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Immediate

TO: Mr. Chandramouli Ramanathan
A: Officer-in-Charge, OPPBA
Department of Management

DATE: 3 December 2014

THROUGH:
S/C DE:

REFERENCE: UNHQ-DFS-OASG-Memo-2-2014-2866

FROM: Ameerah Haq, Under-Secretary-General for
DE: Field Support

SUBJECT:
OBJET: **Submission of the GFSS Annex I to the Overview report on the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2013 to 30 June 2014 and budget for the period from 1 July 2015 to 30 June 2016**

1. Please find attached the submission of the draft Annex I on the Global Field Support Strategy (GFSS). Annex II on the Regional Service Centre in Entebbe will be submitted separately as it is being prepared in coordination with the regional client missions' budget submissions.

2. The attached draft Annex complements the Fifth Progress Report on the implementation of the GFSS. As with previous years' GFSS reporting, this annex provides the General Assembly with further detail on performance management and benefits reporting, including financial costs and benefits. For the newly reported financial costs and benefits, additional material including the basis for calculations will be submitted directly to colleagues in OPPBA.

3. My office remains available to answer any questions on the submission. The point of contact is Mr. Paul Keating (extension 7-2480).

4. Thank you, in advance, for your kind support and cooperation.

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cc: Ms. Malcorra
Mr. Takasu
Mr. Feltman

ATTENTION

JULIETTE

Annex I

Global field support strategy performance and benefits reporting for financial year 2013/14.

I. Introduction

This Annex should be read in conjunction with the following reports:

a. The Secretary-General's fifth annual progress report on the implementation of the GFSS (A/69/xxx); and
b. Annex II of the present report on the Regional Service Centre in Entebbe.
c. The Secretary General's fourth annual progress report on the implementation of the Global Field Support Strategy (GFSS) (A/68/637);
d. Annexes I and II of the Secretary-General's report on the overview of the financing of the United Nations peacekeeping operations for the period 01 July 2012 to 30 June 2013 (A/68/731);

Whereas the fifth annual GFSS progress report contains high-level information on the GFSS progress and implementation, this annex provides further detail on performance results against the GFSS pillar end-states and benefits reporting for the 2013/14 financial period.

II. Performance Report

Progress in End-state achievements and key performance indicators

The Secretary-General's fourth progress report on GFSS implementation (A/68/637) provided end-state articulations and expected achievements for each pillar and key performance indicators. The following sections of this performance report provide the financial year 2013/14 reporting against these. Each section presents the end-state for the pillar, its expected achievements and a summary of progress against those expected achievements in financial year 2013/14. Progress against key performance indicators is provided as at the end of the financial year.

a. Strategic resourcing and financial management end-state

As presented in the Secretary-General's fourth progress report on implementation of GFSS and detailed in Annex I of the overview of the financing of the UN peacekeeping operations for the period 01 July 2012 to 30 June 2013, the financial framework and strategic resourcing pillar of the GFSS will deliver the following end-state:

"Missions will be able to consistently respond to emerging priorities and deliver resource efficiencies in line with the demands of complex operational environments. Standardized resourcing models and allocations, in conjunction with expanded access to strategic reserves, will improve the establishment of new missions and the expansion of existing ones. Resource management, reporting and accountability frameworks will be strengthened

through the implementation of the International Public Sector Accounting Standards (IPSAS) and Umoja.

Specifically, the Field Budget and Finance Division, working with relevant inter-departmental partners and field missions, will realize the following achievements by end June 2015:

(a) Average cost per uniformed personnel will have declined in real terms over the period of GFSS;

(b) Resource implementation rates for field operations will have reached 99 per cent of budget allocations;

(c) Financial reporting under IPSAS will be in place for all field missions;

(d) Standardized funding models and expanded access to Strategic Deployment Stocks will have successfully supported the start-up of three new peacekeeping missions (UNMISS, UNSMIS and MINUSMA)."

2013/14 Progress against Performance Indicators

Table A.1

KPIs for the financial framework and strategic resourcing pillar

Achievement	Indicator	Progress (30 June 2014)	Target (30 June 2015)	Lead
Access to pre-mandate commitment authority for peacekeeping missions	Percentage of peacekeeping missions receiving access to pre-mandate commitment authority	100% During the 2013/14 fiscal period, only 1 peacekeeping mission, MINUSCA, was opened, and had access to a commitment authority.	100%	FBFD
Period between Security Council resolution and availability of resources	Number of days between Security Council resolution and approval of immediate funding and staffing arrangements (Controller/ACABQ/GA as necessary)	OPCW-UN Joint Mission: 6 days. Funding was approved by the SG on 3 October 2013, 6 calendar days after the adoption of the resolution establishing the Mission on 27 September 2013 (S/RES/2118). Immediate funding needs were met through the unforeseen and extraordinary expenses of the Secretary-General mechanism.	15 days	FBFD

Achievement	Indicator	Progress (30 June 2014)	Target (30 June 2015)	Lead
		MINUSCA: 26 days. On 6 May 2014, 26 calendar days after the resolution, first commitment authority was adopted and approved by the ACABQ on 10 April 2014 (S/RES/2149) for the period 10 April through 30 June 2014 in the amount of $59.6m.		
Financial reporting in full compliance with IPSAS	Unqualified audit opinion for peacekeeping financial statements for 2013/14 and 2014/15	100%	100%	FBFD Field Missions
Efficiencies and cost reductions achieved through planned measures	(Total budget in previous period/total funded personnel in previous period)/(Total budget in current period/total funded personnel in current period)	For the per capita change, the annual reduction in average costs is -2% between 2012/13 to 2013/14	1% annual reduction in average cost per uniformed personnel in peacekeeping operations	FBFD
Resource implementation rates	Total expenditure/total budget Total cancelled obligations/total obligations at year end	96% While the average rate of utilization in 2013/14 of 96 per cent is lower than prior years, underspending has occurred primarily in UNISFA, UNAMID, UNOCI, MINUSTAH and UNMIL. It is clear that variations in troop deployment levels and associated rotation costs significantly impacted expenditure against related budget estimates in these missions, some as a result of mandate changes, while others because of gaps emerging in troop deployment levels.	Resource implementation rates after adjusting for cancelled obligations reach 99%	FBFD

Description of Progress towards 2015 End-State Achievements

In 2013/14, strong progress continued to be made towards the desired end-state achievements under this pillar as listed above. The average cost per uniformed personnel continued to decline from $73,800 in 2012/13 to $72,000 in 2013/14. This continues the strong trend throughout the GFSS implementation.

The average rate of unspent funding in 2013/14 is higher than prior years. Underspending has occurred primarily in UNISFA, UNAMID, UNOCI, MINUSTAH and UNMIL. It is clear however that variations in troop deployment levels and associated rotation costs significantly impacted expenditure against related budget estimates, some as a result of mandate changes, while others because of gaps emerging in troop deployment levels. Variations in staffing costs also continue to be driven by fluctuations in incumbency levels and changes in salary rates.

Following the introduction of IPSAS, United Nations peacekeeping missions successfully delivered unqualified, IPSAS-compliant financial statements for 2013/14. The concentration of capacity in RSCE enabled issues to be identified and resolved quickly in the first year of IPSAS reporting.

The standardized funding model was not used during the reporting period as its utilization has not been authorized on a standing basis and it was not specifically authorized for the MINUSCA deployment, as had been the case for MINUSMA. The Secretariat continues to propose that the standard funding model be authorized for use in support of all mission start-up budgeting exercises, noting again that the model provides an analytical model for the budgeting process but in no way undermines existing budgeting procedures.

b. Human resources framework end-state

As presented in the Secretary-General's fourth progress report on implementation of GFSS and detailed in Annex I on the overview of the financing of the UN peacekeeping operations for the period 01 July 2012 to 30 June 2013, the human resources framework pillar of the GFSS will deliver the following end-state:

"Field missions will be acquiring required civilian staff and non-staff capacity through optimized business processes, appropriate delegations of authority, and effective monitoring systems and maintaining staff productivity through programmes that promote security and safety, enhance quality of life, and provide opportunities for development.

