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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 2010 to 30 June 2011

Report of the Secretary-General

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* For information on planned and actual outputs, see A/66/610/Add.1.



Summary

The present report and the addendum thereto contain the report on the budget performance of the support account for peacekeeping operations for the period from 1 July 2010 to 30 June 2011.

Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

Category	Apportionment ^a	Expenditure	Variance	
			Amount	Percentage
Post requirements	202 986.4	189 964.6	13 021.8	6.4
Non-post requirements	160 825.1	151 456.8	9 368.3	5.8
Gross requirements	363 811.5	341 421.4	22 390.1	6.2
Staff assessment income	29 322.7	29 289.0	33.7	0.1
Net requirements	334 488.8	312 132.4	22 356.4	6.7

^a Represents \$356,033,000 approved by the General Assembly in its resolution 64/271, inclusive of the amount of \$57,033,000 for enterprise resource planning, an amount of \$7,672,300 for the United Nations Office to the African Union (see resolution 64/288), and additional funds in the amount of \$106,206 for the support account share of the information and communications technology structural review (see resolution 65/259).

Human resources incumbency performance

Category	Authorized staff	Actual incumbency (average)	Vacancy rate (percentage) ^a
Professional and higher	876	739	15.7
General Service and related	435	375	13.7

^a Based on monthly incumbency and planned strength.

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

Abbreviations

AMISOM	African Union Mission in Somalia
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
OIOS	Office of Internal Oversight Services
Support for AMISOM	United Nations support for the African Union Mission in Somalia
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNIFIL	United Nations Interim Force in Lebanon
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia

I. Introduction

1. In paragraph 21 of its resolution 64/271 on the support account for peacekeeping operations, the General Assembly approved post and non-post resources for the period from 1 July 2010 to 30 June 2011 in the amount of \$356,033,000, including 1,241 continuing posts and 21 new temporary posts listed in annex I to the resolution, and 134 continuing general temporary assistance positions and 29 new positions listed in annex II. In paragraph 4 of its resolution 64/288, the Assembly approved an amount of \$7,672,300 for the United Nations Office to the African Union, to be funded from the support account. In section XVII, paragraph 16, of its resolution 65/259, the Assembly approved additional funds in the amount of \$106,206 for the peacekeeping share of the information and communications technology structural review, to be funded from the support account. Accordingly, the total of the support account requirements authorized for the period 2010/11 was \$363,811,506.

2. During the period, the Department of Peacekeeping Operations and the Department of Field Support undertook activities funded from the support account to backstop and support 13 peacekeeping operations, UNLB, support for AMISOM and the liquidation of UNOMIG and MINURCAT. The following Security Council decisions had an impact on the activities of both departments:

(a) By its resolution 1923 (2010), the Security Council decided that the military component of MINURCAT would be reduced to 2,200 military personnel, 25 military liaison officers and a maximum of 300 police officers, and called upon the Secretary-General to implement the final withdrawal of the remaining troops beginning on 15 October 2010;

(b) In response to ongoing destabilization dynamics in the eastern part of the Democratic Republic of the Congo, the Security Council, by its resolution 1925 (2010), authorized that MONUSCO comprise a maximum of 19,815 military personnel, 760 military observers, 391 police personnel and 1,050 personnel of formed police units, in addition to the appropriate civilian, judicial and corrections components;

(c) By its resolution 1933 (2010), the Security Council authorized UNOCI to address the post-electoral crisis in Côte d'Ivoire using all necessary means to carry out its mandate, within its capabilities and its areas of deployment, not least by resorting to intermission cooperation;

(d) By its resolution 1944 (2010), the Security Council, in support of the post-earthquake recovery of Haiti, decided to maintain the overall force levels of MINUSTAH, which consisted of a military component of up to 8,940 troops of all ranks and a police component of up to 4,391 police;

(e) Finally, by its resolution 1978 (2011), the Security Council announced its intent to establish a mission to succeed UNMIS and authorized UNMIS to utilize its assets to prepare for the establishment of the successor mission.

3. Key initiatives contributing to management improvements and efficiency gains undertaken by the Department of Peacekeeping Operations were: the continued implementation of the New Horizon Initiative; a project on the capability-driven approach, aimed at developing guidance and capability standards, generating and sustaining critical resources and strengthening training, which progressed with the

initiation of three pilot projects, on infantry battalions, staff officers and military medical support; the development of an operational framework to assist missions in preparing strategies for the protection of civilians that will serve as a basis for related training modules, and to be tested in the field during the period 2011/12; the mapping of capability and resource requirements for the implementation of the mandate relating to the protection of civilians; the clarification of the role of peacekeepers in the early phase of peacebuilding, through a concept paper on peacekeeping and peacebuilding; the beginning of the implementation of the global field support strategy, including the establishment of the global service centre and the regional service centre, modular approaches to deployment, and human resources and financing reforms, including the strengthening of the financial framework for mission start-up or expansion; consultations among the Security Council, troop- and police-contributing countries and the Secretariat to ensure a more integrated and consultative planning process for new missions, as well as those undergoing significant adjustment; and the development of compacts between Special Representatives/Heads of Mission and the Secretary-General to strengthen the accountability of leadership in the field, which also serve to improve coherence between mission and Headquarters leadership in support of mandate implementation.

4. Key initiatives undertaken by the Department of Field Support were: the review of the processes and structure of the Field Personnel Division and the Logistics Support Division, in the context of the global field support strategy and proposed structure; the transfer of transactional functions to UNLB; the development and piloting of an induction training programme in the field for newly deployed conduct and discipline personnel to provide them with technical assistance and advice on the implementation of a three-pronged strategy for addressing misconduct, including sexual exploitation and abuse; and the completion and issuance of standard operating procedures on the implementation of amendments to the model memorandum of understanding between the United Nations and troop-contributing countries with respect to conduct and discipline.

5. Several improvements achieved by the Department of Field Support marked the first year of the implementation of the global field support strategy, as detailed in the report of the Secretary-General on progress in the implementation of the global field support strategy (A/65/643). In particular, the standardized funding model was developed and approved by Member States, and, in the context of modularization, the first module, a 200-person camp, was developed in consultation with Member States and implemented. Many improvements were made at the field level, such as the inclusion and use of rosters.

6. During the budgetary period, the Department of Management undertook key initiatives and management improvements in three areas — finance and budget, human resources, and physical resources — as detailed below.

7. The Office of Programme Planning, Budget and Accounts implemented an electronic application for the reporting of account balances to Headquarters from banks worldwide, the automation of remittance advice notices as a replacement for the former manual process for payments to staff members; and a new Internet portal providing the United Nations operational rates of exchange. Substantial progress has been made in the formulation of United Nations IPSAS policy frameworks, and the Office has shifted its focus to the implementation of IPSAS, including in peacekeeping operations. Progress was made in the analysis of critical

implementation issues, including those relating to opening balances for property, plant and equipment and inventory, thresholds for capitalization and the use of transitional provisions.

8. The Office of Human Resources Management continued to address human resources management reforms, focusing on the areas of contractual reform and talent management. The introduction of new contractual arrangements aligned the entitlements of field and Headquarters staff and encouraged greater mobility of staff between Headquarters and field missions. A new talent management system and its electronic support tool Inspira were launched in April 2010, and their deployment continued through 2011. In addition, the Office replaced the former human resources action plans, rolled out the human resources management scorecard to monitor compliance with a core set of human resources management priorities, policies and procedures, and provided training to mission staff on their use. The Office supported efforts to develop field rosters of qualified candidates pre-vetted by a central review body, to ensure that candidates are available for immediate selection for field operations. In an effort to enhance the Organization's performance management and development system, the e-performance module was tested in UNMIL and will go live globally in April 2012. The Office continued to provide medical technical oversight to the mission medical support system and implemented an electronic medical records and occupational health management system (EarthMed) in UNLB and UNMIK.

9. The Office of Central Support Services established the Regional Procurement Office as a pilot project to bridge the gap between the Procurement Division at Headquarters and procurement in peacekeeping operations, by streamlining the administrative process and bringing procurement expertise closer to the field. Efficiency gains were sought through the development of joint capacity planning to assist the missions in the region, including streamlined acquisition planning by means of consolidated acquisition plans and the regional sourcing of commodities and services to reduce shipment delays and transportation costs. In the light of a study carried out by an independent expert, the Procurement Division introduced an online "training road map", and 1,064 staff from peacekeeping missions enrolled in the related courses. The Archives and Records Management Section launched a new website providing targeted relevant guidance for peacekeeping operations. A joint project with the Department of Peacekeeping Operations and the Department of Field Support aimed at preserving 944 historical Middle East maps was completed and has established a standard for cartographic archiving. The Section estimates that, as a result of the systematic implementation of the peacekeeping records retention schedule in the field, there has been a 33 per cent reduction in the number of records shipped to Headquarters, resulting in reduced shipping costs.

10. The Office of Internal Oversight Services submitted its preliminary report on the implementation of the pilot project for the Investigations Division (A/65/765) to the General Assembly at its sixty-fifth session. The Division continued to face difficulties in filling its staffing capacity, which is composed primarily of general temporary assistance positions, although its vacancy rate was reduced to 36 per cent from 43 per cent. Furthermore, the Division reduced by approximately 20 per cent the backlog of cases for investigations that had been pending for more than 12 months. In addition, data analysis and visualization tools were integrated into the investigation process, allowing for the assessment and presentation of large quantities of data to support investigations. The capacity to meet the demands of

investigations formerly assigned to the Procurement Task Force was improved through additional specialized training and the coordination of investigations related to procurement matters.

11. The Office of Information and Communications Technology carried out a number of important initiatives that had a direct impact on the effectiveness and efficiency of the United Nations peacekeeping operations, as follows: the Office has been developing an in-house electronic fuel management system to improve fuel management operations in field missions, with a reduction in software maintenance requirements of \$2 million over five years compared with the external off-the-shelf system initially envisaged; an electronic rations management system to automate the food supply chain process and contract administration functions in field missions; an enterprise identity management system to streamline user identity management practices and provide a unique identifier to each person that can be used for authentication and authorization to gain access to applications; an enterprise information portal as a new platform for field mission intranets to increase staff productivity by providing personalized web portals and efficient collaboration tools; customer relationship management solutions to improve the accuracy of the contingent-owned equipment verification process in field operations and facilitate telecommunications billing; an enterprise content management solution for the peacekeeping policy and guidance repository and peacekeeping reporting process automation projects; a prototype of the global warden system, developed in cooperation with the Department of Safety and Security to strengthen the security of staff in the event of emergency situations, leveraging existing systems in the field; and, finally, an additional customer relationship management solution supporting information and communications technology global service desk management, accessible at UNLB, for registering information and communications technology help-desk requests from peacekeeping operations.

