Affairs. Accordingly, it is proposed to create a Military Management and Support Section focusing on the strategic planning and administration of the Office of Military Affairs.

##### United Nations Truce Supervision Organization

The establishment of the Protocol, the Learning and Development and the Environment Units under the Office of the Chief of Mission Support is to enhance the oversight of these functions. With better transparency, the Office of the Chief of Mission Support can respond more effectively to mission needs, ensuring that critical areas receive necessary attention. The realignment would help to close operational gaps and utilize resources more effectively, while providing the mission with the flexibility needed to address emerging challenges. As a result of the structural realignment, there is an overall more efficient management of the learning and development, the environmental and the protocol functions, as well as a greater level of autonomy and transparency to address existing structural gaps. It would allow the Chief of Mission Support to focus on strategic work as it relates to its role by allowing more autonomous operation of these newly created units.

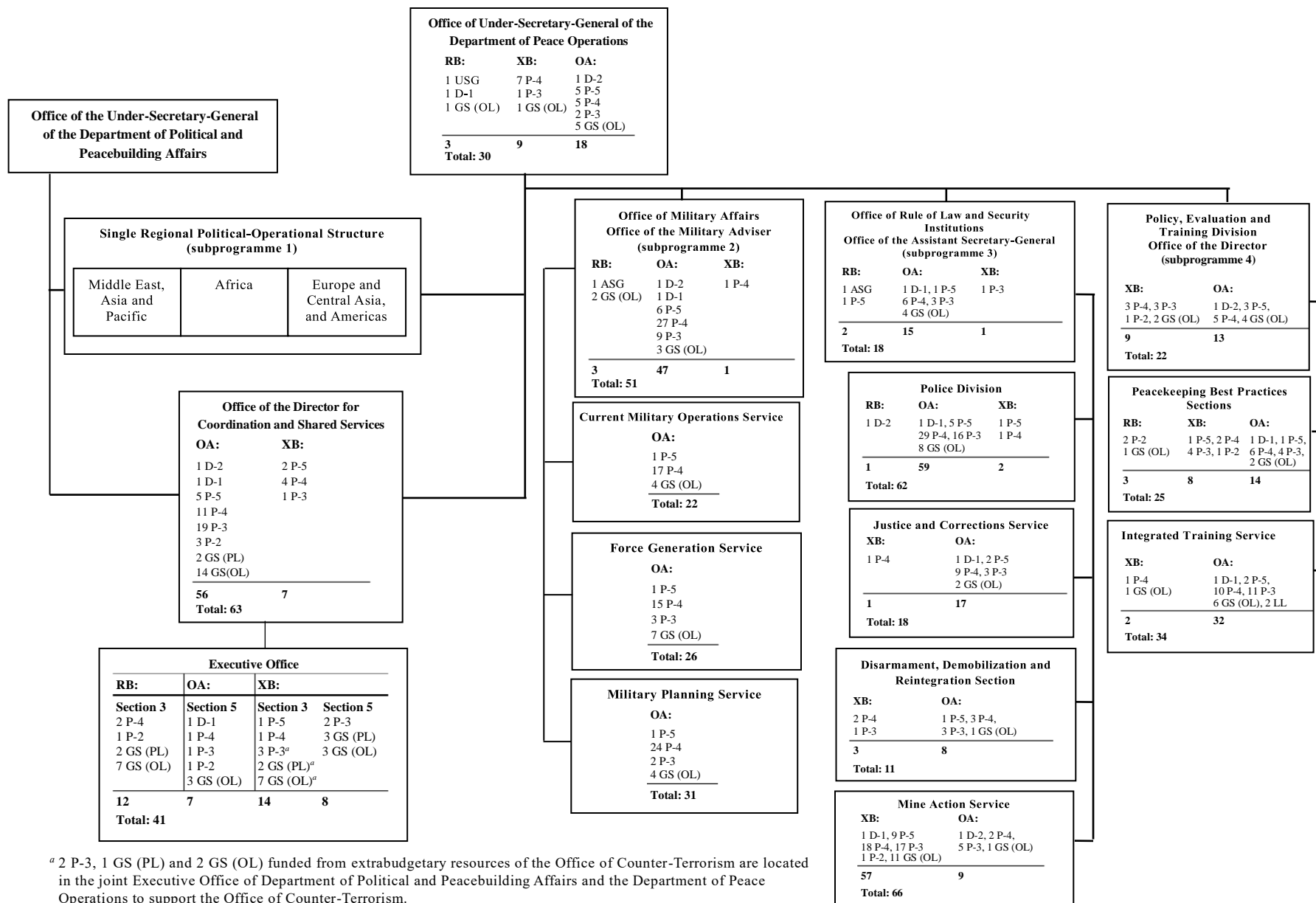
**Protocol.** The role of Protocol would be to facilitate effective liaison between UNTSO and the Office of the Special Coordinator for the Middle East Peace Process, host Government counterparts and the diplomatic communities by establishing and maintaining contacts with key stakeholders. Owing to operational complexities and fluid realities on the ground, the Protocol Unit requires two posts, supplemented by a general temporary assistant, as operational requirements have increased and require additional resources.