Specifically, the Field Personnel Division, working with relevant inter-departmental partners and field missions, will realize the following achievements by end June 2015:

(a) A work force planning framework is in place, based on lessons learned from civilian staffing reviews, that leads to a comprehensive understanding of current and projected requirements with established tools to meet readiness and capacity gaps and development of standard workforce model to support start-up and ongoing missions.

(b) Rosters continue to be used for 90 per cent of international staff selections in field missions and capacity gaps in the rosters are increasingly identified through workforce planning and subsequently filled through specialized recruitment efforts, non-staff modalities, and stand-by partnerships.

(c) There is an upward trend in the recruitment and retention of women.

(d) A succession management concept and plan are in place and ready for implementation focusing on the Senior Resources Management level.

(e) All contractual exercises aimed at improving the quality and stability of field staff will have been fully implemented.

(f) An integrated human resources data framework is in place that includes all data from Inspira, Umoja, Field Support Suite (FSS) and legacy data, and all functional areas are reporting from the same tool.

(g) In the administration of field civilian personnel, the Field Personnel Division (FPD) will have shifted from transactional and process-oriented functions to become a strategic, business partner, oversight and support resource, especially in the areas of operational workforce planning, strategic advisory services, policy guidance, and oversight of the implementation of delegated authorities and responsibilities."

2013/14 Progress against Performance Indicators

Table A.2
KPIs for the human resources pillar

Achievement	Indicator	Progress (30 June 2014)	Target (30 June 2015)	Lead
Workforce planning framework developed and agreed	Workforce plan finalized and tool developed	Ongoing. Template for Demand and Supply Analysis and other relevant indicators to be completed by 31 Dec 2014.	Demand/supply indicators for 100% of job families in place and gap analysis completed	FPD

Achievement	Indicator	Progress (30 June 2014)	Target (30 June 2015)	Lead
	Client survey for Practitioner's Guidebook completed and results shared/used for consultation with internal stakeholders (HQ, missions)	Ongoing. Workforce planning framework and overall guidance document completed in conjunction with OHRM Practitioner's Guidebook will be finalized by end-2014 and ready for piloting in two missions in the first half of 2015.	Workforce planning tools tested in at least two missions	
Current and forecasted capacity gaps mapped	Global strategy validated and framed based on consultations and data	Ongoing: Skills assessment for human resources community in the field. Key gaps identified for support staff. Template for Demand and Supply Analysis with respective gaps will be used to conduct workforce analysis of referred population during the first half of 2015.	Skills inventory of 50% current international staff population conducted and gaps mapped by job family, grades, skills, male/female ratios and language combinations	FPD
Well-populated rosters meet the needs of field missions	Percentage of selections for field mission assignments made through rosters	Target achieved in FY 13/14.	85-90%	FPD, Field Missions
Outreach strategy for troop- and police-contributing (T/PCC) country nationals, including for senior-level positions, strengthened and implemented	Number of partnerships developed in T/PCC Member States	Ongoing. Communication tool kit for outreach strategy being prepared for distribution to TCC/PCC. Total 24 occupational groups targeted brochures being developed. 5 brochures completed, remaining in draft. Briefing sessions to develop partnerships being organized.	Partnerships developed in at least 30 T/PCC Member States	FPD

Achievement	Indicator	Progress (30 June 2014)	Target (30 June 2015)	Lead
Roll-out of "Bridging the Civilian Gender Gap in Peace Operations" project	Project recommendations implemented	Strategy adopted. Completed design content for the development of the video "Women of the UN making a Difference" Conceptualized and rolled out the "Senior Women Talent Pipeline" for D-1 and D-2 positions Conduct Exit Interviews with women who have separated from the Organization	Implementation actions completed for three project recommendations Gender Field Strategy adopted.	FPD
Management of reassignment and placement of staff in transition	Percentage staff reassigned/ retained	Process established for the management and reassignment of staff in missions. 90% of staff affected by downsizing contacted and guided.	90% of staff in transition affected by abolition of posts, downsizing, or liquidation contacted and guided accordingly	FPD
Succession management concept and plan in place	Criteria and skills inventory for Senior Resource Management track complete	In progress. Profiles and requirements completed for CMS/DMS.	Skills inventory and gap analysis completed for five key positions (DMS, CMS, DDMS, CAS, CHRO)	FPD
	Certification of CHROs	100% CHROs re-profiled. Certification in progress.	100% CHROs certified and CHRO re-profiling completed	
Improved conditions of service for field staff	Percentage of eligible field staff members reviewed for continuing appointments	Completed.	100% of potentially eligible staff reviewed	FPD

Achievement	Indicator	Progress (30 June 2014)	Target (30 June 2015)	Lead
	Percentage of staff members without limitations of appointment	On-going: 75% is estimated to have been reached however, the final percentage has not been calculated as yet, because the process of issuing Letter of Appointments is still in progress.	75% of staff without appointment limitation	
Improved conditions of service for locally-recruited staff	Integration of locally-recruited staff in staff selection system	Pending: It is expected that the revised administrative instruction on the staff selection system will include within its scope selection for locally recruited positions at the GS-5 level and above and NPOs in field missions. Simultaneously a separate administrative instruction is under development by OHRM that would include recruitment at the GS-4 level and below.	100% integration of locally-recruited staff into staff selection system	FPD
Business intelligence reporting capability developed	Number of monitoring tools for outreach efforts Number of business intelligence reports and models developed	On track: Using an interim solution of incorporating critical data elements from Umoja and Inspira into existing data warehouse, will produce 5 business intelligence reports using this data by June 2015. HR mission Dashboard and KPI scorecard completed.	5 monitoring tools/business intelligence reports	FPD
Monitoring concept and accountability framework for human resources functions in the field	Completion of monitoring concept and accountability framework for human resources functions in the field	On track: Product ready but still to be validated by a specialist before dissemination.	Dissemination completed for 100% field mission of monitoring concept and accountability framework	FPD

Description of Progress towards 2015 End-State Achievement

The Department of Field Support continues to use civilian staffing reviews as the vanguard effort on workforce planning for field missions, even as the wider Secretariat approach to workforce planning continues to evolve. Nine civilian staffing reviews have now been completed covering the following missions in 2013/14: UNAMID, UNIFIL, ONUCI, MINURSO and UNAMI, focusing on rationalizing staffing with mission mandates and nationalization. Rosters continued to be used as the main tool for recruitment selections and in 2013/14. Approximately, 90 percent of international staff selections for field missions were made through the recruit from roster process. Total number of failed Recruit from Roster selections was +/- 8 percent of the total number of selections. Field Personnel Division (FPD) has since started analyzing data by field of work, position level and Mission, to identify opportunities for improvements.

FPD has finalized its outreach strategy package for TCC/PCC member states, which is structured to provide a compendium of targeted brochures for each of the official 24 occupational groups. Out of a total of 24 brochures, 5 are completed and the remaining 21 are being developed with completion date of June 2015.

Succession management efforts remain challenging under this pillar, although FPD has completed its succession management concept and has defined the criteria and skills inventory for the senior resource management track. FPD is participating in the Office of Human Resources Management working group on revised job networks, whose outcomes will be presented to the General Assembly in December 2014. The revised job networks will facilitate staff movement (lateral, geographic or upward) and will be complemented by the roll-out in phases of the global mobility framework from 2016 onwards.

There was an overall improvement in the number of women represented in peacekeeping, particularly in RSCE, as well as the UNSMIL component in GSC, 40 percent and 57 percent, as compared to the average of 30 percent in peacekeeping missions.

With respect to human resources information management and business intelligence, FPD achieved progress in 2013/14:

- Defining responsibilities of human resources officers and assistants at all levels within the context of revised profiles is ongoing and will be ready by the end of January 2015.
- Conducting an assessment of the technical skills for field human resources staff at all levels through a skills inventory. The findings have been used to inform the preparation/implementation of training plans and other support mechanisms to facilitate the re-profiling of the chief human resources officer and reorganization of the human resources structures in field missions. Work is underway to create a framework that leads to a comprehensive understanding of our current demographics, learning plan (and delivery) to address skill gaps at all levels. This will include a coaching mechanism to support human resources leading positions through various platforms such as online courses as part of the human resources certification, global chiefs of human resources meeting in January 2015 and the Field Human Resources Community of Practice launched in July 2014.

