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

Budget performance of the support account for peacekeeping operations for the period from 1 July 2020 to 30 June 2021

Report of the Secretary-General

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Summary

The present report contains the budget performance of the support account for peacekeeping operations for the period from 1 July 2020 to 30 June 2021.

A total of \$355.5 million in gross expenditure was incurred during the 2020/21 period (including in connection with enterprise resource planning, the global service delivery model, peacekeeping capability readiness and Umoja maintenance and support costs), representing a budget implementation rate of close to 100 per cent. By comparison, \$348.9 million was incurred during the 2019/20 period, which also represented full budget implementation. Expenditure under post resources was higher by \$0.5 million (0.2 per cent), owing mainly to the inflation-related adjustments to staff salaries, including the revised post adjustment for the Professional and higher categories of staff and the revised salary scale for General Service staff, as well as rotations of seconded military personnel. The overall increased requirements under post resources were offset by lower expenditure under non-post resources, namely \$2.0 million (2.7 per cent) due mainly to travel restrictions related to the coronavirus (COVID-19) pandemic. The underexpenditure under non-post resources was also offset by an additional expenditure of \$1.3 million (3.6 per cent) in corporate costs, due mainly to higher requirements for Umoja maintenance and support, offset in part by lower expenditure under peacekeeping capability readiness. The average vacancy rates during the reporting period were 11.1 per cent in respect of the posts in the Professional and higher categories and 13.4 per cent in respect of the posts in the General Service category, compared with the budgeted rates of 8.5 per cent and 13.6 per cent, respectively. The average vacancy rates for general temporary assistance positions were higher, at 17.4 per cent, compared with the budgeted rate of 13.5 per cent for the Professional and higher categories, and lower, at 9.8 per cent, compared with the budgeted 10.0 per cent for the General Service category.

Departments and offices at United Nations Headquarters continued to backstop field operations by providing agile and flexible support in line with the vision of the Secretary-General. While the departments and offices at Headquarters provided ongoing backstopping support to client missions in the field and supported Member States and legislative bodies in New York, the COVID-19 pandemic and resulting travel restrictions had a significant impact on programme implementation, especially in the areas of field assessment visits, meetings, training, workshops and human resources travel, as well as investigations and evaluations, resulting in large underexpenditure under the official travel class of expenditure. Nevertheless, peacekeeping operations continued to find innovative and proactive ways to implement their mandates. With the guidance and support of Headquarters and the backing of Member States, peacekeeping operations put in place measures that ensured operational continuity and ongoing mandate implementation. Those measures helped to keep the spread of COVID-19 among field personnel at relatively low levels, with much of it concentrated within contained locations.

Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2020 to 30 June 2021)

Category	Apportionment	Expenditure	Variance	
			Amount	Percentage
Post requirements	242 685.1	243 207.9	(522.8)	(0.2)
Non-post requirements	76 824.0	74 785.0	2 039.0	2.7
After-service health insurance included in non-post requirements	11 094.1	11 778.3	(684.2)	(6.2)
Subtotal	319 509.1	317 992.9	1 516.2	0.5
Enterprise resource planning	13 381.3	13 381.3	–	–
Global service delivery model	868.5	868.5	–	–
Peacekeeping capability readiness	3 881.6	2 738.0	1 143.6	29.5
Umoja maintenance and support costs	18 053.7	20 512.2	(2 458.5)	(13.6)
Subtotal	36 185.1	37 500.0	(1 314.9)	(3.6)
Gross requirements	355 694.2	355 492.9	201.3	0.1
Staff assessment income	26 817.1	27 615.6	(798.5)	(3.0)
Net requirements	328 877.1	327 877.3	999.8	0.3

Human resources incumbency performance

Category	Authorized staff ^a	Actual incumbency (average)	Vacancy rate (percentage) ^b	Budgeted vacancy rate
Posts				
Professional and higher	940	837	11.1	8.5
General Service and related	414	359	13.4	13.6
General temporary assistance positions				
Professional and higher	57	47	17.4	13.5
General Service and related	11	10	9.8	10.0

^a Includes one post (General Service (Other level)) in the Department of Management Strategy, Policy and Compliance established on 1 January 2021 and excludes three posts (1 P-5, 1 P-4 and 1 Field Service) in the Office of Internal Oversight Services abolished on 1 April 2021.

^b Based on monthly incumbency.

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

Abbreviations

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AMISOM	African Union Mission in Somalia
DDR	Disarmament, demobilization and reintegration
DGC	Department of Global Communications
DMSPC	Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
DPO	Department of Peace Operations
DPPA	Department of Political and Peacebuilding Affairs
DSS	Department of Safety and Security
ECOWAS	Economic Community of West African States
ICT	Information and communications technology
IPSAS	International Public Sector Accounting Standards
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MOU	Memorandum of understanding
NGO	Non-governmental organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHR	Office of Human Resources
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OSCM	Office of Supply Chain Management
OSLA	Office of Staff Legal Assistance
SWIFT	Society for Worldwide Interbank Financial Telecommunication
RSCE	Regional Service Centre in Entebbe, Uganda
UNAMID	African Union-United Nations Hybrid Operation in Darfur

UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIOGBIS	United Nations Integrated Peacebuilding Office in Guinea-Bissau
UNISFA	United Nations Interim Security Force for Abyei
UNITAMS	United Nations Integrated Transition Assistance Mission in the Sudan
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMAS	United Nations Mine Action Service
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNOAU	United Nations Office to the African Union
UNOMS	Office of the United Nations Ombudsman and Mediation Services
UNSMIL	United Nations Support Mission in Libya
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNVMC	United Nations Verification Mission in Colombia
WHO	World Health Organization

I. Introduction

1. In paragraph 12 of its resolution [74/280](#), the General Assembly approved resources for the support account for peacekeeping operations for the period from 1 July 2020 to 30 June 2021 in the amount of \$355,694,200, inclusive of the corporate costs of \$13,381,300 for the enterprise resource planning project, \$868,500 for the global service delivery model project, \$3,881,600 for peacekeeping capability readiness and \$18,053,700 for Umoja maintenance and support costs, including 1,356 posts and 68 general temporary assistance positions. In the same resolution, the Assembly approved the establishment of one post as at 1 January 2021 and the abolishment of three posts as at 1 April 2021, bringing the total number of approved posts and positions to 1,422 as of the end of the 2020/21 period.

2. Actual expenditure for the 2020/21 period amounted to \$355,492,900, compared with \$355,694,200 as authorized by the General Assembly, resulting in an unencumbered balance of \$201,300 (0.06 per cent of total approved resources).

3. Of that expenditure, the core support account expenditure, including post and non-post resources but excluding corporate costs, amounted to \$317,992,900 compared with \$319,509,100 as authorized by the General Assembly, resulting in an unencumbered balance of \$1,516,200 under core support account resources. Expenditure under post resources was higher by \$522,800 (0.2 per cent), despite the average vacancy rates in respect of the posts in the Professional and higher categories being 11.1 per cent compared with the budgeted rate of 8.5 per cent during the reporting period. While the average vacancy rate was higher by 2.6 per cent compared with the approved level, additional expenditure was incurred owing mainly to increases in the post adjustment multipliers and the rotation of seconded military personnel. As explained in the support account budget proposal for the 2021/22 period ([A/75/785](#), para. 26), the post adjustment multiplier in New York was increased by 3.3 per cent, from 67.1 to 69.3 as at 1 February 2021. In addition, for the General Service and related category of staff, the slightly lower vacancy rate (13.4 per cent actual compared with the approved rate of 13.6 per cent) and the upward adjustment to net salaries by 1.2 per cent effective 1 November 2020 in accordance with information circular [ST/IC/2021/1](#) led to slight overall overexpenditure under post resources.

4. As a result of the COVID-19 travel restrictions starting from March 2020, which continued up to the end of the period, \$6,374,200 under the official travel class of expenditure was reprioritized for post resources, corporate costs and other non-post classes, mainly for the other supplies, services and equipment class of expenditure, which included the peacekeeping share of the cost of after-service health insurance and the administration of justice. As stated in the budget performance report for the support account for the 2018/19 period ([A/74/622](#), para. 146), owing to overruns in staff salary costs, the contribution for the peacekeeping share of the cost of the administration of justice in the amount of \$1,922,700 was postponed to the 2019/20 period. At the beginning of the 2020/21 period, all departments contributed their share to absorb the administration of justice arrears during the period. Accordingly, the full payment for the postponed contribution for the cost of the administration of justice, as originally mandated by the General Assembly in its resolution [62/228](#), was made during the period, with no major impact on the programmatic delivery of departments. In addition, on the basis of the higher actual medical expenditure by retired staff covered by the after-service health insurance scheme, an additional expenditure of \$684,200 was incurred for the peacekeeping share of after-service health insurance from the unencumbered balances.

5. Under corporate costs, the full amount for the enterprise resource planning project was transferred to the project funding for the 2020/21 period. As stated in the report of the Secretary-General on the financial performance report on the programme budget for 2020 (A/76/347, paras. 44–46 and 48 (c)), the unused balance for the project, after considering the resources approved for business support activities for 2021 by the General Assembly in its resolution 75/253 A, is proposed for return to Member States in line with the cost-sharing ratio of the support account for the Umoja project, as decided by the Assembly in its resolution 74/263. The underexpenditure under peacekeeping capability readiness was attributable mainly to the lower number of countries and pledges for all capabilities that are required as part of the vanguard brigade, owing in part to the logistical challenges in procurement and training experienced by troop- and police-contributing countries during the COVID-19 pandemic, which affected the overall number of available units for the rapid deployment level of the Peacekeeping Capability Readiness System. The actual expenditure for Umoja maintenance and support costs was at the level originally proposed by the Secretary-General in the budget report for the support account for the 2020/21 period (A/74/743).

Coronavirus disease pandemic

6. The departments and offices at Headquarters backstopping peacekeeping operations under the support account consistently communicated with peacekeeping missions to provide guidance and support and continued to strengthen their collaboration with Member States, groups of friends, regional organizations and other key partners, through both in-person and virtual engagements.

7. The primary budgetary impact of the COVID-19 pandemic under the support account was related to official travel, the conduct of seminars, workshops and training, and staff recruitment. Given that staff members and participants were not able to travel to and from Headquarters, many activities that required face-to-face engagement were not undertaken and, to the extent possible, were provided through online means. Details of various operational areas affected by the COVID-19 pandemic are set out under each department/office after the table of outputs, along with additional information on the variance in related outputs. In certain areas of work in which the opportunities for remote engagement were not feasible or were less effective, the impacts were more significant. In other areas, implementation plans were adjusted, in keeping with existing mandates and established processes.

8. A number of outputs that required physical visits to peacekeeping missions and training centres remained unachieved or partially achieved, and many planned visits were postponed to the next budget period. In some cases, owing to COVID-19 travel restrictions, significantly higher outputs were required to achieve the original objective. For example, virtual sessions in lieu of in-person sessions often required each session to be broken down and spread out over a few days; hence, more virtual sessions had to be organized to achieve the same objective. Additional outputs also included the preparation of lessons learned and good practice notes on issues related to the impact of the pandemic on peacekeeping.

9. The departments at Headquarters helped to ensure business continuity and contingency planning for the peacekeeping operations throughout the pandemic, providing guidance and support, including for the United Nations COVID-19 Crisis Management Team and the COVID-19 Field Support Group. The United Nations system-wide medical evacuation mechanism for COVID-19 ensured that United Nations or affiliated personnel were guaranteed the appropriate level of care if they became severely ill with COVID-19, thus facilitating the ability of United Nations system organizations and peacekeepers to stay and deliver in the field. In early 2021, a system-wide COVID-19 vaccine task force was established.

10. The integrated supply chain has proved to be resilient and responsive in enabling the rapid deployment of unplanned aviation requirements and critical medical equipment and supplies, while continuing to deliver planned goods and services without interruption to the field. A COVID-19 compliance assessment was conducted at field mission hospitals; webinar educational sessions were organized for United Nations health-care personnel; and medical and technical guidance programmes for infectious disease threats and the response to the COVID-19 pandemic were developed and implemented. A supply chain impact analysis was also conducted to guide missions on the early ordering of goods and services and the replenishment of stocks to mitigate the potential impacts of airspace and border closures.

11. An outbreak response data collection system and a monitoring mechanism for the implementation of prevention measures in field missions were established. An increased number of analytical products were produced, in collaboration with peacekeeping missions, to assess and develop the capacity of all missions to implement data management practices, including sensitive information in support of COVID-19-related analysis and planning.

12. An increased number of formal and informal briefings on all military aspects of peacekeeping operations and on the impact of the pandemic were held. Contingent rotations and repatriations of uniformed personnel continued, following a temporary suspension from March to June 2020, with additional measures being implemented to ensure the health, safety and security of troops and prevent reputational risk regarding the possible spread of COVID-19 to local communities.

13. To cope with uncertainty during the pandemic, the United Nations Treasury worked to facilitate cash movements around the world to address banking restrictions and ensure that all missions had the necessary cash. That included coordinating and implementing advanced pay dates while maintaining accuracy in the timely processing of the regular and off-cycle payroll, as well as vendor and travel payments.

14. The demand for online psychosocial support surged, and direct and capacity-building support was provided by Headquarters to the field to address or mitigate the psychosocial impact of the pandemic, as well as critical incidents, on United Nations staff and their dependants.

15. In addition, following the COVID-19 crisis and in the context of management reform, relevant policies and guidance were rapidly revised and published, in consultation with the field, to adjust to the situation on the ground. Meanwhile, dedicated meetings with conduct and discipline teams in peace operations continued on a regular basis to ensure support and continuity of mandate implementation during the pandemic.

16. Despite the challenges posed by COVID-19, peacekeeping operations continued to find innovative and proactive ways to implement their mandates. With the guidance and support of Headquarters and the unified and consistent backing of the Member States, peacekeeping operations quickly and effectively put in place a range of measures that have ensured operational continuity and ongoing mandate implementation across all operations.

II. Results-based budgeting framework

A. Department of Peace Operations

17. DPO supported the progress of the Action for Peacekeeping initiative of the Secretary-General and led its implementation in the eight priority areas identified with Member States. The period also marked an opportunity to analyse progress and

challenges faced in implementing the initiative and to reflect on the way forward. Particular attention was paid to areas in which further progress was needed to accelerate progress across the entire agenda. The analysis resulted in the development of Action for Peacekeeping Plus, the implementation strategy for the Action for Peacekeeping initiative for the period 2021–2023, which was introduced by the Secretary-General on 28 March 2021 at an event to mark the third anniversary of Action for Peacekeeping.

18. In line with the Action for Peacekeeping agenda, the Department worked towards: (a) enhancing the political impact of peacekeeping, including through the conduct of reviews of operations and improved analysis and reporting to the Security Council; (b) implementing the women and peace and security agenda, with a notable increase in the number of female uniformed personnel in peacekeeping; (c) strengthening the protection of civilians, with additional guidance and support provided to missions; (d) improving the safety and security of peacekeepers through the implementation of the action plan to improve the security of peacekeepers, including through the provision of enhanced guidance and training support to five high-risk missions (MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS) and to the troop- and police-contributing countries deploying there; (e) supporting performance and accountability, with the continued roll-out of the Comprehensive Planning and Performance Assessment System, the establishment of a military performance evaluation task force, the development of United Nations military performance standards for infantry and troop-contributing countries, the conduct of military capability studies and the further refinement of the United Nations police performance evaluation system for all categories of personnel from the predeployment through the postdeployment stages, building on existing processes and guidance dating back to 2006, as well as knowledge management products; (f) strengthening the impact of peacebuilding on sustaining peace, through enhanced support for mission transitions; (g) improving peacekeeping partnerships, in particular by pursuing triangular partnerships and co-deployments of peacekeepers; and (h) improving the conduct of personnel.

1. Office of the Under-Secretary-General

19. The Office of the Under-Secretary-General focused on the following themes:

(a) **Strengthening accountability through evidence generation, strategic communications and advocacy.** This was achieved through, inter alia, strengthened accountability of the leadership, improved monitoring, decision-making informed by the Comprehensive Planning and Performance Assessment System, elevated women's leadership, data-driven storytelling, and high-level political advocacy by senior leadership;

(b) **Enhanced partnerships to advance women's participation in peace and political processes through partnering with local women leaders.** This culminated in the Secretary General's launch of the call to action "Women transforming peace and security", which was aimed at peacekeeping partners in Mali and led to collaboration with UN-Women. The Department provided support to increased participation of women in political processes through MINUSCA (elections) and UNIFIL (national action plan for women and peace and security) and promoted stronger participation of women in early warning mechanisms, which have been crucial in preventing conflict, as demonstrated in UNAMID, MINUSCA and MONUSCO;

(c) **Technical support to missions to strengthen the implementation of women and peace and security objectives in peacekeeping contexts.** In MONUSCO and MINUSMA, gender-responsive conflict analysis informed

transition-planning and helped to identify women and peace and security priorities. Furthermore, data and gender analysis informed the Informal Expert Group on Women and Peace and Security of the Security Council, resulting in strengthened women and peace and security mandates in MONUSCO, UNIFIL, UNMISS and MINUSMA.

20. The Department helped to ensure business continuity for peacekeeping operations throughout the pandemic by providing guidance and support. The Office of the Director for Coordination and Shared Services increased its production of situational awareness and data analysis products, supported the United Nations COVID-19 Crisis Management Team and the COVID-19 Field Support Group, established an outbreak response data collection system and a monitoring mechanism for implementing prevention measures in field missions and supported missions in contingency planning. In addition, the Office provided field crisis management training to peacekeeping operations and leadership support to newly appointed heads and deputy heads of mission. It also continued to support the internal change management process further to the reform of the peace and security pillar, as well as the progress in gender parity in the Department and among uniformed personnel in missions.

21. The Integrated Assessment and Planning Unit initiated a planning process to advance the Action for Peacekeeping Plus implementation strategy, a Department-wide two-year plan that articulates the deliverables needed to address the obstacles identified under the seven priority areas of the strategy and two cross-cutting priorities, as well as the indicators of progress and implementation arrangements for operationalizing the strategy. The Office for the Peacekeeping Strategic Partnership conducted reviews of MINUSMA and MINUSCA, followed up with missions on previous reviews and closed reports for UNDOF, UNIFIL, UNFICYP, UNISFA/Joint Border Verification and Monitoring Mechanism and UNAMID, with missions accepting 91 per cent of the Office's recommendations. The Office continued to support and coordinate the implementation of the action plan to improve the security of peacekeepers. Following a sudden increase in fatalities in MINUSMA and MINUSCA during the period, a revitalized action plan with a specific focus on the two missions was developed and issued and verification field visits on its implementation were completed. The Office also organized a meeting of troop- and police-contributing countries chaired by the Secretary-General to discuss such issues as the security of peacekeepers and vaccine roll-outs.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels	Achieved. Key public information materials were made available in all 6 official languages on the United Nations peacekeeping website and social media channels (Facebook, Instagram, Medium, Twitter, LinkedIn)	Target	6
		Estimate	6
		Actual	6
(ii) Strengthened partnerships with Member States, in particular troop- and police-contributing States, other relevant Member States, regional organizations and actors, and enhanced coordination with United Nations partners	Achieved. Partnerships with Member States were strengthened	Target	40
		Estimate	40
		Actual	40

(iii) Improved mandate delivery through the implementation of recommendations from the 5 field reviews	Achieved. Mandate delivery was improved through the implementation of recommendations from 8 field reviews	Target	5
		Estimate	5
		Actual	8

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Percentage of compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information	No new peacekeeping operations were established during the period	Target	100
		Estimate	100
		Actual	N/A

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Development of 4 general and/or issue-specific communications strategies for peacekeeping operations	Achieved. 5 communications strategies and plans were developed, including: internal communications plan targeting uniformed personnel on COVID-19 vaccines; additional guidance for field missions on communications targeting external audiences; communications plan on International Day of United Nations Peacekeepers; communications plan on accountability of Member States for misconduct; Secretary-General's call to action "Women transforming peace and security" in peacekeeping settings	Target	4
		Estimate	4
		Actual	5
(ii) Percentage of compliance of all peacekeeping operations with information management standards	Achieved. Baseline information standards, including the implementation of policy on intranet and Internet publication, were met by all peacekeeping missions	Target	100
		Estimate	100
		Actual	100
(iii) Acceptance of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards	Achieved. 91 per cent of recommendations to support the efficiency and effectiveness of field uniformed personnel were accepted	Target	80
		Estimate	85
		Actual	91

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
<i>Special Committee on Peacekeeping Operations</i>			
Substantive servicing of meetings			
1. Briefings on new and developing policies and procedures	4	4	100.0
2. Briefings on developments, trends and challenges on women and peace and security	1	1	100.0
<i>Security Council and General Assembly</i>			
Substantive servicing of meetings			
3. Briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping	35	36	102.9
4. Briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations on women and peace and security policy issues related to peacekeeping	1	1	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Parliamentary documentation			
5. Peacekeeping Strategic Partnership performance inputs to the reports of the Secretary-General	5	2	40.0
6. Data for analytical supplements to the reports of the Secretary-General on mission/country-specific or mandated issues	4	7	175.0
Other services			
7. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	290	249	85.9
8. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on the security and safety of peacekeepers and systemic issues in peacekeeping	20	26	130.0
9. Briefing to the Special Committee on Peacekeeping Operations on the security of United Nations peacekeeping and systemic issues in peacekeeping	1	1	100.0
10. Briefings and consultations with Member States and troop- and police-contributing countries on systemic issues and gaps that have an impact on delivery of the mandate by uniformed components to support the conduct of mission reviews (5 meetings to support preparation of reviews and 5 follow-up meetings)	10	10	100.0
11. Briefings to troop- and police-contributing countries on operational developments in peacekeeping operations and concerning UNSOS	35	47	134.3
12. Notifications to troop- and police-contributing countries of all reported casualties among uniformed personnel serving in all peacekeeping operations, to be provided within 2 hours of formal receipt of this information from the mission	1	1	100.0
13. Media events, including interviews and press briefings on thematic and mission-specific topics, including conduct and discipline, military, police, gender, and women and peace and security issues	250	240	96.0
14. Outreach events, such as conferences, exhibits and public briefings on United Nations peacekeeping, including development and production of associated promotional materials	90	90	100.0
15. Peacekeeping-themed posts on digital and social media platforms, including the peacekeeping website, Facebook, Twitter, Instagram and Flickr, as well as on iSeek	1 000	1 000	100.0
16. Digital correspondence repository and archive specific to peacekeeping operations and training on its use	1	1	100.0
17. Data sets declassified and made available on the Peacekeeping open data portal	3	5	166.7
18. Bilateral meetings with or briefings to Member States, regional organizations and/or groups of friends/contact groups on women and peace and security	1	7	700.0
Good offices, fact-finding and other special missions			
19. Visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	10	10	100.0
20. Reports on the reviews and assessment of uniformed components to support the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards, including operational performance, at 5 peacekeeping operations, with follow-up actions as applicable	5	8	160.0
21. Advice and support to at least 4 mission planning processes	4	4	100.0
22. High-level visit to a peacekeeping mission to promote the implementation of women and peace and security mandates	1	0	0.0
23. Revised action plan on improving the security of United Nations peacekeepers	1	1	100.0
24. Technical assessments of the implementation of information management frameworks in 6 missions, including protection of sensitive information and collection of structured data to support planning and analysis	6	12	200.0
25. Operational and technical support missions for joint mission analysis centres, joint operations centres and other units undertaking similar work in peacekeeping operations	4	0	0.0
26. Technical assessments and/or support missions for communications in peacekeeping operations undergoing transition and/or facing specific public information challenges	3	0	0.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Senior appointments			
27. Outreach visits to expand the pool of candidates for senior mission appointments and to meet Organizational objectives for gender and geographical balance	3	0	0.0
28. Annual sponsorship of candidates for the United Nations Resident Coordinator Assessment Centre	4	2	50.0
29. Provision of leadership support for newly appointed heads and deputy heads of mission, including opportunities for pairing with leadership partners (former/current mission leaders)	8	8	100.0
Technical material			
30. Field-based technical workshop or mission report related to the guidance and documenting of good practices/lessons learned to inform 2020 and beyond, and in line with Action for Peacekeeping initiative commitments on women and peace and security mandates	1	1	100.0
31. Technical guidance material developed, anchored in the gender policy and Action for Peacekeeping initiative commitments on women and peace and security	1	1	100.0
32. Workshop for mission thematic advisers and focal points for knowledge-sharing and training on women and peace and security	1	4	400.0
33. Daily reports and peacekeeping briefing notes, as well as ad hoc alerts and special incident reports, as required, to maintain strategic-level situational awareness of developments in all peacekeeping operations, UNSOS and related areas of interest	506	631	124.7
34. Analytical products, including infographic products, focusing on potential, emerging and ongoing crisis situations, to further contribute to enhanced situational awareness	35	52	148.6
35. Evaluations of the implementation of security policies in field operations	14	5	35.7
36. Evaluations of field implementation of the organizational resilience management policy in peacekeeping operations	14	14	100.0
Seminars			
37. Training sessions for senior leadership and mid-level managers on women and peace and security	2	2	100.0
38. Workshops/training sessions on assessment and planning for Headquarters and field personnel	4	4	100.0
39. Annual conference for special representatives of the Secretary-General and heads of the missions of DPO-led operations	1	1	100.0
40. Workshop for chiefs of joint operations centres to align the management of individual centres with the strategic goals of peacekeeping and crisis management	1	0	0.0
41. Training courses on reporting, operations and information analysis for staff of joint mission analysis centres and joint operations centres	2	2	100.0
42. Training course on field crisis management arrangements for relevant mission staff	1	1	100.0
43. Workshop for senior public information personnel from all peacekeeping operations to review DPO/DOS strategic communications policy for the field and its implementation	1	1	100.0
44. Training course for mission focal points on organizational resilience	1	0	0.0
45. Workshop on the innovative use of structured data to improve evidence-based analysis for mission planning	1	1	100.0
International cooperation and inter-agency coordination and liaison			
Other services			
46. Outreach and engagement with national/regional/international peacekeeping training institutions, think tanks and peacekeeping policy institutes on addressing systemic issues in peacekeeping operations and to share best practices and lessons learned	5	8	160.0
47. Presentations, discussion papers and briefings to national and regional peacekeeping training/academic institutions, think tanks, peacekeeping policy institutes and women and peace and security networks and coalitions	2	2	100.0
48. Inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network	6	6	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Technical cooperation			
49. Provision of technical support to support regional peacekeeping exercises to enhance the efficiency and effectiveness of uniformed personnel in mandate implementation	5	3	60.0
50. Technical workshop/briefing on good practices and lessons learned for international/regional partners on women and peace and security priorities, in line with the priorities of the Action for Peacekeeping initiative	1	1	100.0
51. Briefing and exchange of best practices in operational reporting and information management with international/regional partner organizations	1	0	0.0

Key performance results

22. The Office of the Under-Secretary-General contributed to ensuring business continuity for the Department and peacekeeping operations throughout the pandemic and to improve the safety and security of peacekeepers through strengthened substantive and technological capacity in situational awareness, analysis, information management and crisis management both at Headquarters and in peacekeeping operations.

23. Travel restrictions resulting from the COVID-19 pandemic prevented the completion of several operational support, outreach, technical assessment or evaluation missions as well as the holding of conferences, workshops and training (outputs 22, 25, 26, 27, 35, 40, 44 and 51). Additional briefings to the Security Council, the General Assembly, troop- and police-contributing countries and Member States were held owing to increased demand, including briefings on COVID-19 (outputs 11 and 18). An increased number of analytical products were produced in collaboration with peacekeeping missions to assess and develop the capacity of all peacekeeping missions to implement data management practices, including sensitive information in support of COVID-19-related analysis and planning (outputs 6, 17, 24 and 34). Additional review and assessment reports on military components were also produced for the targeted reviews undertaken (output 20). Using the virtual platform, additional workshops on women and peace and security were conducted (output 32).

2. Single regional political-operational structure

24. With guidance and support from backstopping teams at United Nations Headquarters, peacekeeping operations maintained political engagement and community outreach and continued to prevent and respond to threats against civilians, in line with their respective mandates. Political engagement by the peacekeeping operations was underpinned by robust political and conflict analysis, with the Secretary-General's reforms helping to deepen and streamline the peacekeeping engagement with the rest of the United Nations system and expanding the understanding of regional contexts in which peacekeeping missions operate. Given the frequent regionalization of conflict and its drivers, regional organizations remained key partners in political efforts by peacekeeping operations.