12. The Department of Safety and Security has promulgated new policy guidance documents for all peacekeeping operations to increase the efficiency and effectiveness of the security management system in the field. Security plans have been completed for all non-integrated peacekeeping missions and for UNAMID, UNMIT and UNMIS. The plans for MONUSCO, MINUSTAH and UNMIL are in the draft stage, owing to constant changes in the corresponding security situations that required periodic reviews. The formulation of the plan for UNOCI was hindered as a result of the post-electoral crisis. Among the seven integrated missions, the security risk analysis was updated for UNMIL, UNMIS, UNAMID, UNOCI and UNMIT, and a draft analysis was finalized for MONUSCO and MINUSTAH. The analysis was completed for all non-integrated missions and the timelines met. In this connection, an average of 78 per cent compliance with the minimum operating security standards was achieved in seven integrated peacekeeping missions. Furthermore, in order to optimize reduced resources, training was conducted regionally in two peacekeeping operations, rather than sending instructors to all peacekeeping operations.

II. Resource performance

13. Against the amount of \$363,811,506 authorized by the General Assembly for the support account for the period 2010/11, actual expenditures totalled \$341,421,400, resulting in an unutilized balance of \$22,390,100. The average vacancy rates during the reporting period of 15.7 per cent in respect of the posts in the Professional and higher categories and 13.7 per cent in the General Service category were attributable primarily to staff turnover and delays in the recruitment of the related continuing temporary posts.

14. The unutilized balance of \$22,390,100 consisted of underexpenditure in respect of post resources and non-post resources, in particular under the general temporary assistance, information technology and other supplies, services and equipment resource categories.

15. The unencumbered balance in respect of post resources was attributable primarily to higher-than-budgeted vacancy rates in the Department of Peacekeeping Operations and the Department of Field Support due to recruitment delays, as well as lower-than-budgeted common staff costs in the Department of Management.

16. The unencumbered balance in respect of non-post resources under general temporary assistance was primarily attributable to higher-than-budgeted vacancy rates in the Investigations Division of the Office of Internal Oversight Services (43.2 per cent for the Professional and higher categories) owing to difficulties in the identification and recruitment of candidates meeting the professional requirements for investigators in Nairobi, Vienna and peacekeeping operations, and in the Department of Peacekeeping Operations owing to recruitment delays.

17. The unutilized balance in respect of non-post resources under the consultant category of expenditure was attributable primarily to: (a) the rescheduling of consulting activities related to the validation and documentation of IPSAS policies owing to a longer-than-anticipated vendor selection process in the Office of Programme Planning, Budget and Accounts; (b) the rescheduling of consulting activities for IPSAS training to coincide with the implementation of Umoja; (c) the fact that fewer consultancy services were required to review procurement bid protest cases of unsuccessful vendors, as a result of the fact that there were fewer receivable cases than anticipated in the Office of Central Support Services; and (d) the cancellation of the consultancy for the Office of Internal Oversight Services population survey conducted in UNMIS, owing to security and travel issues within the country, the fact that an information technology audit specialist was not required as a result of a shift of audit focus, and the fact that contractual rates for human resources and internal control specialists were lower than budgeted.

18. The unutilized balance in respect of non-post resources under the travel category of expenditure was attributable primarily to: (a) the decision to hold the resident auditors' conference every other year instead of each year as had been planned, and the postponement of the specialized investigations training/retreat as a result of the higher-than-budgeted vacancies; (b) the cancellation of trips by staff of the Office of Programme Planning, Budget and Accounts to peacekeeping missions owing to uncertain security situations; (c) operational constraints in the Office of the Under-Secretary-General and the fact that fewer cases were submitted to the Award Review Board than anticipated, requiring less travel for review in the field; and (d) the unavailability of staff in the Office of Central Support Services for

attendance at trade fairs, owing to the high vacancy rate in the Logistics and Transportation Section.

19. The unutilized balance in respect of non-post resources under the facilities category of expenditure was attributable primarily to the downsizing of security arrangements in the United Nations Office to the African Union, consistent with the high vacancy rate experienced during its first year of operations, the use of security support already established by UNAMID in the co-located premises in Addis Ababa, and alterations and minor construction that were not undertaken by the Office, for which provision had been made.

20. The unutilized balance in respect of non-post resources under the communications category of expenditure was attributable primarily to less use of commercial communications for wireless services (handheld devices and mobile and satellite telephones) and long-distance calls for desk telephones and facsimile machines, consistent with the high vacancy rate experienced in the United Nations Office to the African Union during its first year of operations.

21. The unutilized balance in respect of non-post resources under the information technology category of expenditure was attributable primarily to: (a) planned activities for system development and implementation that were not undertaken by the Office of Information and Communications Technology and vacancies with respect to contractual services personnel of the Department of Field Support associated with ongoing information and communications technology operational support, offset in part by unplanned activities undertaken for which resources had not been proposed; (b) the fact that technology charges for the period 2010/11 were inadvertently recorded in the financial period 2011/12 in the Department of Management; and (c) the fact that software for the new case management system in the Office of Internal Oversight Services was not procured, owing to deficiencies identified in the testing phase in field missions, offset in part by the procurement of information technology equipment in support of digital forensic activities for which resources had not been proposed.

22. The unutilized balance in respect of non-post resources under the other supplies, services and equipment category of expenditure was attributable primarily to: (a) lower-than-budgeted expenditure for after-service health insurance owing to a lower-than-planned increase in health costs both for health plans based in the United States of America and for those based elsewhere in the world, and a premium holiday granted under the medical plans; and (b) lower-than-budgeted contractual rates for a procurement training course in the Office of Central Support Services.

Table 1

Summary of resource performance by category

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment^a</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	202 986.4	189 964.6	13 021.8	6.4
II. Non-post resources				
General temporary assistance	24 576.5	20 393.2	4 183.3	17.0
Consultants	3 453.1	2 771.6	681.5	19.7
Official travel	13 173.1	12 954.7	218.4	1.7
Facilities and infrastructure	23 045.8	22 510.4	535.4	2.3
Communications	2 939.4	2 703.6	235.8	8.0
Information technology	79 957.9	77 313.4	2 644.5	3.3
Other supplies, services and equipment	13 679.3	12 809.9	869.4	6.4
Subtotal, category II	160 825.1	151 456.8	9 368.3	5.8
Gross requirements, categories I and II	363 811.5	341 421.4	22 390.1	6.2
III. Staff assessment income	29 322.7	29 289.0	33.7	0.1
Net requirements, categories I-III	334 488.8	312 132.4	22 356.4	6.7

^a Represents \$356,033,000 approved by the General Assembly in its resolution 64/271, inclusive of the amount of \$57,033,000 for enterprise resource planning, an amount of \$7,672,300 for the United Nations Office to the African Union (see resolution 64/288), and additional funds in the amount of \$106,206 for the support account share of the information and communications technology structural review (see resolution 65/259).

Table 2

Other income and adjustments

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>
Interest income	1 026.0
Other/miscellaneous income	615.0
Cancellation of prior-period obligations	4 457.0
Prior-period adjustments	—
Total	6 098.0

A. Department of Peacekeeping Operations

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
106 009.3	100 152.5	485	404

1. Results-based-budgeting framework

(a) United Nations Office to the African Union

23. As the report of the Secretary-General on the budget for the United Nations Office to the African Union (A/64/762) presented the establishment of the Office as a single proposal, irrespective of the funding mechanism, it included an all-encompassing framework capturing the indicators of achievement and outputs for the backstopping of peace and security, as well as peacekeeping operations. The present report sets out the peacekeeping-related elements of the indicators of achievement and outputs.

Expected accomplishment 1.1: Coordinated decisions and actions by the African Union and the United Nations with regard to conflict prevention, mediation and electoral support

Planned indicators of achievement

Actual indicators of achievement

1.1 Effective functioning of mechanisms for United Nations/African Union consultation on issues of peace and security

Achieved. Scheduled meetings were held on a regular basis with key members of the African Union Commission and the African Union Peace and Security Council and between the United Nations Security Council and the African Union Peace and Security Council; regular scheduled meetings of the United Nations-African Union Joint Task Force on Peace and Security were also held

Assisted in the organization of three separate meetings, on Côte d'Ivoire, Somalia and the Sudan, on the margins of the African Union summit. Planners established a strong working relationship with their African Union counterparts

1.6 Within the framework of the peace and security cluster of the 10-year capacity-building programme, implementation of the action plan for the sub-clusters on the peace and security architecture of the African Union, post-conflict reconstruction and development, and human rights, justice and reconciliation

Not achieved. The action plan was developed, and the United Nations continued to provide support. Progress on the development of the 10-year capacity-building programme has been slow, owing to reluctant participation on the part of the African Union

Expected accomplishment 2.1: An operational African peace and security architecture with an effective capacity to address threats to peace and security in Africa

Planned indicators of achievement

Actual indicators of achievement

2.1 Implementation of African Union proposals to secure appropriate human resources and structures for the African Union Commission

Not achieved

The proposal for a newly harmonized strategic structure for the African Union Commission with the requisite manpower requirements is pending consideration by the African Union Specialized Technical Committee on Defence, Safety and Security. Implementation is dependent on the Technical Committee's approval; therefore, the expected timelines are unknown

2.2 Mechanisms for the deployment of the African standby force agreed by the African Union and subregions	Achieved. Mechanisms have been agreed, and the African Union's continental-level peace support operations exercise Amani Africa was conducted to test those mechanisms, for example, the African standby force, by 2010
2.3 Development of a third road map for the African standby force to incorporate lessons learned from the previous phase and to initiate the next stage of development, leading to a fully operational force by 2015	Achieved. A third road map has been developed, and discussions on the document are under way with the African Union regional economic communities/regional mechanisms. The African Union Specialized Technical Committee on Defence, Safety and Security accepted and adopted road map III in October 2011
2.4 Endorsement of the third road map for the African standby force by African Chiefs of Defence and Security	Refer to the actual indicator above
2.5 Effective coordination of support provided by capacity-building partners	Not achieved. The Office provided limited coordination of support provided by partners to the African Union Commission, given that the Office was not fully staffed during its first year of operations; however, coordination was improved

Expected accomplishment 3.1: The African Union achieves the capacity to manage current peacekeeping missions