- FPD has progressively transformed itself into a strategic business partner and provider of strategic human resources management services while it concurrently delegated authority to missions to carry out all but a handful of administrative transactions. FPD is also intends to further realign its structure to respond in the most efficient way to the unique demand of field missions, while developing synergies to improve the quality and effectiveness of service delivery in an integrated, accountable and transparent manner.

c. Supply chain and Modularization end-state

As presented in the Secretary-General's fourth progress report on implementation of GFSS and detailed in Annex I on the overview of the financing of the UN peacekeeping operations for the period 01 July 2012 to 30 June 2013, the supply chain and modularization pillar of the GFSS will deliver the following end-state:

"Missions and headquarters will be better able to anticipate, identify and respond to requirements for goods and services in the field. Field missions will be supported through improved goods and services sourcing, enhanced global asset management and an optimized material management system. Field missions will have the capacity to respond in a timely manner to requirements by drawing on a range of deployable individual modules and enabling capacity.

Specifically, the Global Service Centre and Logistics Support Division, working with relevant partners including field missions, will realize the following achievements by end June 2015:

(a) Global property, plant and equipment inventory is managed more efficiently, reducing waste utilizing a global database for tracking assets, including high value/critical enabling assets.

(b) Cargo and freight from centralized locations within missions are optimized to allow more rapid delivery of supplies and support to in-mission set-up based on individual needs.

(c) Global systems contracts have been reviewed, including through robust acquisition planning and alignment with global assets and the Strategic Deployment Stocks (SDS) and are enabling faster service delivery through more rapid sourcing of equipment and enabling services.

(d) The DFS-owned element of supply chain management has been aligned to be effectively supported through Umoja Extension deployments.

(e) Missions are benefiting from a reduced acquisition timeline for property, plant and equipment (PP&E) for items purchased through systems contracts throughout the mission life-cycle.

(f) Missions at the end of the mission life-cycle benefit from timely and proper liquidation and disposal methods, maximizing possible benefits from redeploying equipment to where it is needed, on a global scale.

(g) Missions have access to and are using standardized designs, materials and equipment and scalable packages (modules), together with the necessary and rapidly deployable enabling capacity.

(h) Missions have access to and are using environmentally sustainable methods for power, water and waste management in the modular designs.

(i) Missions have access to enabling capacities to build/install modules from various sources (UN, commercial, Member State-provided)."

2013/14 Progress against Performance Indicators

Table A.3

KPIs for the supply chain and modularization pillar

Delivery Lead Time (xx days)	Number of days between the purchase order (PO) issue date and goods/services delivery date	Reporting tool under development in Umoja.	100% compliance with the contractual terms	Field missions
Procurement action lead time (xx days)	Number of days between the requisition submitted and the purchase order (PO) issued	Reporting tool under development in Umoja.	100 % compliance with the Source Selection Plans defining timelines for procurement actions	Field missions
Strategic Deployment Stocks (SDS) Composition Reviews to align with modularization and mission demand	Completion of composition review	Annual review of composition completed	Once per year	GSC
Sourcing Requests Response Times from Strategic Deployment Stocks (SDS), UN Reserve and Mission Surplus (xx days)	Number of days between request received date and response provided date	95% of all requests responded to (within 5 working days). 95% of all requests responded to (within 2 working days).	For routine requests: 5 working days For single item requests: 2 working days	GSC
			For population of Material Resource Plans (start-up or mandate change):	GSC

		No start-ups for small missions. No start-ups for medium missions. MRP finalised in 21 days for MINUSCA start-up	5 working days for small missions 10 working days for medium missions 20 working days for large missions	
Cargo Deployment Preparation Time (xx days)	Days from Material Release Order (MRO) approval date to cargo readiness date	94% of MROs were prepared within 30 days	30 working days	GSC
	Days between cargo readiness date and shipping date (for items not subject to separate bid through Procurement)	Achieved.	15 working days	GSC, LSD
Asset liquidation processing time (excludes financial liquidation activities) (xx weeks to complete asset liquidation)	[1]Days from mandate end date to the issuance of the Final Disposition Asset Report (includes liquidation activities by the mission, Global Service Centre, Logistics Support Division and Information & Communications Technology Division)	UNGSC has been involved in the liquidation of UNMIT, UNPOS, BINUCA, UNIPSIL, BNUB, and OPCW-UN. UNPOS was closed in just over 6 months. UNMIT: final lot was closed on the 28 March 2014. UNIPSIL: finalizing residual activities under way, expected to be finished by end of December 2014. +/- 800 asset records are undergoing closure process.	6 months for small & medium missions 9 months for large missions	Field missions, GSC, LSD, ICTD
Disposal backlog	[2]Number of NEP items awaiting for finalization of		Target of 0% Tolerance Rate of 10%	Field missions

	Disposal Action for a period over 12 months following the initiation of the write off expressed as percentage of the total number of NEP items awaiting	15%		
Aging Stock	[3]Percentage of NEP items held in stock for more than 6 months	51%	Target of 50% Tolerance Rate of 5%	Field missions
Modules Deployment Preparation Time (xx days)	Number of days between deployment approval date and issue voucher date	94% of the MROs were prepared within 30 days	30 days	GSC
Revision of Service Package Designs (modules, camps and bases)	Number of designs revised	Reviews completed (Revision II of 50 & 1000 person camp design completed; revision III of 200 person camp design completed; Design of Log base and Airbase completed; and, Revision I of Modules completed.)	Revision of 5 camp/base designs and 22 modules designs	GSC
Mission Support Team (MST) Deployment Time (xx days)	Number of days between deployment approval date (excludes issuance of UN Laissez-Passer and visas) and arrival in mission date	All 2013/14 MST deployments within the target.	15 days	GSC
Modules incorporate environmentally sustainable designs	Number of modules reviewed for sustainable management methods	Completed (Energy, waste water management and water supply modules revised).	Revision of 3 module designs for energy, water and waste management	GSC

Note 1: KPI and target are under review to better reflect various stages of liquidation process in the field, GSC and HQ. Current targets set have proven unrealistic for the complete process as proposed in the indicator and do not account for the variations in the types of liquidations, including the size and duration of missions and transitions between missions.
Note 2: KPIs text amended to align with the Property Management Unit/LSD KPIs. No changes in target, addition of tolerance rate.
Note 3:.KPIs text amended to align with the Property Management Unit/LSD KPIs. No changes in target, addition of tolerance rate.

Description of Progress towards 2015 End-State Achievements

In 2013/14, strong progress continued to be made towards the desired end-state achievements. During the reporting period, expendable and non-expendable assets in the Engineering and Supply categories, at a total value of **$29,364,497**, were provided to missions from existing asset pools (UN Reserve, surplus, intermission transfer, liquidation or through donations) thereby avoiding additional procurement spend. Of that total sum, almost $13 million **($ 12,968,752)**, mostly in the area of engineering, was processed directly through the UNGSC clearinghouse with the balance representing a combination of asset transfers through liquidation or bilateral arrangements between missions. Experience and analysis has indicated that adjustments to the concept are required to improve its effectiveness. These efforts to enhance stewardship and accountability of United Nations property, plant and equipment and reduce waste will be aided by a dedicated project building to promulgate guidance based on the lessons learned from entities that have implemented centralized warehousing.

The annual 2013 review of SDS was successfully completed further aligning readily available stock to standardized designs and mission needs. Accordingly, a notable change was a 35% increase in value of the engineering assets held, primarily attributable to the high consumption of water purification units and septic tanks, and the addition of modified sea container kits and the inclusion of expeditionary inflatable tents. Associated global systems contracts are being revised.

Improvements continue to be made in the handling of mission liquidations. For example the table below highlights that although the time taken to liquidate was similar, UNMIT had over 2.5 times the number of assets of UNMIN.

Mission	End of mandate	Specified Liquidation Period	Number of Assets	Actual time to liquidate
UNMIN	31 December 2010	4 months	3060	One Year
UNMIT	31 December 2012	3 months	7851	One Year

In support of MINUSMA start-up, the Engineering Standardization and Design Centre of the Global Service Centre used the available standardized designs for camp layouts in Gao, Tombouctou, Kidal and Tessalit. Based on the same standard design, the associated Technical Specifications and Bill of Quantity, a Scope of Work was developed for the construction of camps at Anefis (200 person camp), Lere (600 person camp), Goundam (200 person camp), and Gossi (400 person camp). Standard designs for the energy, waste water treatment and water supply modules have been amended to include environmentally sustainable solutions.