25. Key mission activities supported by the single regional political-operational structure included the following: (a) Central African Republic: support for the organization of presidential and legislative elections in an environment marked by a resurgence of violence by armed groups; (b) South Sudan: support for progress towards the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan and for local conflict resolution; (c) Mali: support for the political transition, following the coup d'état of August 2020; (d) Sudan: support to the successful drawdown of UNAMID; and (e) Democratic Republic of the Congo: support for preparations for peaceful, free, fair and inclusive

elections in 2023 and for local conflict-resolution and peace initiatives. Guidance and support were also provided to other missions to ensure the effective implementation of their respective mandates as well as coordination with various Member States.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Security Council resolutions incorporating recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM (percentage)	Achieved. The Security Council incorporated recommendations for major adjustments to peacekeeping operations	Target	100
		Estimate	100
		Actual	100
(ii) Percentage of reports of the Secretary-General to the Security Council reflecting briefings with troop-contributing countries and Member States	Achieved. All reports reflected briefings with troop-contributing countries and Member States	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (percentage)	Achieved. While no new peacekeeping operations were established during the reporting period, planning processes were completed or ongoing in line with time requirements/mission priorities. This includes the drawdown of UNAMID and adjustments in MONUSCO and UNMISS	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Percentage of peacekeeping operations in integrated settings that have up-to-date integrated strategic frameworks or equivalent frameworks	Achieved. All integrated settings have in place integrated strategic frameworks or the equivalent	Target	100
		Estimate	100
		Actual	100
(ii) Percentage of peacekeeping operations that fulfil major milestones, as defined and mandated in Security Council resolutions	Achieved. Missions fulfilled major milestones as defined and mandated in Security Council resolutions	Target	100
		Estimate	100
		Actual	100

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
Substantive servicing of meetings			
1. Briefings/consultations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM	3 700	3 500	94.6
2. Informal meetings of the Fifth Committee on specific reviews of peacekeeping operations	11	11	100.0
3. Informal briefings to the Special Committee on Peacekeeping Operations	4	5	125.0
<i>Security Council</i>			
Substantive servicing of meetings			
4. Oral briefings to the Security Council on peacekeeping issues	45	51	113.3
5. Weekly briefing notes to the Security Council	51	51	100.0
6. Reports of the Secretary-General on mission/country-specific issues	38	34	89.5
7. Letters from the Secretary-General to the President of the Security Council	25	18	72.0
Other services			
8. Substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	120	74	61.7
9. Consultations with troop- and police-contributing countries	22	11	50.0
Other substantive activities			
Good offices, fact-finding and other special missions			
10. Official substantive communications (code cables) providing policy, political-operational and crisis management advice	250	153	61.2
11. Meetings of regular integrated mission task forces and integrated task forces to take stock of and review progress on the ground by peacekeeping operations	144	79	54.9
12. Integrated strategic reviews of peacekeeping operations organized and conducted to assess and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	3	3	100.0
13. Integrated technical assessments and/or issue-specific assessment visits organized and conducted, forming inputs to or resulting in reports that provide overall guidance to and assist peacekeeping operations and support for AMISOM on planning and mandate implementation issues	18	3	16.7
Seminars			
14. Workshops on regional and subregional political strategies in peacekeeping operations	3	3	100.0
International cooperation and inter-agency coordination and liaison			
Other services			
15. Advisory notes on strategic cooperation of the United Nations and the African Union in peacekeeping, including the operationalization of the African Peace and Security Architecture and the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security	5	4	80.0
16. Contribution to progress reports on the United Nations-African Union partnership, in coordination with UNOAU	1	1	100.0

Key performance results

26. The single regional political-operational structure continued to provide substantive support to peacekeeping operations as well as to the intergovernmental bodies despite the continued challenges posed by COVID-19. This contributed to the successful drawdown of UNAMID and to the successful holding of presidential and legislative elections in the Central African Republic. It also contributed to efforts by UNMISS, MINUSMA and MINUSCA to advance political processes.

27. The lower-than-anticipated number of advisory notes for Member States and formal consultations with troop- and police-contributing countries resulted from the increased use of videoconference and electronic forms of communications (outputs 8 and 9). The lower volume of official substantive communications (code cables) sent to the field missions (output 10) as well as the number of meetings of integrated mission task forces (output 11) is attributable to the increased use of electronic forms of communications between Headquarters and missions, as well as the use of different meeting formats. The COVID-19 travel restrictions also caused the postponement of some of the activities, resulting in a lower-than-anticipated number of assessment visits in support of peacekeeping operations (output 13).

3. Office of Military Affairs

28. The Office of Military Affairs worked and collaborated with Member States and regional organizations to support a higher degree of interoperability, integration, improved military performance and evaluation and the timely generation of required military capabilities for peacekeeping operations. Data management, the peacekeeping intelligence framework and structures and the advanced use of technology continued to ensure the safety and security of peacekeepers in the field as well as performance in respect of the implementation of mandates, especially in the areas of protection of civilians and women and peace and security, in line with the Action for Peacekeeping initiative. The Office held formal and informal briefings on all military aspects of peacekeeping operations, as well as on the impact of the COVID-19 pandemic. Following a temporary suspension from March to June 2020, the administration of contingent rotations and repatriations of uniformed personnel remained focused on ensuring the continued implementation of mandates while ensuring the health, safety and security of troops and preventing the possible spread of COVID-19 to local communities. With regard to military performance, the Office worked on ensuring the performance evaluation during the pandemic by developing and implementing a remote predeployment visit concept in cooperation with Member States and developed standardized criteria for military personnel deployed to United Nations missions in line with policy, guidance and training materials. The Office also dedicated its efforts to establishing the Military Performance Evaluation Team, which was approved by the General Assembly in its resolution [75/293](#).

29. The Office conducted threat analyses and assessments for military operations, prepared military plans, conducted regional workshops on environmental, gender and strategic communications and developed key military guidance materials. It engaged with key military leadership of missions to improve the performance of military components with regard to peacekeeping intelligence, protection of civilians and countering improvised explosive devices. The Office conducted operational assessments and assistance and advisory visits and enhanced predeployment visits to verify self-certification of readiness for troop-contributing countries, identified and communicated mid- to long-term United Nations peacekeeping uniformed personnel requirements to troop-contributing countries and conducted military capability studies and verification visits to missions. It also maintained the capability to readily deploy a nucleus of military headquarters personnel for mission start-up and surge requirements.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Percentage of Security Council resolutions with recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Achieved. 12 Security Council resolutions incorporated 99 per cent of recommendations on military issues	Target	95
		Estimate	95
		Actual	99

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Number of days needed to prepare military plans for a new or significantly adjusted peacekeeping operation from the day of the adoption of the relevant Security Council resolution	Achieved. 6 concepts of operations, statements of unit requirements and inter-mission reinforcement plans were prepared within 7 days, including for MINUSMA, MINUSCA, MONUSCO, UNFICYP and UNDOF	Target	7
		Estimate	7
		Actual	7
(ii) Number of days needed to establish a deployable nucleus of military headquarters personnel of a peacekeeping operation from the day of the adoption of a Security Council resolution or related decision	Achieved. The capability to readily deploy a nucleus of military headquarters personnel within 15 days was maintained and used for the initial surge deployment to UNSMIL to support Security Council resolution 2570 (2021)	Target	15
		Estimate	15
		Actual	15
(iii) Increase in the total number of military and police units pledged by Member States in levels 1, 2 and 3 and maintained at the rapid deployment level of the Peacekeeping Capability Readiness System at its authorized maximum	22 units. 13 units were elevated to the rapid deployment level and 9 units were deployed from the Peacekeeping Capability Readiness System	Target	25
		Estimate	25
		Actual	22

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Percentage of implemented military-related recommendations from end-of-assignment, after-conference/action reports, visits and study and assessment reports	88 per cent of military-related recommendations were implemented (206 out of 235 recommendations). The implementation of the remaining 29 recommendations is in progress and is expected to be completed before 30 June 2022	Target	100
		Estimate	90
		Actual	88

Actual outputs

Outputs	Planned	Actual	Rates
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Servicing of intergovernmental and expert bodies, including reports thereto

General Assembly

Substantive servicing of meetings

1. Briefings to troop-contributing countries on all military aspects of peacekeeping operations, including the Peacekeeping Capability Readiness System, the outcome of military capability studies, performance issues of contingents, military peacekeeping intelligence and the security of peacekeepers	23	29	126.1
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<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
<i>Security Council</i>			
Substantive servicing of meetings			
2. Briefings on new or anticipated developments, crisis and security situations and changes to the mandate of peacekeeping	30	27	90.0
Other services			
3. Strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	40	48	120.0
4. Strategic military plans or recommendations for new or significantly adjusted peacekeeping operations to improve capacity and performance	4	6	150.0
5. Updated threat assessment reports for military operations in peacekeeping settings	13	10	76.9
Other substantive activities			
Good offices, fact-finding and other special missions			
6. Reports on military assessment and advisory missions to troop-contributing countries to assess readiness for potential deployment to peacekeeping operations	6	15	250.0
7. Deployment of an organized key nucleus of military staff and/or military staff support team to new and existing missions for up to 90 days	1	0	0.0
Technical material			
8. Strategic or oversight assessment reports of military components of peacekeeping operations	8	4	50.0
9. Predeployment reports of troop-contributing country capacities	9	13	144.4
10. Reports on the deployment of military forces, observers and Headquarters staff, with emphasis on achieving gender balance	12	12	100.0
11. Reports on the visits of the Military and Police Advisers' Community to peacekeeping missions on operational issues and challenges in peacekeeping	2	0	0.0
12. Revision of the United Nations Military Unit Manuals on aviation and engineering and the development of a manual on ammunition management	3	3	100.0
Seminars and conferences			
13. Conference of heads of military components of peacekeeping operations	1	1	100.0
14. Predeployment induction and post-appointment briefings for senior military personnel	12	8	66.7
15. Intensive orientation course for newly appointed heads of military components	2	1	50.0
16. Courses for sector commanders/force chiefs of staff and infantry battalion commanders	4	3	75.0
17. Workshop for military gender advisers	1	1	100.0
18. Training sessions on engagement platoons and gender parity for military observers in Africa	2	0	0.0
19. Training-of-trainers sessions for command post exercises at force headquarters	3	1	33.3
20. Military peacekeeping intelligence course and training-of-trainers sessions for military peacekeeping intelligence personnel	3	3	100.0
21. Regional workshops on the development, revision and implementation of new policies and guideline materials, including the United Nations Military Unit Manuals	3	10	333.3
International cooperation and inter-agency coordination and liaison			
Other services			
22. Presentations to Member States, regional organizations and regional military peacekeeping training centres to improve the quality of contributions to peacekeeping, encourage new peacekeeping initiatives and share and discuss the achievements and challenges of current and future peacekeeping operations to enhance effectiveness and performance	8	9	112.5
23. Military-to-military meetings with the European Union Military Staff and the North Atlantic Treaty Organization, and table-top exercise with the European Union Military Staff	3	3	100.0

Key performance results

30. During the reporting period, the Office of Military Affairs prepared strategic military plans for MINUSMA, MINUSCA, MONUSCO, UNFICYP and UNDOF; maintained a capability to readily deploy a nucleus of military headquarters personnel; conducted outreach to Member States, which resulted in the upgrade of 13 units in the Peacekeeping Capability Readiness System, as well as nine successful deployments from the Readiness System to MINUSMA, MINUSCA and MONUSCO; conducted UNMISS military capability studies; and took part in the UNISFA strategic review. The Office engaged with Member States and regional organizations, at the strategic level, to discuss the achievements and challenges of current and future peacekeeping operations, held formal and informal briefings with the troop-contributing countries and the Military Staff Committee on all military aspects of peacekeeping operations and conducted predeployment, pre-rotational, assessment and advisory visits and rapid development level verification visits. The Office organized a conference of heads of military components attended by all heads of military components and heads of missions, the topic of which included challenges and responses in the context of the COVID-19 pandemic.

31. The Office continued to experience a significant impact from the COVID-19 pandemic global travel restrictions. Outputs that required physical visits to peacekeeping missions and peacekeeping training centres remained unachieved or partially achieved, and many planned visits were postponed to the next budget reporting period (outputs 11, 15, 16, 18 and 19). While there were no surge requirements in support of peacekeeping missions during the reporting period (output 7), the surge deployment to UNSMIL was undertaken to support Security Council resolution [2570 \(2021\)](#). Additional predeployment reports on troop-contributing country capacities were produced, reflecting the reconfiguration, reinforcement and adaption of military components on the ground (output 9). In some cases, as a result of the COVID-19 travel restrictions, significantly higher outputs were required to achieve the original objective. For example, virtual sessions in lieu of in-person sessions for the revision of the United Nations Military Unit Manuals required each session to be broken down to four to eight hours spread over two to four days, instead of dedicated in-person sessions; hence, more virtual sessions had to be organized to complete the work (output 21).

4. Office of Rule of Law and Security Institutions

32. The Office of Rule of Law and Security Institutions continued to provide operational and advisory support in the areas of policing and law enforcement, justice, corrections, DDR, security sector reform and mine action in United Nations peacekeeping operations. The Office worked with Security Council members on rule of law mandates; advocated with Member States, regional organizations and United Nations partners to build support for rule of law and security sector issues; assessed, recruited, rotated and deployed experts and units in 10 peacekeeping operations; and assisted transitioning missions, including through strategic planning, technical support and the rapidly deployable Standing Police Capacity, the Justice and Corrections Standing Capacity, the Security Sector Reform Standing Capacity, the Disarmament, Demobilization and Reintegration Standing Capacity and the UNMAS rapid response capacity. The Office prepared policy, guidance and training materials, including to mitigate and adapt to the impact of COVID-19, and acted as a co-chair of the Global Focal Point for the Rule of Law, coordinating the planning and response of United Nations partners in the areas of rule of law and security institutions. Emphasis was also placed on further systematizing and standardizing integrated police performance assessment, inspection and evaluation processes from the predeployment through post-deployment stages, in close collaboration with Member States.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Number of General Assembly resolutions that reflect the critical contribution of mine action assistance in peace operations	Achieved. The General Assembly adopted resolution 75/59 on countering the threat posed by improvised explosive devices	Target	1
		Estimate	–
		Actual	1
(ii) Percentage of Security Council resolutions reflecting the activities to be carried out by police, judicial and corrections officers	Achieved. 100 per cent of Security Council resolutions for all peacekeeping operations with police and justice/corrections components included references to activities in these areas. 13 resolutions incorporated references to United Nations policing and 5 resolutions referenced justice and corrections	Target	100
		Estimate	100
		Actual	100
(iii) Percentage of Security Council resolutions incorporating specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration and community violence reduction, mine action, weapons and ammunition management and improvised explosive device threat mitigation responses in the establishment or adjustment of peacekeeping operations	Achieved. 15 Security Council resolutions included provisions related to mine action, weapons and ammunition management and improvised explosive device threat mitigation responses. 6 Security Council resolutions pertaining to 4 peacekeeping operations contained specific provisions related to DDR	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Number of days needed to deploy police to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Achieved. United Nations police personnel were deployed to missions within 25 days, except for instances in which visas were not granted on time or owing to COVID-19-induced restrictions	Target	25
		Estimate	25
		Actual	25
(ii) Number of days needed to deploy justice and corrections capacities to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Achieved. Justice and Corrections Standing Capacity personnel were deployed to 4 peacekeeping operations (UNAMID, MINUSCA, MONUSCO, MINUSMA) within the 30-day period	Target	30
		Estimate	30
		Actual	12.7
(iii) Number of days needed to deploy personnel specializing in mine action, weapons and ammunition management, improvised explosive device mitigation response and security sector reform to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Achieved. 2 missions were undertaken by UNMAS in support of a new, adjusted or transitioning peacekeeping operation (MONUSCO, MINUSMA) within 30 days	Target	30
		Estimate	30
		Actual	30
(iv) Number of days needed to deploy personnel specializing in disarmament, demobilization and reintegration to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	There was no applicable mission	Target	30
		Estimate	30
		Actual	N/A

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Annual plans for mine action, weapons and ammunition management and/or improvised explosive device mitigation response developed or updated for 5 peacekeeping operations	Achieved. Annual plans related to mine action, weapons and ammunition management and/or improvised explosive devices were developed for 10 peacekeeping operations (MINUSCA, MINURSO, MINUSMA, MONUSCO, UNISFA, UNFICYP, UNAMID, UNIFIL, UNMISS, UNSOS)	Target	5
		Estimate	9
		Actual	10
(ii) Reduction of the vacancy rate for police in field operations (percentage)	6 out of 9 peacekeeping missions where United Nations police were deployed had vacancy rates below 10 per cent. Deployments stalled in several missions owing to the non-issuance of visas (UNISFA, UNMISS), reduced absorption capacities (MONUSCO) or the closing and changing mission life cycles (UNAMID, MINURSO)	Target	13
		Estimate	13
		Actual	13
(iii) Integrated mission plans reflecting the response of police, justice, corrections, disarmament, demobilizations and reintegration and community violence reduction, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device mitigation	Achieved. Rule of law and security institutions components were reflected in 5 integrated mission plans, for MINUSCA, MINUSMA, MONUSCO, UNMISS and UNISFA	Target	5
		Estimate	5
		Actual	5

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
Substantive servicing of meetings			
1. Presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the global focal point arrangement for police, justice and corrections, and a partnership approach in the areas of rule of law and security institutions	34	34	100.0
2. Technical briefing to members of the Special Committee on Peacekeeping Operations	1	6	600.0
Briefings on peacekeeping operations			
3. Mine action, including weapons and ammunition management and improvised explosive device threat mitigation	10	13	130.0
4. Police	34	34	100.0
5. Justice and corrections	10	10	100.0
6. DDR and community violence reduction	10	10	100.0
7. Security sector reform	10	10	100.0
Parliamentary documentation			
Reports of the Secretary-General			
8. Inputs to reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, including on the role of policing and law enforcement; justice and corrections; DDR and community violence reduction; mine action, weapons and ammunitions management and improvised explosive device threat mitigation; and/or security sector reform	42	47	111.9
Other substantive activities			
9. Outreach activities to generate specialized police teams, enlarge the senior police leadership roster and increase the number of female police officers, including senior leadership in peacekeeping	3	3	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
10. Direct support to DDR training courses by the Integrated Disarmament, Demobilization and Reintegration Training Group	4	4	100.0
11. Outreach activity to promote the rapidly deployable security sector reform capacity, including the United Nations roster of security sector reform experts	2	2	100.0
12. Assessment missions to provide technical assistance to field operations in the areas of weapons and ammunition management and improvised explosive device threat mitigation	2	2	100.0
13. New or reviewed concepts of operations and/or plans for police components of peacekeeping operations	5	5	100.0
14. In-country briefings/presentations on United Nations policing in peacekeeping operations; and assistance and assessment missions for selection/recruitment/deployment/rotation and/or inspection of police personnel units and equipment	45	45	100.0
15. Briefing notes on developments in DDR and community violence reduction in field operations	4	4	100.0
16. Study on lessons learned and/or guidance note on key operational aspects of DDR and reduction of community violence	1	1	100.0
End-of-assignment reports on required ongoing support, lessons learned and best practices for new, existing or transitioning peacekeeping operations for:			
17. Police	7	7	100.0
18. Justice	3	3	100.0
19. Corrections	3	3	100.0
Technical or strategic review or assessment reports on the implementation of activities or mandates in peacekeeping operations for:			
20. Police	10	10	100.0
21. DDR and community violence reduction	7	0	0.0
22. Justice	6	3	50.0
23. Corrections	6	2	33.3
24. Security sector reform	4	2	50.0
25. Mine action, weapons and ammunition management and improvised explosive device threat mitigation	7	15	214.3
Guidance documents and training tools			
26. Justice and corrections	2	15	300.0
27. Security sector reform	1	2	200.0
28. Police	4	4	100.0
Seminars and conferences			
29. International Meeting of National Mine Action Programme Directors and United Nations Advisers	1	1	100.0
30. Conference of the heads of the mine action components	1	1	100.0
31. Joint United Nations-African Union police seminar on police planning to increase the number of trained, specialized and equipped police capabilities and/or personnel	1	0	0.0
32. Joint seminar with regional organizations to facilitate coherent design and delivery of security sector reform, in line with the United Nations approach and coordination mandates	1	1	100.0
33. Co-chairing of meetings of the Inter-Agency Security Sector Reform Task Force to facilitate strategic coherence in the implementation of mandates and joint programmes, in line with Security Council resolution 2151 (2014), relating to the integrated technical guidance notes and the policy on defence sector reform	6	9	150.0
34. Co-chairing of videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices and information	4	4	100.0
35. Conference of the heads of police components	1	1	100.0
36. Training course on policy implementation, in accordance with the Strategic Guidance Framework for International Police Peacekeeping	1	0	0.0
37. Meeting of senior DDR/reduction of community violence officers	1	1	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
International cooperation and inter-agency coordination and liaison			
38. Briefings to Member States, specialized agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialist and rapidly deployable capacities needed in the areas of rule of law and security institutions	5	5	100.0

Key performance results

33. The Office of Rule of Law and Security Institutions continued to strengthen its collaboration with Member States, groups of friends, regional organizations and other key partners through both in-person and virtual engagements owing to the impact of the COVID-19 pandemic. During the pandemic, efforts continued in respect of the production of key guidance and training materials for field missions and partners, as evidenced by the higher-than-planned number of related outputs. The Office actively supported the transition of UNAMID, including by pioneering a new transitional approach through the State liaison functions. It made strides in enhancing policy collaboration with the World Bank on security sector reform in settings involving fragility, conflict and violence. Partnerships with the broader security sector reform community of practice resulted in a more systematic dialogue with the African Union, including within the Security Sector Reform Steering Committee, and with the European Union on the harmonization of approaches in the Central African Republic and Mali. The adoption of Security Council resolution [2553 \(2020\)](#) regarding security sector reform, owing to sustained engagement by the Office with Member States, generated renewed impetus for security sector reform efforts. Efforts to generate a dialogue on current practice and emerging lessons from the roll-out of United Nations support for defence sector reform were pursued within the framework of the Group of Friends of Security Sector Reform.

34. With support from its threat mitigation advisory team in Entebbe and in collaboration with the Office of Military Affairs, UNMAS developed policy, guidelines and training programmes to better prepare troops to operate under improvised explosive device threat and meet mission mandate requirements. Furthermore, with the emerging improvised explosive device threat, which is most pronounced in Mali but also notable in the Democratic Republic of the Congo and the Central African Republic, UNMAS conducted threat assessments and coordinated with partners for a tailored mine action response. The United Nations coordinating task force on a whole-of-United Nations system approach on improvised explosive devices continued to meet regularly and ensured a consultative approach to the development of guidance on the Organization's efforts to undermine the networks that employ improvised explosive devices and to support the independent strategic review on peacekeeping responses to such devices.

35. As a result of the COVID-19 travel restrictions, many briefings, conferences, seminars and training activities continued to be held virtually, while some technical review and assessment visits, notably in the areas of DDR and justice and corrections, had to be cancelled or postponed (outputs 21, 22, 23, 24, 31 and 36). Additional outputs were nevertheless achieved, especially with respect to technical briefings for Member States under each thematic area through videoconferences and to the production of guidance documents and training tools for justice and corrections and security sector reform to bridge the gap (outputs 2, 26 and 27). Additional assessment reports in respect of mine action and weapons and ammunition management were produced to implement the change management process recommended by the Board of Auditors (output 25).

5. Policy, Evaluation and Training Division

36. The Policy, Evaluation and Training Division continued to focus on the implementation of the Action for Peacekeeping initiative and the action plan to improve the security of peacekeepers. The Division contributed to the launch of the Secretary-General's Action for Peacekeeping Plus implementation strategy and the strategy for the digital transformation of United Nations peacekeeping and developed training materials to support operational requirements. That included preparing lessons learned and good practice notes on issues related to the impact of the pandemic on peacekeeping, the protection of civilians and the transitions in Haiti and Darfur; briefing the Special Committee on Peacekeeping Operations on COVID-19; supporting the five high-risk missions and the Member States deploying to them; conducting training activities in support of DOS, including training of trainers to deliver executive governance training to field missions and capacity-building for elements of DOS, as well as medical courses and other substantive capacity-building activities; and continuing the development and implementation of the Comprehensive Planning and Performance Assessment System to improve the evaluation of peacekeeping performance and strengthen mandate implementation.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (percentage)	Achieved. The Division provided 23 informal briefings to the Special Committee on Peacekeeping Operations, 2 formal briefings on the integrated peacekeeping performance and accountability framework, 3 briefings on the impact of COVID-19 on United Nations peacekeeping, 1 briefing on peacekeeping technology strategy and 1 briefing on threat assessment and use of data for the protection of civilians	Target	100
		Estimate	100
		Actual	100
(ii) The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations includes an overview on all key policy matters related to peacekeeping operations (percentage)	Achieved. The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/75/563) includes an overview on all key policy matters	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Military and police units that form the core of an early deployment of a new or significantly adjusted peacekeeping operation are selected and verified to be on high readiness	Achieved. 12 units were placed at the rapid deployment level of the Peacekeeping Capability Readiness System	Target	12
		Estimate	12
		Actual	12
(ii) Percentage of training standards available to all troop- and police-contributing countries and peacekeeping operations within 30 days from approval	Achieved. 2 courses were released. Training materials/standards were made available to the stakeholders within 30 days of approval through the dedicated website	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2020/21</i>
(i) Peacekeeping operations implementing the comprehensive performance assessment system are supported with technical expertise, guidance and oversight by Headquarters	Achieved. The system was launched in 11 peacekeeping operations, including UNAMID, which completed its mandate on 31 December 2020. The Division continued to provide substantive and technical guidance, advice and support to facilitate the management of the Comprehensive Planning and Performance Assessment System in peacekeeping operations to facilitate integrated civilian-military planning to improve mandate delivery	Target	11
		Estimate	12
		Actual	11
(ii) All new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace and security policy and practice database (percentage)	Achieved. A total of 16 new and revised peacekeeping guidance materials were promulgated	Target	100
		Estimate	100
		Actual	100

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Parliamentary documentation			
1. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	100.0
Comprehensive performance assessment system			
2. Support visits to peacekeeping operations for the implementation of the system, including management, oversight and provision of technical guidance	11	9	81.8
3. Advanced training sessions on the system delivered to 11 peacekeeping operations, DPO, DOS and other stakeholders	2	20	1 000.0
4. Training modules on the system developed for peacekeeping leadership and induction training	2	2	100.0
5. Development of an information technology platform for the system and its integration with relevant United Nations-wide enterprise systems	1	1	100.0
6. Development of a United Nations policy on the comprehensive performance assessment system based on the existing guidance document	1	0	0.0
Training			
7. Training-of-trainers courses for 48 peace operations training personnel from Member States	2	2	100.0
8. Mobile training teams deployed to provide training support for peace operations training institutes in Member States and peace operations training experts (number of teams)	6	4	66.7
9. Training recognition services provided to Member States in relation to predeployment training of their uniformed personnel for peacekeeping operations	7	7	100.0
10. Development of United Nations peace operations training materials	2	2	100.0
11. Support for the delivery of women's outreach courses for the United Nations Signals Academy	2	0	0.0
12. Support for the delivery of medical courses for Member States' trainers and personnel serving in peace operations	5	0	0.0
13. Exercises to strengthen troop- and police-contributing countries' performance in peacekeeping operations designed and delivered	4	4	100.0
14. Predeployment courses for 150 civilian personnel serving in peacekeeping operations	18	16	88.9
15. Workshop for personnel serving in peacekeeping training centres and training focal points from the field	1	1	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
16. Training-of-trainers sessions for field mission training personnel serving in peacekeeping in substantive priorities, e-learning design and skills enhancement, and the conduct of training support visits for field missions	7	7	100.0
17. Training delivery for Entebbe-based entities	4	2	50.0
18. United Nations senior mission leaders courses for 26 civilian and uniformed personnel	2	0	0.0
19. Senior leadership programmes for 26 newly appointed senior leaders in field missions	2	2	100.0
20. New senior mission administration and resource training programme for 24 managers from field missions and other entities supported by DOS	1	1	100.0
21. Advanced training programme for 16 senior staff in peace operations	1	1	100.0
22. Intensive orientation courses for the heads of military components	2	1	50.0
23. Guidance document or standards on training development, design, delivery and evaluation	1	1	100.0
24. Conduct of training needs assessment or evaluation to support peace operations	1	1	100.0
25. Support provided to Member States in the establishment of peacekeeping training institutions and the design and delivery of mission-specific training for uniformed personnel	6	6	100.0
Other services			
26. Briefings to Member States on cross-cutting thematic issues, partnerships, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations	7	4	57.1
27. Briefings to the Security Council and/or the Military Staff Committee and/or the Security Council Working Group on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations	4	3	75.0
28. Briefings to the Special Committee on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations	10	30	300.0
29. Opening statements by the Under-Secretaries-General for Peace Operations, Operational Support and Management Strategy, Policy and Compliance during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	2	2	100.0
30. Organization and delivery of regional training session on the monitoring and reporting mechanism on grave violations against children in situations of armed conflict aimed at country task forces on monitoring and reporting in coordination with UNICEF and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict	1	0	0.0
Other substantive activities			
Good offices, fact-finding and other special missions			
31. Support for high-level and technical missions of the Office of the Special Representative for Children and Armed Conflict to peacekeeping operations	2	0	0.0
Technical material			
32. Reports on lessons learned across peacekeeping/peace operations missions on policy, reform and operational issues in line with departmental priorities	6	7	116.7
33. E-newsletters to peacekeeping operations on new guidance and knowledge management reports	12	12	100.0
34. Survey on cross-cutting and/or emerging knowledge needs in peace operations	1	1	100.0
35. Technical guidance material developed or revised, or implemented and/or rolled out on, but not limited to, cross-cutting peacekeeping issues such as civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	3	7	233.3
36. Field-based technical reports related to the development and implementation of guidance by peacekeeping/peace operations, including with respect to civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	4	6	150.0
37. Discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping/peace operations missions	1	1	100.0
Seminars			
38. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	3	3	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
International cooperation and inter-agency coordination and liaison			
39. Presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping/peace operations	7	2	28.6
40. Briefings to international financial institutions, international and regional organizations and NGOs on peacekeeping partnerships and related issues	7	1	14.3
41. Presentations to technical experts from Member States, regional organizations and partners on new or updated guidance, training and policy on cross-cutting thematic issues such as civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	5	12	240.0
42. Technical support to the Monitoring and Reporting Mechanism Technical Reference Group in coordination with UNICEF and the Office of the Special Representative for Children and Armed Conflict	12	10	83.3
43. Development and roll-out of force commander's and police commissioner's directives on child protection to peacekeeping operations that have a child protection mandate	2	1	50.0
44. Updated reports on the capability requirements for United Nations peacekeeping operations	4	4	100.0
45. Technical support to regional organizations and Member States in developing policies, guidelines and training materials on emerging strategic issues related to peacekeeping/peace operations	1	3	300.0

Key performance results

37. Despite continuing challenges, the Strategic Force Generation and Capability Planning Cell achieved its goal of placing 12 military or police units at the rapid deployment level, thus enhancing the Organization's ability to respond quickly to emerging or unforeseen peacekeeping needs. The Comprehensive Planning and Performance Assessment System has been launched in 11 missions to date, including UNAMID, which completed its mandate on 31 December 2020. The system will be launched in the remaining two peacekeeping operations in the 2021/22 period. Peacekeeping missions report that the system is helping to enhance mandate implementation through a number of channels, including by facilitating joint/integrated planning across military, police and civilian components, and is allowing missions to monitor progress towards key goals using data and analysis. The system serves as the basis for regular, whole-of-mission performance assessments, focusing on the impact and effectiveness of mission work that helps missions to identify opportunities to strengthen operations, improving evidence-based strategic decision-making, and reporting, communications and advocacy.