**Environment.** The Environment stand-alone capacity has been placed under the Office of the Chief of Mission Support to ensure greater oversight over environmental activities, which is critical to ensure compliance and sustainable practices. With its role in reviewing activities with environmental impacts and tracking mission-wide environmental performance, the placement under

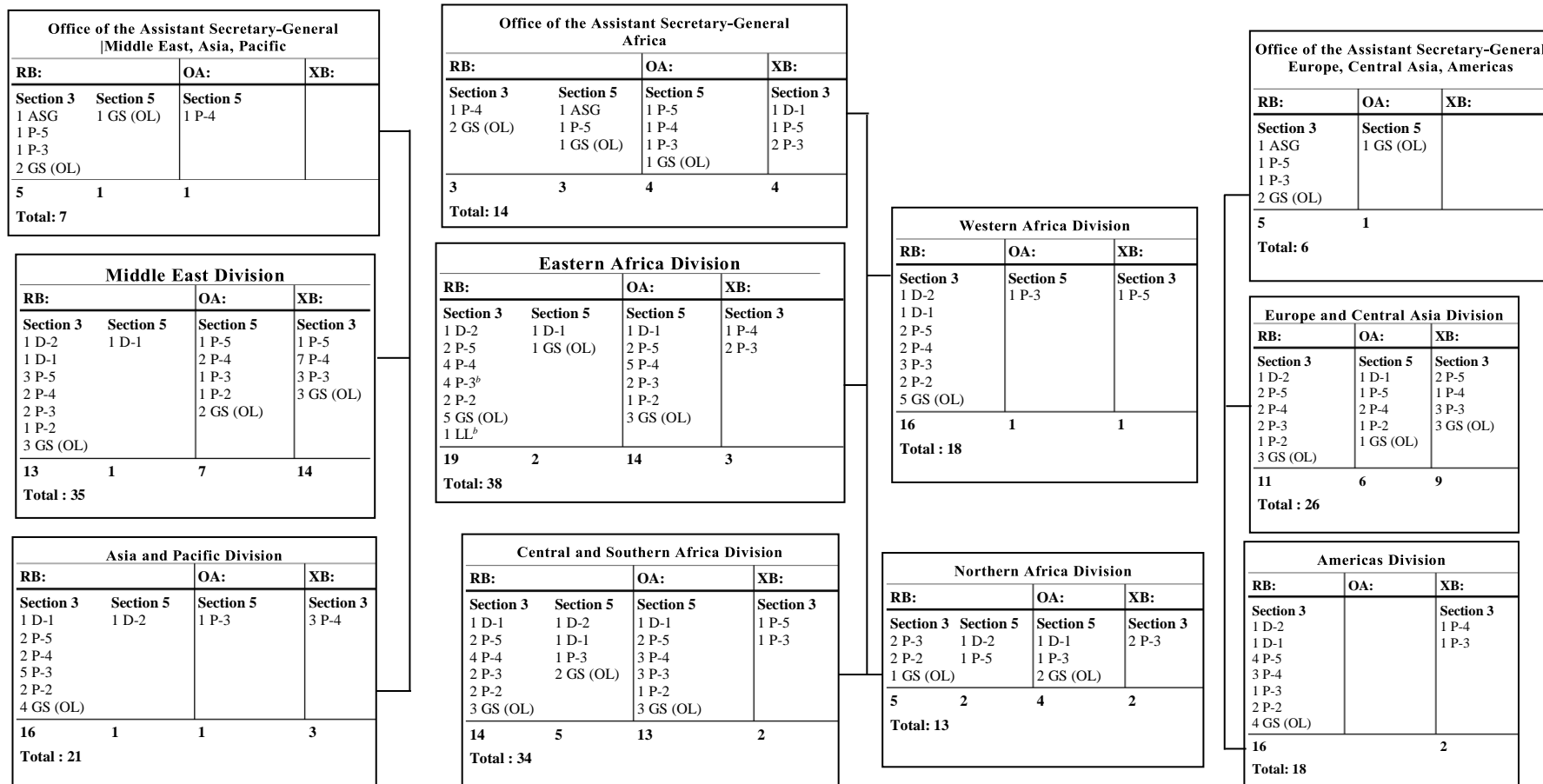
the Office of the Chief of Mission Support ensures more effective oversight and integration of these priorities and alignment with United Nations policies and strategic goals.

**Learning and Development.** There is a recognized gap in training and staff development. The mission has already initiated a restructuring process to ensure that all staff have access to targeted training, resources and ongoing development opportunities, in alignment with the strategic goals of UNTSO. A standalone Learning and Development Unit (redeployed from Human Resources Management) would allow for integrated civilian and military training, career growth and upskilling/reskilling of UNTSO workforce, ensuring a more professional and prepared workforce. The scope is being expanded to training as well as staff development areas, focusing on two key components: delivering training to enhance knowledge and expertise; and fostering career development by assessing staff aspirations, qualifications and gaps. The new unit will design personalized development paths, offer targeted training and cross-training, and identify targeted external learning opportunities to support staff in achieving their professional goals.