Mission Support Teams (MSTs) from the GSC, 22 in total, were deployed to MINUSMA in 2012/13, to fulfil requirements in areas such as engineering assessments, air operations, movement control, and Receipt and Inspections. MSTs provide a key enabling capacity but more creative alternative solutions need to explored to meet the demand of the increasingly complex and remote locations to be supported.

d. Shared services end-state

As presented in the Secretary-General's fourth progress report on implementation of GFSS and detailed in Annex I on the overview of the financing of the UN peacekeeping operations for the period 01 July 2012 to 30 June 2013, the shared services pillar of the GFSS will deliver the following end-state:

"Missions will be receiving consistent, timely, efficient and effective support services through streamlines and standardized service delivery of non-location-dependent functions from remote locations determined on the basis of a business case analysis.

Specifically, the shared service entities working with relevant partners including field missions, will realize the following achievements by end June 2015:

(a) An implementation plan is in place to transition non-location-dependent support functions for all peacekeeping and special political missions to one or more shared location/s in line with an established concept on shared services that enables efficiency, effectiveness, rapid response and improved service delivery.

(b) The relationship and performance management between clients and service providers has been standardized and formalized in relevant governance documents and service agreements (e.g. service-level agreements, operational-level agreements, memoranda of understanding).

(c) A balanced scorecard has been implemented to ensure regular performance reporting on client servicing and client engagement are standardized across service providers, and performance is monitored through relevant key performance indicators and standardized oversight mechanisms.

(d) Transactional business processes have been re-engineered for maximum efficiency and to manage high volume processing effectively, as well as to enable optimal alignment with the Umoja/Enterprise Resource Planning solution and International Public Sector Accounting (IPSAS).

(e) Remaining support capacities in missions have been re-profiled to provide location-dependent support only and to provide high level analysis and advice to senior mission leadership on human resources and/or budgetary and finance issues."

2013/14 Progress against Performance Indicators

Table A.4
KPIs for the shared services pillar

Achievement	Indicator	Progress (30 June 2014)	Target (30 June 2015)	Lead
Field mission access to shared service provision	Percentage of missions benefitting from shared service delivery	14 missions are now supported by remote service providers. 69% of all authorized mission personnel receive support from a remote service provider. *NB. Proposal for 100% coverage of missions with shared services is being submitted as part of the 5th GFSS Progress Report.*	100% of missions receive support from off-site shared service entity	OUSG DFS
Defined and agreed service delivery model	All transactional functions are co-located in service lines (matrix organization)	All RSCE transactional functions have been co-located in service lines as of February 2014. As of June 2014, 42% of the KPIs met the target, 38% were improving but did not yet reach the target, 19% did not meet the target and were not improving and 2% had no target or no data available.	Service lines meet all KPIs	Shared service providers
Defined governance model	Governance model is in place with members actively participating	RSCE Governance model in place and functioning.	Governance model in place three months before the launch of shared service entity	Shared service providers, Client missions
Service-level agreements (SLAs) and/or Operational-level agreements (OLAs), including relevant annexes with	SLAs and/or OLAs have been signed	All RSCE SLAs signed.	SLAs and/or OLAs signed no later than one month before launching a shared service entity	Shared service providers, Client missions

Achievement	Indicator	Progress (30 June 2014)	Target (30 June 2015)	Lead
KPIs	SLAs and/or OLAs are reviewed regularly and remedial actions are taken promptly	SLAs are regularly reviewed.	SLAs and/or OLAs are reviewed annually	
Performance monitoring and reporting	Issuance of regular performance reports	Quarterly reports completed for the first and second quarter of 2014. Since June 2014, monthly reports have been completed.	Monthly performance reports	Shared service providers
	Information technology (IT) enablers are effectively supporting the performance, monitoring and reporting	IT enablers help to support data extraction and performance reporting, but are not 100% in place or sufficient, requiring significant manual effort. Identification of gaps and requirements has begun.	IT enablers in place for data monitoring, extraction and performance reporting (based on shared service provider identification of related requirements)	ICTD
	Feedback to service line managers and prompt remedial action	Systems are being developed to enable this functionality. A mechanism for tracking customer queries has also begun development.	Full implementation of automated alerts if performance falls below established threshold. Remedial actions to be implemented by service line managers within one week of identification.	Shared service providers
Increased efficiency and productivity as a result of concentration of shared services	Percentage of staff full-time equivalent (FTE) reduced upon transfer of function	Upon transfer of posts from missions to the RSCE, the targeted efficiencies were realized through the reduction of posts.	10-15% reduction of FTE	Shared service providers, Client Missions
Client satisfaction steadily improving	Client satisfaction ratings steadily improving as per twice yearly surveys	The overall satisfaction rate reported in the September 2014 RSCE client satisfaction survey was 48% -- an improvement over the 39% satisfaction rate in the February 2014.	80 per cent customer satisfaction level	Shared service providers

Achievement	Indicator	Progress (30 June 2014)	Target (30 June 2015)	Lead
	Number of complaints logged with help desks or through client surveys	The help desk is being reconfigured and a system for logging and tracking responses to queries is under development.	Maximum 12 per cent of total inquiries received by help desk or through client surveys are complaints	

Description of Progress towards 2015 End-State Achievements

The Fifth GFSS Progress Report includes a proposal for the extension of shared services to cover all field missions.
The RSCE and its client missions have established performance management relationships through formalized Service Level Agreements (SLAs) outlining the service delivery expectations and the roles and responsibilities of both parties. An analysis was conducted as part of the shared services review to identify good practices for future SLAs. As a result, draft a SLA template that can be used by future service providers was developed.

Performance management has been a key element in the development of the shared services concept. Significant efforts are underway to create a framework, along with the tools, systems and the human capacity needed to establish and improve analytics and control on performance measurement. As part of that effort RSCE monthly performance reports include performance against 48 established KPIs balanced with the results of the bi-annual customer satisfaction survey are prepared and distributed to client missions and headquarters. The RSCE has begun work with other remote service providers, in collaboration with headquarters, to standardize these KPIs and ensure consistent reporting across all field operations. Also, regular, bi-annual customer satisfaction surveys are conducted at the global level by the GFSS team and by the RSCE for their client missions.

Several activities and initiatives have been underway to address business processes. The service lines in the RSCE identified as having the most opportunity for improvements have had their workflow process re-engineered. An intensive effort to review and revise the end-to-end processes (including the mission and the RSCE component) linked to Umoja foundation was also conducted by Umoja, ICTD and RSCE representatives during the spring of 2014. Additional efforts to standardize processes, including in particular the portion of the processes that are conducted in the mission have been identified and begun.

The job descriptions of human resources functions remaining in the missions have been revised following the transfer of transactional processes to service centers/shared services mechanisms. The revised job descriptions are being implemented in the missions according to a phased plan for re-designing and aligning the human resources structure with the changed requirements in order for these staff to focus on strategic functions for advice, quality assurance, as well as human resources planning, guidance on performance, and staff development, among other functions. The human

resources redesigned structure also includes positions responsible for delivering location-dependent transactional services.

Mission budget and finance sections have been merged across peacekeeping operations to improve the capacity of the section in providing financial management and advisory services to the mission. The merger improves the monitoring and reporting structure of the mission's financial management under the responsibility of one section chief, while better aligning the formulation of budgets with the reporting of the expenditures arising out of the approved budget. Following this merger, roles and responsibilities of the staff are being gradually re-focused and re-profiled to increase focus on resource management.

(e) Organizational and Functional end-state

As presented in the Secretary-General's fourth progress report on implementation of GFSS and detailed in Annex I on the overview of the financing of the UN peacekeeping operations for the period 01 July 2012 to 30 June 2013, the organizational and functional end-state of the GFSS will deliver the following end-state:

> *"By June 2015, the support functions performed by the Department of Field Support in the shared services entities and in field missions will have more clearly delineated strategic, operational and transactional roles and responsibilities, and will be providing more specialized, standardized and streamlined support to clients."*

(i) Headquarters

The Department of Field Support reinforced its strategic and programme oversight capabilities to ensure that the Office of the Under-Secretary-General is able to provide effective strategic direction and programme coordination across the field support system at headquarters, in the service centres and in missions. Operational coordination and cross-cutting activities in the office of the Assistant-Secretary-General have been reinforced. The line divisions of the Department have transferred to GSC those operational and transactional functions that were authorized for relocation. Beyond the end of the GFSS, Headquarters divisions and offices will continue to review and improve their processes and systems and tools for delivering more strategic oversight and support functions.