38. While it was not possible to conduct the outputs related to in-person events and training activities (outputs 11, 12, 17, 18, 22, 30, 31, 39, 40 and 43) owing to the COVID-19 travel restrictions, the Division shifted its focus to the development of technical guidance and presentations for technical experts from Member States, regional organizations and partners. The development of training material was focused on military peacekeeping intelligence, operational logistics, infantry battalions and the implementation of the United Nations police training architecture project. In some instances, planned in-person training events were replaced by an increased number of online training sessions (output 3).

B. United Nations Office to the African Union

39. UNOAU continued working to enhance the strategic partnership between the United Nations and the African Union within the context of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security. The United Nations and the African Union undertook joint or coordinated actions, including joint field visits, joint reviews and assessments and joint mission planning

and consultations, as well as joint briefings to the Security Council and the Peace and Security Council of the African Union. Those actions contributed to the advancement of political processes, including in the Central African Republic, Somalia, South Sudan and the Sudan. The Office also supported the African Union in the development and deployment of mediation capacity and the implementation and operationalization of the African Peace and Security Architecture by supporting the five priorities of the African Peace and Security Architecture Roadmap 2016–2020 in preventing and responding to conflict and addressing the root causes of conflict.

40. In response to the COVID-19 pandemic, the Office implemented a business continuity plan involving staff working remotely, and the African Union implemented a similar response. They both held frequent high-level and technical meetings, including the fourteenth annual joint consultative meeting and fifth joint seminar between the Security Council and the Peace and Security Council, the fourth annual conference between the Secretary-General and the Chairperson of the African Union Commission, the nineteenth meeting of the United Nations-African Union Joint Task Force on Peace and Security, the fourteenth United Nations-African Union desk-to-desk meeting and joint horizon-scanning meetings. The meetings supported joint early warning and conflict prevention efforts and strengthened support and collaboration in peacekeeping, as well as policy development. The period from 2020 to 2022 represents years of transition and change for the African Union, with the Commission in particular undergoing a restructuring process. Both the United Nations and the African Union remained committed to working together to preserve and consolidate the achievements attained and to address the continent's most pressing challenges.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Increased coordination and harmonization between the United Nations and the African Union on key peace and security issues in Africa (number of substantive code cables)	16 code cables provided regular and timely reporting on key issues relating to the United Nations-African Union partnership and major events at the African Union	Target	45
		Estimate	45
		Actual	16
(ii) Consultative mechanisms are in place at separate levels between the United Nations Secretariat/United Nations Security Council and the African Union Commission/African Union Peace and Security Council (number of mechanisms)	Achieved. Consultative mechanisms remained active despite the restrictions resulting from the COVID-19 pandemic. These mechanisms included: (a) Annual joint consultative meeting of the United Nations Security Council and the Peace and Security Council of the African Union (b) Monthly coordination meetings between the President of the United Nations Security Council and the Chairperson of the Peace and Security Council (c) Annual consultative meeting between the Peacebuilding Commission and the Peace and Security Council (d) Annual conference of the Secretary-General and the Chairperson of the African Union Commission (e) Meetings of the United Nations-African Union Joint Task Force on Peace and Security	Target	7
		Estimate	12
		Actual	7

	(f) Annual United Nations-African Union consultative meeting on prevention and management of conflicts (desk-to-desk)		
	(g) African Union peace and security cluster (horizon-scanning) meetings		
(iii) Coordination mechanisms are implemented with 2 key groups, United Nations specialized agencies and African Union partners, to ensure coordination and coherence of operational and capacity-building support to the African Union in peacekeeping-related areas (number of mechanisms)	Achieved. UNOAU continued to participate in meetings of the opportunity/issue-based coalition on peace, security and respect for human rights and the African Union Partners Group to ensure coordination and coherence in support to the African Union	Target	2
		Estimate	2
		Actual	2
(iv) Implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security (percentage)	Achieved. In addition to code cables, the Office prepared the report of the Secretary-General on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including on the work of the United Nations Office to the African Union (S/2020/860)	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) The five strategic priorities of the African Peace and Security Architecture continue to be supported both operationally and in building African Union capacity (number of priorities)	Achieved. Achievements in the five strategic priorities included: (a) Support to the African Union on initiatives aimed at strengthening the operational readiness of the African Standby Force and continued implementation of the Maputo strategic workplan (2016–2020) for the Standby Force (b) Continued logistical and planning support for African Union deployment in the Central African Republic (c) Support for the operationalization of the Continental Movement Coordination Centre of the African Union (d) Participation in the meeting of the Board of Trustees of the Peace Fund of the African Union and provision of technical support and advice to the Board (e) Initiation of discussions with the African Union and United Nations Headquarters on revitalizing the work on the funding of African Union peace support operations	Target	5
		Estimate	7
		Actual	7
(ii) Support for African Standby Force activities in accordance with the five-year Maputo workplan (2016–2020) is implemented (percentage)	Achieved. Achievements in the strategic priorities included: (a) Development and finalization of the Peace Support Operations Division doctrine and support for the ongoing discussions on the development of the African Union and regional economic communities/regional mechanisms legal framework for the employment of the African Standby Force (b) Crisis/conflict management support for the African Standby Force, including support for African Union police capacity-building and force generation	Target	100
		Estimate	100
		Actual	100

(c) Facilitation of the partnership between the Office of the Special Representative of the Secretary-General for Children and Armed Conflict and the African Union

(d) Participation in virtual coordination and capacity development workshops to develop the civilian roster of the African Standby Force

(e) Ongoing support and advice for the full operationalization of the African Union Continental Logistics Base

(f) Support to the African Union in enhancing supply chain and procurement capacities through training and knowledge-sharing

(g) Support to the African Union and DOS on the arrangement to store selected equipment donated to the African Union at the Entebbe Support Base

(h) Support to the African Union in negotiating the storage by regional economic communities/regional mechanisms of equipment donated to the African Union

(i) Facilitation of the establishment of agreements among UNOUA, DOS, UNLB and United Nations agencies on strategic lift capability to support African Union peace support operations

(j) Support to the African Union in enhancing the command, control, communications and information systems and medical capabilities of the African Standby Force

(k) Support to the African Union and ECOWAS in the design and delivery of civilian foundation courses targeting civilians on the roster of the Standby Force

(l) Support to the African Union on the development of an African Standby Force training directive

(iii) All ongoing African Union peace operations are fully operational and transitioned within their authorized mandates (percentage)	4 of the 5 African Union peace support operations remained fully operational despite the COVID-19 pandemic. Efforts in the area included: (a) Support for African Union capacity-building, and monitoring of the situations in the respective operational areas for AMISOM, the Multinational Joint Task Force, the Joint Force of the Group of Five for the Sahel and the African Union Observer Mission in the Central African Republic (b) Support in the conduct of training needs assessments and in the design and development of training packages for African Union military observers in the Central African Republic (c) Support in the development of concepts of operations and logistics concepts for the African Union military observer mission in the Central African Republic and support for predeployment visits to police-contributing countries (d) Support to the African Union, regional economic communities/regional mechanisms and Member States in the development and implementation of initiatives on mine action, countering improvised explosive devices, proliferations of small arms and light weapons, and ammunition storage and management	Target	100
		Estimate	100
		Actual	80

	(e) Contribution to ongoing efforts by the African Union to develop a security management system for the safety and security of its civilian staff at African Union offices and ongoing African Union peace support operations			
	(f) Coordination with the African Union and UNSOS/UNSOM on the COVID-19 vaccine roll-out to AMISOM troops			
(iv) UNOAU supports the African Union and AMISOM in developing revised concepts of operations (number of concepts of operations)	The reviews of concepts of operations were not completed owing to delays resulting from operational exigencies on the ground. However, the equipment reviews and the development of the statement of unit requirements commenced	Target		1
		Estimate		1
		Actual		0

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>Security Council</i>			
Substantive servicing of meetings			
1. Annual joint consultative meeting of the United Nations Security Council and the African Union Peace and Security Council	1	1	100.0
Parliamentary documentation			
Reports of the Secretary-General			
2. The United Nations-African Union partnership and activities of UNOAU	1	1	100.0
3. Peace and security in Africa	1	2	200.0
Other substantive activities			
Good offices, fact-finding and other special missions			
4. Regional African Standby Force planning and support capabilities strengthened with joint field assessment missions, field operational assessments missions, work sessions, workshops/seminars, videoconferences and meetings	28	8	28.6
Technical material			
5. Annual reports on the achievements of the African Peace and Security Architecture	5	5	100.0
6. Submission of inputs to reports of the Secretary-General on various issues related to peace and security in Africa, including Somalia, the Lake Chad basin and the Sahel	5	4	80.0
7. Policies or guidelines produced in support of African Union peace and security capabilities	19	10	53.0
8. Monthly reports on cooperation between the United Nations and the African Union	12	11	91.7
9. Weekly reports on developments in peace operations of the African Union	50	44	88.0
10. Code cables/briefing notes on African Union summits, African Union Peace and Security Council meetings and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations	45	16	35.6
11. Informational publications to inform a broad public audience of the United Nations-African Union activities of the Office in support of the African Union	4	57	1 425.0
Workshops, conferences and seminars			
12. Participation in workshops, conferences and seminars on peace and security in Africa	30	64	213.3
Meetings			
13. Attend meetings of the African Union Partners Group when held	10	5	50.0
Joint missions with the African Union			
14. Participation in United Nations-African Union joint reviews and joint assessment missions	21	3	14.3

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
International cooperation and inter-agency coordination and liaison			
Other services			
15. Participation of the Secretary-General and Deputy Secretary-General in 1 African Union summit each	2	0	0.0
16. Meetings of the United Nations-African Union Joint Task Force on Peace and Security	2	1	50.0
17. Annual African Union-United Nations conference with the African Union Commission Chairperson and the United Nations Secretary-General	1	1	100.0
18. Presentations to the African Union Peace and Security Council on peace and security issues	18	33	183.3
19. Joint meeting to review progress in implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security	1	1	100.0

Key performance results

41. UNOAU contributed to the deployment of additional capabilities by AMISOM through the new agreement between the United Nations and the African Union, as well as the vaccination of AMISOM troops. It played a key role in the enhancement of the civilian roster and equipment deployment strategy of the African Standby Force, as well as the development of the Continental Movement Coordination Centre and strategic lift plans. Four of the five African Union peace support operations remained fully operational despite the COVID-19 pandemic. Additional efforts were made to strengthen the African Union force generation capacities, especially for police personnel. Furthermore, UNOAU contributed to the strengthening of the capacity of the Peace Support Operations Division in developing and finalizing relevant policies related to policing in African Union peace support operations, as well as to strengthened coordination with Member States in the areas of mine action and weapons and ammunition management.

42. COVID-19 travel restrictions resulted in a reduced number of joint visits undertaken (outputs 4, 7, 13 and 14) and an increased number of virtual workshops and seminars (output 12). African Union summits were held virtually, with no external invitees (output 15). Owing to fewer strategic-level meetings, with cancellations and postponements, a smaller number of code cables and briefing notes were produced (output 10). In parallel, UNOAU introduced weekly information circulars that provided the African Union with updates on Security Council meetings and decisions on African issues (output 11).

C. Department of Operational Support

43. DOS continued to deliver operational support services to the Secretariat globally, including to all peacekeeping operations, while also implementing new internal processes, systems, skills and training to enhance service provision. The COVID-19 pandemic continued to pose unique challenges to the operations of the Organization. However, the Department fully mobilized its expertise and capacities and promptly adapted its ways of working to provide all necessary operational support to its client entities, consequently enabling them to stay and deliver on their mandates.

44. The integrated supply chain has proved to be resilient and responsive in enabling the rapid deployment of unplanned aviation requirements and critical medical equipment to the field. A COVID-19 compliance assessment was conducted at field mission hospitals, webinar educational sessions were organized for United Nations health-care personnel, and medical and technical guidance programmes for infectious disease threats and the response to the COVID-19 pandemic were developed and

implemented. A supply chain impact analysis was also conducted to guide missions on the early ordering of goods and services and the replenishment of stocks.

45. In addition, the United Nations system-wide medical evacuation mechanism for COVID-19 ensured that United Nations or affiliated personnel were guaranteed the appropriate level of care if they became severely ill with COVID-19, thus facilitating the ability of United Nations system organizations and peacekeepers to stay and deliver in the field. In early 2021, a system-wide COVID-19 vaccine task force was established under the leadership of the Department; the task force coordinates the COVID-19 vaccination programme for all United Nations or affiliated personnel worldwide, drawing on available national immunization systems where available. The programme includes both uniformed personnel and the personnel of international NGOs. In addition, the Department convened a group of friends of troop- and police-contributing countries to agree upon a pragmatic, coherent and common approach to the vaccination of troops and police.

46. Various improvement initiatives were also undertaken to further enhance global operational support, including the issuance of a rations manual and an updated aviation manual. In addition, improved and streamlined processes and related guidance on recruitment and operational workforce planning, among other areas, further enabled client entities, including peacekeeping missions, to exercise their delegated authorities in the most efficient manner.

1. Office of the Under-Secretary-General

47. The Office of the Under-Secretary-General continued to guide the implementation of key strategic management initiatives, such as the application of innovation methodologies to improve operational processes, the development of an online training course on the board of inquiry and the launch of phase two of the environment strategy for peace operations (2017–2023). The Office also chaired and coordinated the United Nations system-wide medical evacuation mechanism for COVID-19, ensuring that United Nations or affiliated personnel, including peacekeeping missions, were able to stay and deliver in the field.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) All planned briefings and presentations to the General Assembly, legislative bodies, Security Council, regional organizations and other stakeholders planned briefings are delivered (percentage)	82 per cent. Fewer meetings with legislative bodies were held for reasons relating to the pandemic	Target	100
		Estimate	100
		Actual	82
(ii) All critical recommendations of OIOS on support to peacekeeping operations are implemented within target dates (percentage)	Achieved. All critical recommendations of OIOS on support to peacekeeping operations were implemented within the target dates	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2020/21</i>
(i) All incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system (percentage)	Achieved. All incoming boards of inquiry reports were reviewed and processed in a timely manner	Target	100
		Estimate	100
		Actual	100
(ii) All peacekeeping operations are provided with guidance to implement the environment strategy (percentage)	Achieved. Phase two of the environment strategy for peace operations (2017–2023) was promulgated and shared with all missions	Target	100
		Estimate	100
		Actual	100

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
Substantive servicing of meetings			
1. Briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional organizations on field support priorities, operations and performance	44	36	81.8
Other services			
2. Visits to Member States to discuss field support priorities, operations and performance	5	1	20.0
3. Presentations on field support priorities, operations and performance at conferences, seminars and other public forums	5	5	100.0
Administrative support services			
Overall management			
4. Meetings of the Management Client Board	6	9	150.0
5. Consultations with heads of mission on field support priorities, operations and performance related to mandate implementation and programme delivery	28	34	121.4
6. Consultations with directors and chiefs of mission support to support mission performance	18	20	111.1
7. Field visits to provide assistance to mission leadership on support priorities, operations and performance related to mandate implementation and programme delivery	5	2	40.0
Performance and analytics			
8. Reviews of operational support performance and priorities with senior DOS management	15	16	106.7
9. Strengthened operational support performance framework, which is used as a basis for guidance to peacekeeping missions on operational support management	1	0	0.0
10. Maintenance of the reporting platform supporting operational performance oversight and decision-making	1	1	100.0
11. Guidance on the application of innovation methodologies to process improvements as part of DOS improvement projects	3	3	100.0
Communications			
12. Maintenance of the website on United Nations field support priorities, operations and performance	1	1	100.0
13. Communications materials, such as field support updates	4	22	550.0
Oversight response			
14. Consolidated responses to the reports of United Nations oversight bodies	60	92	153.3
15. Consolidated updates on the status of implementation of recommendations made by United Nations oversight bodies	400	244	61.0
16. United Nations Headquarters boards of inquiry convened to address serious incidents in the field	3	1	33.3

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
17. Risk register and risk treatment plan established	1	1	100.0
18. Reports issued by United Nations oversight bodies registered and uploaded into dedicated repositories	60	92	153.3
19. Oversight recommendations recorded in dedicated tracking systems and followed up	400	244	61.0
20. Board of inquiry recommendations recorded in dedicated tracking systems and followed up	400	196	49.0
21. Operational reviews of board of inquiry procedures at missions	2	0	0.0
22. Training for DOS oversight coordination focal points	1	0	0.0
23. Training for boards of inquiry and legal officers at missions	1	0	0.0
24. Oversight coordination procedures reviewed at a service centre	1	0	0.0
25. Reports on the status of implementation of recommendations made by United Nations oversight bodies	4	4	100.0
26. Reports on the status of implementation of the risk treatment plan	2	0	0.0
Environment			
27. Field visits to provide strategic advice to senior management and mission support personnel on implementation of the environment strategy	2	0	0.0
28. Maintenance of the environmental risk and performance platform	1	1	100.0

Key performance results

48. The Office of the Under-Secretary-General continued working to improve performance through three innovation projects across DOS aimed at: (a) streamlining and improving recruitment processes; (b) reducing timelines for the deployment of uniformed personnel; and (c) leveraging information technology to enhance knowledge-sharing and innovation. While COVID-19 continued to limit travel, including field visits, which had an impact on outputs 2, 7, 21, 23, 24 and 27, full use was made of available technology to provide support and technical assistance remotely, where possible. Additional communication materials were developed to cover urgent and emerging needs (output 13). In addition, the Office, in partnership with the Capacity Development and Operational Training Service, developed an online training course on the board of inquiry. Regarding oversight response matters, outputs 14 and 18 were higher than planned owing to an increase in the number of reports issued by oversight bodies, whereas outputs 15 and 19 were lower owing to fewer recommendations having been issued by oversight bodies. Similarly, output 20 was lower than planned owing to fewer recommendations having been issued by boards of inquiry. Training for DOS oversight coordination focal points was not completed because of emerging priorities. Certain activities under the draft risk treatment and response plan were completed, while the target dates for the implementation of other activities were revised as a result of internal consultations (outputs 22 and 26).

49. The Office promulgated phase two of the environment strategy for peace operations (2017–2023), sustaining a focus on field missions. The strategic focus for phase two is on renewable energy and identifying opportunities to leave a positive mission footprint for host communities. Ongoing technical and coordination support was provided to missions to improve their environmental management, with mission environmental scores showing continued improvement over the past year, including significant wastewater risk eliminated at all missions. An online Environment Action Planning and Performance platform was launched, which significantly facilitates the reporting and analysis of environmental data collected under the environmental risk and performance management framework.

50. The United Nations system-wide medical evacuation mechanism for COVID-19 continued to ensure that United Nations or affiliated personnel were able to stay and

deliver in the field, including peacekeeping missions, while having prompt access to the medical evacuation system if needed. During the period, the mechanism mobilized 259 medical evacuations by establishing regional hubs in Accra, Nairobi, Kuwait and Costa Rica and facilitated access to a multitude of ad hoc treatment destinations to provide an appropriate level of care for any eligible personnel and partners severely ill with COVID-19.

2. Office of Support Operations

51. The Office of Support Operations continued to provide leadership and direction on human resources advisory support to its client entities by simplifying and streamlining the management of human resources processes across the United Nations Secretariat entities; designing, developing and delivering operational training and capacity development across different functional areas; and responding to critical and time-sensitive pandemic and non-pandemic functions in the areas of medical care and occupational health and safety.

52. The Human Resources Services Division faced an increased need on the part of client entities for faster human resources advisory support, adaptive human resources guidelines and extensive human resources communication on policy application under the exceptional circumstances related to the COVID-19 pandemic. Since the beginning of 2020, the Division has provided timely and responsive advisory support on more than 1,450 human resources queries relating to COVID-19 from client entities. COVID-19 and related issues continued to be the most requested topic of queries received through the end of August 2020, with an average response time of less than three business days.

53. The Division continued its efforts to streamline and simplify processes for the management of human resources across the Secretariat to enable client entities to exercise their delegated authorities in an efficient manner. Numerous improvements were achieved in the areas of recruitment, onboarding and operational workforce planning. The Capacity Development and Operational Training Service made significant progress in designing, developing and delivering operational training and capacity development. In addition, it collaborated on a number of training and capacity development initiatives, such as Enhanced Training for High-Level Operational Support (ETHOS), Mission Advanced Staff Training (MAST) and training needs assessments, through its partnership with DPO. Despite the COVID-19 travel restrictions, the Service continued its roll-out of the governance programme, developing and virtually delivering a substitute version for three missions.

54. The emergence of the COVID-19 pandemic fundamentally altered the day-to-day operations of the Division of Health-care Management and Occupational Safety and Health. Facing demands from all parts of the Organization, the Division pivoted to pandemic response, with a focus on the health and safety of United Nations personnel, especially those in the field. That included taking on new responsibilities and providing technical support across the Organization, while maintaining critical non-pandemic functions, including the administration of medical clearances, sick leave, medical evacuations, compensation claims and disability claims. The Division led the global institutional response to the COVID-19 pandemic in the area of medical care and occupational health and safety, working with the United Nations Medical Directors' Network to develop and disseminate technical guidelines on COVID-19 and providing technical inputs to the work of the System-Wide Task Force on Medical Evacuations in response to COVID-19, the First Line of Defense Task Force and the Vaccine Task Force.

55. To help maintain healthy lifestyles and the well-being of United Nations personnel during pandemic restrictions, the Division increased the number of resilience

training sessions for staff in field duty stations. The COVID-19 travel restrictions led the Division to innovate the delivery of some functions. Health facility compliance assessments were conducted in greater numbers than planned, using “virtual walk-throughs” to assess pandemic preparations in field medical facilities. A series of webinars were conducted to ensure that United Nations health-care personnel were up to date on the rapidly evolving medical knowledge on pandemic care. To support managers in all duty stations, a comprehensive set of data systems for COVID-19 surveillance and threat assessments was developed. The Division also developed an online portal for confidential reporting of COVID-19 vaccinations and test results, as well as an app for displaying digital COVID-19 vaccination certificates.

Actual indicators of achievement

Expected accomplishment (a): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Facilitate the stabilization of the average timeline for roster-based recruitment (number of calendar days from posting of job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7)	The average lead time was 101 calendar days, which is significantly above the target but still within the 120-day target set by the General Assembly. This indicator represents recruitment undertaken directly by field missions that have been affected by the COVID-19 pandemic	Target	78
		Estimate	76
		Actual	101
(ii) Facilitate the stabilization of the average timeline for position-specific recruitments (number of calendar days from posting of job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7)	The average lead time was 346 calendar days, which is significantly above the 120-day target set by the General Assembly. This indicator represents recruitment undertaken directly by field missions. The global pandemic and the virtual office environment have affected recruitment in field missions	Target	120
		Estimate	120
		Actual	346
(iii) Increase of 3 per cent in the total number of women on the roster of candidates endorsed by the field central review bodies (percentage)	Women represented 33 per cent of the total number of roster clearances associated with continuous job openings conducted by the Human Resources Services Division/DOS. Rostering exercises in job families such as logistics, supply chain and information management systems and technology attracted significantly fewer applications from female candidates compared with job families in the political, peace and security area, which comprised 80 per cent of the generic job openings in the previous periods	Target	39
		Estimate	39
		Actual	33

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Average client satisfaction rate of 75 per cent for the provision of human resources advice and service delivery (percentage)	Achieved. 93 per cent of respondents indicated satisfaction	Target	75
		Estimate	75
		Actual	93
(ii) Fully integrated operational capacity development programmes delivered to address capacity gaps across five functional areas (human resources, finance, procurement, medical support and operational skills) (percentage)	Achieved. Training was designed, developed and delivered in 5 functional areas, as well as language courses, including expanded subjects and contents on the Knowledge Gateway	Target	100
		Estimate	N/A
		Actual	100

(iii) Peacekeeping operations implement United Nations standards on health-care quality and patient safety in all peacekeeping health-care facilities (percentage)	Achieved. Training was provided to hospital commanders and the compliance of 21 mission health-care facilities was verified through virtual assessment	Target	80
		Estimate	80
		Actual	80
(iv) Reduction in the average number of days of sick leave in peacekeeping operations	Achieved. COVID-19 may have affected the indicator owing to: (a) temporary increase in uncertified sick leave entitlements; and (b) postponement of medical consultation/treatment or virtual consultations	Target	6.7
		Estimate	6.0
		Actual	5.9
(v) Processing of backlogged PTSD caseload within 1 year	All 389 claims received were processed. The number of claims was lower than expected	Target	500
		Estimate	400
		Actual	389

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Administrative support services			
Operational support and advisory services, including the Non-Staff Capacities Unit			
1. Report on service requests from client entities to identify areas requiring additional capacity-building and policy changes or business process re-engineering in the area of human resources	2	2	100.0
2. Guidance provided in response to at least 700 service requests emanating from client entities across the Secretariat related to the application of policies, the proper exercise of delegation of authority, including liaising with DMSPC in areas requiring exceptional policy clarification and managerial support for prevention and resolution of informal and formal administration of justice cases	700	753	107.6
3. Process guides and guidance packages developed in areas pertaining to new delegations of authority, new policies or where capacity gaps have been identified	6	14	233.3
4. Operational support provided to peacekeeping operations, upon request, in order to improve their service delivery	4	14	350.0
5. Field visits to missions to deliver on-site advice and technical support, including on operational workforce planning, recruitment strategies, staffing review and organizational change, to support the needs of field-based staff and the management of locally recruited and international staff in the light of process changes, staffing reviews and downsizing and to empower managers through increased delegation of authority, transparent accountability mechanisms and an enabling policy framework	2	0	0.0
6. Secretariat-wide study of non-staff capacity modalities with data analysis, gaps and recommendation, including guidance on the use of non-staff personnel	1	1	100.0
7. Development and roll-out of a standard operating procedure on onboarding	1	1	100.0
8. Survey on client satisfaction with human resources advice and service delivery	1	1	100.0
9. Number of peacekeeping operations entities, including UNSOS, the Global Service Centre and RSCE, receiving support on human resources management	14	14	100.0
Staffing services			
10. At least 800 new candidates endorsed by field central review bodies for inclusion on rosters in 23 job families as a result of the implementation of an annual generic job opening schedule derived from a workforce planning analysis of roster capacity gaps	800	494	61.8
11. Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations	9	16	177.0
12. Input in the design, testing, implementation and communication of changes to the Inspira talent management system to support alignment with the needs of peacekeeping operations, in particular to make recruitment faster and easier	30	50	166.0
13. Revised operational workforce planning guidelines	1	1	100.0
14. Guidance on organizational design and staffing structures in the context of the planning process for new entities and entities in transition	3	2	66.7
Capacity development and operational training services			
15. Operational knowledge hub for effective support, guidance, standards and best practices	1	1	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
16. Courses on executive governance and resource stewardship for United Nations senior leadership teams	6	4	66.7
17. Blended online training programmes for the Umoja human resources partner certification programme (10), procurement (10), medical support in primary care, women, mental and occupational health (10) and finance (10) (number of training courses)	40	37	92.5
18. Management of a professional finance certification programme for peacekeeping operations	1	1	100.0
19. Development and delivery to peacekeeping operations staff of an updated, broadened replacement for the Senior Mission Administration and Resource Training Programme	1	0	0.0
20. Support for a programme of continuous business process improvement for streamlining and harmonizing operational processes while ensuring their compliance with United Nations policies and the delegation of authority framework (number of facilitated and supported business process improvement projects)	4	6	150.0
21. Development and delivery to staff in peacekeeping missions of blended language courses in English and French	4	6	150.0
Occupational safety and health and medical services			
22. Clinical governance of health-care delivery in United Nations clinics in field operations through clinical audits to maintain and improve the standards of patient care (number of audits)	14	14	100.0
23. Annual meeting of chief medical officers and nurses	2	0	0.0
24. On-site assessments of field mission medical facilities, including 3 health risk assessments and 1 report on regional medical evacuation centres linked to peacekeeping missions	4	25	625.0
25. Oversight, audit and advice for 14 field operations and their cases of long-term sick leave of staff	14	14	100.0
26. Oversight and audit on medical clearances conducted in 14 field operations	14	14	100.0
27. Predeployment medical consultations, briefings and immunizations for United Nations personnel travelling to field operations	800	169	21.1
28. Oversight and auditing of sick leave certifications conducted in 14 field operations	14	14	100.0
29. Oversight and audit of medical evacuations conducted in 14 field operations	14	14	100.0
30. Mental health counselling and consultations	125	93	74.4
31. WebEx-based continuous medical education sessions for medical personnel in the field	14	55	393.0
32. Training workshops and Internet courses on resilience-building for field mission staff and staff planning to work in field missions	25	40	160.0
33. Assessment and evaluation of 14 peacekeeping operations regarding compliance with the field safety policies and guidelines	14	14	100.0
34. Field safety training course for participants from all peacekeeping operations	1	0	0.0
35. Annual occupational safety incident report covering all peacekeeping operations	1	0	0.0
36. Medical staff deployed to field missions by troop- and police-contributing countries have credentials that allow them to work at level II and III hospitals	1 920	2 401	125.1
37. Programmes designed and developed to prevent and control risks to United Nations personnel from high-threat infectious hazards, including HIV	3	10	333.0
38. Workplace health programmes designed and developed for United Nations personnel, including on the prevention and management of non-communicable diseases	3	7	233.3
Post-traumatic stress disorder (PTSD)			
39. Evaluation of PTSD claims for peacekeeping military personnel	500	389	77.8

Key performance results

56. For outputs 2 to 4, the Human Resources Services Division continued to provide various types of advisory support to the human resources community. Key results achieved were the launch of the online offer functionality and the finalization of a study on the use of non-staff capacities. That success led to the establishment of a pilot remote internship programme network. Significant improvements were made in respect of processes related to the annual dependency declaration, the annual time

statement exercise, the issuance of letters of appointment and the development of a new danger pay functionality. It had also been recommended that human resources forms and documents be modernized, with the aim of moving the Organization away from paper-based workflows towards greater utilization of enterprise resource planning systems for such processes. Output 3 was higher owing to an increase in new topics requiring guidance in response to COVID-19. The higher output 4 was achieved as part of the planned capacity-building briefings on performance management provided to the human resources community, which generated additional requests for capacity-building and operational support. For output 5, virtual support was provided to UNIFIL and UNVMC, which were undergoing staffing reviews. For output 10, owing to the COVID-19 travel restrictions, expert panels and the generic job opening selection processes were conducted virtually. Only 494 new candidates were endorsed by the field central review bodies, owing primarily to an increased average interview process timeline. For outputs 11 and 12, the Division published new guides and instructional videos. A dozen amendments were made to the staff selection manual and a series of workshops and flash consultations were conducted. In addition, inputs were collected through the dedicated platform for recruiters, WeRecruit, and various training workshops were held. Most of the events took place virtually because of COVID-19, which helped to increase participation and to collect useful inputs. For outputs 5, 13 and 14, the Division continued to mainstream workforce planning and issued the workforce planning guide, the organizational design inventory and the staffing review toolkit to support entities in their workforce planning activities.