## A. Department of Peace Operations: approved organizational structure and post distribution for 2025



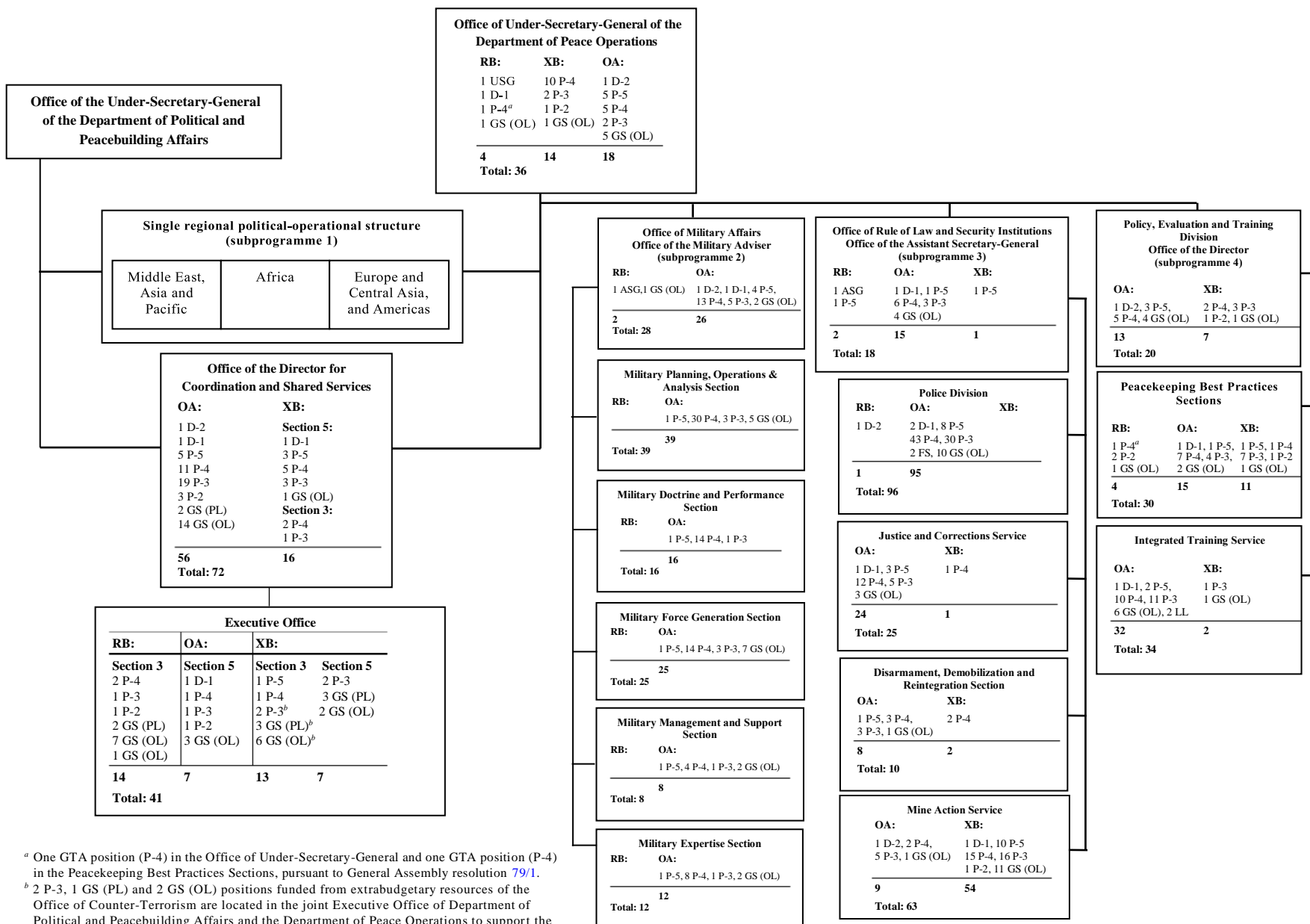
## B. Single regional political-operational structure (subprogramme 1)<sup>a</sup>



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

<sup>b</sup> 1 P-3 post and 1 Local level post based in Nairobi.

## C. Department of Peace Operations: proposed organizational structure and post distribution for 2026





## D. Single regional political-operational structure (subprogramme 1)<sup>a</sup>

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

Middle East Division			
RB:	OA:	XB:	
<b>Section 3</b>	<b>Section 5</b>	<b>Section 5</b>	<b>Section 3</b>
1 D-2	1 D-1	1 P-5	1 P-5
1 D-1		2 P-4	4 P-4
3 P-5		1 P-3	1 P-3
3 P-4		1 P-2	2 GS (OL)
1 P-4		2 GS (OL)	
2 P-3			
1 P-2			
3 GS (OL)			
<b>15</b>	<b>1</b>	<b>7</b>	<b>8</b>
<b>Total: 31</b>			

Asia and Pacific Division			
RB:	OA:	XB:	
<b>Section 3</b>	<b>Section 5</b>	<b>Section 5</b>	<b>Section 3</b>
1 D-1	1 D-2	1 P-3	1 P-4
3 P-5			
2 P-4			
5 P-3			
2 P-2			
4 GS (OL)			
<b>17</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Total : 20</b>			