The only remaining structural realignment pending in the DFS is the Field Personnel Division. Field Personnel Division plans to realign its organisational structure to sustain the organisational reform efforts, and mainstream the proposals, methods and goals of the core functions of the Integrated Human Resource Framework under the global field support strategy (GFSS), namely (a) workforce planning, (b) recruitment and placement, (c) succession management, (d) conditions of service, (e) business intelligence and (f) customer service integration. The implementation of these core functions will lead to the envisioned end-state of GFSS, and subsequently streamline the Division's ability to comprehensively and consistently identify anticipated requirements for staff and non-staff capacities,

as well as projected gaps and succession management planning, especially in support of staff mobility aspirations.

(ii) Global Service Centre

In 2013/14, the GSC increased its focus on global asset management primarily by establishing the global clearing house function to support missions in sourcing non-expendable commodities. The Centre's operational logistics support service and Field Technology Operations Centre continued to complement the DFS's timely delivery of services and enabling capacity for start-up, sustainment, downsizing and liquidation of field missions, along with other HQ Divisions. Service for Geospatial, Information and Telecommunication Technology (SGITT) at the GSC will continue, as mandated, to develop its field-focused service portfolio in the areas of ICT Centralization, ICT Remote Mission Support and ICT Regionalism by leveraging the infrastructure deployed in its twin technology centres in Valencia and Brindisi. SGITT will maintain the active-active and load arrangements between its two sites in order to achieve optimal operational resilience in the delivery of services to its client. SGITT will continue to support Umoja by hosting its infrastructure in its twin technology centres and by ensuring connectivity to all field remote sites. The GSC's secondary active telecommunications facility in Valencia, Spain, remained and will remain a dedicated ICT facility in accordance with General Assembly guidance in its resolution 63/263. SGITT at the GSC will continue to operate as the operational arm of DFS ICTD, and to implement ICT plans and strategies in support of field operations. Pending General Assembly guidance on shared services, and in particular the future options for a second administrative service centre, GSC continues to provide back-office support to UNSMIL in administrative and technical areas, as well as acquisition planning and procurement support services to the UN Offices in West Africa (UNOWA) and Central Africa (UNOCA).

(iii) Regional Service Centre at Entebbe

RSCE continues to make improvements in providing consistent, standardized and efficient service delivery to current and potential future client missions. Annex II provides additional detail on RSCE objectives and plans. RSC administration of entitlements, claims and benefits have now been re-engineered into end-to-end 'service lines' in alignment with Umoja.

In accordance with General Assembly guidance, the RSCE structure and staff levels will remain scalable, both upward should new client missions be added, or downwards in the event of missions downsizing or closing in the region. In 2014/15, the centre is scaling up with MINUSCA becoming a client. Given its improving stability, the RSCE has been able to absorb this client mission through the assignment of just 55 MINUSCA national staff posts to the RSCE, which avoids considerable additional in-country cost for international staff in the mission area which entails high overhead costs for security and hazardous duty station entitlements.

The Transportation and Movements Integrated Control Centre (TMICC) is increasingly focused on identifying optimized multi-modal (surface and air) movement and transport solutions for RSCE

client missions and supporting regional tasks relating to infrastructure support (surveys, upgrades/construction at airfields, oversight over airfield support equipment, other infrastructure in support of movement operations in the region). With respect to its aviation support role, TMICC continues to support regional air movement planning, prioritization and analysis for optimizing regional air movements, including regional troop rotations and an integrated regional flight schedule. The TMICC future role, beyond GFSS, will be further elaborated through an ongoing supply chain analysis of the eastern Africa logistics corridor.

Regional Information Communications Technology (RICT) service in Entebbe continues to provide standard, ICT solutions to client missions to enable a mobile workforce and minimize the mission footprint, by centralizing common ICT services and taking the lead on the implementation of cooperation frameworks, such as in the provision of telecommunications services across missions. RICT in RSCE also sets and ensures coherence with centralized standards and policies for client missions, while providing opportunities for eliminating duplication of effort, removing disparities of service and achieving economies of scale and scope.

(iv) Field Missions

Improvements to the functions and organization of mission support components are continuing with a focus on standardizing the mission structures for mission support divisions. Departmental guidance on these structures has been issued to missions to begin reorganization. The restructuring of missions' will assist the missions in working with remotely-delivered administrative transaction services. Under the new model, increasingly freed from transactional service delivery, mission human resources chiefs, budget/finance chiefs and ICT chiefs will focus on delivering advice and mandate enabling solutions for senior mission managers. The Deputy Director of Mission Support function will oversee these key mission enabler functions and ensure operational coordination across the mission support division. This will enable the Director of Mission Support to focus on engaging mission clients, planning and oversight. Through the introduction of improved supply chain processes and support structures, missions will be better organized to ensure improved stewardship of all assets through the planning and acquisition to disposal lifecycle, including through centralized warehousing and stock control practices.

(f) Alignment with other corporate initiatives end-state

As presented in the Secretary-General's fourth progress report on implementation of GFSS and detailed in Annex I on the overview of the financing of the UN peacekeeping operations for the period 01 July 2012 to 30 June 2013, alignment of the GFSS with other corporate initiatives will deliver the following end-state:

"A culture of continuous business improvement will be in place in order to ensure effective delivery of end-to-end field support services. Processes will have been configured to maximize the benefits of Umoja solution".

Current status of June 2015 End-state Achievements

The Department of Field Support continued to actively support the deployment, refinement and implementation of corporate reform initiatives in alignment with GFSS implementation. In 2013/14, through close collaboration between Umoja, Process Owners, the Department of Field Support, Missions and the GSC and RSCE, Umoja was deployed to all field missions. In addition, the RSCE worked closely with Umoja to undertake a realignment of processes to maximize Umoja functionality. As further Umoja functionality is deployed in future, additional benefits will accrue under the RSCE model both in terms of concentrated capacity to roll out new functionality, but also in terms of anticipated economies of scale in benefits realization that will stem from more efficient processes under Umoja Extension One once it is deployed and stabilized. The GFSS approach to shared services, and particularly to the delivery administrative transactional services, will be fully aligned and integrated with the global service delivery model, which is under development for the 70th session of the General Assembly,

With respect to IPSAS deployment, there has been strong collaboration in its deployment. With the support of the Department of Management and Department of Field Support, RSCE was instrumental in ensuring the successful implementation of IPSAS and delivering the unqualified, IPSAS-compliant financial statements for 2013/14. The concentration of capacity in RSCE enabled issues to be identified and resolved quickly in the first year of IPSAS reporting. Deeper benefits from IPSAS in support of decision-making and resource stewardship will be realized in future as field missions continue to adapt to the new accounting procedures throughout the year.

III. Benefits Reporting

a. 2013/14 qualitative benefits against GFSS major objectives

Beyond the description of overall benefits presented in the fifth GFSS progress report and the benefits described in the performance report section above, the following is a synthesis of benefits in the 2013/14 financial year which provide examples of mission efforts to make progress in line with the GFSS major objectives as reported by missions and service centers.