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 The African Union successfully manages the operational activities of AMISOM, including the expansion of troop numbers to the full authorized strength, and the possible redeployment of AMISOM headquarters from Nairobi to Mogadishu	Achieved. Provided substantial assistance to the African Union Commission in this regard, including guiding troop-contributing countries on predeployment arrangements and planning for the relocation to Mogadishu
3.2 The African Union attains full capability in planning and deploying AMISOM in line with Security Council resolutions 1863 (2009), 1872 (2009) and 1910 (2010)	Not achieved. There were delays in the recruitment of experts needed to perform the deployment; however, the deployment of AMISOM occurred, but with substantial assistance from the United Nations
3.3 Office facility is minimum operating security standards compliant and is safe and secure	Achieved
3.4 Communication infrastructure installed and fully functional	Achieved
3.5 Vehicular transportation capacity is adequate and readily available	Achieved. Vehicles were inherited and assigned from UNAMID and the other elements that formed UNOAU in Addis Ababa, in compliance with the standards of the Vehicle Establishment Committee

3.6 Office equipment is available to all staff	Achieved
3.7 Human resources capacity is adequate and effective	Not achieved. Given that the Office was established during the period 2010/11, 57 support-account-funded posts approved for it consisted of 27 continuing posts and 30 newly established posts. The average vacancy rate for the period was 34.9 per cent. Key officers to administer the recruitment were not on board during the period

(b) Office of the Under-Secretary-General

Expected accomplishment 1.1: 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Endorsement by the Special Committee on Peacekeeping Operations of all recommendations of the Secretary-General on United Nations peacekeeping (100 per cent)	Partially achieved. The report of the Special Committee on Peacekeeping Operations (A/65/19) welcomed 90 per cent of the proposals on how to further strengthen peacekeeping as presented in the related report of the Secretary-General (A/65/680)
1.2 Access of Member States to all public information documentation related to peacekeeping and related field support issues within 24 hours of issuance	Achieved
1.3 All troop- and police-contributing countries are informed of casualties among uniformed personnel within 1.5 working hours of receipt of an initial report from a field mission	Achieved

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Public information components of peacekeeping operations, including specialist functions, are deployed within the time requirements for establishing new peacekeeping operations (within 30 days)	Although only one new peacekeeping mission was established in the final days of the reporting period, 3 public information officers and a spokesperson were deployed to support the work of the Panel on the Referenda in the Sudan within 30 days of its appointment

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 100 per cent of heads of mission have performance compacts	Achieved. All 15 heads of mission completed performance compacts with the Secretary-General for the period

3.2 Compliance by 5 field operations with organizational records management and information management standards	Achieved. All field operations were assessed against a set of baseline standards in the area of records management and against department-specific standards for information management in peacekeeping operations. Baseline standards were met by 5 field operations
3.3 Compliance by 14 field operations and UNLB with Department of Peacekeeping Operations/Department of Field Support field safety standards	Not achieved. Compliance with field safety standards will be assessed once the implementation of the field safety risk management system has been completed in June 2012 A draft policy and guidelines on field safety were developed and pilot-tested in MINUSTAH. A draft training programme for field safety was also developed. Delay in the implementation of the system was due to recruitment issues that are expected to be resolved by January 2012
3.4 Compliance by 9 Joint Operations Centres and Joint Mission Analysis Centres with Department of Peacekeeping Operations/Department of Field Support standards for information gathering, processing and analysis	Achieved. Compliance by 9 Joint Operations Centres and 9 Joint Mission Analysis Centres

(c) Office of Operations

Expected accomplishment 1.1: 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Security Council resolutions incorporate recommendations for establishing potential or major adjustments to existing peacekeeping operations and support for AMISOM (100 per cent)	Achieved. Adoption by the Security Council of 7 (100 per cent) recommendations for new or significant adjustments to peacekeeping operations
1.2 100 per cent of reports of the Secretary-General to the Council reflect briefings with troop-contributing countries and Member States as part of the New Horizon requirement	Achieved. All relevant reports reflected briefings with troop-contributing countries and Member States

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Security Council time requirements are fulfilled in the establishment of new or adjustment to existing peacekeeping operations and support for AMISOM (100 per cent)	Achieved; 5 planning processes were completed in line with time requirements/mission priorities, including: the withdrawal of MINURCAT; the reconfiguration of MONUSCO; the role of UNMIS in the Southern Sudan self-determination referendum; the handover by UNMIT of its police responsibilities to Timorese authorities; and the strengthening of UNOCI following the presidential elections

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Issuance of integrated strategic frameworks for field operations (5 frameworks)	Achieved; 7 integrated strategic frameworks were developed, for MINUSTAH, UNAMID, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI The higher achievement was due to the adoption of an integrated action plan for UNMIS and the approval by the integrated mission task force of a “living document” for implementation in UNAMID
3.2 Planning/implementation of 18 bilateral or multilateral field programmes in collaboration with peacekeeping partners	Achieved; 20 bilateral or multilateral field programmes were planned/implemented

(d) Office of Military Affairs

Expected accomplishment 1.1: 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Security Council resolutions incorporate 80 per cent of recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Achieved; 20 Security Council resolutions, involving 9 existing missions, incorporated 90 per cent of recommendations on military issues
1.2 70 per cent of troop-contributing countries surveyed provide positive feedback on the consultation mechanism and the process for their involvement in the military planning process for establishing new or adjusting existing peacekeeping operations	Not achieved. An electronic survey was not completed during the period, owing to pressing operational requirements such as the crisis in Côte d'Ivoire and issues related to the Sudan. The survey will be completed by December 2011. However, positive feedback was received verbally during and after 54 meetings with troop-contributing countries

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Military plans for new or significantly adjusted peacekeeping operations produced within 7 days of a Security Council resolution	Achieved. Military plans for 5 peacekeeping operations and support for AMISOM were provided within 7 days of the resolution
2.2 Issuance of formal requests for troop pledges for new or significantly expanded peacekeeping operations within 5 days of the development of military plans	Achieved. Formal requests for troop pledges were drafted within 5 days of the development of military plans, including for MINUSTAH, UNAMID, UNIFIL and UNOCI

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Implementation by peacekeeping operations of all recommendations in the end-of-assignment reports of heads of military components (100 per cent)	Partially achieved; 70 per cent of the recommendations have been implemented. Among the recommendations not implemented are those beyond the scope of the Office of Military Affairs, those requiring action by non-military components and those requiring longer implementation periods. Follow-up on outstanding recommendations continues, and all endorsed recommendations are expected to have been implemented by March 2012

(e) Office of Rule of Law and Security Institutions

Expected accomplishment 1.1: 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Security Council resolutions specify the police, justice, corrections, security sector reform, disarmament, demobilization and reintegration and mine action activities to be carried out by field operations (100 per cent)	Achieved. All relevant Security Council resolutions reflected activities relating to the rule of law and security institutions to be carried out in field operations
1.2 Increased contributions (percentage of authorized strength) of seconded police and corrections personnel (85 per cent)	Partially achieved. The total number of police officers deployed increased from 13,648 to 14,206 (81.7 per cent of the authorized strength of 17,403). The lower percentage was due to a more in-depth recruitment process and the suspension of recruitment efforts as a result of potential downsizing in UNMIT and MINUSTAH The number of countries contributing seconded corrections officers increased from 23 to 26, and the number of seconded police officers decreased from 86 to 85

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Initial operating capacity of the police component of a new field operation established within 60 days, including core headquarters and operational command structures in place and concept of operations completed	Only one new peacekeeping mission was established in the final days of the reporting period
2.2 Deployment of core rule of law, disarmament, demobilization and reintegration, mine action and security sector reform personnel within 30 days of the adoption of a Security Council resolution	Achieved. Following the adoption of Security Council resolutions 1980 (2011) and 1991 (2011), security sector reform officers were deployed to UNOCI and MONUSCO, both within 30 days. No other resolutions required deployments

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 National authorities endorse proposals to strengthen the rule of law and security institutions, resulting from the United Nations Rule of Law Indicators assessment in peacekeeping operations (3 proposals)	Partially achieved. The indicators, including the guide and project tools, were finalized. National authorities in Haiti, Liberia and South Sudan endorsed the implementation of the indicators, which will be completed by May 2012. Delays in implementation were due to the need to adjust the tools in the course of the comprehensive consultative process, which led to the adoption of the United Nations Rule of Law Indicators as a system-wide tool
3.2 Integrated plans for police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components issued for 3 peacekeeping operations	Achieved. Components were reflected in the integrated plans for MINUSTAH, UNAMID, UNMIT, UNMIL and UNOCI
3.3 Increase in the speed of processing mine action financial transactions in peacekeeping operations (20 per cent)	Not achieved. The corresponding proposed resource was not approved

(f) Policy, Evaluation and Training Division

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Training standards are available to all troop- and police-contributing countries and field operations (80 per cent)	Achieved; 100 per cent of the peacekeeping training standards for civilian, military and police personnel are available for predeployment training

3.2 100 per cent of new or revised official peacekeeping guidance/knowledge management materials, respectively, are made available on mission Intranets

Achieved. All new and revised materials are available on the peace operations Intranet

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	363	302	16.7
General Service and related	122	102	16.3

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	79 714.0	74 492.9	5 221.1	6.5
II. Non-post resources				
General temporary assistance	3 972.7	3 295.0	677.7	17.1
Consultants	696.9	702.8	(5.9)	(0.8)
Official travel	5 571.1	6 106.0	(534.9)	(9.6)
Facilities and infrastructure	1 598.6	1 202.3	396.3	24.8
Communications	2 168.6	2 010.4	158.2	7.3
Information technology	10 795.7	10 431.9	363.8	3.4
Other supplies, services and equipment	1 491.7	1 911.2	(419.5)	(28.1)
Subtotal, category II	26 295.3	25 659.6	635.7	2.4
Gross requirements, categories I and II	106 009.3	100 152.5	5 856.8	5.5

4. Analysis of variances¹

	<i>Variance</i>	
Post resources	\$5 221.1	6.5%

24. The unencumbered balance was attributable to vacancies due to: (1) recruitment delays in filling continuing posts; (2) staff turnover; and (3) denied extension requests by Member States for seconded military and police staff, resulting in lower actual expenditure for salary and common staff costs. The actual average vacancy rates during the reporting period were 16.7 per cent for Professional posts and 16.3 per cent for General Service posts, compared with the planned rates of 12.0 per cent and 7.0 per cent, respectively.

¹ Resource variance amounts are expressed in thousands of United States dollars.

	<i>Variance</i>	
General temporary assistance	\$677.7	17.1%

25. The unencumbered balance was attributable to vacancies due to recruitment delays in filling temporary positions, resulting in lower actual expenditure for salary and common staff costs. The recruitment delays reflect the actual time required for the completion of the selection process, the staff members' availability to report for duty, staff resignations and, in some cases, a lack of suitable candidates. Furthermore, as a result of efforts to streamline and rationalize the capacities supporting the African Union at Headquarters following the establishment of the United Nations Office to the African Union in Addis Ababa, the Coordination Officer position was left vacant, as it was no longer required. The unutilized balance was offset by higher-than-budgeted leave replacement and the establishment of additional positions in the General Service category for training assistance for which resources had not been proposed.