57. In the Capacity Development and Operational Training Service, the delivery of training was lower as a result of the travel restrictions, which hampered the face-to-face delivery of the programmes (outputs 16 and 17). Challenges in obtaining full up-to-date content delayed the delivery of the ETHOS programme (output 19). However, the Knowledge Gateway received 181,682 site visits by 15,482 United Nations system personnel. There was an 89 per cent growth in the number of administrative and operational support guidance themes, a 144 per cent increase in the number of guidance documents added to the platform and a 57 per cent increase in the number of communities of practice available on the Gateway during the period.

58. Owing to the COVID-19 travel restrictions, the Division of Health-care Management and Occupational Safety and Health conducted virtual assessments of 21 field hospitals and a regional evacuation centre in Nairobi to verify their compliance with the WHO rapid hospital readiness checklist for COVID-19. In addition, the Division conducted virtual walk-throughs of contingents' living quarters and civilian and military level I clinics across six field operations, helping missions to prepare for and to contain COVID-19. It also developed a COVID-19 datahub surveillance system for disease tracking and a COVID-19 monitoring and verification app system. For output 36, the medical credentialing workload grew, with 2,401 medical staff deployed to level I to III health-care facilities in field missions. With in-person meetings and workshops (outputs 23 and 34) cancelled or postponed owing to COVID-19 travel restrictions, the Division increased the number and scope of web-based training under output 31. Similarly, fewer predeployment medical consultations were conducted (output 27) as a result of the lower number of United Nations personnel being newly deployed to field locations. To maintain a healthy lifestyle during the pandemic, the Division expanded outputs 32 and 38. Under output 37, it designed and developed 10 programmes to prevent and control risks related to infectious hazards, in part to address the pandemic. The target for mental health counselling sessions (output 30) was affected by the pandemic in two ways: first, counselling related to sick leave was not included and second, the Division focused on reaching a larger number of people through virtual group activities (output 32), thereby reducing output 30 while increasing output 32. The annual occupational safety incident report (output 35) was postponed owing to pandemic-related delays.

Lastly, the number of PTSD claims evaluated (output 39) was lower than planned because the number of PTSD cases received was lower.

3. Office of Supply Chain Management

59. Through its integrated end-to-end supply chain, OSCM continued to ensure the delivery of the right goods and services to the right place, at the right time and at the right cost. The framework was further enhanced to provide long-term forecasting capabilities by implementing Umoja supply chain planning tools, which provide visibility of future requirements and facilitate informed decision-making. The implementation of category management strategies, which ensures a collaborative approach by bringing technical and commercial expertise together to guide optimal sourcing solutions, has been on track. To date, the Office has developed 21 category strategies and is expected to complete the remaining 19 category strategies by June 2022. The Uniformed Capabilities Support Division consolidated reimbursement and MOU management functions. The Division continued to certify reimbursements for uniformed personnel and contingent-owned equipment deployed in formed units and to lead the negotiation and signatures of MOUs with troop- and police-contributing countries.

60. In response to the COVID-19 pandemic, the Office proactively engaged with the missions and other clients at an early stage to effectively respond to challenges. A supply chain impact analysis was conducted to guide missions on the early ordering of goods and services and the replenishment of stocks to mitigate the potential impacts of airspace and border closures. The Office was able to source and deliver the required medical supplies and equipment in response to the pandemic through intense collaboration between logistics and procurement, and UNLB and other stakeholders. The centralized procurement activities played a significant role in meeting the requirements of the field missions in a timely manner while ensuring cost-effective solutions. OSCM also acted as chair of the First Line of Defense Task Force and led the United Nations system-wide COVID-19 vaccination programme. Under the programme, WHO-approved vaccines are acquired and distributed to country teams in countries where the respective national programmes do not include United Nations personnel. OSCM also convened an informal group of friends comprised of a group of Member States to inform and guide the way forward on vaccinating uniformed personnel. The suggested guiding principles from the group of friends included permissible vaccines, in-theatre vaccinations and predeployment vaccinations.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Contingent-owned equipment reimbursement claims assessed and processed within 3 months after the end of the quarter (number of months)	Achieved. In average, claims were processed within 90 days of the receipt of complete quarterly verification reports	Target	3
		Estimate	3
		Actual	3
(ii) Timely submission of quarterly verification reports based on 100 per cent physical inspection of major equipment and self-sustainment, with a 15-day grace period to account for extraneous factors (number of days)	Achieved. Verification reports were submitted by the respective field missions within 30 days of the end of the quarter	Target	30
		Estimate	30
		Actual	30

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (number of days)	No new peacekeeping missions were established	Target	90
		Estimate	90
		Actual	N/A
(ii) Finalization of all negotiated agreements for military and police contingents pledged to the rapid deployment level of the Peacekeeping Capability Readiness System (percentage)	Achieved. All negotiated agreements were finalized	Target	100
		Estimate	100
		Actual	100
(iii) Provision of guidance and technical support to troop- and police-contributing countries on the preparation and shipment of cargo, including dangerous goods, for contingent-owned equipment arranged by the United Nations or under a letter-of-assist arrangement (percentage)	Achieved. The Movement Control Section provided written guidance and technical support to all troop- and police-contributing countries on these movements	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Death and disability claims processed within 90 days of documentation submission (compliance rate)	Achieved. 95 per cent of death and disability claims, excluding PTSD, were processed within 90 days of receipt of a complete submission	Target	95
		Estimate	95
		Actual	95
(ii) Memorandums of understanding for contingents deployed to new, expanding and existing missions transmitted to troop- and police-contributing countries for concurrence and signature within 90 days of deployment (number of days)	Achieved. All MOUs for new deployments were submitted for concurrence and signature within 90 days of the deployment date	Target	90
		Estimate	90
		Actual	90
(iii) Compliance of active peacekeeping operations with established light passenger vehicle holding policies (percentage)	Following the implementation of the management reform, OSCM stopped monitoring the compliance rate, as missions have delegated authority. OSCM provides guidance for indicative ceiling holdings	Target	95
		Estimate	N/A
		Actual	N/A
(iv) Provision of food rations for 100 per cent of troops deployed to peacekeeping missions	Achieved. All troops deployed in 11 peacekeeping missions, including UNSOS, were provided rations	Target	100
		Estimate	100
		Actual	100
(v) Compliance of entities with the implementation of the supply chain management initiative, as outlined in the supply chain management blueprint (percentage)	Achieved. Mission structures were aligned with the end-to-end supply chain process	Target	100
		Estimate	100
		Actual	100
(vi) Average time for review of local procurement authority requests (number of days)	Owing to the impact of the COVID-19 pandemic and the increased need for Headquarters to provide additional support, the average processing time was 7 days	Target	3
		Estimate	5
		Actual	7

(vii) Average time for submission of either local committee on contracts cases or cases for strategic goods and services to the Headquarters Committee on Contracts (number of days)	Following the implementation of the management reform and the revised delegation of authority, the submission of such cases was decentralized. Entities submit their local cases directly to the Headquarters Committee on Contracts/DMSPC without OSCM/DOS involvement	Target	16
		Estimate	N/A
		Actual	N/A
(viii) Timely response to requests by field missions for special or strategic flights outside the mission area (number of hours)	Achieved. All requests were responded to within 48 hours. Emergency flight requests were responded to within 6 hours or less	Target	48
		Estimate	48
		Actual	48
(ix) PTSD claims reviewed and processed within 1 year	375 cases. The review and processing of PTSD claims is based on the submissions from troop- and police-contributing countries	Target	500
		Estimate	250
		Actual	375

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
1. Contingent-Owned Equipment Manual updated, based on decisions adopted by the 2020 Working Group on Contingent-Owned Equipment and legislative bodies	1	1	100.0
Administrative support services			
Uniformed capabilities support			
2. Quarterly assessment and calculation of contingent-owned equipment reimbursement for military and police contingents deployed to field missions (number of claims)	2 800	2 702	96.5
3. Quarterly assessment and calculation of personnel reimbursement for military and police contingents deployed to field missions (number of reimbursements)	1 400	1 788	127.7
4. Processing of letter-of-assist reimbursements	300	481	160.3
5. Assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions (number of claims)	250	212	84.8
6. Quarterly calculation of proportional deductions to personnel reimbursement owing to absent or non-functional major contingent-owned equipment contributed to field operations (number of proportional deductions)	1 400	1 788	127.7
7. Memorandums of understanding negotiated and signed for military and police contingents newly deployed to field missions (number of memorandums of understanding)	20	18	90.0
8. Amendments to existing memorandums of understanding for deployed military and police contingents (number of amendments to memorandums of understanding)	300	452	150.7
9. Agreements negotiated and signed for military and police contingents committed to the Peacekeeping Capability Readiness System (number of agreements)	13	12	92.3
10. Assessment and calculation of premiums payable for risk or for enabling capacities deployed to field missions (number of awards)	5	0	0.0
11. Briefings to and consultations with Member States on the legislative reimbursement framework, on contingent-owned equipment performance metrics and on policies, procedures and roles (number of briefings)	20	23	115.0
12. Participation in assessment and advisory, predeployment, rapid deployment level, contingent-owned equipment verification and other visits to troop- and police-contributing countries (number of visits)	14	17	121.4
13. Inputs to the statement of unit requirements concerning support/logistics and contingent-owned equipment (number of inputs)	10	15	150.0
14. Ad hoc status of memorandums of understanding and reimbursement and related talking points/issues for senior leadership for meetings with troop- and police-contributing countries (number of talking points)	60	64	106.7
15. Comparative analysis and management reports on contingent-owned equipment and personnel elements in field operations to improve effectiveness in field resourcing (number of reports)	4	4	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Aviation safety			
16. Reports on aviation safety assessments for peacekeeping missions with air assets and regional aviation safety offices, and reports on the evaluation of air service vendors	12	12	100.0
Logistics			
17. Annual supply chain management plan to provide global visibility of field mission demands and develop a long-term demand-forecasting and sourcing strategy for goods and services relevant to the end-to-end supply chain management approach, and identification of opportunities for delivery optimization	1	1	100.0
18. Maintenance of global systems contracts for more than 20 commodity groups, including design and review of technical specifications, solicitation, and document and vendor submission in the areas of engineering, transport, medical and general supplies (number of contracts)	100	96	96.0
19. Maintenance of turnkey contracts for fuel and rations (number of contracts)	30	29	96.7
20. Introduction of quality assurance module within the electronic rations management system	1	0	0.0
21. Implementation of online supply chain management training platform to provide self-paced learning, available all day, every day of the year, for all United Nations staff (number of platforms)	1	1	100.0
22. Management of 112 air service contracts with commercial (85) and military (27) providers for air services, including for 3 unmanned aerial vehicle systems, across all missions with air assets	112	145	129.5
23. Consultations with countries contributing air assets on issues related to the deployment of air assets, including unmanned aerial systems (number of consultations)	10	120	1 200.0
24. Arrangement, coordination and monitoring of the deployment and rotation movements for uniformed personnel, through long-term agreements for passenger air transportation, short-term commercial contracts and letters of assist established with Member States (number of uniformed personnel)	180 000	188 794	104.9
25. Arrangement, coordination and monitoring of the movement of approximately 65,000 tons of cargo associated with the deployment/transportation of approximately 180,000 uniformed personnel (tons annually by air, naval and ground transport modalities)	65 000	64 109	98.6
26. Monthly videoconferences with peacekeeping missions to review the demand planning for, and the development and maintenance of, systems contracts to meet requirements and monitoring of the not-to-exceed values and contract expiration based on the contract dashboard (number of videoconferences)	12	12	100.0
27. Conference on supply change management and/or briefing to all representatives of client entities on the implementation of supply chain management	1	0	0.0
International cooperation and inter-agency coordination and liaison			
28. Meetings with, or briefings to, international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions	6	6	100.0
29. Meeting with United Nations partner organizations (International Civil Aviation Organization, World Food Programme and others), through the United Nations Aviation Technical Advisory Group, to ensure development of an effective and efficient United Nations aviation regulatory framework through collaborative discussion and dialogue	1	1	100.0
Technical cooperation			
30. Predeployment/assessment visits to troop- and police-contributing countries to assess logistics capabilities and advise Member States on major equipment and self-sustainment shortfalls	10	4	40
31. Consultations with troop- and police-contributing countries to support negotiation of memorandums of understanding or address shortfalls	3	18	600.0
32. Briefings to troop- and police-contributing countries on predeployment medical requirements for contingents	15	N/A	0.0
Enabling and outreach services			
33. Quarterly supply chain performance reports on end-to-end supply chain effectiveness and efficiency	4	4	100.0
34. Development and implementation of a single performance management framework for supply chain management to measure the effectiveness and efficiency of all stakeholders in order to facilitate informed decision-making by senior management	1	1	100.0
35. Updating and promulgation of the supply chain management blueprint to provide guidance to field missions on developing business processes, standard operating procedures and business rules, in line with the end-to-end supply chain management approach	1	0	0.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
36. Compilation of yearly Secretariat-wide procurement statistics to provide data to a broad group of stakeholders	1	1	100.0
37. Publication of upcoming Secretariat procurement opportunities (expressions of interest) on the Division website	1 000	902	90.2
38. Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations	24	26	108.3
Procurement			
39. Staff trained in courses on supply and value chain management and contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses	36	66	183.3
40. Issuance of purchase orders in support of peacekeeping operations	1 100	938	85.3
41. Staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars	30	231	770.0
42. Issuance of systems and regular contracts, including amendments in support of peacekeeping operations	500	517	103.4
43. Staff at Headquarters and in field operations trained in procurement courses offered on the online procurement training campus	100	209	209.0
44. New international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment, vehicles and material-handling equipment, fuel, rations, general supplies, medical and security equipment and services, and information technology and communications requirements	65	69	106.2
45. New international tenders launched in support of peacekeeping missions in relation to passenger and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services	170	144	84.7
46. Site visits, bidders' conferences and contract negotiations prior to contract award for the tenders launched, participation in 5 trade and industry fairs	22	49	222.7
47. Review of 150 local procurement authority requests	150	84	56.0
48. Technical review of and administrative support for established high-value and complex systems contracts in the major commodity groups of vehicles, fuel, rations, engineering, long-term freight-forwarding, long-term air charter, supplies, logistics and ICT (number of contracts)	280	271	96.8
49. 150 market surveys, assistance on commercial negotiations and review of 120 letters of assist for the redeployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions	270	327	121.1
50. Due diligence investigations of requests for sole-source procurement based on the proprietary nature of goods and services to ensure internal control, including performance of market research related to the ICT requirements of missions (number of cases)	15	17	113.3
51. Handling of cargo insurance requests and claims, shipping authorizations and import customs clearances	50	30	60.0
PTSD			
52. Assessment and processing of compensation of PTSD claims for peacekeeping military personnel	500	375	75.0

Key performance results

61. The reporting period has been a test of resilience for supply chain management with respect to providing timely support to client entities in response to the COVID-19 pandemic. Specifically, OSCM guided missions on the early ordering of goods and services and the replenishment of stocks to mitigate the potential impacts of airspace and border closures. Medical supplies and equipment were sourced and delivered. The Office was able to provide agile, cost-efficient and accountable support to most of its mandated areas and achieved additional results owing to increased requirements of the clients in such areas as staff training (outputs 39, 41 and 43), issuance of contracts, business seminars (output 46), an increased number of letters of assist (output 4), amendments to MOUs (output 8), inputs to statement of unit requirements (output 13) and consultations with Member States and troop- and police-contributing countries (outputs 23 and 31).

62. The Office also faced some challenges in achieving its intended goals in certain areas. Outputs 5, 10, 47, 51 and 52 were lower owing to fewer than expected cases or requests, due in part to the pandemic. A total of 14 predeployment assessments were conducted, four of which were done through in-person visits (output 30). For indicators of achievement (iii) and (vii) and output 32, OSCM no longer undertakes those functions under the new delegation of authority. Outputs 20, 27 and 35 had to be postponed owing to reprioritization focused on COVID-19 response.

4. Division for Special Activities

63. The Division for Special Activities provides direct operational support in “special situations” and convenes operational support capacity from elsewhere within DOS or from the wider Secretariat. The Division led the planning activities for the closure of UNIOGBIS, the drawdown of UNAMID, the establishment of UNITAMS and the completion of post-liquidation administrative activities for closed entities. During the period, the Division also led a Secretariat-wide project to extend the United Nations operational support platform to the resident coordinator system through a global, regional and local support architecture. As part of the project, field operations in the Central African Republic, the Democratic Republic of the Congo, Mali, Somalia and Uganda extended operational support services to the office of the resident coordinator, in line with the integrated nature of the Deputy Special Representative of the Secretary-General/resident coordinator/humanitarian coordinator role and the comparative advantage of the mission. The standing surge capacity pilot project was finalized across operational support roles that are typically required in addressing special situations. The initiative entails the temporary deployment of existing expertise to provide for a more readily formed response and a genuine reprioritization of existing resources where it is most required. In response to the COVID-19 pandemic, in addition to co-chairing the field support coordination group with DPPA/DPO, the Division designated senior focal points from the DOS leadership team to engage directly with the missions in which the impact of COVID-19 was of highest concern.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) The Security Council is informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (number of instances)	Achieved. Inputs on the resources and field support implications were provided for the Security Council’s consideration of the special report of the Chairperson of the African Union Commission and the Secretary-General of the United Nations on the transition of UNAMID (S/2020/1115)	Target	1
		Estimate	N/A
		Actual	1

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) All new and expanded peacekeeping operations have mission support concepts (percentage)	No new and expanded peacekeeping operations required support during the period	Target	100
		Estimate	100
		Actual	N/A

(ii) Advance teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity (percentage)	Achieved. The UNITAMS start-up team was deployed rapidly and within 90 days	Target	100
		Estimate	100
		Actual	100
(iii) Inputs for budgeted costs for new, expanding or transitioning field operations are identified on a timely basis after the adoption of a related Security Council resolution (number of days)	No new and expanded peacekeeping operations required support. The Division provided relevant expertise upon request by field operations	Target	21
		Estimate	21
		Actual	N/A

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Client support and special situations			
1. Recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve target incumbency rates as specified in mission compacts	1	1	100.0
2. Field visits to missions to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management	2	2	100.0
3. Robust pool of surge capacity candidates for deployment within 7–14 days to support surge, transition and liquidation	1	1	100.0
4. Deployment of dedicated teams to support liquidation and drawdown planning (number of teams)	2	2	100.0
Operational planning			
5. Strategic assessments of mission requirements, set-up and resourcing (number of assessments)	4	4	100.0
6. Engagement with missions to support and guide effective drawdown and transition of peacekeeping operations (number of engagements, e.g., workshops, meetings, consultations)	3	3	100.0
7. Situational awareness and high-level planning reports on emerging requirements and operations (number of reports)	4	4	100.0
8. Mission support concepts developed and updated to reflect new or changing operational environments in programme delivery	3	2	66.7
Support partnerships			
9. Briefings/consultations with Member States, the African Union and AMISOM troop- and police-contributing countries on efforts to strengthen mission support partnerships at the strategic and operational levels, including UNSOS	5	6	120.0
10. Assessment of United Nations and African Union engagement in Somalia post-2021 (number of assessments)	1	1	100.0
11. New support partnership opportunities with regional and subregional organizations, Member States, specialized agencies, funds and programmes (number of arrangements initiated)	2	2	100.0
12. Management and strengthening of existing joint support arrangements with regional and subregional organizations, Member States, specialized agencies, funds and programmes (number of agreements)	3	3	100.0
13. Engagement with regional and subregional organizations, Member States and troop- and police-contributing countries to identify and support implementation mechanisms responsible for oversight and accountability as well as compliance related to human rights and international humanitarian law in field missions (number of major engagements such as conferences and high-level meetings)	5	5	100.0
14. Number of staff involved in the United Nations-African Union knowledge and expertise exchange programme	4	0	0.0
15. Field visit to consult on the United Nations-African Union knowledge and expertise exchange programme	1	1	100.0
Resource planning and analysis			
16. Coordination of guidance on major resourcing priorities for field missions (number of field entities)	14	14	100.0
17. Annual revisions to standard resourcing allocations and prices for implementation in field missions (number of guidance documents)	1	1	100.0
18. Administration of residual matters relating to field missions being liquidated (number of field missions)	1	2	200.0
19. Estimated impact of proposals to the Security Council which have significant financial and field support implications (number of proposals)	3	1	33.3

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
20. Preparation of initial resource plans for implementation of new or expanding field operations mandated by the Security Council (number of missions)	1	1	100.0
21. Support to field financial and budgetary functions for new or restructured field operations (number of missions)	1	3	300.0

Key performance results

64. The Division for Special Activities continued to develop operational partnerships to enhance the Organization's response to crises and special situations. During the performance period, the Division facilitated the signing of two partnership agreements between the United Nations and regional organizations (European Union and International Renewable Energy Agency) while continuing to strengthen existing partnerships at the senior and working levels. Notably, successful cooperation continued with the African Union in various operational contexts, including participation in the United Nations-African Union Joint Task Force on Peace and Security, the fourth United Nations-African Union annual conference and continued African Union-United Nations engagement in Somalia. In its role of providing planning support and advisory guidance on special situations, the Division supported the drawdown of UNAMID, the strengthening of MINUSCA and the closure of UNIOGBIS. In order to provide the Organization with surge support for special situations, the Division finalized a pilot project across operational support roles for deployment in crisis.

65. With regard to output 8, the Division only supported two changes to mission support concepts (UNAMID and MINUSCA). However, it supported a third mission, the United Nations Assistance Mission in Afghanistan, by revisiting its mission support concept in response to a change in the mandate. For output 14, the United Nations-African Union staff exchange programme was postponed as a result of the COVID-19 travel restrictions. For output 19, the Division provided the financial implications for the Security Council resolution on the liquidation of UNAMID. The variances are due to no new peacekeeping operations being established during the period. For output 21, the Division supported three missions in their first budget proposal or restructured budget proposals.

5. Division of Administration, New York

66. The Division of Administration continued to provide efficient, cost-effective and high-quality services. All personnel under the support account budget at United Nations Headquarters were accommodated in standard office space and COVID-19 measures were successfully implemented in owned and leased premises to maintain safe working conditions. Record-keeping and archive services were provided to all missions, with a particular focus on the complex liquidation of UNAMID. The team on site was supported weekly and trained virtually to inventory and process the paper records eligible for shipment and transfer the digital records to Headquarters. The Division also continued to ensure the on-time processing of travel requests and travel documents and the delivery of mail-related services to peacekeeping missions. Owing to the ongoing COVID-19 pandemic, the demand for such services was reduced and priority was given to urgent mail, diplomatic pouches, passports and visas, including travel documents required under the medical evacuation programme, which greatly facilitated patient evacuations.

67. Work processes were simplified and improved to facilitate the electronic submission of travel-related documentation from the field during the pandemic and the transfer to Headquarters of inactive digital records. An OICT-managed repository was developed to support the migration of digital records from peacekeeping

operations, which simplified and improved access to digital information and allowed for the preservation of historical digital archives. In addition, a new file analysis and automated classification tool is being implemented to facilitate the appraisal of digital records and reduce storage requirements.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Peacekeeping-related records and archives are received, securely stored and preserved, and are accessible under rules to Member States to support decision-making (percentage)	Achieved. The Archives and Records Management Section managed existing and newly transferred digital and paper record holdings, including from UNAMID. United Nations Protection Force records were digitized and made available	Target	45
		Estimate	45
		Actual	47

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (percentage)	Achieved. 94 per cent of respondents gave positive feedback	Target	93
		Estimate	93
		Actual	94
(ii) Positive feedback on surveys of users of travel and transportation services (percentage)	92.4 per cent of respondents gave positive feedback. The slight decrease from the target may be due to travel difficulties during COVID-19	Target	95
		Estimate	90
		Actual	92.4
(iii) Percentage of peacekeeping operations employing standard policies, tools and technical standards for the management of paper and digital information and records	Achieved. The continued guidance and the e-learning module on information and records management had a positive impact on the adoption of standards	Target	75
		Estimate	80
		Actual	80
(iv) Standard office accommodations are provided for new and existing personnel funded from the support account at Headquarters (percentage)	Achieved. All personnel under the support account were provided office accommodations	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Administrative support services			
Mail operations services			
1. Servicing of postal mail (pieces)	100 485	73 691	73.3
2. Servicing of the pouch (pounds)	18 972	13 829	72.9
3. Servicing of pouch mail (valises)	123	19	15.4
Travel services			
4. Airline agreements negotiated or renegotiated to reduce costs to field missions	48	49	102.1
5. Travel authorizations processed	3 600	1 129	31.4
6. Entitlement calculations of lump-sum home leave travel requests for staff at Headquarters supporting field missions	300	117	39.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
7. Requests for visas processed	1 000	620	62.0
8. United Nations travel documents processed	2 900	552	19.0
9. Host country registrations processed	800	787	98.4
10. Videoconferences or other remote sessions with travel units of peacekeeping missions in relation to ongoing changes in the travel and shipment industries, and Umoja travel processes and issues	12	13	108.3
11. Annual conference for travel managers from peacekeeping missions to assist with travel policy interpretation and Umoja travel module topics	1	0	0.0
Facilities management			
12. Number of service requests for space and alterations in order to meet the changing needs of the Organization	60	14	23.3
Information, archives and records management			
Capacity-building and direct field support			
13. Development of guidance to peacekeeping operations on records and information management that is current, relevant and fit for purpose	3	4	133.3
14. Biennial information/records management workshop delivered for all peacekeeping operations information management focal points to improve mission capability to implement records management requirements	1	0	0.0
Provision of reference services			
15. Responses to research and access requests for peacekeeping records and archives are made within the target deadline (hours)	24	24	100.0
Management and preservation of digital peacekeeping operations information			
16. Digital records and archives of peacekeeping operations, including UNAMID and MONUSCO, transferred to the Archives and Records Management Section in 2020/21 for appraisal, maintenance and preservation (terabytes)	2	3.5	175.0
Management and preservation of paper peacekeeping records			
17. Maintenance and preservation of paper records and archives received from missions (boxes)	3 000	1 200	40.0

Key performance results

68. The Division of Administration continued to receive positive user feedback for the services it provided to peacekeeping support operations, with satisfaction ratings of over 90 per cent for travel and mail services. Capacity-building in archives and records management continued to improve with the availability of online training, sustained support to liquidating missions and the implementation of tools to facilitate the transfer and appraisal of digital records. The Division also ensured the safe transition from phase 0 to phases 1 and 2 of the physical reopening of the Headquarters campus and the continuity of all services, which facilitated the implementation of peacekeeping mandates.