Qualitative Benefits Achieved in FY 2013/14 in Missions

GFSS Objective: Expediting and Streamlining Service Delivery to Field Operations

Mission	*Benefit*
UNISFA	The mission coordinated rotations with RSCE. During rotation, 50% of troops arrive within one day to their destination.
	Use of Regional Procurement Office shortens the average processing time by 4 weeks and eliminates the internal process of Local Committee on Contracts approvals at the mission level. Solicitation period is reduced from eight to two months.
UNMISS	The Mission has continued to utilize integrated warehousing after merging individual warehouses under one management structure. This has enabled Sections to focus on their core business and become more client oriented. Increased customer focus and improved service delivery by individual sections, as well as improved management of assets in the mission through reduced theft, obsolescence and damages as well as better utilization of warehousing space and warehouse staff

	proves the integrated warehousing concept is achieving its intended aim.
UNSCOL	Average processing time for on-boarding upon selection decision was reduced from six to two weeks in 2013/2014 due to the Delegation of Authority being issued to the mission.
GSC	Established SMART (Specific, Measurable, Attainable, Realistic, Tangible) service delivery standards for the missions that it supports, and adjusted RBB to reflect the service delivery aspects.
UNMOGIP	Reduction in average processing times for recruitment from 120 to 40 days through the new standardized recruitment process and increased roster use.
	UNMOGIP utilized standardized guidelines for acquisition through SDS in July 2013, for the acquisition of generators. The time interval between acquisitioning and receiving and inspection was less than 65 days compared to 110 days when purchasing through local procurement unit and systems contract in July 2011.
UNAMID	The mission has issued directives that consist of 7-point check list for requisition approval pre-requisites which includes, among others, prior verification of available stocks from GSC/SDS, mission inventory, and other missions' surpluses and confirmation of LSD/ICTD pre-clearance. These guidelines have helped to reduce time lost in sourcing equipment and supplies, as well as ensure that the process is conducted in the prescribed manner.
OPCW-UN JOINT MISSION	Regional mission supported Joint Mission start-up . The Joint Mission finances were managed initially by UNIFIL in Umoja and then from 1 January 2014 by UNFICYP: after Umoja went live for the mission. Cash reimbursements for the Joint Mission were made through UNDOF and all SAR vendors were paid through the UNDOF financial mechanisms. Regional and other field missions released personnel on short term tours of duty to assist the Joint Mission through critical phases of the mandate implementation. UNIFIL provided logistics support to OPCW-UN Joint Mission including a range of general supply items, composite ration packs, fuel, property management, transport and MOVCON support during the mobilisation, maintenance and liquidation phase of the Mission.. Middle-East Regional ICTS provided planning and implementation capacities and the design and gateway for ICT services to connect to the FTOC at GSC.
UNIFIL	UNIFIL has provided a variety of logistics and ICT support to neighbouring Missions (including OPCW-UN Joint Mission, UNDOF, UNTSO, UNFICYP, UNSCOL and ESCWA).
UNAMA	Based on UNAMA's experience, the entire recruitment process using Recruit from Roster (RfR) Job Openings now takes approximately 56 days prior to the on-boarding process of the selected candidate.

GFSS Objective: Strengthened Resource Stewardship & Accountability; Greater Efficiencies and Economies of Scale

Mission	*Benefit*
ONUCI	In line with guidance to identify efficiencies, ONUCI undertook optimization of the helicopter fleet use resulting in 3,911 flight hours flown by helicopters (excl. Mi-24) during FY13/14, as compared to 4,181 hours in the previous fiscal year. 100% of budgeted hours were used by the mission. Overall reduction of 270 hours.
	Reduced transport fleet by a total of 106 vehicles, comprising of 97 Light Passenger Vehicles, 4 trucks, 4 Armoured Vehicles and 1 medium bus.
UNMOGIP	Collaboration between missions through GFSS framework supported the utilization of surplus vehicles from UNMIT. Five soft skins, one armoured and one recovery truck with a value of $448,538 which cost UNMOGIP only the shipping cost and benefited the Organization by optimizing the operational usage of purchased assets throughout the useful life.
UNAMI	Commercial leased lines to Iraq and Valencia via Kuwait takes advantage of the economies of scale through a 50% cost sharing agreement between UNAMA and UNAMI on leased lines to ensure accessibility of UN corporate systems, particularly Umoja. Increased benefits are evident in terms of the mission's migration from VSAT to Leased lines. The cost decreased while gaining 10 times more bandwidth in return including the improvement in network latency for Voice, Data and Video transmissions. This has resulted in estimated savings to the mission of USD 1.3 million.
OPCW-UN Joint	The GSC assisted the Joint Mission through the release of equipment from UN Reserve and issuances

Mission	from SDS to meet immediate operational needs of the Joint Mission. The agility this afforded the Joint Mission and enabling effect it provided on the ground, allowed the Joint Mission to rapidly meet a variety of mandate requirements and move forward where otherwise the lack of this equipment may have stalled critical actions whilst waiting for procurement to occur.
MONUSCO	Entebbe Support Base reduced its transport fleet by 50% and ongoing analysis is conducted on operational use and needs.
	Air assets have been reduced and MONUSCO aviation is still in process of optimization and rationalization. For West region MONUSCO staff are using UNHAS flights to travel.
UNISFA	The mission terminated the use of Mi-26 for cargo movements and now relies solely on the coordination of regional missions aircrafts for cargo movements. This resulted in US$5.5m savings in lease and operational costs.
	Through a review of mission aviation fleet, the mission replaced B200 aircraft which was underutilized due to the limited seating capacity (max 6 passengers) with a CRJ 200 (max 50 passengers).
UNAMA	UNAMA is constantly reviewing the utilization of its vehicle and aircraft fleets on the basis of the utilization rates. 95 vehicles, including spare parts have been deployed to other missions. 25 vehicles pending deployment to other missions.
	UNAMA regularly collaborates with other missions, in particular UNAMI in the use of strategic assets, i.e. aviation assets.
UNAMID	With the implementation of the Central Warehousing concept in UNAMID, all inventory is kept and managed in a centralized location to ensure stock quantities are maintained at optimal level thereby reducing wastage.
	The mission reduced vehicle fleet by 400 vehicles after reviewing its requirements. Those were removed from service and written-off. In addition, 553 vehicles have been further reduced from the fleet. This has resulted in reduction of operating costs, fuel costs, spare parts, insurance, etc.
	Reduced utilisation of 3PL contractors by increasing the utilisation of United Nations Owned Equipment (UNOE) trucks for the movement of UNOE cargo. Implementation of e-ticketing for UNAMID flights resulted in more efficient passenger check-in and baggage tracking process, ultimately improving the accountability.
ONUCI	Implementation of Electronic Fuel Management System resulted in 85% reduction in fuel fraud cases and a saving of US$816,000/annually in fuel consumption for UN vehicles.
	Property disposal process shortened to 15 days for AW cases and 60 days for A cases, and increased income from sale of disposed property.
UNMISS	Centralizing Acquisitions and Requisitions has streamlined UNMISS requisitioning process and also enhanced acquisitions planning process, resulted in the reduced value of inventory, and reduced procurement actions through use of consolidated Purchase Orders.
	UNMISS established a Project Management Group November 2013 for the planning, resource allocation and operationalization of key projects in support of mandate delivery providing the necessary stewardship of resources in the context of approved mission priorities. All capital projects approved, resourced and monitored through implementation leading to standardized cost templates for 'like' construction projects; identification of project owners.
UNAMI	UNAMI improved fuel management by building new fuel storage facilities (total capacity 200,000 ltrs) and introduced Monthly Fuel Report and Random spot-check of fuel holdings and a detailed Fuel SOP is aimed to streamline utilization of resources.
OPCW-UN Joint Mission	During the Joint Mission liquidation, the ability to send UNOE required by the future peacekeeping operations to UN reserve specifically created for this purpose in UNDOF, UNIFIL and UNFICYP greatly facilitated the timely disposal of the Joint Mission's assets.
UNAMID	For all procurement processes done by Regional Procurement Office (RPO) a joint acquisition plan was developed and reviewed by all client missions in the region. UNAMID was cognizant of all contracts established by the RPO in 2013/2014 and used them as the need arose.
	The mission introduced e-Fuel control and monitoring system. Due to improved monitoring and

	invoice matching mechanism in the e-Fuel, the mission was able to avail of the prompt payment discount in the amount of US$305,032.12 in 2013/2014.
UNTSO	With the closure of UNSMIS, the Mission was able to quickly obtain 16 armored vehicles and, due to geographic proximity, without additional expense of purchase or shipping costs. This allowed the mission to more rapidly address a pressing operational need and maximize the use of valuable Organizational assets.
	Through continuous workforce review and with the amalgamation of the former General Services and Transport sections into a new Technical Services Section, the mission was able to identify redundancies and redistribute workloads, leading to a reduction of 17 posts.