	<i>Variance</i>	
Official travel	(\$534.9)	(9.6%)

26. The additional requirements were attributable primarily to the following unplanned activities for which provision had not been made: (a) the participation of the Security Council in a meeting held in Ethiopia to continue to develop an effective partnership and enhance cooperation between the African Union and the United Nations; (b) one thematic evaluation and two mission evaluations; (c) the participation of the Peacekeeping Best Practices Section in conferences and meetings held in Asia and Europe, including consultations with Member States on elections and regional stability in southern Africa and operational aspects of resolutions 1882 (2009) and 1960 (2010) in peacekeeping operations, an international course on and integrated approach to gender in operations, a leadership course for senior Chinese military officers, the 16th annual conference and symposium of the International Association of Peacekeeping Training Centres on peacekeeping and peacebuilding, a workshop on the initiative "Peacekeeping Vision 2015: Capabilities for Future Mandates", United Nations-NATO staff talks, the seventh seminar for Special and Personal Representatives of the Secretary-General, the annual conference of heads of mission, the retreat for Deputy Special Representatives of the Secretary-General, Resident Coordinators and Humanitarian Coordinators, a Group of Eight peacekeeping/peacebuilding expert group meeting to conduct training of European Union staff, and the United Nations Evaluation Group annual general meeting; and (d) the provision by staff on temporary duty assignment of support to the United Nations Office to the African Union, required until the Office became fully operational, the provision of additional regional substantive support to the African Union, the participation of newly recruited officers in induction training, and participation in annual workshops/meetings at Headquarters.

27. The overexpenditure was offset by an average lower-than-budgeted cost of air tickets.

	<i>Variance</i>	
Facilities and infrastructure	\$396.3	24.8%

28. The unutilized balance was attributable primarily to the downsizing of security arrangements in the United Nations Office to the African Union, consistent with the high vacancy rate experienced in its first year of operations; the use of security support already established by UNAMID in the co-located premises in Addis Ababa; and alterations and minor construction that were not undertaken by the Office for which provision had been made.

	<i>Variance</i>	
Communications	\$158.2	7.3%

29. The reduced requirements were attributable primarily to lower usage of commercial communications for wireless services (handheld devices and mobile and satellite telephones) and long-distance calls for desk telephones and facsimile machines, consistent with the high vacancy rate experienced in the Office to the African Union during its first year of operations. In addition, fewer spare parts and supplies for the satellite station and videoconference terminals were acquired, as the inventory replenished during the previous period was adequate, and a large number of items of equipment were approaching the end of their life cycle, so it was not cost-effective to repair them during the period.

30. The unutilized balance was offset by an unanticipated increase in maintenance charges for videoconference equipment resulting from the renewal of the relevant contract, which expired during the reporting period; the fact that contractual services engaged to conduct an analysis of the current systems contract for information and communications technology equipment, at the request of the Procurement Division, were inadvertently charged to the communications resource class; and the acquisition of equipment for an unforeseen essential upgrade of the electrical circuitry for the satellite Earth station in the Secretariat, as it had reached the end of its life cycle.

	<i>Variance</i>	
Information technology	\$363.8	3.4%

31. The reduced requirements were attributable primarily to the turnover of information technology contractual personnel owing to retention difficulties resulting from short-term contracts for ongoing information technology support services. In addition, fewer spare parts for server equipment were required, owing to: (a) the streamlining, in conjunction with the Office of Information and Communications Technology, of the number of physical servers required to support Department of Peacekeeping Operations and Department of Field Support applications at Headquarters; (b) the transition from physical servers to a virtual server environment; and (c) the transfer of support for and the management of data centre equipment at Headquarters from the Department of Field Support to the Office of Information and Communications Technology and UNLB.

32. The unutilized balance was offset primarily by the acquisition of software for the service management and delivery tracking tool, the peacekeeping operations task monitoring tool, and the partner and contact management system, to enhance the

automated peacekeeping reporting environment and ensure that the benefits of the tools could be fully realized.

	<i>Variance</i>	
Other supplies, services and equipment	(\$419.5)	(28.1%)

33. The additional requirements were attributable primarily to the United Nations Office to the African Union's share of the costs for office space in Addis Ababa associated with the construction led by the Economic Commission for Africa, for which provision had not been made. The overexpenditure was offset primarily by the reduced costs associated with the use and maintenance of the fleet of vehicles transferred from UNAMID owing to delayed recruitment, and the fact that an audit was not conducted during the period.

B. Department of Field Support

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
74 054.6	67 606.7	435	356

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Positive comments by the legislative bodies and the General Assembly of the United Nations global field support strategy and its phased implementation	Achieved. Positive comments were included in General Assembly resolution 65/289
1.2 Conduct and discipline addressed in all reports of the Secretary-General to the Security Council on peacekeeping missions, as appropriate (100 per cent)	Achieved

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Submission of the proposed pre-approved funding model for the start-up of peacekeeping operations	Achieved. The report of the Secretary-General on the standardized funding model of the global field support strategy (A/65/696 and Corr.1) was submitted

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations*Planned indicators of achievement**Actual indicators of achievement*

3.1 All allegations of serious misconduct are recorded by all peacekeeping operations in the misconduct tracking system within 7 days of receipt

Not achieved. A monthly report for each mission was submitted, certifying that all complaints received had been recorded in the misconduct tracking system. Refinements to confirm the recording of allegations within 7 days are in progress, as part of the effort to improve the audit capability of the misconduct tracking system, and will be introduced during the first half of 2012

3.2 Reduction in the number of repeated audit findings by the United Nations oversight bodies (10 audit findings)

Achieved. The number of repeated audit findings was reduced from 26 (see A/64/5 (Vol. II)) to 10 (see A/65/5 (Vol. II))

(b) Field Budget and Finance Division

Expected accomplishment 1.1: 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*

1.1 Decrease in the average processing time (from the receipt of a mission-certified claim to its approval by the Department) for contingent-owned equipment claims (90 days)

Achieved

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations*Planned indicators of achievement**Actual indicators of achievement*

3.1 Increase in the percentage of field operations identifying overall efficiencies equivalent to 1 per cent of budgeted resources (100 per cent)

Not achieved. In particular, MONUSCO, UNMIL and support for AMISOM were unable to identify efficiency gains equal to 1 per cent of budgeted resources, for the following reasons:

- MONUSCO: The consolidation of its premises in Kinshasa into one integrated mission headquarters, as well as the investment in the fuel turnkey contract proposed for implementation in 2011/12, will yield efficiency gains in subsequent financial periods. The information will be captured in the 2011/12 performance report
- UNMIL: Although service improvements were identified and incorporated into the 2010/11 budget proposal, the mission found it unrealistic to identify efficiency gains in 2010/11

Support for AMISOM: Owing to the fact that the operation was at an early stage, the identification of efficiency gains was not possible; however, the mission will continue to seek opportunities for efficiency gains in 2011/12

(c) Field Personnel Division

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Missions meet the projected incumbency rates set in the context of approved mission plans and budgets for missions in a start-up, expansion or transition phase	Not achieved. While the projected incumbency rate for MINUSTAH was 86 per cent, the actual average rate for the period was 77.2 per cent, up from 68 per cent earlier in the period. The projection was not achieved owing to the delayed recruitment of personnel across all categories, notably international staff

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Stable missions maintain or exceed an 80 per cent incumbency rate within the constraints of the missions' human resources action plans, through the use of established rosters of pre-endorsed candidates	<p>Partially achieved. Peacekeeping operations maintained or exceeded the target of 80 per cent incumbency for international civilian personnel, mainly through the use of established rosters, with the exceptions of MONUSCO (79.5 per cent), UNLB (78.8 per cent) and UNAMID (73.8 per cent)</p> <p>While MONUSCO and UNLB have average incumbency rates close to 80 per cent, UNAMID continues to encounter challenges in attracting and retaining qualified international staff as a result of difficult and isolated living and working conditions</p>

(d) Logistics Support Division

Expected accomplishment 1.1: 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 The Security Council is provided within 3 days of request with up-to-date Geospatial Information Service data, satellite imagery and thematic analysis maps relating to matters of which it is seized	Achieved
1.2 Full compliance with memorandums of understanding signed during the reporting period with troop- and police-contributing countries in respect of major equipment and categories of self-sustainment reviewed and cleared during predeployment visits (100 per cent)	Achieved. Predeployment visits and the review of arrival reports confirmed compliance

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Identification and deployment, within 90 days of Security Council mandates, of strategic deployment stocks and other logistics equipment to support start-up teams and initial troop or police deployments	Only one new peacekeeping mission was established in the final days of the reporting period. Items of equipment from strategic deployment stocks have been deployed to 12 peacekeeping operations within 90 days of requests
2.2 Increased number of systems contracts available to the missions with “not to exceed” amounts that cover identified needs, 365 days a year (145 contracts)	Achieved; 146 systems contracts were active and available to peacekeeping operations, compared with 137 during the previous period
2.3 Aviation assessments conducted within 30 days and action plans developed within 90 days of the adoption of a Security Council mandate (100 per cent)	Only one new peacekeeping mission was established in the final days of the reporting period. Aviation assessments were conducted within 30 days and action plans developed within 90 days of the adoption by the Security Council of its resolution on the mandate of MINURCAT (liquidation)

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Improved management of road safety and workshop safety practices of missions and decrease in the rate of accidents in missions (1.8 accidents per 100,000 km)	Achieved. Guidelines for workshop safety were developed, approved and distributed to all field operations. Compliance will be monitored during 2011/12 According to the annual reports received from field operations, United Nations vehicles were involved in 1.86 accidents for every 100,000 km travelled
3.2 Improved rate of compliance with recommendations from aviation safety assistance visits to missions (85 per cent)	Achieved. The rate of compliance during the period was 86 per cent
3.3 Increase in the number of troops rotated by the use of regional air support assets (35,000 troops)	Achieved; 54,641 military/police personnel were rotated using regional air support assets

(e) Information and Communications Technology Division**Expected accomplishment 2.1:** Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 New mission communications links established within 24 hours of arrival of the communications and information technology equipment in the mission	Only one new peacekeeping mission was established in the final days of the reporting period. Communications links were established and information and communications technology equipment installed for the United Nations Office to the African Union

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Positive feedback from field missions and partners on information and communications technology support and services provided by the Division	Achieved. A survey was conducted in which more than 80 per cent of field mission respondents rated information and communications technology support and services as satisfactory

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	258	209	19.2
General Service and related	177	147	16.9

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	65 286.3	58 862.3	6 424.0	9.8
II. Non-post resources				
General temporary assistance	3 944.0	3 809.4	134.6	3.4
Consultants	83.2	163.6	(80.4)	(96.6)
Official travel	2 863.6	2 870.6	(7.0)	(0.2)
Other services, supplies and equipment	1 877.5	1 900.8	(23.3)	(1.2)
Subtotal, category II	8 768.3	8 744.4	23.9	0.3
Gross requirements, categories I and II	74 054.6	67 606.7	6 447.9	8.7

4. Analysis of variances¹

	<i>Variance</i>	
Post resources	\$6 424.0	9.8%

34. The unencumbered balance was attributable to vacancies due to recruitment delays in filling continuing posts, resulting in lower actual expenditure for salary and common staff costs, in particular, costs related to the recruitment and installation of Professional staff (assignment and relocation grants, recruitment travel) and other entitlements. Delays were related primarily to the learning curve in the use of the new recruitment tool Inspira and to anticipated restructuring plans in the context of the global field support strategy. The actual average vacancy rates during the reporting period were 19.2 per cent for Professional posts and 16.9 per cent for General Service posts, compared with the planned rates of 12.0 per cent and 7.0 per cent, respectively.