Office of the Assistant Secretary-General Africa			
RB:	OA:	XB:	
<b>Section 3</b>	<b>Section 5</b>	<b>Section 5</b>	<b>Section 3</b>
1 P-4	1 ASG	1 P-5	1 D-1
2 GS (OL)	1 P-5	1 P-4	1 P-5
	1 GS (OL)	1 P-3	2 P-3
		1 GS (OL)	
<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>
<b>Total: 14</b>			

Eastern Africa Division			
RB:	OA:	XB:	
<b>Section 3</b>	<b>Section 5</b>	<b>Section 5</b>	<b>Section 3</b>
1 D-2	1 D-1	1 D-1	
2 P-5	1 GS (OL)	2 P-5	2 P-3
4 P-4		5 P-4	
1 P-4		2 P-3	
4 P-3 <sup>b</sup>		1 P-2	
2 P-2		3 GS (OL)	
5 GS (OL)			
1 LL <sup>b</sup>			
<b>20</b>	<b>2</b>	<b>14</b>	<b>2</b>
<b>Total: 38</b>			

Central and Southern Africa Division			
RB:	OA:	XB:	
<b>Section 3</b>	<b>Section 5</b>	<b>Section 5</b>	<b>Section 3</b>
1 D-1	1 D-2	1 D-1	
2 P-5	1 D-1	2 P-5	1 P-5
4 P-4	1 P-3	3 P-4	
2 P-3	2 GS (OL)	3 P-3	
2 P-2		1 P-2	
3 GS (OL)		3 GS (OL)	
<b>14</b>	<b>5</b>	<b>13</b>	<b>1</b>
<b>Total : 33</b>			

African Union Partnership Unit		
RB:	OA:	XB:
	<b>Section 5</b>	
	1 D-1 (GTA)	
	1 P-3 (GTA)	
<b>2</b>		
<b>Total: 2</b>		

Western Africa Division		
RB:	OA:	XB:
<b>Section 3</b>	<b>Section 5</b>	<b>Section 3</b>
1 D-2		
1 D-1		
2 P-5		
2 P-4		
3 P-3		
2 P-2		
5 GS (OL)		
<b>16</b>		
<b>Total: 16</b>		

Northern Africa Division			
RB:	OA:	XB:	
<b>Section 3</b>	<b>Section 5</b>	<b>Section 5</b>	<b>Section 3</b>
2 P-3	1 D-2	1 D-1	2 P-3
2 P-2	1 P-5	1 P-3	
1 GS (OL)		2 GS (OL)	
<b>5</b>	<b>2</b>	<b>4</b>	<b>2</b>
<b>Total: 13</b>			

Office of the Assistant Secretary-General Europe, Central Asia, Americas		
RB:	OA:	XB:
<b>Section 3</b>	<b>Section 5</b>	
1 ASG	1 GS (OL)	
1 P-5		
1 P-3		
2 GS (OL)		
<b>5</b>	<b>1</b>	
<b>Total: 6</b>		

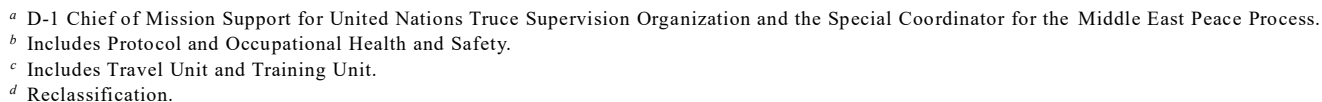
Europe and Central Asia Division		
RB:	OA:	XB:
<b>Section 3</b>	<b>Section 5</b>	<b>Section 3</b>
1 D-2	1 D-1	2 P-5
2 P-5	1 P-5	2 P-4
2 P-4	2 P-4	2 P-3
1 P-4	1 P-2	1 GS (OL)
2 P-3	1 GS (OL)	
1 P-2		
3 GS (OL)		
<b>12</b>	<b>6</b>	<b>7</b>
<b>Total: 25</b>		

Americas Division		
RB:	OA:	XB:
<b>Section 3</b>		<b>Section 3</b>
1 D-2		2 P-4
1 D-1		1 P-3
4 P-5		
3 P-4		
1 P-3		
2 P-2		
4 GS (OL)		
<b>16</b>		<b>3</b>
<b>Total: 19</b>		