GFSS Objective: **Staff Safety and Quality of Life Improvements**

Mission	*Benefit*
UNSCOL	Established Field Occupational Safety Committee with members from substantive components.
UNSMIL	The significant savings and benefits in staff security, safety, cost and efficiency by remote hosting of functions that are not location-dependent has been well demonstrated through the UNSMIL/UNGSC partnership model. E.g.: Cost savings are achieved with lowered number of Security staff in the field, lower number of vehicles and drivers as well zero cost for Hardship allowance, Rest and Recuperation (RnR), Danger pay and UN provided accommodation.
	Improved gender balance with female UNSMIL staff in Brindisi at 57%.
UNMOGIP	Occupational health and safety reporting through incident reports and regular monthly communication improves Staff well-being, safety and security through capturing incidents, addressing lessons learned and applying best practices in collaboration with the community established with all counterparts.
UNMISS	Construction of Staff Accommodation at the UN house in Juba gathered pace despite the crisis in South Sudan, and 2x200 units shall be ready for occupation by end of 2014, resulting in increased number of staff living in standard hard wall accommodation facilities, bringing downstream attraction/retention of International staff in Mission.
UNISFA	The mission improved field accommodation quality by constructing new units and walkways in the camps, and by constructing new recreational area module, indoor and outdoor gym facilities and welfare cafeteria area, thus directly and positively impacting the quality of life and staff morale.
UNAMA	An Occupational Health and Safety (OH&S) module is part of the induction training for incoming UNAMA staff and training is also delivered for contractors working in UNAMA facilities, as part of the risk management programme. An Occupational Health and Safety Council has been established and meets on a regular basis. Occupational and Safety Task Forces are also in place in the Field Offices. Regular inspections are conducted in UNAMA facilities in Kabul and in the regions. In the period June 2013-June 2014 there was a 31% reduction in the number of accidents in the workplace.
MONUSCO	4 staff were trained on the field occupational safety in order to develop and implement high standard within the MONUSCO mission including ESB. MONUSCO is working with UNDSS in order to improve the level of infrastructure security and CCTV implementation. All MONUSCO security staff has received an Emergency Trauma bag training in order to support the staff in case of accidents. MONUSCO MovCon HTU Heavy Transport Unit staff has received a Safe Driving course and Mine Awareness training.
UNAMID	Specific facilities and procedures are in place to improve the quality of life in the accommodations. For example, female staff members are given individual ablutions where possible. Engineering working with Security to improve MORSS/MOSS in all team sites by securing accommodations with window grills, cameras and more lit areas.
UNTSO	The designation of a Field Occupational Safety Focal Point has centralized the mission's investigative and reporting structure and our ability to monitor incidents, identify deficiencies, and follow through on proposed improvements.

GFSS Objective: Reduction in Environmental Impact; Utilization of Regional/Local Capacity;

Mission	*Benefit*
UNSCOL	UNSCOL Greening Committee is working to promote sustainable practices to reduce the carbon footprint and save energy, monitor use of paper and office equipment.
UNAMI	Electric power connection to grid source of D2 compound in Baghdad International Zone (IZ) has resulted in substantial reduction in the consumption of diesel fuel, including consumption of oil and lubricants and expensive spare parts and other consumables. Environmentally it has substantially reduced the carbon emission and noise reduction.
	Installation of synchronization system to power generating units has resulted in efficient operation of power generation systems, besides leading to economy in fuel and lesser carbon–dioxide emissions.
	Installation of waste water treatment plant in Diwan compound, Baghdad (IZ) has resulted in disposal of waste water in a more environmentally friendly manner and also the monetary saving from the daily disposal of sewage to the private contractor. This has resulted in a saving of USD 27,000.00 annually.
	Installation and operation of bore-well water source in the UNAMI compound in Kirkuk has resulted in better and consistent supply of bulk water and monetary savings from the daily bulk water supply by a private contractor. This has resulted in a saving of USD 48,000.00 annually.
UNIFIL	The mission has established a solar power capability for ICTS that reduces generator fuel consumption and carbon emissions. A waste water treatment plant has also been established at the Mission HQ's which provides recycled water for irrigation for the mission's landscape. UNIFIL also separates it waste products for the purposes of recycling.
UNISFA	54% of mission's contracts are local vendor operated.
	The mission uses solar panels in all premises, thus reducing carbon footprint overall.
MONUSCO	In parallel to decrease the gasoline fleet ESB has invested in 5 Electrical cars (11 more are in procurement process), 50 bicycles (50 others are in procurement process) use within the UN base, Greening committee which are working in project such as deploying another type of water distribution, recycling trash project. MONUSCO is working on social disposal (PDU) and green recycling project implementation MONUSCO is currently in process to outsource to local companies the UN staff shuttle bus on recovery cost.
UNAMID	The mission is using RSCE facilities for regional activities such as conferences, training, processing of human resources and financial claims, hosting training seminars, etc.
	52% of purchases were from Sudanese companies.
	Wastewater treatment plants were procured and installed. Construction and operation of sanitary land fill in El Fasher, shared with the local community, has engaged local labour. The landfill site is providing a training venue for the local University students on waste management and recycling organic waste to produce organic fertilizer.
	The mission has conducted its fuel operations in a manner to protect land and immediate environment from pollution from fuel spillages.

b. GFSS Financial costs and benefits

Table A.5 below summarizes the estimated financial costs and benefits from GFSS implementation. The estimated financial benefits reflect savings, cost reduction, cost avoidance and efficiency measures in pursuit of the strategy. The total benefits accrued under the GFSS in the four financial years between 2010/11 and 2012/13 are estimated at approximately [$446] million. The total costs of strategy implementation in this same period are estimated at approximately [$19.5] million, including the costs of existing personnel redeployed to establish the programme implementation and

coordination team in the OUSG of DFS, which has supported GFSS implementation, as well as infrastructure in Entebbe. The net benefits under the strategy are therefore estimated at [$426.5] million over four years of implementation.

Table A.5 presents the annual benefits already reported in previous years along with newly reported costs and benefit estimates for the 2013/14 financial year. The costs of ballistic and other testing of modular packages incurred by the GSC in 2011/12 are reported this year for the first time, as had been recommended by the Advisory Committee on Administrative and Budgetary Questions. For RSCE, consultant costs are reflected as they relate to investment in designing the business model associated with shared services. Other operational costs of the RSCE are not, however, included as these same operational costs, and indeed considerably more per capita overhead cost, would have been incurred in supporting the same numbers of personnel had they remained in the client mission areas. Missions, for example, carry considerably higher logistical, personnel and security costs, as well as ratios for vehicles that do not apply to personnel in RSCE.

Whereas the estimates in Table A.5 reflect sound estimates for the costs associated with the strategy, the full financial benefits accrued from utilizing GFSS tools in support of operations are not in all cases reported owing to the difficulties of estimating with accuracy the financial benefit. For example, workforce planning through civilian staffing reviews has in some cases led to significant realignments in mission structures, and at times led to subsequent savings in mission budgets, but is not reported here. Similarly, the GFSS focus on refining budgets, including through using the standard funding model, has led to more accurate start-up budgeting, which in turns means that finances are no longer requested and appropriated and thus credibly contributed to cost reductions.[1] Other benefits have also not yet been reported, such as savings in information technology and communications (ICT) accruing from RICT and from Brindisi. In addition, savings from posts not established in missions because the required services were instead provided by short term mission support teams are not reflected owing to the complexity of accounting for these accurately. As such, the Secretariat is confident that there are considerable additional benefits not fully reported that have accrued from the GFSS.

Projected future benefits

The principles, structures and tools established under the GFSS will continue to deliver benefits long after the end of the five-year GFSS implementation period. These benefits will manifest through recurrent savings owing to structural changes in the service delivery model (for example from reduced personnel costs serving in shared services locations). Savings from shared services will deepen as stabilized service centers are able to rely increasingly on national capacity rather than international capacity. In this regard, in 2015/16 and 2016/17, the RSCE will embark on a process of nationalization, which will accrue significant additional savings under the shared services model. In

[1] For example for the three missions set up between 2010/2011 and 2013/14 (UNISFA, UNMISS, MINUSMA) only 1.6 percent of funds appropriated during the first two years of deployment went unspent, whereas in the previous cluster of start-ups (MINURCAT, UNAMID, UNSOA), more than 7 percent of apportioned funds (or approximately $275 million) remained unused.