	<i>Variance</i>	
General temporary assistance	\$134.6	3.4%

35. The unencumbered balance was attributable to vacancies due to recruitment delays in filling temporary positions, resulting in lower actual expenditure for salary and common staff costs. The recruitment delays reflect the actual time required for the completion of the selection process, staff members' availability to report for duty and, in a few cases, the withdrawal of candidacies near the end of the process. The unutilized balance was offset by the establishment of Occupational Group Manager positions in the Professional category at higher grade levels than approved.

	<i>Variance</i>	
Consultants	(\$80.4)	(96.6%)

36. The additional requirements were attributable to activities for which resources had not been proposed, and for which external consultants were therefore hired: (a) to participate in the Secretary-General's expert panel on the cholera outbreak in Haiti in order to conduct an independent assessment, for which the charges were not reversed from the support account to the MINUSTAH account because of processing delays; (b) to serve as members of the expert panels for the selection of field staff, as the staff members who usually serve on the panel were not available; and (c) to assist the Field Safety Officer in the Department of Peacekeeping Operations with the development of a fire safety policy and guidelines for use throughout the United Nations (see A/64/697, para. 56).

37. The overexpenditure was offset by the cancellation of the updating of the Department of Peacekeeping Operations Human Resources eHandbook owing to the harmonization of the conditions of service, as a result of which the separate administrative instructions that had previously been issued for field operations because of different contract types and conditions of service compared with the rest of the Secretariat were no longer necessary, as well as by the fact that the cost of technical expertise required for the updating of the forms relating to contractual construction work was inadvertently charged to other supplies, services and equipment.

	<i>Variance</i>	
Other supplies, services and equipment	(\$23.3)	(1.2%)

38. The additional requirements were attributable to the fact that the expenditure for the updating of forms relating to contractual construction work by an external consultant were inadvertently charged to the other supplies, services and equipment resource class, although it had been budgeted for under the consultant resource class.

39. Because suitable outside services for the planned exercise of the reclassification of general job profiles were not available, remaining resources were utilized for the following unplanned activities: (a) the engagement of external services to conduct a strategic restructuring review of the Logistics Support Division and the Field Personnel Division in connection with the global field support strategy, as the internal process had been unsuccessful, and a transparent and independent review was preferred; (b) the translation of general vacancy announcements from English into French; (c) ongoing technical support for and maintenance of a legacy staffing system for the field, required until the transition to Inspira is completed; and (d) lower-than-budgeted costs for conference services for the Working Group on Reimbursement of Contingent-Owned Equipment, owing to the cancellation of meetings following the closure of the Secretariat building as a result of severe weather conditions.

C. Department of Management

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
134 649.7	129 595.0	228	218

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination	Achieved. Positive feedback received from all respondents to a survey distributed to the members of the Bureau and to the coordinators of informal consultations of the Fifth Committee

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Maintain the average processing time of 5.5 days for Headquarters Committee on Contracts cases	Achieved. Average processing time of 5.4 business days
3.2 20 per cent increase in the number of peacekeeping staff who are trained and received certificates of local committee on contracts training	Achieved; 24 per cent increase
3.3 95 per cent of implemented management support projects meet expectations to enable efficient and effective peacekeeping	Achieved. Acceptance of all re-engineered Umoja processes owned by the Department of Field Support and the Department of Peacekeeping Operations
3.4 Review and respond to all management evaluation cases filed by peacekeeping staff members within 45 days	Not achieved. The planned indicator was based on the assumption of the establishment of the Management Evaluation Unit, which was not approved by the General Assembly

(b) Office of Programme Planning, Budget and Accounts**Expected accomplishment 1.1:** 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met: 31 December 2010 for all performance reports and the report on closed missions; 31 January 2011 for active field operations on the normal budget preparation cycle; 28 February 2011 for the support account and UNLB	Partially achieved. Of 35 reports on peacekeeping operations, 26 were submitted by the target dates and 9 were submitted after the target dates, owing to the need for extensive consultations
1.2 Positive feedback from the Advisory Committee on Administrative and Budgetary Questions and the General Assembly on the format and presentation of peacekeeping budgets, performance reports and other related reports	Achieved. Positive comments were made on the quality and presentation of reports, as indicated in General Assembly resolution 65/289 (see sect. I, para. 13) and reports of the Advisory Committee (see A/65/743, paras. 11, 20, 26 and 206, A/65/743/Add.10, para. 7, A/65/743/Add.12, para. 11, and A/65/827, paras. 37 and 38)
1.3 Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt	Partially achieved. Written responses were provided on average no later than 5 working days after their receipt. Delays were experienced and resulted primarily from the late submission of material by client departments, in particular when information had to be collated from raw data

1.4 Positive opinion of the United Nations Board of Auditors on the peacekeeping financial statements	Achieved. A positive opinion was issued together with “other matter” paragraphs requesting improved controls over non-expendable and expendable property, and disclosure of expendable property on the 2009/10 financial statements. The audit opinion on the financial statements for 2010/11 is expected to be issued in January 2012, in accordance with the usual practice
1.5 Financial statements are available to the Board of Auditors within 3 months of the end of the financial period	Achieved. Financial statements for the 2010/11 financial period were issued on 30 September 2011
1.6 Monthly reports on the status of contributions are available by the end of the following month	Achieved. Monthly reports were made available by the end of the following month and were accessible to Member States through the contributions portal

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Banking operations established following a Security Council resolution establishing a new United Nations peacekeeping mission	Not applicable, as one new mission was established at the very end of the reporting period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Liabilities for troops and formed police units do not exceed 3 months	Partly achieved. As at 30 June 2011, liabilities did not exceed three months for 8 of the 11 peacekeeping operations with troops and/or formed police units. Liabilities were paid up to February 2011 for MINURSO, UNMIS and UNMIT, owing to insufficient cash flow
3.2 90 per cent of respondents to client surveys rate the guidance provided by the Peacekeeping Financing Division on budgetary policies and procedures as at least good or very good	No dedicated client survey was conducted for the Peacekeeping Financing Division. In a client satisfaction survey on the support functions provided by Headquarters offices (the Peacekeeping Financing Division of the Department of Management and the Field Budget and Finance Division of the Department of Field Support) in the area of budgeting, 65 per cent of respondents in field operations rated the speed of response to requests for support and guidance as good or very good, and 52 per cent rated the quality and relevance of the support, guidance, tools and oversight provided as good or very good
3.3 Processing of payments to troop-contributing countries within the required time frames and in accordance with payment instructions provided by Member States (yes)	Achieved. Quarterly payments made to cover the cost of contingent-owned equipment for standard troop and formed police units

3.4 Processing of 90 per cent of the Headquarters payments to international staff in peacekeeping missions within 30 working days of the receipt of supporting documentation	Partially achieved. Overall, 84 per cent were processed by the target date. 100 per cent of payroll payments were processed on time; 60 per cent of staff separations and 91 per cent of education grants were processed within 30 working days, owing to the fact that staffing resources were allocated to the implementation of changes in non-family duty station entitlements that became effective on 1 July 2001, and the fact that there was a 103 per cent increase in the number of education grant claims processed compared with 2009/10
3.5 90 per cent of payments of invoices to vendors and travel claims of staff processed within 30 working days of the receipt of supporting documentation	Partially achieved; 87 per cent of vendor payments, 87 per cent of manual travel claim payments and 100 per cent of automated travel claim payments were processed within 30 working days
3.6 Provision of advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service within 30 working days of the receipt of the request	Achieved; 17 insurance contracts were reviewed, and advice on insurance provisions and indemnity clauses was provided within 30 days
3.7 95 per cent of communications to Member States for contributions processed within 30 days after the adoption of resolutions and related instructions from the Peacekeeping Financing Division	Achieved; 100 per cent of communications were processed within 30 days
3.8 Requests for designation of staff and delegation of authority approved and processed within 2 weeks	Achieved. The requests, together with all required documents, were processed within 2 weeks
3.9 Peacekeeping support accounts investment pool rate of return is 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 1.70 per cent, compared with a benchmark of 0.10 per cent
3.10 100 per cent of payments requested for peacekeeping accounts processed within 2 business days	Achieved
3.11 100 per cent availability of service support to Office of Programme Planning, Budget and Accounts users	Achieved. Service support for users had no single point of failure, with multiple backup of technical resources implemented
3.12 Percentage of respondents to client surveys who rate the service provided and the ease of access to financial information as at least good or very good (90 per cent)	Achieved; 95 per cent of respondents to the survey rated the services as good or very good in terms of the quality of the applications being developed, responsiveness to business needs and the provision to the service desk of remote support and access to information

(c) Office of Human Resources Management

Expected accomplishment 1.1: 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

1.1 Access provided to all Member States to standard online reports on human resources data

Not achieved. The online reporting tool “HR Insight”, accessible to permanent missions, was launched in August 2011 owing to technical issues relating to Inspira. As of September 2011, 462 users from permanent missions, representing 115 Member States, were registered in the system

1.2 Customized human resources data on the Secretariat and peace operations, available within 3 business days upon request

Not achieved. Owing to technical issues relating to Inspira, approximately 54 per cent of the reports were available within 3 business days upon request

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement
Actual indicators of achievement

3.1 Compliance of all peace operations with specified standards in exercising delegated human resources management through the implementation of a monitoring framework