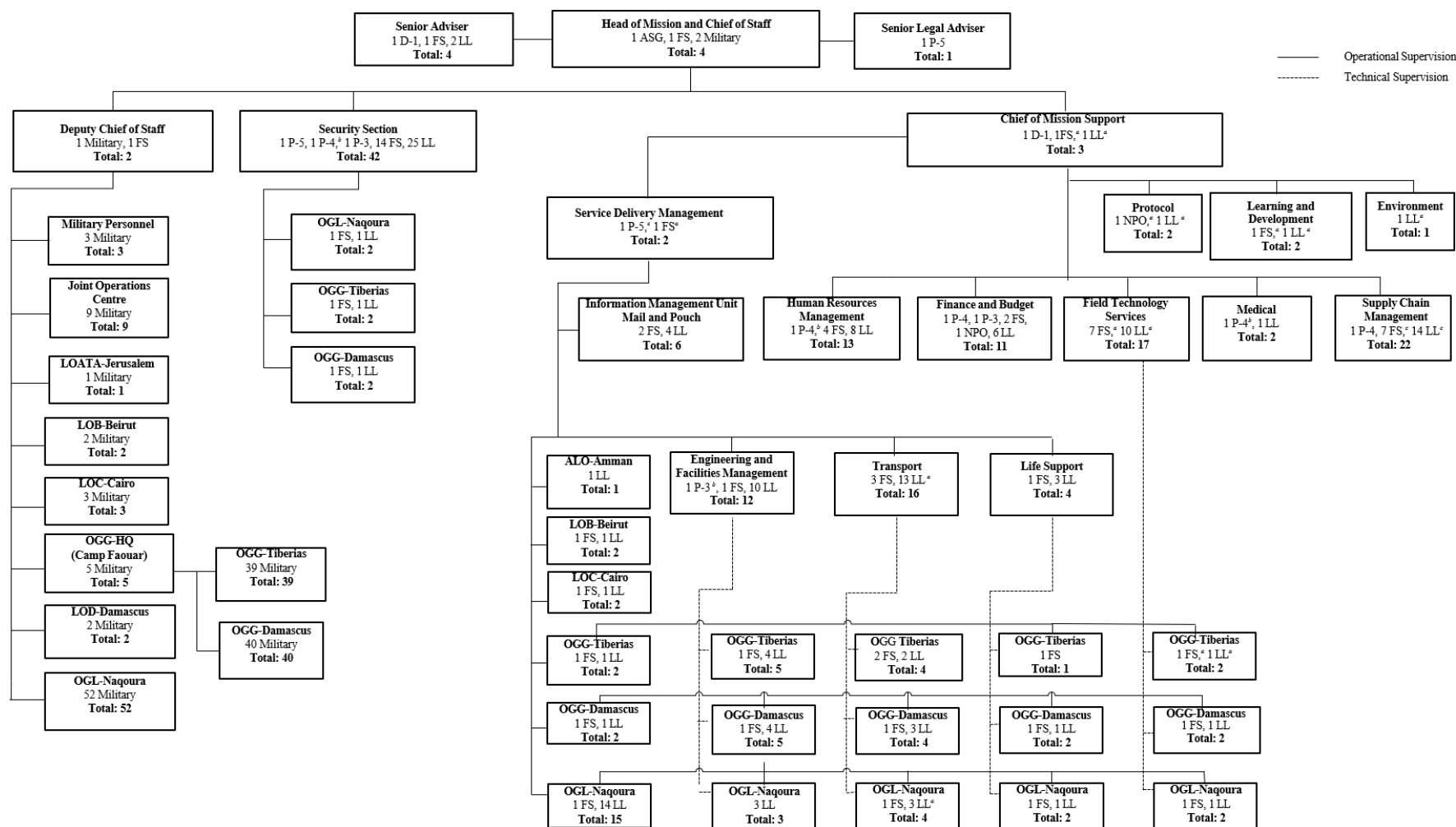
<sup>a</sup> In line with General Assembly resolution 72/262 C, in which the Assembly stressed that the actions to restructure the United Nations peace and security pillar should be implemented with full respect for the relevant mandates, decisions and resolutions of the Assembly and of the Security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

<sup>b</sup> 1 P-3 post and 1 Local level post based in Nairobi.