69. The COVID-19 pandemic continued to affect operations, with significant reductions in outputs related to travel and mail services (outputs 1–3 and 5–8). While the volume of transactions decreased dramatically, their urgency and complexity increased significantly with the implementation of travel restrictions and the drastic reduction in global flight availability, business closures and reduced government services. The low occupancy of the Headquarters complex reduced the demand for facility management services, with efforts being focused on adapting the office space for the social distancing and evolving hygiene requirements recommended by local authorities and health experts (output 12). In the area of archives and records management, the Division received and processed more digital records than planned with the transfer of the inactive digital records of UNAMID; it also digitized and made available the records of the United Nations Protection Force (output 16). A

reduced volume of paper records was received given that UNAMID was able to ship only 1,200 boxes owing to COVID-19-related delays at customs (output 17). All planned in-person events were cancelled as a result of COVID-19 travel restrictions and virtual support was provided instead, to the extent possible (outputs 11 and 14).

D. Department of Management Strategy, Policy and Compliance

70. DMSPC provided leadership in developing management strategies, policies, programmes and practices aimed at facilitating the delivery of mandates across the Secretariat, including in peacekeeping missions. The Department provided policy guidance and backstopping services to field missions on matters relating to budget formulation, financial and human resources management, accountability and delegation of authority.

71. DMSPC continued to improve the system of delegation of authority, including through individual briefings of all incoming heads and deputy heads and guidance on sub-delegation. In addition, through its monitoring and reporting on the key performance indicators, the Department continued to provide input to the dashboard and reports under the United Nations business intelligence initiative. The Department provided policy support in conjunction with the operational support provided by DOS, thereby enabling a continuously and efficiently adaptive Secretariat response to the COVID-19 crisis. DMSPC and DOS also developed a new danger pay solution, which was rolled out in August 2021. In addition, the Department collaborated with DPO, DOS and Member States in updating the integrated peacekeeping performance and accountability framework.

72. DMSPC continued to work on the pursuit of gender parity and geographical diversity in peacekeeping, as well as on the accountability of all peacekeepers, including civilian, military and police personnel, for conduct and discipline. The Department continued to facilitate compacts between the Secretary-General and the heads of peacekeeping missions, with strengthened language in the area of leadership accountability on conduct and discipline, including sexual exploitation and abuse. In addition, a single, global, end-to-end Case Management Tracking System was established in 2021 for the entire Secretariat.

73. DMSPC provided guidance and tools on business continuity to DPO and the peacekeeping missions and led a community of practice relating to organizational resilience and business continuity through which peacekeeping missions shared experiences and best practices during the COVID-19 pandemic. The Umoja transportation management functionality was used to manage and track the Organization's COVID-19 vaccine shipments around the globe. DMSPC also launched new online courses on enterprise risk management to peacekeeping missions, which resulted in up-to-date risk registers in many missions.

1. Office of the Under-Secretary-General

74. The Office of the Under-Secretary-General continued to support the Under-Secretary-General's role as co-chair of the Action for Peacekeeping task force, which she chaired together with the Under-Secretaries-General for Peace Operations and for Operational Support.

75. The secretariat of the Fifth Committee provided substantive and technical services in support of the Committee's work. Owing to the COVID-19 pandemic, the Committee continued to operate under ad hoc alternate working methods to ensure business continuity. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board continued to facilitate the timely review of proposed procurement actions and disposal of assets in support of peacekeeping

missions. The travel restrictions resulting from the COVID-19 pandemic affected the secretariat's ability to conduct capacity development activities as planned. While the new online setting did not prove to be as effective as the in-classroom setting, it still allowed the secretariat to provide new members of local committees on contracts and property survey boards with the essential information required to commence their duties. The Management Evaluation Unit provided reasoned decisions on 293 requests for management evaluation from staff members serving in peacekeeping missions and continued its outreach efforts.

76. Following the successful conclusion of the Umoja Extension 2 scope, several continuous improvements were delivered to further enhance the solution functionalities. They include capabilities to manage intra-mission movements of troops and contingent-owned equipment, sea and air rotations of contingent-owned equipment and automated forms to meet requirements relating to requests for offer in support of the global freight forwarding agreements. Gross demand functionality was delivered in September 2020. Net demand and source planning functionality, which follows gross demand planning, was delivered by the end of 2020, thereby concluding the Umoja Extension 2 scope.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) All planned briefings on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries are delivered (percentage)	Achieved. 100 per cent of planned briefings were delivered	Target	100
		Estimate	100
		Actual	100
(ii) Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (percentage)	97.7 per cent of the respondents to a survey conducted during the seventy-fifth session of the General Assembly indicated "satisfied" or higher	Target	100
		Estimate	100
		Actual	97.7

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Average processing time for Headquarters Committee on Contracts minutes (business days)	Achieved. Actual processing time for the Headquarters Committee on Contracts minutes was 2.8 business days	Target	7
		Estimate	6
		Actual	2.8
(ii) Percentage of members of local committees on contracts who have completed the relevant mandatory basic training	Achieved. 92.2 per cent of the local committees on contracts members completed the mandatory training	Target	90
		Estimate	92
		Actual	92.2
(iii) Review of and response to all management evaluation requests filed by peacekeeping staff members within 45 days (percentage)	Some responses were delayed owing to the volume and complexities of cases, most of which required extensive consultation with parties	Target	100
		Estimate	80
		Actual	82
(iv) Umoja Extension 2 strategic planning, budgeting and performance management enhancements, including performance monitoring, available to all peacekeeping missions (percentage)	Achieved. Enhancements, including the integrated performance, management and reporting modules, were deployed in December 2020	Target	100
		Estimate	100
		Actual	100

(v) Umoja Extension 2 uniformed capabilities management enhancements, including troop strength reporting and payment functionality, and approved recommendations of 2020 Working Group on Reimbursement of Contingent-Owned Equipment available to all peacekeeping missions (percentage)	Achieved. Troop and formed police strength reporting and cost reimbursement functionality were delivered by the end of 2020	Target	100
		Estimate	100
		Actual	100
(vi) Supply chain planning functionality of phase 3 of Umoja Extension 2 supply chain management available to all peacekeeping missions (percentage)	Achieved. The supply chain planning tool was delivered by the end of 2020	Target	100
		Estimate	100
		Actual	100
(vii) Second release of implementing partner management functionality available to all relevant peacekeeping missions (percentage)	Achieved. The implementing partner management functionality was deployed and available to all relevant peacekeeping missions at the end of 2020	Target	100
		Estimate	100
		Actual	100
(viii) Number of improvements delivered for Umoja Foundation and Umoja Extension 1 business processes	Achieved. Continuous improvements to Umoja Foundation and Umoja Extension 1 were ongoing throughout the period	Target	6
		Estimate	6
		Actual	6

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
<i>Fifth Committee</i>			
Substantive servicing of meetings			
1. Formal meetings and informal consultations of the Fifth Committee of the General Assembly, as required	110	97	88.2
2. Advice to the Chair and bureau of the Fifth Committee and to Member States	1	1	100.0
3. Preparation of draft resolutions of the Committee for adoption by the Committee, as required	30	29	96.7
4. Preparation of reports of the Committee for adoption by the General Assembly, as required	30	26	86.7
5. Procedural notes for the Chair, as required	25	8	32.0
6. Notes on the programme of work, as required	1	1	100.0
7. Notes on the status of documentation, as required	1	1	100.0
Administrative support services			
Overall management			
8. Consultations with heads of mission on management strategies, policies and compliance	30	25	83.3
9. Consultations with directors and chiefs of mission support on management strategies, policies and compliance	20	15	75.0
10. Field visits to provide assistance to mission leadership on management strategy, policy and compliance matters related to mandate implementation and programme delivery	7	0	0.0
11. Provision of reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations	350	293	83.7
12. Provision of reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation of service of peacekeeping staff members	30	32	106.7
13. Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned	1	1	100.0
Other services			
14. Headquarters Committee on Contracts meetings	90	91	101.1

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
15. Headquarters Property Survey Board meetings	20	31	155.0
16. Review of procurement actions	500	395	79.0
17. Review of disposal actions	125	76	60.8
18. Field assistance mission to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	1	0	0.0
19. Training courses on committees on contracts and property survey boards in support of peacekeeping missions	13	16	123.1
20. Additional staff enrolled for the online training resources on the committees on contracts and property survey boards	85	0	0.0
21. Review of procurement challenges by independent high-level experts	3	3	100.0
Other substantive activities			
Technical material			
22. Maintenance and updating of the web pages of the Fifth Committee relating to peacekeeping matters	1	1	100.0

Key performance results

77. Field visits to provide assistance to mission leadership on management strategy, policy and compliance matters were postponed owing to the COVID-19 pandemic and related travel restrictions (output 10). Nevertheless, the secretariat of the Fifth Committee continued to provide technical and substantive support to meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, and prepared for adoption by the General Assembly a total of 29 draft resolutions and 26 Fifth Committee reports on peacekeeping-related matters. The number of in-person formal meetings and thus the number of procedural notes for the Chair was lower than planned owing to the continued mitigation measures, including the use of online meeting modalities, to limit the spread of COVID-19 (output 5). Two websites were maintained and updated on an ongoing basis, including weekly and daily updates during sessions and the organization, presentation and maintenance of 14,569 pages of supplementary information on peacekeeping-related issues on the Fifth Committee Place in e-deleGATE. The client satisfaction survey indicated a satisfaction rate of 97.7 per cent.

78. The Management Evaluation Unit provided reasoned decisions in respect of 293 cases, resolving 25 per cent of all cases informally, and the number of cases that went on to litigation remained low, at 18 per cent. The Unit imparted lessons learned from the internal system of justice by participating in nine briefings for staff and managers in field missions, with a view to improving decision-making and raising staff awareness of the internal system.

79. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board continued to facilitate the timely review of proposed procurement actions and disposal of assets. The outputs for reviews were lower based on actual requests (outputs 16 and 17). The travel restrictions resulting from the COVID-19 pandemic had a direct impact on capacity development activities. The secretariat conducted abbreviated basic training on local committees on contracts and local property survey boards that focused on essential elements, transitioning from the regular in-classroom three-day format to an instructor-led online setting over five half-day sessions, which allowed it to exceed the target of 13 training sessions. At the same time, owing to their nature, the advanced training and the field assistance missions could not be conducted remotely (output 18). In addition, the secretariat continued to provide distance learning for minute-writing, as it had proved to be an effective mode of delivery for that type of training.

2. Office of Programme Planning, Finance and Budget

80. During the period, the Office of Programme Planning, Finance and Budget enhanced and updated the set of harmonized standard accounting procedures for volumes I and II financial statements. In its capacity as the secretariat of the Committee on Contributions, the Office provided support to the Committee for its eighty-first session, which was held both online and in person. In addition, the Umoja contributions web portal was launched to users and Member States.

81. The Office continued to provide guidance on policies and procedures related to treasury and banking operations to peacekeeping missions. To streamline operations and reduce the number of bank accounts in peacekeeping missions, the Office also continued the initiative of consolidating and integrating bank accounts. In addition, it coordinated and implemented advanced pay dates in response to the COVID-19 pandemic while maintaining close to 100 per cent accuracy in the timely processing of regular and off-cycle payroll, as well as vendor and travel payments.

82. To strengthen budget management, the Office worked closely with field operations, including UNSOS, UNLB and RSCE, as well as headquarters offices, in monitoring approved resource utilization. To help missions to deliver on their mandates, attention was given to identifying and discussing with mission leadership the major priorities and the associated resource requirements. In addition, a new budget information portal was rolled out as a pilot in September 2020 to provide information related to monthly expenditure and detailed information on travel expenditure and travel plans, vacancy rates, vacant posts, gender statistics and special post allowance assignments to the legislative bodies.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Positive audit opinion of Board of Auditors on peacekeeping financial statements	Achieved. A positive audit opinion on the peacekeeping financial statements was received	Target	Positive
		Estimate	Positive
		Actual	Positive
(ii) Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (number of months)	Achieved. The target of 3 months for the release of the financial statements to the Board of Auditors was met	Target	3
		Estimate	3
		Actual	3
(iii) Monthly status of contributions available online by the end of the following month (number of months)	Achieved. Monthly statements were prepared and made available online	Target	1
		Estimate	1
		Actual	1
(iv) 100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Out of 42 reports, 36 were submitted on time. The budget report of RSCE was delayed owing to late submission to the Field Operations Finance Division. The MINURSO performance report and the UNMIK budget and performance reports were delayed because of temporary capacity gaps. The UNAMID revised budget report and performance report were delayed owing to late submission and priority being given to the liquidation of the mission	Target	100
		Estimate	100
		Actual	86

(v) No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Achieved. No negative comments were made on the format and presentation	Target	0
		Estimate	0
		Actual	0
(vi) Provision of responses to requests for supplementary information from the Fifth Committee and ACABQ no later than 5 working days after their receipt	Achieved. Written responses were provided, on average, no later than 5 working days after the receipt of the request. Exceptions included detailed requests requiring preparation of analyses by multiple field missions and collation and verification of results by the Field Operations Finance Division	Target	5
		Estimate	5
		Actual	5
(vii) Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (percentage)	Achieved. The Security Council was informed of the resources and field support implications	Target	100
		Estimate	100
		Actual	100
(viii) Improved performance index for property management for all peacekeeping missions, based on scores for 20 key performance indicators (performance index for property management)	The performance index improved from 1,563 to 1,566 points. The results were impacted by the COVID-19 pandemic as well as the drawdown and liquidation activities in UNAMID, which affected the key performance indicators related to disposal activities	Target	1 800
		Estimate	1 800
		Actual	1 566

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Banking operations set up within 3 months of the establishment of new peacekeeping operations (number of months)	No new banking operations needed to be set up during the period	Target	3
		Estimate	3
		Actual	N/A
(ii) Resource requirements for new, expanding or transitioning field operations in response to Security Council mandates planned no later than 21 working days after the receipt of the request	Achieved. Requests for additional resources for MINUSCA were submitted in 21 working days	Target	21
		Estimate	21
		Actual	21

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) All standard operating procedures and accounting manual are developed to support IPSAS accounting and reporting (percentage)	Achieved. All standard operating procedures and manuals were developed	Target	100
		Estimate	100
		Actual	100
(ii) Number of days to respond to the field queries on matters including financial policy, cost recovery and master data	Achieved. All queries were responded to within 7 days	Target	7
		Estimate	7
		Actual	7
(iii) Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Achieved. The rate of return was 0.56 per cent	Target	0.50
		Estimate	0.25
		Actual	0.56
(iv) 100 per cent of disbursements requested for peacekeeping accounts processed within two business days (percentage)	Achieved. Disbursements were processed on time	Target	100
		Estimate	100
		Actual	100

(v) All eligible international staff members who choose to enrol and all national staff members are provided with health insurance coverage for themselves and their dependants; life insurance coverage is also provided on an optional basis to all eligible staff (percentage)	Achieved. Health and life insurance coverage was provided to all eligible staff members and dependants who requested to be enrolled	Target	100
		Estimate	100
		Actual	100
(vi) Advice on insurance terms for peacekeeping contracts referred to the Financial Risk Management Service are provided within 30 working days of the receipt of the request (percentage)	Achieved. All insurance contracts were reviewed, and guidance and advice were provided within 30 days	Target	100
		Estimate	100
		Actual	100
(vii) Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims (percentage)	Achieved. All complete commercial insurance claims were reviewed by the Insurance and Disbursement Service. All complete claims were reviewed by the Advisory Board on Compensation Claims at the subsequent monthly meeting of the Board	Target	100
		Estimate	100
		Actual	100
(viii) Implementation of internal control framework in compliance with Committee of Sponsoring Organizations of the Treadway Commission principles (number of missions)	Achieved. The first statement of internal control was issued in May 2021 to 14 peacekeeping entities	Target	14
		Estimate	14
		Actual	14
(ix) Guidance on the proper application of the Financial Regulations and Rules, policies and procedures are provided within 10 working days of the receipt of the request (percentage)	Achieved. Guidance was provided within 10 working days of receipt of the query	Target	100
		Estimate	100
		Actual	100
(x) 90 per cent of requests for business partners and indexes processed in less than 3 working days, if the request is complete and consistent with established guidelines and controls (percentage)	Achieved. 90 per cent of work orders (requests) were completed in less than 3 business days	Target	90
		Estimate	90
		Actual	90
(xi) 90 per cent of requests for user access provisioning reviewed in less than 3 working days, if the request is complete and consistent with established guidelines and controls (percentage)	Achieved. 90 per cent of requests for user access provisioning were completed in less than 3 business days	Target	90
		Estimate	90
		Actual	90
(xii) Liabilities for troops and formed police units do not exceed 3 months (number of months)	As at 30 June 2021, owing to liquidity constraints, the liabilities due to troops and formed police units were more than 3 months for UNAMID and 3 months for the remaining 10 active field missions with military and police personnel components	Target	3
		Estimate	3
		Actual	3.5
(xiii) 90 per cent of respondents to client surveys express satisfaction with the services received (percentage of respondents expressing satisfaction)	Achieved. All respondents to the annual client survey expressed satisfaction with the services rendered	Target	90
		Estimate	90
		Actual	100
(xiv) Implementation of the updated fixed asset management framework in peacekeeping operations, through the provision of policies, guidance, training and certification programmes on the management of property (percentage)	Achieved. The fixed asset management framework continued to be updated on a regular basis. The training and certification programme was available online	Target	100
		Estimate	100
		Actual	100
(xv) Property management aspect of the financial statements is in compliance with IPSAS	Achieved. Weekly situation reports measuring the progress in achieving the key performance indicators for year-end closure were provided. Furthermore, supplemental instructions to guide missions in the preparation of IPSAS-compliant reports were issued	Target	Yes
		Estimate	Yes
		Actual	Yes

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
<i>Fifth Committee</i>			
Substantive servicing of meetings			
1. Formal meetings of the Committee	10	3	30.0
2. Informal consultations of the Committee	50	43	86.0
<i>Advisory Committee on Administrative and Budgetary Questions</i>			
Substantive servicing of meetings			
3. Hearings of ACABQ	30	20	66.7
Parliamentary documentation			
Reports of the Secretary-General			
4. Financial statements for the year ended 30 June 2021 and financial report on United Nations peacekeeping operations for the period from 1 July 2020 to 30 June 2021	1	1	100.0
5. Budget for United Nations peacekeeping operations for the period from 1 July 2021 to 30 June 2022	11	12	109.1
6. Budget performance of United Nations peacekeeping operations for the period from 1 July 2019 to 30 June 2020	13	13	100.0
7. Updated financial position of closed peacekeeping missions as at 30 June 2020	1	1	100.0
8. Final performance report of peacekeeping missions (MINUSTAH and UNMIL)	2	2	100.0
9. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations (overview, support account, UNLB and RSCE)	7	7	100.0
Notes by the Secretary-General			
10. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations	4	4	100.0
Other services			
11. Supplementary financial information for ACABQ and the Fifth Committee for 10 active peacekeeping operations and UNSOS, MINUJUSTH and UNAMID, UNLB, RSCE and the support account, as well as final performance report for MINUSTAH and UNMIL	18	18	100.0
12. Discussions with Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions	20	20	100.0
13. Review and coordination of responses to follow-up questions from legislative bodies on 10 active peacekeeping operations and UNSOS, MINUJUSTH, MINUSTAH, UNAMID, UNMIL, UNLB, RSCE, the support account and cross-cutting issues	2 000	2 787	139.4
14. Statements to the Security Council and other reports on activities other than peacekeeping operations authorized by the Security Council in its resolutions	5	5	100.0
Administrative support services (other assessed resources)			
Financial management			
15. Percentage of cost plans reviewed within the target timeline (7 business days)	100	100	100.0
Financial services relating to peacekeeping activities			
16. Issuance of funding authorizations and staffing table authorizations for peacekeeping operations, UNSOS, UNLB, RSCE, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis	400	209	52.3
17. Weekly monitoring of cash position for special accounts of peacekeeping operations and utilization of Peacekeeping Reserve Fund	52	52	100.0
18. Provision of policy guidance to 10 active peacekeeping operations and UNSOS, MINUJUSTH, UNAMID, UNLB, RSCE and 14 Headquarters departments and offices on formulation of budget proposals and performance reports, including on Financial Regulations and Rules, policies and procedures, results-based budgeting and recommendations of legislative bodies	29	29	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
19. Visits to peacekeeping operations, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues	10	3	30.0
20. Organization and conduct of videoconferences with peacekeeping operations and UNSOS, UNLB and RSCE, and in-person meetings with Headquarters departments and offices, as and when required, preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives	14	14	100.0
21. Establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis	1	1	100.0
22. Financial oversight of liquidating peace operations	1	1	100.0
23. Formulation of resource requirements to support assessment and planning for new, expanding, transitioning and liquidating peace operations in response to Security Council mandates	1	1	100.0
24. Formulation of resource requirements resulting from new initiatives, unforeseen circumstances and changed environments	1	1	100.0
25. Training of peacekeeping budget and finance personnel on new and existing field financial systems and business processes	1	1	100.0
26. Expert advice on approaches and methodologies for budgeting and measuring the costs of providing services to internal and external users	1	1	100.0
27. Guidance on enhanced recording, analysis and reporting of the costs of activities for service providers and service recipients	1	1	100.0
28. Roll-out of self-assessment checklists and risk control matrices for all peacekeeping operations (11 active peacekeeping operations, UNSOS and UNOAU)	13	13	100.0
29. Training and policy guidance on improved internal controls	1	1	100.0
30. Provision of policy guidance to 11 active peacekeeping operations and UNSOS, UNOAU, UNLB, RSCE and 14 Headquarters departments and offices on the application of the Financial Regulations and Rules, policies and procedures	1	1	100.0
31. Monthly issuance of internal control accounting dashboards corresponding to 11 active peacekeeping operations and UNSOS, UNOAU, UNLB and RSCE	15	15	100.0
32. Timely reporting on cases of fraud and presumptive fraud to the Board of Auditors for peacekeeping-related entities	15	15	100.0
33. Updating and maintenance of the Policy Portal as it pertains to the financial regulatory framework, including the Financial Regulations and Rules, administrative issuances, policy documents and guidance regarding finance and procurement for peacekeeping-related entities	1	1	100.0
34. Expert advice and support on Umoja financial policy and procedures for peacekeeping-related entities	15	15	100.0
35. Umoja master data governance related to finance for 15 peacekeeping-related entities	15	15	100.0
36. Updating of finance-related master data (number of work orders for coding block and for service delivery) for 15 peacekeeping-related entities	15	15	100.0
37. Review of user access provisioning for Umoja finance roles for peacekeeping-related entities	15	15	100.0
38. Updating and maintenance of SWIFT in accordance with international requirements for peacekeeping-related entities	15	15	100.0
Overall management			
39. Provision of guidance on sustaining IPSAS compliance in missions	15	15	100.0
40. Investment settlements	600	748	124.7
41. Timely issuance of assessment letters and comprehensive reminders to Member States regarding unpaid assessments	4 975	5 173	104.0
42. Processing of receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	3 700	3 740	101.1
Global asset management			
43. Publication of the Property Management Manual	1	1	100.0
44. Oversight of the training and certification of staff with responsibilities related to property management	1	1	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
45. Strategic guidance on property management performance monitoring and reporting	1	1	100.0
46. Property management performance reports	4	4	100.0
47. Supplemental instructions for the preparation of IPSAS financial reports on property, plant and equipment and inventory	1	1	100.0
48. Review of financial data for compliance with IPSAS and property management framework through establishment of property management situation room	1	1	100.0
49. Umoja master data governance related to the classification of property	1	1	100.0
Oversight of capital construction projects			
50. Oversight and technical guidance for the implementation of major capital projects	1	1	100.0
51. Oversight and technical guidance for the implementation of ongoing capital maintenance and alterations and improvements projects	1	1	100.0
52. Reviews of technical and administrative submissions related to the development and implementation of construction projects	1	1	100.0
53. Formal meetings of the Inter-Agency Network of Facilities Managers and offices away from Headquarters on facilities management policy matters	2	0	0.0

Key performance results

83. The Finance Division continued to provide guidance to the field on delegation of authority and the statement of internal control and to support Umoja user access provisioning in the finance area. Regarding the implementation of the statement of internal control, the Division ensured the issuance of the first statement for all operations of the Secretariat in June 2021. Despite the COVID-19 pandemic, it continued to ensure timely issuance of assessments and to provide timely and comprehensive information on the status of assessed contributions to Member States and all relevant stakeholders. In addition, the Division implemented advanced pay dates in response to the COVID-19 pandemic while maintaining close to 100 per cent accuracy in the timely processing of regular and off-cycle payroll, and vendor and travel payments. Furthermore, the Division organized 11 virtual information sessions on insurance coverage for staff and retirees and nine sessions for insurance focal points, attracting more than 4,000 participants. It also launched a new website in May 2021 offering comprehensive health and life insurance information to all plan participants.

84. The Field Operations Finance Division continued to deliver its mandate through the preparation of budget and budget performance reports for field operations and by providing accurate and timely data and analysis to legislative bodies to support their decision-making, with the number of responses provided being higher than planned by close to 40 per cent. Compliance with document submission deadlines improved from 68 per cent to 86 per cent. The Division supported the liquidation of UNAMID through the provision of expert advice on budgetary and property management and matters. In addition, it prepared the request for the additional resources required following the adoption of a Security Council resolution on MINUSCA. The improved client satisfaction rate of 100 per cent compared with 77 per cent in the previous year is a reflection of the Division's increased efforts to conduct videoconferences and meetings to support the collaboration among all Headquarters departments and missions during the budget preparation period. A budget information portal for Member States was developed in collaboration with the Controller's Office. Owing to the COVID-19 travel restrictions, only three on-site assistance visits were conducted (output 19); however, the Division continued online consultations to cover the gap.

3. Office of Human Resources

85. The Office of Human Resources continued to take an active part in the Working Group for the Review of Conditions of Life and Work in Field Duty Stations, including with respect to coordination and harmonization among the organizations on hardship classification, rest and recuperation, danger pay, security evacuation, and non-family designation issues, as well as the preparation of guidance on rest and recuperation travel and danger pay during the pandemic. The Office continued to advance administrative issuances for field missions, including on downsizing, performance management, danger pay, mission subsistence allowance, staff selection, temporary special measures for the achievement of gender parity and the United Nations flag code. It continued to work with the local salary survey committees in the peacekeeping missions on completing comprehensive and interim salary surveys and initiated online training courses for the salary survey process. For International Women's Day in 2021, the Office led social media campaigns to highlight women in peacekeeping and encourage women to apply for specific vacancies.

86. To ensure that Member States have full visibility of workforce data on peace operations, two reports containing insights on staff and non-staff information were released on the online Member States portal. For the first time, the report on the composition of the Secretariat contained an in-depth analysis revealing trends that affect the diversity of the workforce in peacekeeping operations. Furthermore, a methodology for assessing the demand and supply in respect of language skills was developed and piloted in the context of peacekeeping operations.

87. To strengthen the conduct of peacekeeping personnel within the scope of the Action for Peacekeeping initiative, a high-level meeting on strengthening the conduct of personnel was held, highlighting best practices of troop- and police-contributing Member States, the need for timely investigations, the need to ensure that sanctions are commensurate with the gravity of misconduct, and support for victims and children born of sexual exploitation and abuse. The website on conduct in missions continues to provide information on the number and nature of allegations received in individual peacekeeping missions, including details on follow-up and status for each allegation involving sexual exploitation and abuse. In addition, outreach and awareness-raising with Member States on measures and activities to prevent and address sexual exploitation and abuse continued, including with respect to increasing contributions and the use of the trust fund in support of victims of sexual exploitation and abuse. Dedicated meetings with conduct and discipline teams in peace operations were held on a regular basis to ensure support and continuity of mandate implementation during COVID-19.