Partially achieved. As of June 2011, achievements relating to the six core standards specified in human resources action planning were as follows:

- 12 out of 13 peacekeeping operations achieved the target of an increase in the number of international staff from troop-contributing countries/police-contributing countries serving in missions as compared with June 2010
- 8 out of 13 missions achieved the target of a 1 per cent increase in the number of women at the D-1 level and above as compared with June 2010
- 2 out of 13 missions achieved the target for the representation of women among international staff
- The target of a 3 per cent increase in the representation of women among national staff was not achieved by any mission
- 5 out of 13 missions achieved the vacancy rate target for international staff
- 5 out of 13 missions achieved the vacancy rate target for national staff

3.2 Response to all (100 per cent) mission medical evacuation requests and urgent deployment requests for medical clearance on the same day

Achieved. Responded to all 445 mission medical evacuation requests and urgent deployment requests for medical clearance

3.3 Response to all (100 per cent) requests for pre-mission health assessment	Achieved. Responded to 1,593 pre- and post-mission health assessment requests made by Headquarters staff travelling to peacekeeping missions
3.4 Implementation of the new learning policy of 5 training days per staff per year for 20 per cent of staff in peace operations	Not available. Pending the establishment of an enterprise learning management system, which has been delayed until the end of 2012 owing to technical issues relating to Inspira, there is no existing mechanism for tracking/monitoring compliance with this policy
3.5 100 per cent field mission staff usage of the enhanced e-performance system in the 2010/11 cycle	Partially achieved. Owing to technical issues relating to Inspira, the global roll-out of the e-performance module was postponed until early in 2012/13. The module was tested in UNMIL, with a 90 per cent usage rate. The e-performance module is expected to go live globally in April 2012
3.6 Proactive and appropriate response to incidents of staff misconduct and appeals of administrative decision by staff in the field	Achieved; 341 cases related to peacekeeping operations staff were handled
3.7 Positive feedback from peacekeeping field missions on the services provided by the Human Resources Policy Service	Achieved
3.8 Provision of timely legal and policy advice to senior field personnel (750 provisions of advice)	Achieved
3.9 Development of generic job profiles in key functional areas for use in field missions (200 profiles)	Partially achieved; 40 generic job profiles, out of the 119 received, have been approved and are available for use

(d) Office of Central Support Services

Expected accomplishment 1.1: 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

1.1 Archival material for all liquidating missions is available at Headquarters to the Organization, Member States and the general public (100 per cent)	Achieved. Received 4,731 linear feet of mission records, including 3,973 linear feet of archives, catalogued and available for access and 758 linear feet of files scheduled for disposal
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Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

3.1 50 per cent of peacekeeping missions employ standard policies, tools and technical standards for records management	Achieved; 70 per cent of peacekeeping operations met minimum records management standard requirements
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3.2 Standard office accommodations are provided for new support account-funded personnel (staff and contracted personnel) at Headquarters (70 personnel)	Achieved. Standard office accommodations were provided for all new personnel funded from the support account
3.3 Review of 90 per cent of the vendors' registration applications within 2 months from the first application submission	Partially achieved; 59.1 per cent of the vendors' registration applications were reviewed within 2 months The lower output was attributed to a surging number of vendor registrations (rising from 10 vendors per month in 2009/10 to 112 per month in 2010/11) as a result of the Procurement Division's outreach efforts, including the United Nations Global Marketplace
3.4 Positive feedback on surveys of the Department of Peacekeeping Operations, the Department of Field Support and field missions regarding the provision of mail services (87 per cent)	Achieved; 95 per cent of the respondents to the survey sent to field missions regarding the quality and effectiveness of the Headquarters pouch service rated the service as satisfactory or better 100 per cent of the respondents to the survey sent to the Department of Peacekeeping Operations and the Department of Field Support rated the messenger service as satisfactory or better
3.5 Positive feedback in surveys of users of travel and transportation services (85 per cent)	Achieved. 85 per cent of surveyed users rated the services as good

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	135	126	6.5
General Service and related	93	92	0.8

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	33 290.2	31 339.6	1 950.6	5.9
II. Non-post resources				
General temporary assistance	5 972.6	5 646.2	326.4	5.5
Consultants	1 487.2	735.6	751.6	50.5
Official travel	1 799.9	1 547.9	252.0	14.0
Facilities and infrastructure	21 277.0	21 103.4	173.6	0.8
Communications	491.8	491.4	0.4	0.1

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
Information technology	60 238.2	59 918.8	319.4	0.5
Other supplies, services and equipment	10 092.8	8 812.1	1 280.7	12.7
Subtotal, category II	101 359.5	98 255.4	3 104.1	3.1
Gross requirements, categories I and II	134 649.7	129 595.0	5 054.7	3.8

4. Analysis of variances¹

	Variance	
Post resources	\$1 950.6	5.9%

40. The unencumbered balance was attributable mainly to lower-than-budgeted salary and common staff costs, primarily for staff in the Office of Programme Planning, Budget and Accounts and the Office of Central Support Services, offset in part by lower-than-budgeted average vacancy rates (the actual average vacancy rates were 6.5 per cent for posts in the Professional and higher categories and 0.8 per cent for General Service and related posts, compared with budgeted vacancy rates of 12 per cent and 7 per cent, respectively).

	Variance	
General temporary assistance	\$326.4	5.5%

41. The unencumbered balance was attributable mainly to: (a) delays in recruitment in the Office of Central Support Services; and (b) the use of lower-level staff in temporary positions in the Office of Human Resources Management to provide administrative and technical support for the stabilization of Inspira. The unencumbered balance was offset in part by higher-than-budgeted common staff costs in the Office of the Under-Secretary-General.

	Variance	
Consultants	\$751.6	50.5%

42. The reduced requirements were attributable primarily to: (a) the rescheduling of consulting activities related to the validation and documentation of IPSAS policies, owing to a longer-than-anticipated vendor selection process; (b) the non-hiring of consultants for IPSAS training, which has been rescheduled to coincide with the implementation of Umoja; and (c) the fact that fewer consultancy services were required to review bid protest cases of unsuccessful vendors, as a result of the fact that there were fewer receivable cases than anticipated.

43. The unutilized balance was offset in part by: (a) the additional consulting services required for the stabilization of Inspira; and (b) the consulting services required to accelerate the implementation of results-based management as requested by the General Assembly in its resolution 64/259.

	<i>Variance</i>	
Official travel	\$252.0	14.0%

44. The reduced requirements were attributable primarily to: (a) the cancellation of trips by staff of the Office of Programme Planning, Budget and Accounts to several peacekeeping missions owing to uncertain security situations; (b) less travel by staff of the Office of the Under-Secretary-General owing to operational constraints, and less travel required for the review of cases, as a result of the fact that fewer cases were submitted to the Award Review Board than anticipated; and (c) the unavailability of staff in the Office of Central Support Services for attendance at trade fairs, owing to the high vacancy rate in the Logistics and Transportation Section and the cancellation of one mission visit as a result of an uncertain security situation.

45. The unutilized balance was offset in part by two additional instances of travel by staff of the Office of Central Support Services to conduct business seminars in developing countries and countries with economies in transition, upon the request of the countries in question.

	<i>Variance</i>	
Facilities and infrastructure	\$173.6	0.8%

46. The reduced requirements were attributable primarily to lower-than-budgeted expenditure for office supplies and alterations and furniture.

	<i>Variance</i>	
Information technology	\$319.4	0.5%

47. The reduced requirements were attributable primarily to the recording of 2010/11 service level agreement charges during the 2011/12 financial period. The unutilized balance was offset in part by additional requirements under Inspira.

	<i>Variance</i>	
Other supplies, services and equipment	\$1 280.7	12.7%

48. The reduced requirements were attributable to: (a) lower-than-budgeted expenditure for after-service health insurance owing to a lower-than-planned increase in costs both for health plans based in the United States and those based elsewhere in the world, and a two-month and one-month premium holiday granted for two of the medical plans; and (b) lower-than-budgeted contract cost for a procurement training course in the Office of Central Support Services.

D. Office of Internal Oversight Services

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
25 011.6	22 709.8	102	81

1. Results-based-budgeting framework

Expected accomplishment 1.1: 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Positive feedback from the General Assembly, including the Fifth Committee and the Special Committee on Peacekeeping Operations, on OIOS reports	Achieved. The General Assembly took note of the reports of the Office of Internal Oversight Services on peacekeeping operations (A/65/271 (Part II)) and on the thematic evaluation of cooperation between the Department of Peacekeeping Operations/Department of Field Support and regional organizations (A/65/762). The Assembly also considered the preliminary report of the Office of Internal Oversight Services on the implementation of the pilot project designated by the General Assembly in resolution 63/287 (A/65/765)

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Acceptance of 95 per cent of recommendations issued by the Internal Audit Division	Achieved; 99 per cent of the 748 recommendations issued were accepted
3.2 Acceptance of 85 per cent of evaluation and inspection recommendations	Achieved; 92 per cent of the 25 evaluation and inspection recommendations issued were accepted
3.3 Completion of 500 reviews 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	Partially achieved. A total of 458 matters relating to peacekeeping operations were reviewed The lower number of reviews was attributable to a lower number of cases received from peacekeeping operations
3.4 50 advisory notes issued incidental to investigations to assist with and provide advice on prevention of fraud and other acts of misconduct as well as waste of resources and abuse of authority and mismanagement	Achieved; 85 advisory notes were issued The higher number was attributable mainly to the higher number of clearances of new certifying officers in field missions
3.5 United Nations personnel trained on basic investigation techniques (80 participants)	Achieved. A total of 103 United Nations personnel were trained The higher number of personnel trained was attributable to an increased demand for training sessions

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	73	57	22.0
General Service and related	29	24	18.4

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	14 561.0	15 624.3	(1 063.3)	(7.3)
II. Non-post resources				
General temporary assistance	7 679.4	5 088.6	2 590.8	33.7
Consultants	411.4	281.9	129.5	31.5
Official travel	1 364.9	998.3	366.6	26.9
Facilities and infrastructure	134.2	171.9	(37.7)	(28.1)
Communications	158.6	121.6	37.0	23.3
Information technology	609.5	311.9	297.6	48.8
Other supplies, services and equipment	92.6	111.3	(18.7)	(20.2)
Subtotal, category II	10 450.6	7 085.5	3 365.1	32.2
Gross requirements, categories I and II	25 011.6	22 709.8	2 301.8	9.2

4. Analysis of variances¹

	<i>Variance</i>	
Post resources	(\$1 063.3)	(7.3%)

49. The additional requirements were due primarily to higher-than-budgeted common staff costs, offset in part by vacancies, primarily in relation to resident auditors of the Internal Audit Division in peacekeeping missions.