## Part II Political affairs



## F. United Nations Truce Supervision Organization: proposed organizational structure and post distribution for 2026

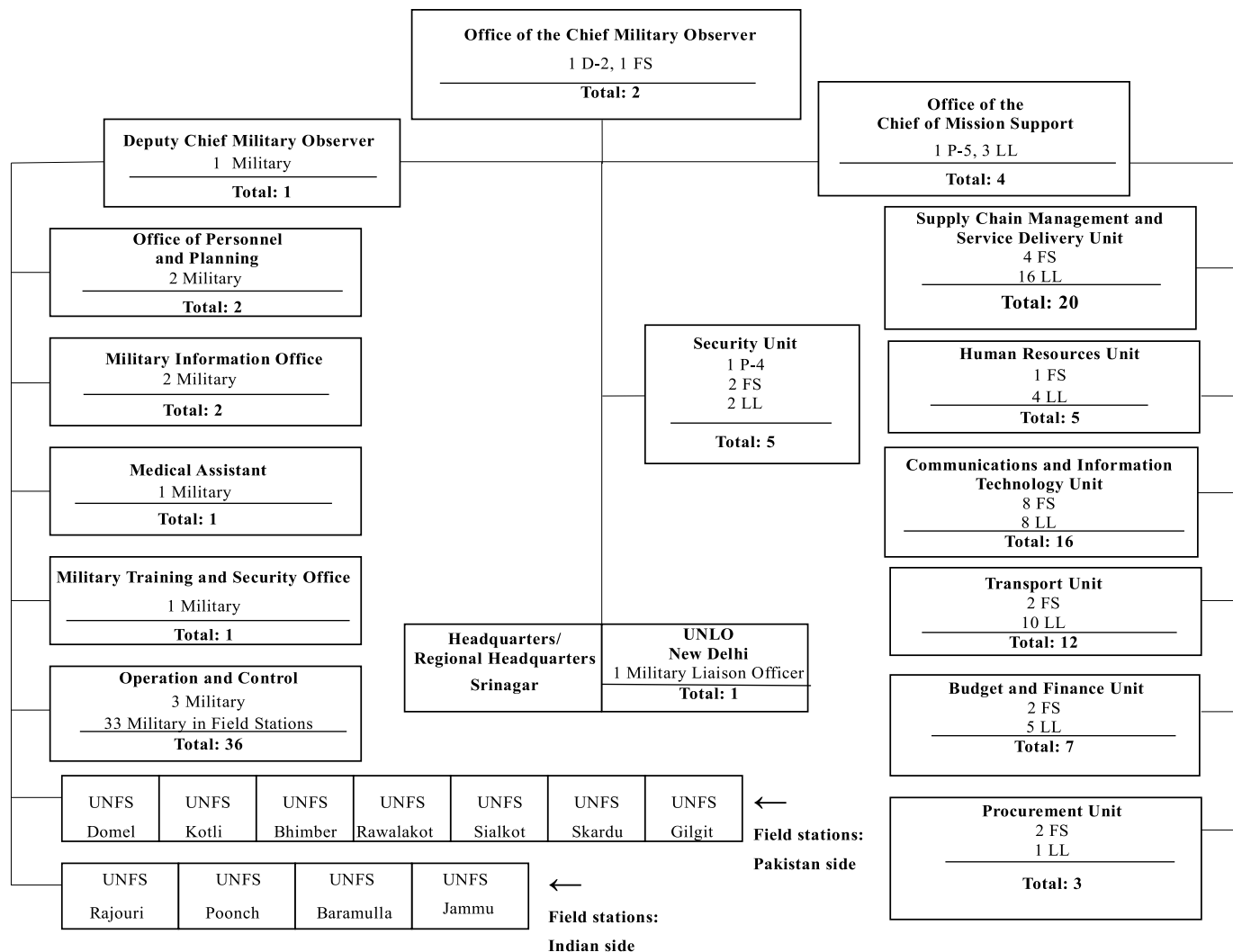


<sup>a</sup> Redeployment.

<sup>b</sup> Reclassification.

<sup>c</sup> Reassignment.

## G. United Nations Military Observer Group in India and Pakistan



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

## Annex II

## Summary of proposed post changes, by component and subprogramme

	Posts	Grade	Description	Rationale
United Nations Truce Supervision Organization				
Office of the Chief of Mission Support	1	FS	Redeployment of one Administrative Officer (FS) and Administrative Assistant (LL) from the Service Delivery Management to the Office of the Chief of Mission Support	<p>The proposed redeployments reflect the outcome of the civilian staff review as explained in paragraph 5.II.24 (a) (i). The two posts would support the work of the Office and the Chief of Mission Support, who oversees and manages all administrative and support capabilities across the five countries in its area of operations, including the Office of the Special Coordinator for the Middle East Peace Process. The proposed redeployment would bridge the insufficient administrative support gap identified in the Office, which has created challenges in maintaining efficient operations. The Administrative Officer and the Administrative Assistant would support the Chief of Mission Support, not only in various administrative support functions, but also in the management of a substantial portfolio of critical initiatives, such as United Nations reforms, change management, risk management, business continuity and anti-racism efforts. The redeployment would further ensure that the Office is better positioned to efficiently manage administrative functions, strengthen coordination across the mission and effectively drive key strategic priorities.</p> <p>The work previously undertaken by the two posts in Service Delivery Management would be redistributed across existing capacities.</p>
	1	LL		
Service Delivery Management (formerly Office of the Deputy Chief of Mission Support)	(1)	FS		
	(1)	LL		
Protocol Unit	1	NPO	Redeployment of one Protocol Officer (NPO) from the Office of the Chief of Mission Support, and one Movement Control Assistant (LL) from Supply Chain Management, to be reassigned as Protocol Assistant	<p>The proposed redeployments reflect the outcome of the civilian staff review, as explained in paragraph 5.II.24 (a) (ii). The role of the Protocol Unit is to facilitate effective liaison between UNTSO (and the Office of the Special Coordinator for the Middle East Peace Process), host Government counterparts and the diplomatic communities, by establishing and maintaining contacts with key stakeholders. Operational requirements have increased due to the complex and challenging operating and political environment which requires strengthening of capacities in this area. The functions of the two posts would include preparing correspondence, managing applications, coordinating document</p>
	1	LL		
Office of Chief of Mission Support	(1)	NPO		
Supply Chain Management	(1)	LL		