88. The Office represented the Secretary-General before the United Nations Dispute Tribunal in 159 cases brought by peacekeeping staff and handled 161 matters referred for disciplinary action concerning peacekeeping staff. It continued to input data for the Secretariat in the ClearCheck database on sexual exploitation and abuse and sexual harassment and managed the related access and training.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Percentage of availability of online reports for Member States on human resources information for field operations	Achieved. The system providing the online reports was available for Member States	Target	100
		Estimate	100
		Actual	100
(ii) All reports of the Secretary-General to the Security Council on peacekeeping operations address conduct and discipline, as appropriate (percentage)	Achieved. A section on the conduct of peacekeeping personnel was included in the reports of the Secretary-General on peacekeeping missions	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Conditions of service are regularly addressed to support staff serving in peacekeeping missions (number of meetings)	Achieved. The higher-than-usual numbers resulted from the ad hoc meetings that took place owing to COVID-19 and the situation in Beirut	Target	4
		Estimate	4
		Actual	21
(ii) Development and promulgation of administrative issuances on policy framework and conditions of service of field staff (number of Secretary-General's bulletins, administrative instructions and information circulars issued)	55 per cent of the review of the administrative issuances was completed and 18 of the 29 issuances promulgated were field-related	Target	25
		Estimate	21
		Actual	18
(iii) All critical incidents reviewed within 7 days (percentage)	First actions for critical incidents were taken within 7 days of the referral date in 86 per cent of all cases	Target	100
		Estimate	100
		Actual	86
(iv) Timely processing of appeals and disciplinary cases within statutory time limits (percentage)	Achieved. The Office represented the Secretary-General before the United Nations Dispute Tribunal and responded in a timely manner to all cases brought by peacekeeping staff. Actions on all disciplinary cases were taken within 3 months of the referral date	Target	100
		Estimate	100
		Actual	100
(v) All allegations of serious misconduct reported to peacekeeping operations are entered in the misconduct tracking system and reviewed within 7 days of receipt (percentage)	88 per cent of allegations were entered and reviewed within 7 days	Target	100
		Estimate	100
		Actual	88

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
Substantive servicing of and representation at meetings			
1. Advisory Committee on Administrative and Budgetary Questions	9	11	122.2
2. Special Committee on Peacekeeping Operations	2	2	100.0
3. Fourth Committee	2	2	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
4. Fifth Committee	18	30	166.7
5. Sixth Committee	3	5	166.7
6. Committee for Programme and Coordination	1	2	200.0
7. International Civil Service Commission	29	31	106.9
8. Advisory Committee on Post Adjustment Questions	6	10	166.7
Parliamentary documentation			
Reports of the Secretary-General			
9. Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations	1	1	100.0
10. Biannual report on gratis personnel, retirees and consultants	1	1	100.0
11. Amendments to the Staff Regulations and Rules of the United Nations	1	3	300.0
12. Overview report on human resources	1	1	100.0
13. Practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour	1	1	100.0
Human resources management services			
Administrative Law Division			
14. Legal management of appeals cases, including representing the Secretary-General in written and oral proceedings before the United Nations Dispute Tribunal (New York, Geneva and Nairobi) in cases brought by peacekeeping staff	192	159	82.8
15. Legal management of disciplinary matters referred for action to OHR by field missions, which involves, among other things, making recommendations, providing legal advice and liaising with investigative entities such as OIOS, special investigation units, ad hoc panels, local human resources offices and the Office of Legal Affairs	135	161	119.3
16. Provision of legal advice on disciplinary matters concerning staff in field missions, complaints filed under ST/SGB/2019/8 and recommendations of the Ethics Office on protection against retaliation	240	344	143.3
17. Provision of advice on management of critical incident matters	20	57	285.0
18. Development and updating of procedures for response to critical incidents	5	14	280.0
19. Investigation reports substantiating allegations of misconduct and related matters reviewed and referred for appropriate accountability measures by the United Nations or Member States	105	82	78.1
20. Category I allegations of misconduct recorded and tracked in misconduct tracking system	250	293	117.2
21. Category II allegations of misconduct recorded and tracked in misconduct tracking system	550	217	39.5
22. Verification and clearance of a monthly average of 7,000 staff members, United Nations Volunteers, individual contractors, individually deployed police officers or military observers or other government-provided personnel and members of military or police contingents before the issuance of an appointment or deployment	84 000	80 695	96.1
23. Field visits to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other misconduct	3	0	0.0
Global Strategy and Policy Division			
24. Development of a streamlined, simplified and modernized human resources policy framework applicable to the field to expedite rapid deployment in emergencies and surge operations	1	0.55	55.0
25. Development of capacity-building tools to strengthen knowledge and awareness of the human resources policy framework for staff in the field (including through the creation of knowledge-exchange mechanisms for human resources professionals worldwide on best practices, etc.)	1	1	100.0
26. Provision of authoritative policy interpretation and advice on field-related matters	250	340	136.0
27. Continuous dialogue with staff unions representing field staff (United Nations Field Staff Union and United Nations Staff Union)	20	44	220.0
28. Comprehensive and interim salary surveys and reviews of special measures pertaining to salaries for peacekeeping missions in consultation with local salary survey committees	16	9	56.3

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
29. Development of United Nations standards and systems to ensure equitable access to high-quality psychological support	1	1	100.0
30. Leadership of the implementation of the United Nations System Mental Health and Well-being Strategy	1	1	100.0
31. Servicing of meetings of the Joint Negotiation Committee for the Field and the Staff-Management Committee	3	3	100.0
32. Online and ad hoc human resources reports for Member States on human resources information for field operations, including support for users in permanent missions (number of Member States)	193	193	100.0
33. Development of strategic workforce planning, including field operations	1	1	100.0
34. Development of a mobility framework for the Secretariat that meets the needs of the Organization, including those of field operations	1	1	100.0
35. Engagement with Member States and outreach missions to raise awareness and identify candidates for field operations and Headquarters support for peacekeeping operations, taking gender targets into consideration	2	17	850.0
36. Design, testing, implementation and communication of changes to the Inspira talent management system to align it with needs of peacekeeping operations	2	3	150.0
37. Development, implementation and evaluation of programmes emanating from the system-wide strategy on gender parity, addressing gender parity in the field specifically	4	5	125.0
38. Development of guidance on disability inclusion, and awareness-building activities across the Organization on disability inclusion with a global reach, coordinated with field-based efforts	3	3	100.0
39. Development and operationalization of programmes supporting an inclusive, enabling and safe work environment, including prevention of and response to sexual harassment	3	8	266.7
Other services			
International cooperation and inter-agency coordination and liaison			
40. Servicing of meetings of the CEB Human Resources Network	12	16	133.3
41. Meetings of the Inter-Agency Standing Committee Task Team on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse supported	2	2	100.0
42. Briefings to Member States and non-governmental organizations on a comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	24	24	100.0

Key performance results

89. The Office of Human Resources supported the United Nations intergovernmental bodies and Member States by providing accurate, timely and in-depth workforce data and analysis to inform their decision-making. It also produced the reports of the Secretary-General on the standards of accommodation for air travel ([A/75/654/Rev.1](#)) and on seconded active-duty military and police personnel ([A/75/646](#)), on which the General Assembly adopted resolutions [75/253 B](#) and [75/292](#), respectively (output 11).

90. Regarding outputs 20 and 21, a new, more transparent system of categorizing misconduct was introduced in January 2021 with the roll-out of the case management tracking system. The new system replaces category I and category II allegations with the groupings “serious misconduct” and “misconduct”. A mapping was done to “translate” category I and category II allegations into the new system of categorization. Field visits were postponed owing to COVID-19 travel restrictions (output 23). Weekly meetings took place with personnel in the field to discuss technical assistance, guidance and specific topics in order to maintain business continuity during COVID-19. The global pandemic also had an impact on the provision of policy guidance and the number of meetings with the United Nations Field Staff Union, resulting in increased outputs (outputs 26 and 27). In addition, a number of planned surveys had to be rescheduled, and surveys took more time to complete because of the difficulties in obtaining the required information from local comparators (output 28). The development of a streamlined and modernized human

resources policy framework is ongoing. A total of 55 per cent of the review of the administrative issuances was completed and 18 of 29 issuances were field-related (output 24). Although both in-person events and in-person outreach missions were cancelled owing to the pandemic, the Office led multiple online events, reaching more than 40,000 mid-career and young professionals from 72 Member States (output 35). The career presentations addressed issues relating to jobs/careers with the United Nations, with particular emphasis on opportunities in the field. Lastly, in collaboration with the Executive Office of the Secretary-General, the Office organized an “inclusion dialogue” to promote more gender-inclusive workplaces (output 39), with participants from various duty stations.

4. Business Transformation and Accountability Division

91. The Business Transformation and Accountability Division continued to provide support and guidance on the accountability system of the Secretariat and on the delegation of authority to peacekeeping missions, including through individual briefings to all incoming heads and deputy heads of missions. It also provided guidance on results-based management. Critical enhancements were made to the management dashboard containing the key performance indicators on delegation of authority. In addition, the Division continued to provide policy guidance and technical support to peacekeeping missions in the implementation of the enterprise risk management framework, thereby helping them to prepare up-to-date risk registers.

92. Through the United Nations business intelligence initiative, more than 200 certified data models are now available via the analysis workspace and, where required, are integrated into a variety of visualization and analytics products, including through the management dashboard, to support business operations and decisions. In support of the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, an advanced data science and visualization training programme was launched on 23 April 2021, with UNMISS serving as a pilot entity.

93. The Division also managed the senior managers' compacts between the Secretary-General and the heads of peacekeeping missions, providing substantive backstopping to the Management Performance Board chaired by the Chef de Cabinet. In addition, the Division enhanced the compact template by strengthening language in the area of leadership accountability, including on conduct and discipline and new objectives such as accountability for United Nations property.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Strategic business data made available online to Member States and peacekeeping missions (number of online dashboards maintained)	Achieved. Strategic business data were made available through: (a) the management dashboard, which provides data to peacekeeping missions in the areas of Organizational performance, resource utilization and human resources; (b) an enhanced accountability indicator monitoring section, which enables monitoring of the delegation of authority key performance indicators; and (c) an online platform to showcase delegation of authority mapping. Work advanced on the development of an integrated Member States portal	Target	3
		Estimate	3
		Actual	3

(ii) Automated financial reporting meeting CEB standards (number of standards covered)	Achieved. Phase 1 was completed, covering 4 standards	Target	4
		Estimate	4
		Actual	4
(iii) Percentage of Board of Auditors recommendations for peacekeeping operations implemented on time	Out of the 108 outstanding recommendations contained in the Board of Auditors reports on peacekeeping operations from previous periods, 49 recommendations (45 per cent) were implemented/closed	Target	50
		Estimate	50
		Actual	45
(iv) Percentage of OIOS recommendations for peacekeeping operations implemented on time	Achieved. Out of the 361 recommendations for peacekeeping operations issued by OIOS in 2020, 247 (68 per cent) were implemented	Target	50
		Estimate	50
		Actual	68

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Appropriate authority delegated to heads of newly established peacekeeping missions within fifteen days of assumption of functions (percentage of newly established missions receiving delegated authority)	There was no newly established peacekeeping mission in the reporting period	Target	100
		Estimate	100
		Actual	N/A

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of delegation of authority (number of site visits, training courses and training contents developed)	Achieved. Targeted workshops were provided virtually to missions on various topics relating to delegation of authority. Guidance on exceptions to human resources administrative instructions was distributed. In addition, all incoming heads/deputy heads of missions were given individual inductions on the delegation of authority	Target	4
		Estimate	4
		Actual	7
(ii) Increase in percentage of peacekeeping missions with updated risk registers and risk treatment and response plans developed at the entity level (number of site visits, training courses and training contents developed)	Achieved. Inter alia: (a) 9 peacekeeping entities and 2 special political missions submitted their approved risk registers (b) 2 enterprise risk management conferences were delivered and were well received by, on average, 190 participants (c) 2 e-learning courses on enterprise risk management were developed (d) 2 webinars on enterprise risk management were held to increase awareness on the implementation of risk assessments	Target	6
		Estimate	6
		Actual	9
(iii) All peacekeeping missions receive and follow guidance to operationalize the new evaluation policy (percentage)	The policy was drafted and shared for consultation with peacekeeping missions during the period. The policy was published in August 2021	Target	100
		Estimate	100
		Actual	50
(iv) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of data analytics (number of active users of the integrated management dashboards from peacekeeping missions)	Access was provided to 145 users from peacekeeping missions. Of those, some 84 are recorded as "active users". Guidance and support were provided through outreach activities	Target	150
		Estimate	150
		Actual	84

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
1. Meetings of the Committees (ACABQ and IAAC)	4	4	100.0
<i>Fifth Committee</i>			
Substantive servicing of meetings			
2. Formal meetings of the Fifth Committee	2	2	100.0
3. Informal consultations of the Fifth Committee	3	3	100.0
Parliamentary documentation			
4. Comments by the Secretary-General on reports of JIU	1	1	100.0
5. Report of the Secretary-General on implementation of recommendations of the Board of Auditors	1	1	100.0
6. Progress report of the Secretary-General on accountability: strengthening accountability in the United Nations Secretariat	1	1	100.0
Administrative support services			
Overall management			
Site visits			
7. Site visits to help peacekeeping missions to conduct risk assessments	4	0	0.0
8. Site visits to peacekeeping missions to address issues related to delegations of authority	4	0	0.0
9. Site visits to conduct advanced data analysis in peacekeeping missions	3	0	0.0
10. Site visits to peacekeeping missions to address complex issues related to business transformation and accountability	2	0	0.0
11. Site visits to selected peacekeeping operations to support overall capacity and needs mapping of evaluation activities	3	0	0.0
Workshops			
12. Workshops for peacekeeping missions on advanced enterprise risk management	2	4	200.0
13. Workshop on oversight for peacekeeping oversight focal points	1	0	0.0
14. Workshop for peacekeeping missions on senior manager compacts	1	2	200.0
15. Workshops for peacekeeping missions on advanced analytical tools	2	3	150.0
16. Workshops on evaluation for evaluation focal points across peacekeeping operations	2	0	0.0
Guidance and support tools			
17. Implementation of enterprise risk management tool for automation of risk management process	1	0	0.0
18. Guidance on results-based management to peacekeeping operations (number of entities)	13	13	100.0
19. Implementation of enhancements to online compact platform	1	1	100.0
20. Publication of compacts of senior managers of peacekeeping missions	11	11	100.0
21. Provision of support to Management Performance Board on the annual compacts of senior managers	1	1	100.0
22. Provision of online dashboards in the areas of Organizational performance, resource utilization and human resources	3	3	100.0
23. Implementation of environmental sustainability management tools	2	0	0.0
24. Support for the annual training course for mission focal points on Organizational resilience	1	0	0.0
25. Provision of support to peacekeeping operations on strengthening and enhancing evaluation capacity	10	10	100.0
Other services			
26. Meetings of the Vendor Review Committee held	12	16	133.3
Technical material			
27. Report summarizing evaluation capacity and needs across all peacekeeping operations	1	1	100.0

Key performance results

94. The Business Transformation and Accountability Division made enhanced strategic business data available online to peacekeeping missions through the management dashboard, the delegation of authority mapping and other data and analytics platforms. A comprehensive data science skills training programme was developed and piloted with two entities, including UNMISS, from April 2021. In the area of delegation of authority, the Division was able to provide more timely access and alternative views for each key performance indicator by making the quarterly key performance indicators report available online in the accountability indicator monitoring section of the management dashboard. The Division has begun the process of mainstreaming the use of evaluation through the establishment of a virtual community of practice. The provision of substantive backstopping to the Management Performance Board resulted in a 50 per cent reduction of turnaround time for performance assessments of the 2019/20 compacts of heads of peacekeeping missions by the Board. As a result of the online courses on enterprise risk management and the support provided to peacekeeping missions, most missions were able to prepare up-to-date risk registers.

95. The operationalization of the evaluation policy and workshops (output 16) was postponed to the next period, as the policy was approved in August 2021. The workshop on oversight for focal points (output 13) was postponed owing to the COVID-19 pandemic and other conflicting priorities. Most planned site visits (outputs 7–11) and in-person workshops (outputs 12, 14 and 15) were replaced by a higher number of virtual sessions, thereby reaching out to a wider audience. Some of the workshops had to be postponed because they could not be effectively delivered through virtual means. In addition, owing to the capacity required for business continuity issues related to COVID-19, the implementation of environmental sustainability management tools was delayed (output 23). Training on organizational resilience was not carried out owing to a lack of requests (output 24).

E. Office of Information and Communications Technology

96. OICT continued to deliver voice, video and high-speed data and network capability while providing technology-based solutions, including automated collaboration solutions and geospatial information, to peacekeeping operations and to DPPA and DPO at United Nations Headquarters. The Inspira onboarding module was enhanced; the learning management module was updated; and the senior managers' compact and new ePerformance modules were launched. The Field Support Service information systems, which covered aviation, logistics, uniformed personnel administration, conduct and discipline, and access control, supported 1.2 million business transactions by more than 42,000 users, with 150 application releases being implemented for business enhancements, corrective maintenance and security upgrades.

97. Substantial geospatial analytical products and maps, including COVID-19-related analytical maps, were provided to the United Nations Operations and Crisis Centre in support of the Security Council briefings and the Executive Committee and Deputy Executive Committee meetings.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) The Security Council is provided, within 3 days of request, with up-to-date geospatial information products, satellite imagery and thematic analysis maps relating to matters in question (days)	Achieved. The Security Council was provided with up-to-date geospatial information services within 3 days of request	Target	3
		Estimate	3
		Actual	3

Expected accomplishment (b): Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Communication links to enterprise systems are established within 24 hours of equipment arrival for a new peacekeeping operation or expansion (hours)	No new peacekeeping mission was established	Target	24
		Estimate	24
		Actual	N/A
(ii) Provision of up-to-date geospatial information products and services to departments and offices of the Secretariat, with a particular focus on the United Nations Operations and Crisis Centre, DPO-DPPA, DOS and DSS, within 9 days of the request (days)	Achieved. 253 geospatial information products and services were provided within 9 days	Target	9
		Estimate	9
		Actual	9
(iii) Provision of information systems to the newly established missions within 10 days of request (days)	No new peacekeeping mission was established	Target	10
		Estimate	10
		Actual	N/A

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) 99.1 per cent availability to established ICT infrastructure and existing enterprise information systems at Headquarters and to all peacekeeping operations	Achieved. The availability of the established ICT infrastructure and existing enterprise information systems at Headquarters and to all peacekeeping operations was 99.3 per cent	Target	99.1
		Estimate	99.1
		Actual	99.3
(ii) Increased availability of networks at Headquarters (percentage)	Achieved. The availability of networks at Headquarters was 99.9 per cent	Target	99.8
		Estimate	99.8
		Actual	99.9

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>Security Council</i>			
Substantive servicing of meetings			
1. Up-to-date geospatial information products, satellite imagery and thematic analysis maps provided to the Security Council's consultation meetings and its Panels of Experts	35	37	105.7
2. Secretarial services provided to the Committee of Experts on Global Geospatial Information Management, together with the Statistics Division of the Department of Economic and Social Affairs	5	5	100.0
Information management support services			
Overall management			
3. Telecommunications infrastructure connecting United Nations Headquarters with offices away from Headquarters and peacekeeping missions maintained, including satellite earth stations and secondary technology centre	1	1	100.0
4. Telephone service maintained for staff in New York and connected to a centralized call manager	1	1	100.0
5. Guidance on centralized ICT resources for field missions in the preparation of their budgets	1	1	100.0
6. Android version of electronic fuel management and rations management solutions implemented and supported in 2 additional peacekeeping operations	2	3	150.0
7. Applications for the enterprise identity management and contact database supported for users at Headquarters and in the field	2	2	100.0
8. Medical services inspection processes implemented in the customer relationship management system for troop-contribution management	1	1	100.0
9. Uniformed Capabilities Management System expanded to include troop strength reporting, calculations and payments for personnel of troop- and police-contributing countries	1	1	100.0
10. Talent management, performance management and learning management modules in Inspira enhanced for use in all field operations	10	10	100.0
11. Training on new or enhanced Inspira features provided to human resources officers in peacekeeping operations	1	1	100.0
12. Field support services information systems, electronic correspondence and document-sharing systems maintained in field missions (number of applications)	22	22	100.0
13. Common platform established for management of information security efforts for the Secretariat, including peacekeeping operations, in accordance with General Assembly resolutions	1	1	100.0
14. Guidance and templates related to disaster recovery provided to all field missions, as well as follow-up with missions to update disaster recovery plans and a minimum of 1 disaster recovery exercise per year conducted	1	1	100.0
Parliamentary documentation			
15. Up-to-date peacekeeping deployment maps provided for inclusion in the Secretary-General's reports	40	35	87.5
Other services			
16. Thematic analytical geospatial products/maps provided for meetings in the Secretariat and reports	20	253	1 265.0
17. 1 ICT rapid deployment tabletop exercise completed	1	0	0.0
Other substantive activities			
Good offices, fact-finding and other special missions			
18. Technical consultation and advisory services provided to the groups of experts and committees dealing with territorial disputes, human rights and missions' implementing partners on geospatial technology (including satellite image analysis) for enhancing situational awareness, monitoring ground activity, and international boundary-related issues	15	25	166.7
Technical material			
19. Analysis reports on international boundaries to enhance the knowledge base of international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery	3	4	133.3

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
20. Analysis of data for the Second Administrative Level Boundaries project in coordination with Member States	3	5	166.7
Seminars			
21. Working groups on geospatial data standardization, geo-visualization and image intelligence	3	3	100.0
22. Annual conference of the Chiefs of Field Technology Sections from field missions and offices away from Headquarters	1	0	0.0
International cooperation and inter-agency coordination and liaison			
Other services			
23. Secretariat services and coordination for United Nations Geospatial Network	5	5	100.0
Technical cooperation			
24. Pilot projects, in partnership with the United Nations system, Member States, academia and non-profit organizations, for the provision of geospatial data, new geospatial technology and services, open-source geospatial solutions and open geospatial data, in line with the Action for Peacekeeping initiative and Secretary-General's strategy on new technologies	5	8	160.0

Key performance results

98. The troop-contribution management solution standardized 16 medical inspection worksheets, thereby establishing a consistent approach and facilitating efficient maintenance in accordance with the Contingent-Owned Equipment Manual, as well as providing visibility for missions and Headquarters across all contingent-owned equipment processes in one system. The uniformed capabilities management system is now used across all missions to record uniformed strength on a monthly basis and provide consolidated monthly reporting at Headquarters, resulting in greater consistency, efficiency and analytical reporting. Another focus was to streamline and strengthen information security while addressing specific needs of field missions. Information security remained challenging amid growing threats and increasingly complex ICT systems, and ongoing efforts were made to strengthen security across the Secretariat and to react to breaches as effectively and expeditiously as possible.

99. In line with the Secretary-General's strategy on new technologies and data strategy, the geospatial strategy for the United Nations was developed, thereby enabling location-based information for the Organization. Owing to an increased reliance on maps and location services needed to visualize specific situations and because of inaccessibility and remote working arrangements, OICT saw a sharp increase in requests for its geospatial products from Secretariat entities (output 16). The ICT rapid deployment tabletop exercise was not undertaken, as the Office focused on addressing the immediate peacekeeping ICT needs, including scaling the infrastructure and support for the virtual meetings. The tabletop exercise (output 17) and the annual conference of the Chiefs of Field Technology Sections (output 22) were postponed, given that in-person meetings were not possible because of the pandemic-related restrictions.

F. Office of Internal Oversight Services

100. During the period, OIOS focused on the following areas: (a) implementation of reforms; (b) organizational culture; (c) procurement and supply chain; and (d) missions in transition. The Office also focused on strengthening the second line of defence, which includes the centralized, business-enabling functions responsible for enterprise risk identification, risk response and Organization-wide performance monitoring and reporting.

101. The Office continued to conduct audits aimed at identifying risks or impediments to improving the economy, efficiency and effectiveness of mandate implementation and of compliance with Organizational policies and requirements. For the first time, the biennial report on strengthening the role of evaluation in the Secretariat included an assessment of peacekeeping mission evaluation functions. This follows the Office's new focus on the evaluation of substantive peacekeeping outcomes, as well as its increasing support for evaluation across the Organization. The Office also continued its investigation of misconduct, focusing primarily on sexual harassment, sexual exploitation and abuse, retaliation, and fraud and corruption, while also working to enhance the investigation capacity of internal and external partners.

102. As a result of the COVID-19 pandemic, the Office continued to implement remotely the oversight activities normally undertaken in person or accomplished through direct observation and had to cancel or postpone several planned internal audit and evaluation assignments. At the same time, the Office identified new activities and modified planned activities in order to provide more relevant, timely and effective support to the Organization in addressing emerging risks. The Office has begun to mainstream lessons learned and best practices related to the COVID-19 pandemic. One such lesson was recognition of the critical need for knowledge of and effective access to the ICT systems and data that the Office relies on to perform its functions, especially in a remote environment. The Office has therefore made enhancements to the various information systems that provide the information necessary to better monitor, report on and ultimately improve its performance and mandate implementation.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) 100 per cent of OIOS reports to the General Assembly are submitted in accordance with required deadlines (percentage of reports)	Achieved. All 4 reports were submitted on time	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (percentage of acceptance)	Achieved. All 168 recommendations issued in audit reports were accepted	Target	95
		Estimate	100
		Actual	100
(ii) Acceptance of 95 per cent of evaluation and inspection recommendations (percentage of recommendations)	Achieved. 98 per cent of recommendations were accepted	Target	95
		Estimate	95
		Actual	98
(iii) 100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed (percentage of matters received)	Achieved. All matters received for intake and possible investigation were reviewed	Target	100
		Estimate	100
		Actual	100

(iv) 100 per cent of investigations conducted during the financial period are completed within 12 months or less (percentage of investigations)	57 per cent of investigations were completed within 12 months or less	Target	100
		Estimate	80
		Actual	57
(v) 100 per cent of investigations pertaining to sexual exploitation and abuse are completed within 6 months or less (percentage of investigations)	17 per cent of investigations were completed within 6 months or less	Target	100
		Estimate	80
		Actual	17
(vi) Personnel from 70 per cent of peacekeeping missions are trained on basic investigation training and newly developed investigation training programmes (percentage of peacekeeping missions)	Achieved. Personnel from 93 per cent of peacekeeping missions attended the training programme	Target	70
		Estimate	70
		Actual	93

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Parliamentary documentation			
Reports of the Secretary-General			
1. OIOS report specifically requested by the General Assembly	1	3	300.0
2. Annual report to the General Assembly on peacekeeping oversight results	1	1	100.0
Administrative support services			
Internal Oversight Services			
Audit			
3. Audit reports by auditors at United Nations Headquarters	12	6	50.0
4. Audit reports by auditors at peacekeeping missions	57	47	82.5
Inspection and evaluations			
5. Evaluation and/or inspection reports addressing aspects of performance at the subprogramme level and cross-cutting strategic priorities or topics	6	4	66.7
Investigations			
6. Reviews and analyses of reports of possible misconduct for decisions as to jurisdiction and investigative action	400	672	168.0
7. Sexual exploitation and abuse investigations completed within 6 months	45	11	24.4
8. Investigations completed within 12 months	110	151	137.3
Other substantive activities			
Seminars			
9. Conference of resident auditors for professional development	1	0.3	30.0
10. Meeting of chief resident auditors for annual work planning	1	0.3	30.0
11. Investigation training programmes implemented on investigation standards, prohibited conduct and sexual exploitation and abuse for national investigations officers and immediate response team	4	12	300.0

Key performance results

103. The Internal Audit Division issued 53 audit and advisory reports to programme managers containing 168 recommendations aimed at strengthening governance, risk management and control processes. The Division provided advice to peace operations on a number of topics, including: (a) data strategy and data privacy within the Secretariat; (b) responses to COVID-19 to ensure business continuity and staff safety; and (c) increased delegation of authority. Recommendations were also aimed at the procurement process, reducing overstocking of items, and developing realistic acquisition plans and strengthening their monitoring. In addition, recommendations

were made to strengthen management oversight of deployed contingent-owned equipment, troop readiness and ammunition management, and all recommendations were accepted by the respective entities. The shortfall in the planned audit output was due to a temporary gap in office capacities and the COVID-19 pandemic (outputs 3 and 4). While the Division was able to conduct its audits remotely, they generally took longer to complete owing to longer lead times in obtaining audit information and to reduced availability of on-site access. Peacekeeping audit staff were also challenged by issues with connectivity, which is essential for remote working, in their residences within mission areas when office premises were closed. Audit activities involving physical verifications, assessment of soft controls and ICT infrastructures were also difficult to conduct.