2014/15, the process of drawing more heavily on national capacity already commenced in that all of the MINUSCA posts contributed to the RSCE were established as national staff posts. The fact that these posts were not established as international posts in a high cost duty station will deliver significant cost avoidance benefits for MINUSCA in 2014/15 and beyond, in addition to the other benefits associated with not having personnel in an insecure and expensive location.

Subject to endorsement by the General Assembly, in the Fifth GFSS progress report, (A/69/xxx) the Secretariat is proposing a second service center for processing administrative transactions in line with the RSCE service lines model, which will amplify the financial benefits of the shared services model by progressively extending a standardized solution to all field missions. In addition, such an expanded shared services model would also support the deployment and stabilization of Umoja extensions, as RSCE did, in addition to supporting the future global shared services delivery model. Beyond shared services related efficiencies, the continued refinement and use of GFSS tools such as the standard funding model, the global asset management clearing house, optimized movement planning and the use of regional contracts in support of transport solutions, as well as future supply chain improvements, will continue to improve the value of the GFSS service delivery model over time, well beyond the life of the current strategy implementation period.

Table A.5

Cost, savings and cost reductions attributed to the Global Field Support Strategy: Financial periods 2010/11, 2011/12, 2012/13 & 2013/14

(Thousands of United States dollars)

COSTS	**2010-11**	**2011-12**	**2012-13**	**2013-14**	**Subtotals**
HQ investment					
D-1 GTA (salary + non-staff costs)	287	287	287	287	1,148
Reassignment 1xP-5, 2xP-4, 1xP3, 1xGS5 (salary + non-staff costs) [2]	909	909	909	909	3,636
Travel[3]	130	130	130	130	520
Workshops	-	-	75	-	75
Consultants/advisers[4]	-	-	64	-	64
Subtotal					**5,443**
GSC					
Cost of Modules ballistic testing[5]	-	-	150	-	150
RSC					
Infrastructure	82	3,074	9,754	350	13,260
Steering Committee travel[6]	21	21	21	21	84

[2] These are not additional posts but were posts redeployed from within DFS to establish the Programme Implementation Coordination Team for GFSS, as part of the new strategic support function in the OUSG DFS.

- **SAVINGS – Cost efficiencies, reductions and cost avoidance**

[3] Based on average annual project-related travel for Assistant Secretary-General for Field Support in his capacity as chairperson of the GSC and RSC Steering Committees and GFSS Team.

[4] Includes salary, travel and DSA for Supply Chain Management Adviser in FY2012-13.

[5] This cost was incurred in 2012/13, but reported for the first time as per ACABQ recommendation.

Consultants	-	-	235	226	461
Subtotal					**13,955**
COSTS SUBTOTAL					**19,398**
***SAVINGS**					
	2010-11	**2011-12**	**2012-13**	**2013-14**	**Subtotals**
PERSONNEL					
GSC					
Transfer differential (net one-time reassignment cost)	-	187	(53)	-	134
UNSMIL support efficiencies[7]	-	2,500	2,500	2,050	7,050
Subtotal					**7,184**
RSC					
Transfer differential (net one-time reassignment cost) [8]		1,837	9,907	11,800	23,544
Abolishment[9]	-	-	2,448	2,448	4,896
Avoidance[10]	-	2,194	2,194	4,389	8,777
Nationalization[11]	-	-	-	1,224	1,224
Subtotal	-				**38,441**
Personnel subtotal					**45,625**
	2010-11	**2011-12**	**2012-13**	**2013-14**	**Subtotals**
ASSET MANAGEMENT					
			-		
SDS reduction[12]	-	-	50,000	-	50,000
One-time cost reductions[13]					
Ground Transportation[14]	-	-	45,745	-	45,745
Facilities & Infrastructure[15]	-	-	29,206	-	29,206
Communications & IT Equipment[16]	-	-	26,755	-	26,755
Other Equipment[17]	-	-	102	-	102
Construction Services[18]	-	-	8,796	-	8,796
Subtotal					**160,604**
Clearing House transfers of	-	-	-	12,969	**12,969**

[6] Estimate based on DSA for traveling participants from client missions.
[7] Efficiencies based on differential between Brindisi and Libya for 22 full-time equivalent staff, as compared to 23.63 full-time equivalent in the previous two FYs.
[8] See A/67/723, Annex II, Table B.2
[9] See A/67/723, Annex II, Table B.2
[10] See A/67/723, Annex II, Table B.2
[11] See A/67/723, Annex II, Table B.2
[12] See A/67/723, Annex I, Table A.5
[13] See A/67/723, Annex I, Table A.5
[14] See A/67/723, Annex I, Table A.5
[15] See A/67/723, Annex I, Table A.5
[16] See A/67/723, Annex I, Table A.5
[17] See A/67/723, Annex I, Table A.5
[18] See A/67/723, Annex I, Table A.5

assets (cost avoidance)[19]					
Consumption efficiencies					
Rations[20]	-	-	17,547	-	17,547
Space Parts Replacements[21]	-	-	11,747	-	11,747
Within-Mission Travel[22]	-	-	6,529	-	6,529
Maintenance Supplies[23]	-	-	5,183	-	5,183
Fuel Consumption[24]	-	-	36,522	-	36,522
Contingent Rotation Travel[25]	-	-	29,619	-	29,619
Subtotal					**107,147**
Asset mgmt subtotal					**280,720**
	2010-11	**2011-12**	**2012-13**	**2013-14**	**Subtotals**
MOVEMENT OPTIMIZATION					
Longer-term charter aircraft[26]	-	-	6,249	6,572	12,821
Optimized regional troop rotations[27]	3,453	1,055	4,501	2,652	11,661
Regional air fleet optimization[28]	68,076	27,200	-	-	95,276
Movement subtotal					**119,758**

SUBTOTAL SAVINGS **446,103**

TOTAL (SAVINGS-COSTS) **426,705**

IV. Conclusion

As the Global Field Support Strategy enters its final six months of implementation, strong progress is being made towards the end-state achievements under each of the pillars. However, not all achievements in each pillar will have been realized by June 2015 and these will therefore be pursued

[19] For the 2013/14 period, expendable and non-expendable assets in the Engineering and Supply categories*, at a total value of **$29,364,497.00**, were provided to missions from existing asset pools (UN Reserve, surplus, intermission transfer, liquidation or through donations) thereby avoiding additional procurement spend. Of that total sum, almost $13M (**$ 12,968,752.33**) was processed directly through the UNGSC clearinghouse, with the balance representing a combination of asset transfers through liquidation or bilateral arrangements between missions. This $13M in assets processed through the clearinghouse was predominantly in the area of engineering.

[20] See A/67/723, Annex I, Table A.5

[21] See A/67/723, Annex I, Table A.5

[22] See A/67/723, Annex I, Table A.5

[23] See A/67/723, Annex I, Table A.5

[24] See A/67/723, Annex I, Table A.5

[25] See A/67/723, Annex I, Table A.5

[26] Footnotes to A.5 – based on supplementary tables submitted to OPPBA.

[27] A/66/591, Table 9 + supplementary tables for OPPBA

[28] A/68/731, Annex I, Table A.5 and A/67/723, Annex I, Tables 9 and 10.

as priority tasks during 2015/16. In parallel, a major objective for 2015/16 will be the successful mainstreaming of the completed tools, structures and approaches of the GFSS into the ongoing work of the Secretariat. This work is already underway before the end of the GFSS tools are very much in operation in support of missions.

The Department of Field Support is committed to focusing on the continuous improvement of the field service delivery model established under GFSS. The Secretariat will also use the accomplishments and the lessons from the development of GFSS tools and structures to ensure that a new generation of benefits can be realized through the continued alignment with Secretariat-wide enterprise resource planning tools and from alignment with future global service delivery model. In this regard, although the GFSS ends as an implementation framework in June 2015, Secretariat remains committed to preserving and strengthening the essential strategic dialogue with Member States on field support issues, and is committed to pursuing the continuous improvement of the United Nations field support, globally.

As noted in the Fifth Progress Report on the Implementation of the GFSS (A/69/…), United Nations field support will continue to be guided in future by a balanced set of priorities with Member States by sustaining strategic reforms in field support.