**Part II Political affairs**

	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Rationale</i>
				delivery, liaising with government officials and providing visa briefings.
				The functions of the Movement Control Assistant that was redeployed would be carried out from existing capacities in the Unit.
Environment Unit	1	LL	Redeployment of one Environment Affairs Assistant (LL) from the Service Delivery Management	The proposed redeployment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (a) (iii). The proposed redeployment and direct reporting to the Chief of Mission Support would ensure direct oversight of environmental performance and management mission-wide, in line with the environmental priorities of the Mission and Organization. The incumbent would support the Chief of Mission Support in ensuring sustainability, leading renewable energy initiatives, monitoring hybrid solar installations and ensuring green standards for construction projects; support waste management and water conservation efforts; conduct biannual assessments for compliance; and ensure adherence to environmental policies and regulations. The move would strengthen the ability of the Chief of Mission Support to oversee and integrate these crucial environmental responsibilities across the mission
Service Delivery Management (formerly Office of the Deputy Chief of Mission Support)	(1)	LL		
Learning and Development Unit	1	FS	Redeployment of two Human Resources Assistants (1 FS and 1 LL) from Human Resources Management Section, to be reassigned as Training Assistants	The proposed redeployments reflect the outcome of the civilian staff review, as explained in paragraph 5.II.24 (a) (iv). It would expand the focus of mission intervention and support in addressing staff learning and development needs. A stand-alone capacity with a career development component would allow for integrated civilian and military training, career growth and upskilling/reskilling of the UNTSO workforce, ensuring a more professional and prepared workforce, that would be aligned with the policy on training for all United Nations peacekeeping personnel. In partnership with relevant stakeholders, the two staff members would report directly to the Chief of Mission Support and work on planning and implementing the mission's learning and development programme.
	1	LL		
Human Resources Management	(1)	FS		
		(1) LL		
Service Delivery Management	1	P-5	Reassignment of Deputy Chief of Mission Support (P-5) to Chief, Service Delivery Management (P-5)	The proposed reassignment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (b). The change would reflect ongoing organizational needs and ensure clarity in leadership roles, while also aligning with the Mission Support structure for

## Section 5 Peacekeeping operations

	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Rationale</i>
				peacekeeping mission, where the title of “Deputy Chief of Mission Support” is no longer utilized in peacekeeping missions. The incumbent would be responsible for the stewardship of personnel, financial and property resources under Service Delivery Management, which comprises Information Management, Engineering and Facilities Management, Transport, and Life Support, at headquarters and outstations.
Service Delivery Management	1	FS	Redeployment of Administrative Assistant (FS) from Office of the Chief of Mission Support	The proposed redeployment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (b). The redeployment of the Administrative Assistant (FS) would ensure that Service Delivery Management is adequately resourced to effectively respond to the operational demands of Service Delivery Management, after redeploying two posts (Administrative Officer (FS) and Administrative Assistant (LL)) to the Office of the Chief of Mission Support.
Office of the Chief, Mission Support	(1)	FS		
Medical	1	P-4	Reclassification of Medical Officer (FS-7) to Medical Officer (P-4)	The proposed reclassification reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (c). The current Medical Officer (Doctor), who serves as the Chief of Unit, is dually classified at the P-4/FS-7 level. With the discontinuation of dual classifications, the FS post is proposed to be regularized at the P-4 level. The incumbent would continue to provide medical support to all mission personnel, including military observers.
	(1)	FS		
Human Resources Management	1	P-4	Reclassification of Chief Human Resources Officer (FS-7) to Human Resources Officer (P-4)	The proposed reclassification reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (d). The current Chief Human Resources Officer, who serves as the Chief of Unit, is dually classified at the P-4/FS-7 level. With the discontinuation of dual classifications, the FS post is proposed to be regularized at the P-4 level. The incumbent would continue to manage and implement human resources policies and support the mission on its human resources requirements.
	(1)	FS		
Supply Chain Management	1	FS	Reassignment of one Claims Assistant (FS) to Acquisition Planning Officer; and one Movement and Control Assistant (LL) as an Acquisition Planning Assistant	The proposed reassignments reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (e) (i). The Acquisition Management Unit (under Supply Chain Management) facilitates and guides Cost Centre Managers on the planning, development and management of the acquisition process for various services and commodities, taking into
	1	LL		