104. The Inspection and Evaluation Division issued evaluation reports on UNAMID, in support of the transition from peacekeeping to peacebuilding, on the Organizational culture in peacekeeping operations and on the actions taken by the Organization against sexual exploitation and abuse, in addition to the biennial report on strengthening the role of evaluation. As part of the COVID-19 pandemic response, the Division also issued five additional reports providing real-time evaluation on operational responses to COVID-19, including with respect to misinformation, field camps and health-care management. Regarding the delayed outputs (output 5), the Division made significant progress on four other evaluations, including political affairs in peacekeeping missions, support by MINUSMA for the rule of law in Mali, support by MONUSCO to the rule of law and security institutions in the Democratic Republic of the Congo, and outcomes related to women and peace and security in six mission-specific case studies. These ongoing assignments are expected to be completed by the fourth quarter of 2021, with the exception of the evaluation on women and peace and security, which is to be completed in the second quarter of 2022.

105. The Investigations Division reviewed 672 cases of possible misconduct compared with the 400 planned owing to sustained high levels of reporting, which have returned to pre-pandemic levels. A higher number of investigation training programmes were conducted (output 11) as part of a deliberate effort to implement investigation standards on prohibited conduct across the Organization. The investigations on sexual exploitation and abuse slowed significantly during the COVID-19 pandemic. The target of completing all such investigations within six months was not met owing to: (a) sustained high levels of reporting; (b) more complex cases; (c) the speed of response of troop-contributing countries; and (d) the impact of the pandemic on the Division's ability to respond (output 7). The percentage of the total number of investigations completed within 12 months stood at 57 per cent, owing mainly to increased demand (265 actual cases compared with 110 cases planned) and the continuing impact of COVID-19 (output 8).

G. Executive Office of the Secretary-General

106. The Executive Office of the Secretary-General continued to assist the Secretary-General in guiding policy development and providing direction in relation to the work of peacekeeping operations. All reports of the Secretary-General relating to peacekeeping operations, both to the General Assembly and the Security Council, were reviewed and cleared by the Office, as were all communications, statements and talking points of the Secretary-General and the Deputy Secretary-General pertaining to peacekeeping-related matters. The Office also continued to liaise with departments, Member States and other interlocutors on the Action for Peacekeeping initiative, which has received 154 endorsements from Member States and four regional organizations since its launch in 2018 and continues to provide a shared road map for strengthening peacekeeping.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Reports to the Security Council and the General Assembly and other bodies on peacekeeping issues submitted by the due date (percentage)	Achieved. All reports of the Secretary-General to the Security Council and 88 per cent of the reports of the Secretary-General to the General Assembly were submitted on or before the deadline. Delays in submissions resulted primarily from the complexity and sensitivity of the issues that necessitated additional comprehensive consultations and reviews by multiple stakeholders within the Secretariat and from unexpected delays owing to the COVID-19 pandemic	Target	95
		Estimate	95
		Actual	96
(ii) All documents (e.g., talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days (days)	Achieved. All documents were reviewed and returned within 4 days or less to the lead department	Target	4
		Estimate	4
		Actual	4

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Queries from DPO are handled within 5 business days (percentage)	Achieved. Guidance was usually provided within 5 working days or less. In rare cases, a slightly longer period was required when the complexity or sensitivity of the issue necessitated a more extensive review or consultations	Target	95
		Estimate	95
		Actual	95

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>Security Council and General Assembly</i>			
1. Preparation of advice for approximately 125 reports of the Secretary-General to the Security Council and the General Assembly on peacekeeping issues	125	216	172.8
2. Provision of advice for approximately 1,600 talking points to the Security Council	1 600	1 620	101.3
3. Preparation of 12 presentations by the Secretary-General to the Security Council	12	16	133.3
4. Provision of advice for 150 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues	150	155	103.3

Key performance results

107. The Executive Office of the Secretary-General provided, through relevant departments, policy guidance and feedback to the field on peace and security issues to ensure effective and coordinated United Nations system responses. Reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries was strengthened to support effective decision-making on peacekeeping issues. Regular guidance was provided to DPO and DOS, with the aim of enhancing the efficiency and effectiveness of peacekeeping operations. The

Office contributed to a series of policy briefs on COVID-19-related issues. It led the preparation of the content of the report of the Secretary-General “Our Common Agenda”, including with respect to peace and security issues, and also supported the global consultations with relevant actors, including Member States, thought leaders, civil society organizations and young people.

H. Administration of justice

1. Office of Staff Legal Assistance

108. OSLA continued to provide legal advice and representation to staff of the peacekeeping missions in relation to workplace disputes. During the reporting period, advice or representation was provided in 326 cases, including 48 cases carried over from the previous year. In addition, OSLA provided information sessions and legal clinics in various peacekeeping missions to raise awareness of the internal justice system and provide greater opportunities for staff in the field to have access to legal assistance in person.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Reports of statistics and other information, including any systemic issues identified, submitted on due dates (percentage)	Achieved. The Office provided information on time for: (a) the report of the Secretary-General on the administration of justice at the United Nations (A/76/99); and (b) the report of the Internal Justice Council on the administration of justice at the United Nations (A/76/124)	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Workplace conflicts prevented or resolved in a timely and efficient manner through the employment of OSLA services in cases brought by staff in peacekeeping missions (percentage)	Achieved. OSLA services were employed by 326 peacekeeping staff with disputes, and 236 disputes, or 72 per cent, were resolved	Target	65
		Estimate	65
		Actual	72

Actual outputs

Outputs	Planned	Actual	Rates
Other services			
1. Advice and representation provided in peacekeeping-related cases received and found to have a reasonable chance of success (number of cases)	200	154	77.0
2. Provision of legal advice in peacekeeping-related cases found not to have a reasonable chance of success in order to dissuade inappropriate use or overuse of the justice system	200	172	86.0
3. Awareness-raising activities to increase appropriate utilization of dispute resolution mechanisms, including through the dissemination of electronic and written materials	10	9	90.0
4. Reports of statistics and other information, including any systemic issues identified	3	2	66.7

Key performance results

109. Through the successful resolution of staff members' disputes with the Organization, OSLA contributed to the overall administrative support of the field. Successful resolution of disputes, particularly at an early stage, fosters a more harmonious working environment, saves costs and contributes to positive organizational behavioural change. Of the 326 peacekeeping matters handled by OSLA in the 2020/21 period, 236 were resolved without recourse to the United Nations Dispute Tribunal.

110. The outputs were lower (outputs 1 and 2), given that they had been estimated based on the expectation of an increase in connection with the downsizing of several peacekeeping missions. The downsizings did not necessarily result in the expected increase. Regarding the awareness-raising activities (output 3), the dissemination of paper-based materials and the organization of in-person events were affected by the COVID-19 pandemic. Owing to a change in the reporting strategy of the Office of Administration of Justice, information from non-mandatory annual activity reports was integrated into two reports (A/76/99 and A/76/124) (output 4).

2. Office of the United Nations Ombudsman and Mediation Services

111. During the reporting period, the Office of the United Nations Ombudsman and Mediation Services provided informal conflict resolution services in 681 cases from peacekeeping operations. It also continued to reach out to field personnel to create awareness about the informal system and its benefits and to build skills to deal with workplace conflict effectively. As requested by the General Assembly in its resolution 75/248, the Office identified root causes of conflicts (systemic issues) and brought them to the attention of stakeholders. As a special focus and based on the systemic issues observed, the Office conducted activities to promote dignity through civility by delivering workshops on community, civility and communication, and through civility cafés for peacekeeping personnel. To promote dignity, the Office also played an active role in supporting the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations by leading a project on awareness and dialogue on racism in the workplace.

112. In response to the COVID-19 travel restrictions, the Office adopted a "virtual mission model" to complement in-person visits. This proved instrumental in maintaining the presence of the Office and continuing access to informal conflict resolution services for peacekeeping personnel during the pandemic.

Actual indicators of achievement

Expected accomplishment (a): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Informal conflict resolution services provided to 5 per cent of eligible staff in peacekeeping operations	Achieved. Services were provided to 681 out of 11,951 staff in field missions	Target	5
		Estimate	5
		Actual	5

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Parliamentary documentation			
Report of the Secretary-General			
1. Annual report to the General Assembly on the activities of UNOMS, including information on systemic issues	1	1	100.0
Other services			
2. Services in at least 1,040 ombudsmen and mediation cases including through on-call ombudsmen and mediators	1 040	681	65.5
3. Awareness-raising and skill-building activities to enhance conflict competence and civility in the workplace. Other outreach activities include videoconferencing and online communications, and bimonthly updates to the Office's website	40	40	100.0
4. Production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters)	5 500	4 000	72.7
Other substantive activities			
Good offices, fact-finding and other special missions			
5. Regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness	9	0	0.0
6. Visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)	8	0	0.0
7. Visits to provide services within the mission area by the Regional Ombudsman in Entebbe (MINUSMA, MINUSCA, UNMISS, UNAMID, UNISFA, MINURSO)	11	0	0.0
Technical material			
8. Cross-cutting tracking and analysis of 1,040 cases to identify contributing factors to conflict and systemic issues for regular feedback with a view to organizational improvement (number of reports)	1	1	100.0

Key performance results

113. The Office of the United Nations Ombudsman and Mediation Services played a key role in creating a healthy and enabling workplace for staff in peacekeeping missions, especially at a time when United Nations personnel were working under the very difficult conditions caused by the pandemic. In support of the Task Force on Addressing Racism and Promoting Dignity for All in the United Nations, the Office, as a neutral convener, hosted seven dialogues among peacekeeping missions and provided the “harvest” to the Task Force to inform the future strategic action plan for the Organization. Feedback from participants has been overwhelmingly positive, with many expressing that the dialogues had provided a first-ever opportunity to speak openly about racism with their colleagues in a safe space and provide input to the Task Force.

114. The lower-than-planned output of 681 cases handled by the Office, as well as lower regular and ad hoc visits, were due to COVID-19 travel restrictions (outputs 2 and 5–7). Although the Office adapted a “virtual mission model” and held virtual sessions with MONUSCO, MINUSCA, UNISFA, MINURSO, UNAMID, UNMISS, UNFICYP and UNLB, it did not compensate for in-person meetings. In certain locations, lack of access to Internet and communications equipment also made it difficult to access the virtual services of the Office.

I. Ethics Office

115. The Ethics Office responded to 77 requests for ethics advice and guidance from peacekeeping operations and conducted 17 pre-appointment reviews of declarations of interest by candidates for leadership positions in peacekeeping operations, as well

as continued induction ethics briefings to 12 appointed senior officials. The Office conducted the annual financial disclosure programme exercise, with 1,262 filers under the peacekeeping budget for the 2020 filing cycle. It issued guidance notes on such ethical questions as participation in political activities, including demonstrations and protests, and the acceptance of gifts and honours.

116. The Office designed, with UNOMS, and implemented the annual Secretariat-wide Leadership Dialogue for 2020, on the theme “Acknowledging dignity through civility: How can I communicate for a more harmonious workplace?”, and designed the Leadership Dialogue for 2021 with DMSPC, on the theme “Accountability system in the United Nations Secretariat: How do we understand and make it work?”. Approximately 40,000 staff members participated in the 2020 Leadership Dialogue initiative.

Actual indicators of achievement

Expected accomplishment (a): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Enhanced ethical awareness through the increasing number of requests for ethics advice guidance (number of requests)	77 requests were responded to. The lower number of requests was likely due to a shift in the work environment during the COVID-19 pandemic	Target	100
		Estimate	110
		Actual	77
(ii) Full compliance with the financial disclosure programme (percentage)	Achieved. The compliance rate was 100 per cent	Target	100
		Estimate	100
		Actual	100
(iii) Increased number of outreach and briefing sessions	Achieved. 55 sessions were provided and all participants rated presentations as either excellent or good in the survey	Target	30
		Estimate	40
		Actual	55
(iv) Requests for protection against retaliation are evaluated within 30 days of having received complete documentation from claimants, based on provisions of Secretary-General's bulletin ST/SGB/2017/2/Rev.1 (percentage)	Achieved. The Office evaluated all requests within 30 days of receiving complete documentation from claimants	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Other substantive activities			
Good offices, fact-finding and other special missions			
1. Responses to inquiries from field missions	100	77	77.0
2. Financial disclosure filings or declaration of interests from peacekeeping-funded personnel	1 300	1 262	97.1
3. Official visits to peacekeeping missions (UNIFIL, MINURSO, MINUSMA and UNAMID)	4	0	0.0
4. Annual Leadership Dialogue project deployed in field missions	1	1	100.0

Key performance results

117. Amidst the continuing challenges resulting from the pandemic, the Ethics Office continued its advisory services to field staff through all available remote channels, including through its website, dedicated ethics e-mailbox and remote outreach missions. The Office customized the design and delivery of thematic workshops, in

addition to general townhall sessions, and provided more detailed, case-by-case guidance on various ethics challenges highlighted in the pre-outreach surveys for the field. A total of 55 outreach sessions were provided for peacekeeping missions – a significant increase from the 31 sessions conducted during the previous reporting cycle – with all respondents indicating that the presentations were excellent or good (up from 85 per cent). In addition, the number of participants in the annual Leadership Dialogue in 2020 (close to 40,000 compared with 32,800 in 2019) was the highest since the launch of the dialogue in 2012.

118. The Office managed to remotely conduct all four planned missions as well as an outreach mission to UNMISS, which had been postponed from the previous period owing to COVID-19 travel restrictions (output 3). Owing to the closure of UNAMID, the Office replaced the visit with a remote mission for UNISFA and also reprioritized the remaining balance under the travel budget to consultant and ICT lines for the external review of the United Nations financial disclosure programme and to maintain the online platform, as well as for the preparation of the 2020 Leadership Dialogue materials for the staff in the field. While the Office continued to maximize online and remote tools to deliver its services, it considers that there is no substitute for in-person field visits and personal interaction to build knowledge, trust and confidence in its services. The Office considers that the continuing requests for ethics advice reflect the trust built among staff in respect of its various services over the years, including field visits, and demonstrate the strong interest among staff in the integrity and ethics standards as well as higher confidence in the mechanisms to foster a culture of ethics, transparency and accountability.

J. Office of Legal Affairs

119. The Office of Legal Affairs contributed to the effective delivery of the substantive mandates of peacekeeping operations in accordance with international law and to the improvement of the administrative and financial management of the Organization's peacekeeping operations and activities by providing legal advice, mitigating legal risk and limiting legal liability arising from such operations and activities. Each year, the Office contributes significantly to those goals, and a significant reduction in the legal liability of the Organization's peacekeeping operations has been reported thanks to the legal representation, support and assistance provided by the Office.

120. The Office provided legal assistance and advice on the myriad support functions relating to the Organization's peacekeeping activities and operations, including the scope of the mandate; the development of rules of engagement, guidelines and standard operating procedures; the maintenance of the privileges and immunities of missions and mission personnel; the arrangements with Governments; procurement activities and contracting for logistical requirements; the resolution of disputes and claims; the implementation and enhancement of the Organization's accountability measures; the interpretation and application of the financial and staff regulations and rules of the United Nations and the reforms thereof; and the representation of the Secretary-General in the system for the administration of justice.

Actual indicators of achievement

Expected accomplishment (a): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (percentage of amount originally claimed)	Claims arising from peacekeeping operations totalling \$29,717,156 were resolved as a result of approved settlements, arbitral awards rendered and claims not pursued by claimants in the amount of \$12,723,102, representing 43 per cent of the amount originally claimed In addition, through successful appeals to the United Nations Appeals Tribunal, the Office reduced by \$58,007 the compensation awarded by the United Nations Dispute Tribunal in judgments arising from peacekeeping operations	Target	40
		Estimate	40
		Actual	43
(ii) Absence of instances arising from peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained	Achieved. Privileges and immunities were maintained in all agreements for peacekeeping-related matters reviewed by the Office and, unless waived, were maintained in all legal proceedings involving the Organization or its officials and concerning peacekeeping matters	Target	0
		Estimate	0
		Actual	0

Actual outputs

Outputs	Planned	Actual	Rates
Administrative support services			
Overall management			
Instances of provision of legal support and assistance for the following areas			
1. Legislative aspects of peacekeeping missions, including mandates, governance, institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements), as well as general questions of public international law, rules of engagement and measures to counter piracy, including negotiation, interpretation and implementation of agreements with Governments, international organizations and other partners concerning such arrangements	395	401	101.5
2. Advice on logistical and other support arrangements (e.g., letters of assist, memorandums of understanding, framework agreements for cooperation, donations and other similar arrangements) with Governments, other international organizations and partners and United Nations entities	50	91	182.0
3. Advice on cooperation with ad hoc international criminal tribunals and other tribunals of an international character or of a hybrid nature in connection with their activities arising from or relating to peacekeeping operations, as well as on truth and other commissions in the context of peacekeeping operations, including investigative mechanisms into allegations of widespread and systematic violations of humanitarian and human rights law	50	54	108.0
4. Commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements	595	603	101.3
5. Advice on claims with respect to contractual disputes, United Nations personnel death and disability claims and third-party claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel	90	258	286.7
6. Financial questions, including formation and interpretation of the Financial Regulations and Rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	15	47	313.3
7. Arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies	2	5	250.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
8. Maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	65	68	104.6
9. Advice on accountability and conduct and discipline of United Nations and associated personnel, including with respect to sexual exploitation and abuse, and related support and advice to conduct and discipline teams, internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities	76	82	107.9
10. Advice on personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances	175	183	104.6
11. Cases representing the Secretary-General before the United Nations Appeals Tribunal	20	38	190.0
12. Advice on matters and cases under the system for the administration of justice	240	235	97.9
13. Legal aspects of security, including the application of the Security Policy Manual and related guidance	50	53	106.0
14. Participation in peacekeeping-related standing committees, boards, special investigations and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements, guidelines and operating procedures	120	176	146.7
15. Advice on legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness/surveillance, etc.	20	19	95.0
16. Advice on establishment of boards of inquiry and expert panels to review issues related to peacekeeping matters, providing such boards and panels with technical and legal assistance and following up on their outcomes	50	52	104.0

Key performance results

121. The Office of Legal Affairs contributes significantly to the substantive mandates of peacekeeping operations. The Office contributed by providing, in several hundred instances, written and oral legal advice to its internal clients, as indicated in the outputs. The Office contributed to the mitigation of legal risk and the limitation of legal liability by defending peacekeeping operations. A total amount of \$12,723,102 was paid as a result of approved settlements for claims totalling \$29,717,156 arising from peacekeeping, arbitral awards rendered or cases closed because the claimants failed to pursue their claims against the Organization, which represents 43 per cent of the amount originally claimed. In addition, through successful appeals to the United Nations Appeals Tribunal, the Office reduced by \$58,007 the compensation awarded by the United Nations Dispute Tribunal in judgments arising from peacekeeping operations.

122. The Office represented the Secretary-General in 38 cases before the Dispute Tribunal, which is higher than the 20 cases estimated (output 11). The commencement of cases in the United Nations Appeals Tribunal is dependent upon staff members filing an appeal before the Tribunal. The higher-than-anticipated number of appeals filed by staff members arising from peacekeeping operations can be attributed, in large part, to cases arising from downsizing activities in various missions. The variations in outputs 2, 5, 6 and 14, which were higher than anticipated, are due to the provision of legal support and assistance for the establishment of the United Nations system-wide medical evacuation mechanism for COVID-19. The mechanism provides medical evacuation and treatment for severely ill COVID-19 patients in the field who are United Nations or affiliated personnel. The Office has also been advising DOS and supporting inter-agency and governmental contribution arrangements since late 2020 in connection with the procurement and administration of COVID-19 vaccinations for United Nations personnel in the field under the United Nations system-wide vaccination programme.

K. Department of Global Communications

123. DGC continued to cooperate with DPO in providing strategic communications support to field missions by working closely with counterparts at Headquarters and liaising with strategic communications and public information components in peacekeeping missions. That included supporting missions in their communications on COVID-19 by sharing daily information and global weekly messaging; hosting a one-day virtual specialized training session for field communications personnel in lieu of the one-week annual training workshop to discuss issues of primary concern; providing guidance on their communications strategies and workplans, including by holding a webinar for field staff on digital and social media policies; providing input on the communications-related issues in the integrated task forces; supporting mission-hosted websites; evaluating public information candidates for field positions; providing targeted media outreach to troop- and police-contributing countries; connecting peacekeeping missions with the global network of United Nations information centres and other Department platforms; and preparing, collecting and distributing video material. The Department continued working with DPO, DOS and the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse towards the prevention of sexual exploitation and abuse in peacekeeping operations, including by organizing two training workshops for field staff on communicating on sexual exploitation and abuse.

Actual indicators of achievement

Expected accomplishment (a): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Peacekeeping operations indicate overall satisfaction with the quality of strategic communications and public information support provided to them (percentage)	Achieved. All respondents indicated the level of support as very good or satisfactory	Target	90
		Estimate	90
		Actual	100
(ii) Stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (percentage)	Achieved. 60 per cent of the stories distributed were broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets	Target	60
		Estimate	60
		Actual	60

Actual outputs

Outputs	Planned	Actual	Rates
Substantive services			
1. Strategic advice and backstopping support to peacekeeping operations in collaboration with DPO	11	11	100.0
2. Field visits to peacekeeping operations to provide communications advice and support in situ	1	0	0.0
3. Organization and facilitation of a one-week specialized training course, in cooperation with DPO and DOS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	1	0	0.0
4. Hosting, updating and maintenance, in collaboration with DPO, of approximately 100 web pages on the peacekeeping website in English	100	100	100.0
5. Coordination of maintenance of the peacekeeping website in the other official languages of the United Nations	5	5	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
6. Serving as mission focal point, in conjunction with DPO and OICT, for the local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance costs for missions	11	11	100.0
7. Outreach to troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through the United Nations information centres/services network on issues relevant to the participation of individual countries in specific peacekeeping operations	45	45	100.0
Technical material			
8. Broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed, United Nations News and social media platforms	30	21	70.0
9. Monthly uploading and hosting of peacekeeping-related web videos on United Nations Web TV and on the United Nations channel on YouTube	8	8	100
10. Feature stories per year on peacekeeping topics for the UN In Action series and distribution to broadcasters worldwide	5	10	200.0
11. Video for non-broadcast purposes highlighting the work of troop- and police-contributing countries	2	4	200.0

Key performance results

124. DGC started the third phase of the Service and Sacrifice campaign to thank troop- and police-contributing countries for their contributions to peacekeeping. The third phase had been postponed in the previous year owing to the pandemic. The Department worked closely with DPO and peacekeeping missions to provide communications support on the pandemic, which included sharing key messages, including from WHO, as well as daily, and subsequently thrice weekly, emails with information from across the United Nations system on COVID-19. As part of the Peace is My Mission series, the Department and DPO produced a video debunking myths and stereotypes on women's participation in United Nations peace operations, using examples from United Nations peace operations for the observation of International Women's Day in 2021, which was translated into 14 languages, including the six official United Nations languages. The Department designed and implemented a communication strategy on the downsizing and liquidation of UNAMID. It also worked with DPO to carry out a month-long social and traditional media campaign ahead of International Day of United Nations Peacekeepers, which focused on the invaluable role played by young peacekeepers as well as peacekeeping work in support of the Organization's youth, peace and security agenda. The Department organized, with DPO, DOS and the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, two training workshops for field staff on communicating on sexual exploitation and abuse.

125. Owing to the COVID-19 travel restrictions, the Department was not able to conduct planned field visits (output 2) for in-situ guidance. The one-week specialized training course for public information personnel from the field was replaced by a one-day virtual meeting (output 3). This workshop is critical for the field because it ensures that developments in the area of strategic communications are fully understood and implemented in the field. In addition, it allows missions and Headquarters to align priorities for the upcoming year. Hence, it is very important to hold the meeting in person in the next period, conditions permitting. The pandemic also had an impact on the number of published stories relating to peacekeeping because the number of events held decreased (output 8). However, the number of other types of videos and stories exceeded targets (outputs 10 and 11).

L. Department of Safety and Security

126. Despite the restrictions imposed by the COVID-19 pandemic, DSS combined available technologies and United Nations security management system-wide best practices and continued to provide security oversight and support to all peacekeeping missions. With additional health safety measures having been adopted, the Department prioritized security assistance visits to high-risk peacekeeping missions such as MINUSMA, UNAMID and UNMISS to provide in-situ guidance and security support on the contemporary security issues they were facing. For example, in the wake of increasing security incidents and casualties, the security assistance visit helped to identify practical measures to address shortcomings and improve the United Nations security management system in Mali. The visit to UNAMID was also especially important, as it allowed interaction with mission management and host government authorities on effective protection measures for the mission personnel and assets during closing and liquidation. For missions where physical visits could not be conducted, the Department focused on one-to-one virtual meetings to ensure that security management system goals were accomplished. Lessons learned, however, have shown that there are no alternatives to face-to-face (in-person) interaction when it comes to security assessment visits, providing security training to the mission security staff on newly adopted United Nations security management system policies and procedures or conducting essential physical verifications of the security management programmes implemented on the ground.

127. The demand for and delivery of psychosocial services increased significantly. The Department provided online psychosocial support and capacity-building worldwide to address or mitigate the psychosocial impact of the COVID-19 pandemic and of critical incidents on United Nations staff and their dependants. Despite the limitations imposed by the pandemic, the Department responded to the ongoing critical incidents, including the terrorist attacks in Somalia and Mali and the natural disaster in the Democratic Republic of the Congo, and supported the leadership in Darfur during the transition of UNAMID and the establishment of UNITAMS.

Actual indicators of achievement

Expected accomplishment (a): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Implementation in all peacekeeping missions of security risk management process and up-to-date security plans (percentage)	Achieved. 96 security risk management reviews were conducted for 74 security areas in 12 peacekeeping missions and 2 support bases, which shows that the process and plans were in place. Owing to the changes in the security environment and support for visits of the Security Council Panel of Experts and United Nations senior officials, additional reviews were conducted	Target	90
		Estimate	80
		Actual	100

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Administrative support services			
Overall management			
1. Coordination of the managed reassignment programme for security personnel	1	1	100.0
2. Support for the development of rosters for the security job family for immediate selection against mission vacancies (number of missions)	11	11	100.0
Other substantive activities			
Good offices, fact-finding and other special missions			
3. Visits to 12 field missions and 2 support bases (UNLB and RSCE) to review security management arrangements, assess crisis preparedness and produce recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats (number of visits)	19	4	21.1
4. Strategic threat assessments or strategic security threat information liaison visit reports on peacekeeping operations (number of reports)	4	3	75.0
5. Needs assessment and stress management sessions for staff in peacekeeping missions (number of visits)	6	1	16.7
6. Stress counsellors deployed in peacekeeping missions in response to crises and emergencies (number of counsellors)	4	0	0.0
7. Training needs assessments conducted for security training units, facilities and equipment in peacekeeping missions (number of reports)	3	0	0.0
Technical material			
8. Security risk management process of 12 field missions and 2 support bases (UNLB and RSCE) continually reviewed, and advice and guidance on mandate-enabling security risk management measures provided to senior mission officials	15	14	93.3
9. Security budgets of 12 field missions and 2 support bases (UNLB and RSCE) reviewed	15	14	93.3
10. Security inputs for DSS daily security and flash reports delivered to United Nations security management system security focal points (number of inputs)	261	290	111.1
11. Training modules on analysis of security threat information and development of best practices for all field missions reviewed and/or updated (number of training modules)	7	7	100.0
12. Lessons on the analysis of security threat information and development of best practices for all field missions reviewed and/or updated (number of lessons)	29	29	100.0
Seminars			
13. "Designated official" training for newly appointed heads and deputy heads of missions (number of training sessions)	10	10	100.0
14. Annual workshops for senior security personnel from field missions, UNLB and RSCE (number of personnel trained)	20	0	0.0
15. Security analysis process and practice courses to support improved analysis, situational awareness and reporting on peacekeeping missions (number of courses)	2	0	0.0
16. Security information analysts from peacekeeping missions trained in security analysis process and practice courses (number of personnel trained)	40	0	0.0
17. Training and certification on critical incident stress prevention and management for counsellors in peacekeeping operations (number of counsellors trained)	10	0	0.0
18. Peer helper training workshops (number of workshops)	3	2	66.7
19. Peer helpers trained and certified (number of personnel trained and certified)	30	51	170.0
20. Provision of training on safety and security policies and procedures for security personnel, security officers, security guards and training instructors, including on use-of-force policies and tactics, use of lethal and less lethal tactical measures, active shooter response, defensive/evasive driving, fire safety, first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training, and basic security training, including physical security, access control, screening procedures and surveillance detection (number of personnel trained)	170	0	0.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
21. Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions (number of instructors certified)	14	7	50.0
International cooperation and inter-agency coordination and liaison			
Other services			
22. Technical standard operating procedures relevant to the acquisition, collation, analysis and dissemination of security threat information in support of field missions reviewed and/or updated (number of chapters)	9	9	100.0
23. Technical guidance provided to counsellors from peacekeeping missions (number of counsellors)	10	10	100.0
24. Technical consultation and support provided to DPO/DOS Headquarters managers on psychosocial issues, including on strategies on emergency response and downsizing (number of issues/cases addressed)	8	8	100.0

Key performance results

128. The COVID-19 pandemic affected DSS at both the strategic and operational levels. The core deliverables of the Department are highly dependent upon the ability to travel to field duty stations, given that most of its activities cannot be conducted remotely. Meanwhile, the Department focused on providing security policy, operational and technical guidance, security training and crisis support to field personnel in peacekeeping missions. In the 2020/21 period, the Department focused in particular on providing appropriate tools required to strengthen the security risk management process throughout peacekeeping missions globally. Such processes included managing security risks to United Nations personnel, premises and assets as well as enabling the implementation of United Nations mandate and programme activities in the most secure environment. The Department's strategic plan, which demands high levels of engagement, was implemented through live interventions and virtual meetings. This yielded interesting ideas as well as new perspectives, some of which were directly adopted to allow the Department to move forward in supporting mainly high-risk field missions lacking capacities. The strategic security threat information liaison visits assisted the security management structures in better supporting the analytical capabilities in respective missions, and recommendations were made to designated officials, force commanders and security managers.