	<i>Variance</i>	
General temporary assistance	\$2 590.8	33.7%

50. The reduced requirements were attributable to difficulties encountered in the identification and recruitment of candidates meeting the requirements of the Investigations Division, in particular for Professional positions for investigators in Nairobi and Vienna and in peacekeeping missions and for the established Director-level position in Nairobi. In addition, the Director-level position in Vienna has remained vacant.

	<i>Variance</i>	
Consultants	\$129.5	31.5%

51. The reduced requirements were attributable primarily to: (a) the cancellation of the consultancy for a population survey in UNMIS, owing to security and travel issues within the country; (b) the fact that an information technology audit specialist was not needed as a result of a shift in audit focus; (c) lower-than-budgeted cost for the hiring of a human resources specialist and an internal control specialist; and (d) the decision to hold the conference of resident auditors every other year instead of annually, resulting in the non-hiring of the related training consultant.

52. The unencumbered balance was offset in part by: (a) the fact that the thematic evaluation report, which involved a case study approach, required consultancy services for a longer period than budgeted for; and (b) the hiring of a consultant for the quality assessment of the Internal Audit Division, for which provision had not been made in the budget.

	<i>Variance</i>	
Official travel	\$366.3	26.9%

53. The reduced requirements were attributable primarily to the decision to hold the conference of resident auditors every other year instead of annually as planned, the postponement of the specialized investigations training/retreat as a result of changes in the Office's priorities, and the higher-than-budgeted vacancy rates for posts and temporary positions.

54. The unencumbered balance was offset in part by increased requirements for official travel, both within and outside mission areas, in order to complete the investigation of cases.

	<i>Variance</i>	
Facilities and infrastructure	(\$37.7)	(28.1%)

55. The additional requirements were attributable to common service costs paid to the United Nations Office at Vienna in relation to office space occupied in the Vienna Centre for the Investigations Division, for which provision had not been made in the approved resources.

56. The additional requirements were offset in part by: (a) lower actual unit costs for stationery and office supplies; and (b) lower actual costs for the rental of temporary office space in the Nairobi Centre for the Investigations Division, owing to the earlier-than-anticipated relocation of staff to the newly renovated premises of the United Nations Office at Nairobi, which did not charge rental to the Division.

	<i>Variance</i>	
Communications	\$37.0	23.3%

57. The unencumbered balance was attributable to lower actual costs for communications equipment and services, mainly as a result of higher-than-budgeted vacancy rates for posts and general temporary assistance positions.

	<i>Variance</i>	
Information technology	\$297.6	48.8%

58. The unencumbered balance was attributable to the fact that the software for the new case management system was not procured, owing to deficiencies identified in the testing phase in field missions. The reduced requirements were offset in part by the procurement of information technology equipment in support of digital forensic activities for which provision had not been made in the budget.

	<i>Variance</i>	
Other supplies, services and equipment	(\$18.7)	(20.2%)

59. The increased requirements were attributable to common service costs paid to the United Nations Office at Vienna (i.e., for administrative support and medical services) related to the Vienna Centre for the Investigations Division, for which provision had not been made in the budget. The higher requirements were offset in part by lower actual fees for membership in the Institute of Internal Auditors.

E. Executive Office of the Secretary-General

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
1 033.7	1 088.2	5	5

1. Results-based-budgeting framework

Expected accomplishment 1.1: 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Increased percentage of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date (reports to the Council, 85 per cent; reports to the Assembly, 70 per cent)	Achieved; 88 per cent of the Secretary-General's reports to the Security Council and 77 per cent of the Secretary-General's reports to the General Assembly were submitted by the due date
1.2 All documents (e.g., reports, talking points, statements, letters and speeches) are reviewed by the Executive Office of the Secretary-General and returned to the relevant lead department within 4 days	Achieved. All documents were reviewed and returned within 4 days

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations*Planned indicators of achievement**Actual indicators of achievement*

3.1 Provision of 200 notes from the Secretary-General or senior officials of the Executive Office of the Secretary-General to the Department of Peacekeeping Operations

Achieved; 49 notes provided. The lower number is attributed to the fact that the use of notes has decreased in favour of e-mails and telephone calls. In addition, with regard to certain confidential issues, information is relayed to the Department of Peacekeeping Operations through meetings with the Secretary-General or other senior officials of the Executive Office of the Secretary-General, the notes on which are disposed of and not logged

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	3	3	2.8
General Service and related	2	2	20.8

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	914.2	957.1	(42.9)	(4.7)
II. Non-post resources				
General temporary assistance	94.4	104.4	(10.0)	(10.6)
Facilities and infrastructure	2.5	4.1	(1.6)	(64.0)
Communications	8.2	8.2	—	—
Information technology	14.4	14.4	—	—
Subtotal, category II	119.5	131.1	(11.6)	(9.7)
Gross requirements, categories I and II	1 033.7	1 088.2	(54.5)	(5.3)

4. Analysis of variances¹

	<i>Variance</i>	
Post resources	(\$42.9)	(4.7%)

60. The increased requirements were attributable mainly to the delayed recording in 2010/11 of staff costs pertaining to the 2009/10 period.

	<i>Variance</i>	
General temporary assistance	(\$10.0)	(10.6%)

61. The increased requirements were attributable mainly to higher-than-budgeted common staff costs.

	<i>Variance</i>	
Facilities and infrastructure	(\$1.6)	(64.0%)

62. The increased requirements were attributable to the higher cost of toner cartridges.

F. Administration of justice

Office of Staff Legal Assistance

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
—	36.5	—	—

63. The expenditure related to the temporary position (P-3) located in Nairobi that was approved by the General Assembly in its resolution 65/251 to provide assistance with cases received by the Office of Staff Legal Assistance from peacekeeping operations.

Office of the United Nations Ombudsman and Mediation Services

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
1 552.6	1 541.4	7	5

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Initial action taken within 30 days on 100 per cent of cases received	Not achieved. Initial action was taken within 30 days in 95 per cent of the cases received. The delays were caused by an increase of 206 in the number of cases received compared with 2009/10

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	5	5	3.3
General Service and related	2	—	100.0

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	1 108.5	1 106.5	2.0	0.2
II. Non-post resources				
General temporary assistance	254.5	262.8	(8.3)	(3.3)
Official travel	139.7	114.8	24.9	17.8
Facilities and infrastructure	1.5	1.5	—	—
Communications	9.8	9.8	—	—
Information technology	8.8	8.8	—	—
Other supplies, services and equipment	29.8	37.2	(7.4)	(24.8)
Subtotal, category II	444.1	434.9	9.2	2.1
Gross requirements, categories I and II	1 552.6	1 541.4	11.2	0.7

4. Analysis of variances¹

	Variance	
Official travel	\$24.9	17.8%

64. The reduced requirements were attributable to the inadvertent charging of travel for on-site ombudsman and mediation services to peacekeeping missions' accounts.

	Variance	
Other supplies, services and equipment	(\$7.4)	(24.8%)

65. The increased requirements were attributable to higher-than-budgeted actual costs related to the printing of promotional materials for outreach purposes, and to higher actual fees for membership in the International Ombudsman Association.

G. Ethics Office

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

Approved	Expenditure	Approved posts	Average incumbency
1 044.2	1 066.2	—	—

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Increased number of ethics-related training and briefing sessions provided for peacekeeping personnel at Headquarters and in missions (6 training sessions)	Partially achieved; 42 briefing sessions (157 participants) were conducted, compared with 31 sessions (130 participants) in 2009/10; however, no training workshop was held
3.2 Steady rate of compliance with the requirements of the financial disclosure programme (100 per cent)	Achieved; 99.4 per cent compliance (99 per cent in 2009/10)
3.3 Increased percentage of completed responses in relation to the total volume of ethics-related queries and requests received by the Ethics Office (95 per cent)	Achieved. Responses were completed for 130 out of 132 queries received in 2010/11, compared with 51 out of 54 queries received in 2009/10

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	—	—	—
General Service and related	—	—	—

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	—	—	—	—
II. Non-post resources				
General temporary assistance	265.6	256.2	9.4	3.5
Consultants	723.9	721.9	2.0	0.3
Official travel	47.8	77.2	(29.4)	(61.5)
Facilities and infrastructure	1.0	1.0	—	—
Communications	2.8	2.8	—	—
Information technology	3.1	3.1	—	—
Other supplies, services and equipment	—	4.0	(4.0)	—
Subtotal, category II	1 044.2	1 066.2	(22.0)	(2.1)
Gross requirements, categories I and II	1 044.2	1 066.2	(22.0)	(2.1)

4. Analysis of variances¹

	<i>Variance</i>	
Official travel	(\$29.4)	(61.5%)

66. The increased requirements were attributable to a higher-than-planned number of ethics officers participating in field mission visits in order to provide individual consultations.

	<i>Variance</i>	
Other supplies, services and equipment	(\$4.0)	—

67. The expenditure related to requirements for contractual services related to the financial disclosure programme.

H. Office of Legal Affairs

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
3 291.8	3 060.3	15	15

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable as a percentage of claims made against the Organization (actual liability will be less than 40 per cent of the amount claimed)	Achieved. Claims arising out of peacekeeping operations totalling \$78,741,714 were resolved by arbitral award or approved settlement in the amount of \$8,414,334, representing 10.7 per cent of the amounts claimed and a reduction of 89.3 per cent in actual liability from that claimed
3.2 Absence of instances arising out of peacekeeping operations in which, unless waived, status and privileges and immunities of the Organization are not maintained (no instances)	Achieved. Privileges and immunities were maintained in all agreements on peacekeeping-related matters reviewed by the Office of Legal Affairs and, unless waived, in all legal proceedings involving the Organization or its officials

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	13	13	—
General Service and related	2	2	8.3

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	2 823.7	2 607.3	216.4	7.7
II. Non-post resources				
General temporary assistance	311.3	166.3	145.0	46.6
Consultants	—	131.7	(131.7)	—
Official travel	38.3	35.3	3.0	7.8
Facilities and infrastructure	8.0	7.5	0.5	6.3
Communications	25.4	17.6	7.8	30.7
Information technology	81.6	91.1	(9.5)	(11.6)
Other supplies, services and equipment	3.5	3.5	—	—
Subtotal, category II	468.1	453.0	15.1	3.2
Gross requirements, categories I and II	3 291.8	3 060.3	231.5	7.0

4. Analysis of variances¹

	Variance	
Post resources	\$216.4	7.7%

68. The unencumbered balance was attributable to lower-than-budgeted actual common staff costs.

	Variance	
General temporary assistance	\$145.0	46.6%

69. The reduced requirements were attributable to the fact that no temporary replacement for maternity leave or sick leave was required during the period, and to delays in the recruitment for a temporary position of Legal Officer (P-4) in the General Legal Division.