	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Rationale</i>
				account different sourcing options, including global and regional systems contracts, local market conditions and logistics forecasting, and supports demand planning, which is the core activity of developing an accurate and comprehensive plan/forecast of the mission requirements for goods and services. The proposed reassignments would help to close existing gaps in this area and address the recommendation of the Office of Internal Oversight Services (OIOS), which emphasized the need for an Acquisition Management Unit to oversee resource and budget planning, including Acquisition Planning, Requisitioning and Contract Performance Evaluation, in order to streamline and improve the acquisition process for mission services and commodities. The Acquisition Planning Officer (FS) would also serve as the Chief of the Unit, and the Acquisition Planning Assistant (LL) would perform preliminary analysis and review of stock holdings, consumption patterns, procurement cycle times, requirements and forecasts of internal and external customers, and would highlight areas of concern for attention, to ensure timely decision-making and minimize potential distribution gaps.
Supply Chain Management	1	LL	Redeployment of Information Systems Assistant (LL) from	The proposed redeployment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (e) (i). The redeployment would strengthen the Acquisition Management Unit's capacities, particularly in receiving, inspection and property disposal. Currently, a single staff member handles these functions across two missions (UNTSO and the Office of the Special Coordinator for the Middle East Peace Process), leading to delays and reduced efficiency. Furthermore, the specialized skills required for these functions highlight a gap in staffing, and at least two trained staff members are needed to ensure effective and timely execution of these operations, which was further noted by OIOS, as explained above.
Field Technology Services	(1)	LL	Field Technology Services, to be reassigned as an Acquisition Management Assistant (Requisitioner)	
Engineering and Facilities Management	1 (1)	P-3 FS	Reclassification of one Engineer (FS-6) to Engineer (P-3)	The proposed reclassification reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (f). The current Engineer is dually classified at the P-3/FS-6 level. With the discontinuation of dual classifications, the FS post is proposed to be regularized at the P-3 level. The incumbent would continue to provide high-level support and advice in this field, including applying



## Section 5 Peacekeeping operations

	<i>Posts</i>	<i>Grade</i>	<i>Description</i>	<i>Rationale</i>
				standard engineering practices in the design, construction, maintenance and repair of various premises, and manage the various engineering projects in the mission area.
Transport	1	LL	Redeployment of one post of Vehicle Technician (LL) from Jerusalem to Lebanon	The proposed redeployment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (g). The UNTSO Observer Group Lebanon supports the UNIFIL mandate through daily patrols along the Blue Line and in southern Lebanon, requiring armoured vehicles due to security risks and uncleared mines. The deteriorating terrain has led to increased vehicle wear and tear, necessitating regular maintenance that exceeds the current staffing capacity. The Observer Group Lebanon transport activities, managed by one Transport Officer and two vehicle mechanics, are insufficient to maintain 40 vehicles, manage spare parts and assist with Observer Group Golan vehicle repairs. To ensure continuous operational readiness and emergency response, additional capacity requirements would be filled with the proposed redeployment.
Transport	1	LL	Redeployment of one Movement Control Assistant (LL) as Administrative Assistant (LL)	The proposed redeployment reflects the outcome of the civilian staff review, as explained in paragraph 5.II.24 (g). The Administrative Assistant would strengthen existing capacities within the Transport Section and support the Chief Transport Officer on all administrative matters.
Security Section	1 (1)	P-4 P-3	Reclassification of one Field Security Officer (P-3) to Deputy Chief Security Officer (P-4)	The proposed upward reclassification of the Field Security Officer reflects the additional responsibilities required of the post to address the dynamic and challenging security situation in the mission's area of operations, and the need for broader regional oversight. The function requires increased coordination and frequent interaction with security teams in five host countries. The Deputy Chief Security Officer would be responsible for the management of three UNTSO Area Security Teams based in Naqoura, Tiberias and Damascus, and would have indirect liaison with Department of Safety and Security teams in Amman, Beirut, Cairo, Damascus and Jerusalem, to support the safe and secure delivery of the UNTSO mandate across five countries. In addition, the Deputy Chief Security Officer would be responsible for the management of guard force operations and the Personal Protection Unit in UNTSO headquarters in Jerusalem.

## Annex III

## Overview of financial and post resources by entity and funding source

(Thousands of United States dollars/number of posts)

	Regular budget			Other assessed			Extrabudgetary			Total		
	2025 approved	2026 estimate (before recosting)	Variance	2025 estimate	2026 estimate	Variance	2025 estimate	2026 estimate	Variance	2025 estimate	2026 estimate	Variance
<b>Financial resources</b>												
Department of Peace Operations	6 759.9	7 249.9	490.0	101 014.8	116 428.4	15 413.6	75 281.8	75 080.5	(201.3)	183 056.5	198 758.7	15 702.2
United Nations Truce Supervision Organization	44 189.6	43 335.1	(854.5)	—	—	—	—	—	—	44 189.6	43 335.1	(854.5)
United Nations Military Observer Group in India and Pakistan	10 077.5	10 080.5	3.0	—	—	—	—	—	—	10 077.5	10 080.5	3.0
<b>Total</b>	<b>61 027.0</b>	<b>60 665.5</b>	<b>(361.5)</b>	<b>101 014.8</b>	<b>116 428.4</b>	<b>15 413.6</b>	<b>75 281.8</b>	<b>75 080.5</b>	<b>(201.3)</b>	<b>237 323.6</b>	<b>252 174.3</b>	<b>14 850.7</b>
<b>Post resources</b>												
Department of Peace Operations	27	27	—	426	473	47	112	112	—	565	612	47
United Nations Truce Supervision Organization	229	229	—	—	—	—	—	—	—	229	229	—
United Nations Military Observer Group in India and Pakistan	74	74	—	—	—	—	—	—	—	74	74	—
<b>Total</b>	<b>330</b>	<b>330</b>	<b>—</b>	<b>426</b>	<b>473</b>	<b>47</b>	<b>112</b>	<b>112</b>	<b>—</b>	<b>868</b>	<b>915</b>	<b>47</b>