129. Owing to the continued COVID-19 travel restrictions, the Department had to cancel the annual workshop for senior security personnel. A virtual meeting held online was attended by 31 field security staff, but it could not fully achieve the desired impact. In addition, the courses on security analysis process and practice were not held because a high degree of in-person interaction is required. In the interim, a short introductory webinar on security threat information was offered. While the Department could not physically deploy counsellors, it aimed to strengthen the counselling capacity in missions to respond to staff needs by contracting three surge counsellors on a short-term basis. That allowed the Department to respond to the COVID-19-related operational needs of staff in the field and to implement the psychosocial contingency plan. Approximately 1,300 technical supervision sessions were provided to peacekeeping field counsellors through virtual meetings, and 5,579 staff members in three peacekeeping missions received counselling sessions, follow-up and emotional support following reported critical and COVID-19-related incidents. Given that the Department could not conduct regular security training, which requires travel of instructors to peacekeeping missions, it focused on supporting field security personnel by delivering training within missions remotely. It also organized a webinar on dry fire practice to assist field missions in developing firearm training activities to supplement the regular firearm training affected by COVID-19. The remote training, however, does not replace the need for interactive hands-on training. The lack of face-to-face security training and certification

activities could negatively affect the ability of field missions to meet the United Nations security training standards going forward.

M. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

130. In the 2020/21 period, the activities of the ACABQ secretariat included the provision of advice and technical support to the Advisory Committee on issues of policy and/or procedures, including the examination and analysis of the proposals contained in the reports of the Secretary-General. As a result of the remote working methods required from the start of the COVID-19 pandemic, the ACABQ secretariat continued to streamline processes to enable the Advisory Committee to work remotely, maintain the highest standards and produce reports in a timely manner. The secretariat also provided more in-depth preparatory reports, analysis, substantive and technical advice and support to the meetings of the Committee, given the increasing complexity of the matters before the Committee, including requests for resources, peacekeeping-related proposals and other policy proposals. The additional requirements for the secretariat resulted in continuous adaptation and streamlining of the templates for the reports of the Advisory Committee, which allowed for a more concise approach and increased efficiency of the report drafting process.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) 100 per cent of the reports of ACABQ are submitted within the deadline	Achieved.	Target	100
		Estimate	100
		Actual	100
(ii) 100 per cent of the reports of ACABQ are free of error	Achieved.	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
<i>Advisory Committee on Administrative and Budgetary Questions</i>			
Substantive servicing of meetings			
1. Provision of substantive and technical advice and support to the meetings of ACABQ	120	84	70.0
2. Provision of timely and accurate support to ACABQ	1	1	100.0
Parliamentary documentation			
Reports of the Advisory Committee on Administrative and Budgetary Questions			
3. Production of well-documented and technically accurate reports that fully reflect the views of ACABQ	47	40	85.1

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Other services			
4. Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports to produce timely documentation	120	84	70.0

Key performance results

131. The ACABQ secretariat provided efficient and effective support to the Advisory Committee throughout the 2020/21 period and enabled continuity in the work of the Committee in peacekeeping-related matters. The secretariat produced increasingly complex and detailed Committee reports related to peacekeeping matters. The staff of the secretariat demonstrated a high level of commitment, ensuring that all reports were comprehensive, accurate and produced in a timely manner despite the challenges represented by the COVID-19 pandemic, the significant increase in workload and the limited staffing capacity.

132. In terms of the variance between the planned and actual outputs of the Advisory Committee meetings (output 1), the secretariat estimated that approximately 30 additional meetings for second reviews of the Committee's reports would be required. Although specific meetings did not take place given the working modalities during the COVID-19 pandemic, the second reviews were conducted offline, including through email communication, owing to time exigencies and the increasing complexity and volume of documentation reviewed by the Committee. Furthermore, while outputs 3 and 4 were lower, the workload of the Committee and its secretariat in its 2020/21 peacekeeping session increased significantly and included the consideration of responses to 2,300 questions on peacekeeping missions and related matters compared with approximately 1,410 questions in the 2019/20 peacekeeping session.

N. Office of the United Nations High Commissioner for Human Rights

133. OHCHR continued to support peacekeeping operations, DPO, DOS and Member States with human rights advice, analysis, operational support, training and guidance, while adapting to working methods made necessary by the COVID-19 pandemic. OHCHR continued to support MINUSMA, MINUSCA, MONUSCO and the transitioning UNAMID by providing strategic planning and policy guidance and by integrating human rights into the peace and security agenda at headquarters. Notable results included briefings to troop- and police-contributing countries within the Special Committee on Peacekeeping Operations on human rights in peacekeeping, an operational support visit to MINUSMA to assist with strategic planning and policy implementation and provide continued support in the implementation of its human rights due diligence policy, continued engagement with the African Union on human rights compliance, and the integration of human rights and protection analysis and information into the UNAMID transition and drawdown, as well as lessons learned on the implementation of human rights mandates. OHCHR also continued to support DPO in the Action for Peacekeeping agenda through briefings to Member States, including in the Special Committee on Peacekeeping Operations, and continued to offer human rights planning policy support to the African Union through UNOAU. Notwithstanding COVID-19-related training cancellations, OHCHR maintained its strong contribution to training development and delivery for uniformed personnel. In its work on protection from sexual exploitation and abuse, OHCHR focused, inter alia, on protection from sexual exploitation and abuse in the COVID-19 response, the provision of legal assistance to victims, advice on the integration of a human rights-based approach to sexual exploitation and abuse investigations and follow-up on concerns with Member States.

Actual indicators of achievement

Expected accomplishment (a): Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) Security Council resolutions on peacekeeping operations incorporate human rights dimensions (percentage)	Achieved. Security Council resolutions adopted for 5 missions (MINUSCA, MINUSMA, MONUSCO, UNAMID, UNMISS) included concrete language for the promotion and protection of human rights	Target	100
		Estimate	100
		Actual	100
(ii) Member States are provided regular briefings and documented reports on human rights	Achieved. Member States were provided with 35 briefings and documented reports	Target	35
		Estimate	35
		Actual	35

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2020/21
(i) New or updated mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets that reflect human rights priorities	Achieved. Reviewed and/or informed the review and preparation of 8 updated mission concepts, mission plans, transition strategies and budgets	Target	8
		Estimate	8
		Actual	8
(ii) Peacekeeping policies and training for mission personnel, including military and police, integrate human rights content, and peacekeeping operations and the African Union are equipped with mechanisms and tools that comply with human rights-related policies	Achieved. Human rights content was integrated into 25 new and existing peacekeeping policies, guidelines, guidance documents, protocols, training programmes and handbooks	Target	25
		Estimate	25
		Actual	25

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
Parliamentary documentation			
Reports of the Secretary-General			
1. OHCHR input to and human rights information and recommendations included in regular country and thematic reports of the Secretary-General to the Security Council and General Assembly	10	12	120.0
2. OHCHR input to annual report of the Secretary-General on special measures for protection from sexual exploitation and abuse relating to sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate, and input to quarterly reports	1	1	100.0
Other substantive activities			
Other services			
3. Briefings on human rights developments, trends and related activities in peacekeeping operations to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries and regional organizations	20	22	110.0
4. Strategic and technical advice on the inclusion of human rights analysis and priorities in planning documents, including mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets for United Nations and regional peacekeeping operations in start-up, transition or drawdown	8	8	100.0

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
5. Monthly advice to human rights components of peacekeeping operations on the integration of human rights in peacekeeping operations that responds to developments in the respective mission areas	12	12	100.0
6. Technical review and clearance provided for public human rights reports drafted by human rights components of peacekeeping operations	8	8	100.0
7. Monthly support to human rights components of peacekeeping operations to provide guidance on performing risk assessments in accordance with the human rights due diligence policy	12	12	100.0
8. Standard operating procedures for the implementation of the human rights due diligence policy updated	2	2	100.0
9. Monthly advice to relevant peacekeeping teams in the regional structure, the Police Division and the Office of Military Affairs on strengthening the implementation of the human rights due diligence policy	12	12	100.0
10. Monthly advice to UNOAU and the African Union on integrating human rights and protection analysis in planning, deployment and military-police operations of regional or joint United Nations-African Union peacekeeping operations	12	12	100.0
11. Human rights content integrated in DPO policies and guidance documents for uniformed personnel, including on implementing protection of civilians mandates, and sexual exploitation and abuse guidance documents applicable to peacekeeping operations	8	12	150.0
12. Quarterly consultations on developments affecting the integration of human rights in peacekeeping to establish strategic human rights priorities and facilitate planning within OHCHR and by human rights components of peacekeeping operations	4	4	100.0
13. Planning, methodological and operational advice to DPO and DOS on the integration of human rights in the development of human rights compliance frameworks as part of DPO and DOS support packages to African Union and regional peace operations	2	2	100.0
14. Briefings and training sessions on human rights integration in peacekeeping as part of induction and training to senior mission leaders	2	2	100.0
15. Specialized human rights courses/sessions on human rights roles and responsibilities of military and police peacekeeping personnel, including dedicated training of trainers from troop- and police-contributing countries on human rights roles and responsibilities of military and police components	12	12	100.0
16. Support to the DPO Integrated Training Service and peacekeeping training centres in troop- and police-contributing countries in developing and enhancing human rights training modules and material for predeployment and in-mission training courses	3	3	100.0
17. Monthly advice provided to peacekeeping operations and mission personnel on handling and reporting on allegations of sexual exploitation and abuse involving non-United Nations forces operating under a Security Council mandate	12	12	100.0
18. Briefings on prevention and response to sexual exploitation and abuse delivered to United Nations personnel and Member States and regional organizations deploying non-United Nations forces operating under a Security Council mandate	3	5	166.7
Good offices, fact-finding and other special missions			
19. Predeployment mission to contribute to planning for a human rights component for a new peacekeeping operation or surge capacity deployment of staff to assist human rights components in a crisis situation	1	0	0.0
20. Strategic and technical assessment missions to United Nations and regional peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations	9	2	22.2

Key performance results

134. OHCHR continued to provide dedicated backstopping support to peacekeeping operations and regional organizations by providing inputs to a total of eight updated mission concepts, strategic frameworks and budgets reviews for three peacekeeping missions (MINUSCA, MINUSMA and MONUSCO). Furthermore, OHCHR continued to ensure effective human rights protection by peacekeeping operations as

well as support for nationally led efforts to hold perpetrators accountable by helping to inform Security Council Member States on human rights situations, trends and developments. The Office also provided strategic and technical advice to United Nations peacekeeping operations to support the implementation of human rights due diligence policy on United Nations support to non-United Nations security forces. Such support was provided to MINUSCA, MINUSMA, MONUSCO, UNIFIL, UNMIK, UNMISS and UNSOS and included advising on the conduct of targeted risk assessments and developing context-specific mitigation measures. OHCHR contributed to the equipping of peacekeeping operations and the African Union with mechanisms and tools that comply with 25 human rights-related policies. To that end, in collaboration with the DPO Policy, Evaluation and Training Division, OHCHR provided advice and guidance to and shared lessons learned with the African Union Commission on designing an African Union compliance framework to contribute to the development and review of the African Union's compliance in respect of peace support operations. OHCHR met its training target through online training, despite COVID-19 travel restrictions.

135. The most significant variance, in the areas of training delivery and strategic and technical assessment missions to peacekeeping operations (output 20), was caused by the COVID-19 travel restrictions. That resulted in significant underexpenditure under official travel, with only two of the planned nine operational support visits being carried out by OHCHR. However, OHCHR was able to provide additional operational support to other missions virtually, especially on strategic planning processes and analysis, including for the MONUSCO and UNAMID transitions, and to provide technical support on human rights due diligence policy to MINUSCA, MONUSCO, UNMIK and UNMISS.

III. Resource performance

A. Financial resources

Table 1

Summary of resource performance by category

(Thousands of United States dollars; budget year is from 1 July 2020 to 30 June 2021)^a

Category	Apportionment (1)	Expenditure (2)	Variance	
			Amount	Percentage
			(3)=(1)-(2)	(4)=(3)÷(1)
I. Post resources	242 685.1	243 207.9	(522.8)	(0.2)
II. Non-post resources				
General temporary assistance	12 111.8	12 488.4	(376.6)	(3.1)
Consultants	2 323.5	2 557.1	(233.6)	(10.1)
Official travel	7 856.7	1 482.5	6 374.2	81.1
Facilities and infrastructure	23 186.8	23 247.2	(60.4)	(0.3)
Ground transportation	72.6	57.1	15.5	21.3
Communications and information technology	17 749.7	17 729.9	19.8	0.1
Medical	87.6	97.1	(9.5)	(10.8)
Other supplies, services and equipment	13 435.3	17 125.7	(3 690.4)	(27.5)
After-service health insurance included in other supplies, services and equipment	11 094.1	11 778.3	(684.2)	(6.2)
Subtotal, category II	76 824.0	74 785.0	2 039.0	2.7
Total, categories I and II	319 509.1	317 992.9	1 516.2	0.5
Enterprise resource planning	13 381.3	13 381.3	–	–
Global service delivery model	868.5	868.5	–	–
Peacekeeping capability readiness	3 881.6	2 738.0	1 143.6	29.5
Umoja maintenance and support costs	18 053.7	20 512.2	(2 458.5)	(13.6)
Subtotal	36 185.1	37 500.0	(1 314.9)	(3.6)
Gross requirements	355 694.2	355 492.9	201.3	0.1
III. Staff assessment income	26 817.1	27 615.6	(798.5)	(3.0)
Net requirements, categories I–III	328 877.1	327 877.3	999.8	0.3

^a Minor differences between the figures in the table above and those provided in volume II of the financial statements for the year ended 30 June 2021 are due to rounding.

Table 2
Summary of resource performance by department/office

(Thousands of United States dollars)

Department/office	Apportionment	Expenditure	Variance	
			Amount	Percentage
Department of Peace Operations	90 618.0	94 034.2	(3 416.2)	(3.8)
United Nations Office to the African Union	8 458.7	8 168.2	290.5	3.4
Department of Operational Support	101 865.4	99 901.0	1 964.4	1.9
Department of Management Strategy, Policy and Compliance	48 054.1	47 507.1	547.0	1.1
Office of Information and Communications Technology	20 858.9	20 252.1	606.8	2.9
Office of Internal Oversight Services	31 982.2	31 153.6	828.6	2.6
Executive Office of the Secretary-General	1 211.7	1 085.4	126.3	10.4
Administration of justice	985.0	2 907.7	(1 922.7)	(195.2)
Office of Staff Legal Assistance	228.0	184.6	43.4	19.0
Office of the United Nations Ombudsman and Mediation Services	2 615.8	1 805.3	810.5	31.0
Ethics Office	1 132.5	980.8	151.7	13.4
Office of Legal Affairs	4 080.2	3 761.7	318.5	7.8
Department of Global Communications	873.0	703.4	169.6	19.4
Department of Safety and Security	3 511.5	3 443.4	68.1	1.9
Advisory Committee on Administrative and Budgetary Questions	659.9	475.2	184.7	28.0
Office of the United Nations High Commissioner for Human Rights	2 374.2	1 629.2	745.0	31.4
Subtotal	319 509.1	317 992.9	1 516.2	0.5
Enterprise resource planning	13 381.3	13 381.3	—	—
Global service delivery model	868.5	868.5	—	—
Peacekeeping capability readiness	3 881.6	2 738.0	1 143.6	29.5
Umoja maintenance and support costs	18 053.7	20 512.2	(2 458.5)	(13.6)
Subtotal	36 185.1	37 500.0	(1 314.9)	(3.6)
Gross requirements	355 694.2	355 492.9	201.3	0.1

Table 3
Other revenue and adjustments

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>
Investment revenue	536.2
Other/miscellaneous revenue	52.2
Cancellation of prior-period obligations	1 525.0
Total	2 113.4

B. Analysis of variances¹

	<i>Variance</i>	
Post resources	(\$522.8)	(0.2%)

136. Expenditure was higher despite the higher average vacancy rates, mainly in respect of the posts in the Professional and higher categories, being 11.1 per cent compared with the budgeted rates of 8.5 per cent during the reporting period. Additional expenditure was incurred owing primarily to increases in the post adjustment multipliers and to the rotation of seconded military staff in DPO. As explained in the support account budget proposal for the 2021/22 period ([A/75/785](#), para. 26), the post adjustment multiplier in New York was increased by 3.3 per cent, from 67.1 to 69.3, as at 1 February 2021. In addition, the vacancy rate for the General Service and related category of staff was slightly lower, at 13.4 per cent, compared with the approved rate of 13.6 per cent, and net salaries were adjusted upward by 1.2 per cent effective 1 November 2020 in accordance with information circular [ST/IC/2021/1](#), leading to slight overall overexpenditure under post resources.

	<i>Variance</i>	
General temporary assistance	(\$376.6)	(3.1%)

137. Expenditure was higher despite the average actual vacancy rates being 17.4 and 9.8 per cent compared with the budgeted rates of 13.5 and 10.0 per cent for the Professional and General Service categories, respectively. As explained above, for post resources, changes in standard salary for both categories during the period had an upward impact on expenditure. Additional resources were needed for OIOS for lower-than-budgeted vacancy rates for temporary staff, as well as for sick/maternity leave replacements, and short-term or peak workload needs. In DOS, additional expenditure was incurred for replacements and short-term or peak workload needs in relation to: (a) the design, development and delivery of training and capacity development programmes; (b) the provision of professional support and supervision of specialized human resources transactions in the areas of onboarding, separation and the processing of complex entitlements; and (c) the management of the Young Professionals Programme.

	<i>Variance</i>	
Consultants and consulting services	(\$233.6)	(10.1%)

¹ Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 4 per cent and \$50,000.

138. The variance was attributable mainly to: (a) overexpenditure in DPO for the development of training platforms and materials, support for knowledge management and lessons learned on the implications of COVID-19, the review of protection of civilian best practices, the implementation of the data strategy and analytics toolkit for the Action for Peacekeeping initiative, and the review of the reconciliation, stabilization and resilience trust fund in South Sudan; and (b) requirements in DOS to enhance data analytics capacity and the continuation of consultancies for supply chain studies and training platforms, offset in part by underexpenditure in DMSPC, OIOS, UNOMS, the Ethics Office and the Office of Legal Affairs as a result of activities being partially deferred owing to the COVID-19 pandemic restrictions.

	<i>Variance</i>	
Official travel	\$6 374.2	81.1%

139. The variance was attributable mainly to lower expenditure under overall travel owing to the travel restrictions in connection with the COVID-19 pandemic. While various alternative and mitigation measures were implemented, the inability to travel meant that some training and workshops had to be postponed.

	<i>Variance</i>	
Facilities and infrastructure	(\$60.4)	(0.3%)

140. The variance was attributable mainly to higher requirements in: (a) DOS, owing to the apportionment of rental costs on the basis of the approved number of posts under the support account; (b) UNOAU, owing to an increase in the rental costs for its premises paid to the Economic Commission for Africa; and (c) OIOS, owing to the increased charges for OIOS capacity at the Entebbe support base, offset in part by underexpenditure in various offices owing to lower requirements for office supplies.

	<i>Variance</i>	
Ground transportation	\$15.5	21.3%

141. The variance was attributable mainly to lower requirements for maintenance services and fuel owing to the limited movements of vehicles as a result of the COVID-19 pandemic.

	<i>Variance</i>	
Medical	(\$9.5)	(10.8%)

142. The variance was attributable mainly to the provision of additional medical and sanitary supplies owing to COVID-19 safety measures.

	<i>Variance</i>	
Other supplies, services and equipment	(\$3 690.4)	(27.5%)

143. The variance was attributable mainly to: (a) the absorption of the deferred peacekeeping share of the contribution for the administration of justice. Owing to the overrun in staff salary costs, the contribution to the peacekeeping share of administration of justice amounting to \$1,922,700 was postponed in 2018/19 and the full payment of the postponed portion was made during the 2020/21 period (see also para. 4); (b) the additional expenditure of \$684,200 for the peacekeeping share of the after-service health insurance owing to the higher level of actual medical expenditure by retired staff (ibid.); (c) DPO, for the development and translation of standardized

material for training-of-trainers for national investigative officers and for the maintenance of the self-service portal; (d) DOS, for investment in management and staff development training, anti-corruption in procurement training and medical training for emergency and acute care during the COVID-19 pandemic; and (e) OICT, for additional administrative fees paid to the Economic and Social Commission for Asia and the Pacific for personnel in Bangkok. That was offset in part by underexpenditure under training in various offices as a result of restrictions in connection with the COVID-19 pandemic.

	<i>Variance</i>	
Peacekeeping capability readiness	\$1 143.6	29.5%

144. The variance was attributable mainly to the lower actual number of formed units at the rapid deployment level of the Peacekeeping Capability Readiness System, owing in part to the logistical challenges in procurement and training experienced by troop- and police-contributing countries during the pandemic. The number of rapid deployment level formed units follows the established criteria and requirements including, inter alia, a further pledge by the respective troop- or police-contributing countries declaring their ability to deploy within 60 days without any restrictions or caveats, the conduct of a verification visit, and the signature of a rapid deployment level agreement.

	<i>Variance</i>	
Umoja maintenance and support costs	(\$2 458.5)	(13.6%)

145. Umoja maintenance and support costs included many direct operating and maintenance costs, including a 62 per cent share of the global costs for the infrastructure to support Umoja, the peacekeeping share of the costs for the master data management team, field-specific infrastructure, business analysis and support desk costs, maintenance costs for the field-specific applications, and the training requirement for the Umoja Extension 2 supply chain management modules. The total expenditure was at the level originally proposed by the Secretary-General for the 2020/21 period under the support account ([A/74/743](#)), which was similar to the level for the 2019/20 period. While the \$2.5 million reduction were apportioned under the final approved budget, the costs could not be contained.

IV. Activities of the Integrated Training Service

Core training activities in the period 2020/21

<i>Activity</i>	<i>Location</i>	<i>Period</i>
International Peace Institute meeting on capacity-building for protection of civilians	Online	July 2020
Training on the use of Microsoft Teams by trainers for virtual learning (10 courses)	Online	July 2020
Renewal of training recognition of predeployment training for United Nations military observers, Germany	Online	July 2020
Information Technology Service online platform for learning (development, 2 large courses)	Online	July 2020

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Training recognition of predeployment training for United Nations military observers, Austria	Online	July 2020
Training recognition of predeployment training for United Nations military observers, Hungary	Online	July 2020
Training recognition of predeployment training: United Nations staff officers and United Nations military observers course, Switzerland	Online	July 2020
Pre-rotation visit to motorized infantry battalion, Cameroon	Online	August 2020
Pre-rotation visit to motorized infantry battalion, Mauritania	Online	August 2020
Training recognition of predeployment training: United Nations military observers course, Bosnia and Herzegovina	Online	September 2020
Exercises to strengthen the performance of troop- and police-contributing countries in peacekeeping operations designed and delivered, Malawi	Online	September 2020
Pre-rotation visit to motorized infantry battalion, Malawi	Online	September 2020
Design and creation of enhanced training for high-level operational support: online learning materials	Online	September 2020
Delivery of training for Entebbe-based entities (two courses)	Online	October 2020
North Atlantic Treaty Organization defence capacity-building project meeting	Online	October 2020
Predeployment visit to Quick Reaction Force, United Republic of Tanzania	Online	November 2020
Exercises to strengthen the performance of troop- and police-contributing countries in peacekeeping operations designed and delivered, United Republic of Tanzania	Online	November 2020
Latin American Association of Peacekeeping Training Centres meeting	Online	November 2020
Exercises to strengthen the performance of troop- and police-contributing countries in peacekeeping operations designed and delivered, Gambia	Online	November 2020
Remote assessment and advisory visit for Quick Reaction Force, Senegal	Online	November 2020
United Nations senior national planners programme, Guatemala	Online	November 2020
Mobile training team, Guatemala	Online	December 2020
Senior leadership programmes for 26 newly appointed senior leaders in field missions	Online	December 2020
Mobile training team, MONUSCO	Online	December 2020
Exercises to strengthen the performance of troop- and police-contributing countries in peacekeeping operations designed and delivered, Senegal	Online	December 2020
Workshop for personnel serving in peacekeeping training centres and training focal points from the field	Online	December 2020
Development of United Nations peace operations specialized training materials for operational logistics	Online	December 2020
Remote assessment and advisory visit for Quick Reaction Force, Gambia	Online	December 2020

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Workshop to develop standardized training materials for United Nations military intelligence officers	Online	January 2021
Development of United Nations peace operations specialized training materials for infantry battalions	Online	January 2021
Guidance documents on training development, design, delivery and evaluation	Online	January 2021
Remote assessment and advisory visit for Quick Reaction Force, Malawi	Online	January 2021
Remote assessment and advisory visit for Quick Reaction Force, South Africa	Online	January 2021
Mobile training team, MONUSCO	Online	January 2021
Workshops to develop United Nations infantry battalion specialized training materials	Online	January 2021
Senior leadership programmes for 26 newly appointed senior leaders in field missions	Online	February 2021
Training on the use of Microsoft Sway by trainers for virtual learning (seven courses)	Online	February 2021
United Nations remote predeployment training reinforcement and verification course for staff officers (force Intervention Brigade, MONUSCO)	Online	February 2021
Workshop to develop a United Nations peacekeeping intelligence, surveillance and reconnaissance reinforcement training package	Online	March 2021
Intensive orientation courses for the heads of military components	Online	March 2021
Remote assessment and advisory visit for counter-improvised explosive devices team, Jordan	Online	March 2021
Remote assessment and advisory visit for medium utility helicopter unit, Ukraine	Online	March 2021
Development of guidelines for the conduct of training needs assessments	Online	March 2021
Development of standard operating procedures for training packages	Online	March 2021
Remote assessment and advisory visit for mobile surgical team, Jordan	Online	March 2021
Training recognition for predeployment training: comprehensive protection of civilian and military riverine unit training courses	Brazil	April 2021
Virtual validation workshop and pilot training course for United Nations individual police officers: standardized training materials	Germany	April 2021
Meeting with RSCE staff on restart of face-to-face training under COVID-19 conditions	Uganda	April 2021
Pilot of United Nations police standard training materials	Germany	April 2021
United Nations military intelligence officers: training introduction	Online	April 2021
Predeployment visit to Quick Reaction Force, Kenya	Online	April 2021
Remote assessment and advisory visit for Quick Reaction Force, Burkina Faso	Online	April 2021

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Remote assessment and advisory visit for Quick Reaction Force, Togo	Online	April 2021
Mobile training team, Mexico	Online	April 2021
Training-of-trainers sessions for field mission training personnel serving in peacekeeping on substantive priorities, e-learning design and skills enhancement, and the conduct of training support visits for field missions (seven courses)	Online	May 2021
Predeployment courses for 150 civilian personnel serving in peacekeeping operations (16 courses)	Online	May 2021
United Nations senior national planners programme, Mexico	Online	May 2021
Development of a French version of the practical guide to peacekeeping training evaluation	Online	May 2021
Workshop on the development of specialized training materials and reinforcement training packages	UNHQ	May 2021
Mission Advanced Staff Training programme for 16 senior staff in peace operations	Online	June 2021
European Security and Defence College meeting	Online	June 2021
United Nations police meeting with all Member States trainers	Online	June 2021
NATO Defense College meeting	Online	June 2021
Rapid expert assistance and cooperation teams for conflict prevention, crisis management and post-conflict rehabilitation	Spain	June 2021

V. Action to be taken by the General Assembly

146. The actions to be taken by the General Assembly are the following:

(a) To decide on the treatment of the unencumbered balance of \$201,300 in respect of the period from 1 July 2020 to 30 June 2021;

(b) To decide on the treatment of other revenue amounting to \$2,113,400, comprising investment revenue (\$536,200), other/miscellaneous revenue (\$52,200) and the cancellation of prior-period obligations (\$1,525,000), in respect of the period from 1 July 2020 to 30 June 2021;

(c) To decide on the treatment of the peacekeeping share of the unused balance of the resources provided for the enterprise resource planning project in the amount of \$4,201,000, in accordance with General Assembly resolution [74/263](#).