	Variance	
Consultant	(\$131.7)	—

70. The expenditure related to the contracting of a legal firm to assist in the organization of arbitral proceedings against a supplier, and to legal services in connection with contracts for the provision of fuel and support services in various peacekeeping missions (MINURCAT, UNIFIL, MINUSTAH and MONUSCO).

	<i>Variance</i>	
Communications	\$7.8	30.7%

71. The reduced requirements were attributable mainly to the fact that expenditure for mobile office licences were recorded under the information technology category of expenditure, whereas provision had been made under the communications category of expenditure.

	<i>Variance</i>	
Information technology	(\$9.5)	(11.6%)

72. The increased requirements were attributable mainly to the fact that expenditure for mobile office licences were recorded under the information technology category of expenditure, whereas provision had been made under the communications category of expenditure.

I. Department of Public Information

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
761.8	767.0	4	4

1. Results-based-budgeting framework

Expected accomplishment 1.1: 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 50 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets	Achieved. Approximately 70 per cent of the stories distributed were incorporated into web-based news sites by at least 5 regionally represented media outlets

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Predeployment mission planning to ensure that mission public information components are adequately planned, resourced and staffed and that communications strategies are prepared to complement the mission concept of operations	Achieved. Participated in the predeployment mission planning for the successor mission to UNMIS

2.2 Deployment of core public information personnel, in conjunction with the Department of Peacekeeping Operations and the Department of Field Support, 30 to 90 days following a Security Council resolution establishing a new or expanding an existing peacekeeping operation

The Department was involved in the review of staffing requirements for the public information component of the successor mission to UNMIS

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

3.1 Surveyed peacekeeping operations indicate overall satisfaction with the quality of public information support

Achieved; 100 per cent of the 13 missions surveyed indicated that the level of support was very good or satisfactory

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	3	3	—
General Service and related	1	1	—

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	617.6	643.5	(25.9)	(4.2)
II. Non-post resources				
Consultants	50.5	34.1	16.4	32.5
Official travel	66.4	66.2	0.2	0.3
Facilities and infrastructure	2.0	2.0	—	—
Communications	5.6	5.6	—	—
Information technology	13.7	13.7	—	—
Other supplies, services and equipment	6.0	1.9	4.1	68.3
Subtotal, category II	144.2	123.5	20.7	14.4
Gross requirements, categories I and II	761.8	767.0	(5.2)	(0.7)

4. Analysis of variances¹

	<i>Variance</i>	
Post resources	(\$25.9)	(4.2%)

73. The increased requirements were attributable mainly to the fact that posts were encumbered during the entire financial period, whereas the cost estimates took into account budgeted vacancy rates of 12 per cent for posts in the Professional and higher categories and 7 per cent for General Service and related posts.

	<i>Variance</i>	
Consultants	\$16.4	32.5%

74. The reduced requirements were attributable to: (a) the fact that in-house expertise was used instead of the planned consultancy to conduct the training workshop held at the Regional Service Centre in Entebbe, Uganda, as it was focused on internal organizational matters; and (b) the fact that fewer-than-anticipated consulting services were needed for the first phase of the transition from the United Nations peacekeeping website to the web-based content management system.

	<i>Variance</i>	
Other supplies, services and equipment	\$4.1	68.3%

75. The reduced requirements were attributable to the fact that the regional training and conference centre in Entebbe did not charge the Department for office supplies and other miscellaneous expenses related to the training conducted at the centre.

J. Department of Safety and Security

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
3 797.4	3 437.1	18	16

1. Results-based-budgeting framework**Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations**

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Implementation by peacekeeping operations of the Department's recommendations on security standards, policy, guidance, directives, plans, procedures and security management reviews (100 per cent)	<p>Not achieved; 34 per cent implementation rate. 66 per cent of the recommendations are ongoing</p> <p>Out of a total of 170 recommendations set out in the security mission reports, 58 were fully implemented. The implementation of 112 recommendations is ongoing and is expected to have been completed by June 2012</p>

The lower percentage was due to the nature of the recommendations and the amount of time required for full implementation. The implementation of many recommendations requires more than one period, owing to necessary procurement actions. In addition, field operations were unable to follow up on many of the recommendations in a timely manner, as a result of crises occurring in the field

3.2 Deployment of 100 per cent of contingency assistance staff from Headquarters within 72 hours

Not achieved. Owing to administrative and immigration requirements, the deployment of all contingency assistance staff within 72 hours was not feasible

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	13	11	12.2
General Service and related	5	5	6.7

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	2 822.3	2 617.6	204.7	7.3
II. Non-post resources				
Official travel	852.6	783.9	68.7	8.1
Facilities and infrastructure	9.0	5.2	3.8	42.2
Communications	34.4	2.5	31.9	92.7
Information technology	69.2	16.0	53.2	76.9
Other supplies, services and equipment	9.9	11.9	(2.0)	(20.2)
Subtotal, category II	975.1	819.5	155.6	16.0
Gross requirements, categories I and II	3 797.4	3 437.1	360.3	9.5

4. Analysis of variances¹

	<i>Variance</i>	
Post resources	\$204.7	7.3%

76. The unencumbered balance is attributable to the temporary redeployment of desk officers in the Professional category to backstop the initial surge in workload of the Middle East desk, which is jointly funded by the agencies, funds and programmes, owing to the crises in the region and to the significant disruption of operations and subsequent evacuations, resulting in lower actual expenditure for salary and common staff costs. A recruitment process was not undertaken, as the

amount of time required by the process surpassed the period of the temporarily vacant posts.

	<i>Variance</i>	
Official travel	\$68.7	8.1%

77. The reduced requirements were attributable to: (a) the cancellation of planned substantive and technical specialization training for MINURCAT, owing to its closure and fewer requests from missions in general; (b) the fact that the change in planned training location from UNLB to Headquarters eliminated the need for training officers to travel; and (c) the inadvertent charging to mission budgets of travel for the annual workshop and critical incident stress prevention and management training. Furthermore, when it was feasible, security review and assessment trips were combined with training visits.

78. The unutilized balance was offset in part by requirements for travel by additional instructors to deliver the planned close protection courses. Initially, one instructor per four-week course was planned, which resulted in an underestimation of the necessary resources. The four four-week courses are delivered irrespective of reduced participation, as indicated in the frameworks set out in the present report.

79. In addition, planned activities were reprioritized in response to crisis situations resulting from hostage-taking in UNAMID, pre-referendum security coordination for South Sudan, and post-electoral violence in UNOCI, and in order to cope with the security situation resulting from the closure of MINURCAT. Capacities normally planned for some of the substantive security training, security management and security-level-related reviews, assessments and reports were deployed to the field to assist in addressing the above-mentioned crisis situations.

	<i>Variance</i>	
Facilities and infrastructure	\$3.8	42.2%

80. The reduced requirements were attributable to post vacancies during the period.

	<i>Variance</i>	
Communications	\$31.9	92.7%

81. The reduced requirements were attributable to post vacancies during the period.

	<i>Variance</i>	
Information technology	\$53.2	76.9%

82. The reduced requirements were attributable to post vacancies during the period and to the actual utilization of information technology infrastructure services and the service level agreement with the Office of Information and Communications Technology, offset by the acquisition of information technology equipment.

	<i>Variance</i>	
Other supplies, services and equipment	(\$2.0)	(20.2%)

83. The additional requirements were attributable to increased costs for materials for substantive safety and security training courses, for example, bulletproof vests and STRIKE ballistic plate carrier harnesses, relating to firearms training activities.

K. Office of Information and Communications Technology

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
12 430.9	10 203.9	12	11

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 99 per cent availability of information and communications technology infrastructure and enterprise information systems for all peacekeeping missions	<p>Achieved; 99 per cent of information technology infrastructure was available for all peacekeeping operations</p> <p>Not achieved. There was availability for all peacekeeping operations of iSeek, ODS, Galaxy, e-PAS, IMIS and the service desk for help-desk ticketing. However, the enterprise information portal, the enterprise identity management system, the electronic fuel and rations management systems, and the customer relationship management solutions in support of the troop contribution management project and the peacekeeping telecommunications billing project were not 99 per cent available. The timelines for the completion of these projects and explanations of performance are included in the frameworks set out in the addendum to the present report</p>
3.2 Implementation of information and communications technology systems in field operations accessible by 25 per cent of the user base in the field	<p>Achieved. The enterprise identity Management System was accessible to 26 per cent of the user base in the field, and the peacekeeping policy and guidance repository was accessible to 100 per cent</p> <p>Not achieved. The troop contribution management project was accessible to 13 per cent of the user base in the field, with the customer relationship management platform for the peacekeeping telecommunications billing system accessible to 6 per cent, the fuel management system to 0 per cent and the rations management system to 0 per cent. The timelines for the completion of these projects and explanations of performance are included in the frameworks set out in the addendum to the present report</p>

3.3 75 per cent of surveyed field personnel are fully satisfied with information and communications technology services

Not achieved; 74.9 per cent of surveyed users in field operations were satisfied with information and communications technology services, of whom 27 per cent were fully satisfied. The survey did not differentiate between services provided by the Office and services provided by the Department of Field Support

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	10	10	5.0
General Service and related	2	1	45.8

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	1 848.6	1 713.5	135.1	7.3
II. Non-post resources				
General temporary assistance	1 914.0	1 576.1	337.9	17.7
Official travel	428.8	354.5	74.3	17.3
Facilities and infrastructure	11.5	11.5	—	—
Communications	32.2	32.2	—	—
Information technology	8 120.3	6 500.1	1 620.2	20.0
Other supplies, services and equipment	75.5	16.0	59.5	78.8
Subtotal, category II	10 582.3	8 490.4	2 091.9	19.8
Gross requirements, categories I and II	12 430.9	10 203.9	2 227.0	17.9

4. Analysis of variances¹

	<i>Variance</i>	
Post resources	\$135.1	7.3%

84. The unencumbered balance is attributable primarily to higher-than-budgeted vacancies in the approved General Service category of posts due to the inability to replace a staff member on temporary assignment in another office, resulting in lower actual expenditure for salary and common staff costs.

	<i>Variance</i>	
General temporary assistance	\$337.9	17.7%

85. The unencumbered balance was attributable to recruitment delays due to difficulties in attracting qualified candidates for the customer relationship

management solution for the troop contribution management project, and to the fact that the recruitment for the additional general temporary assistance approved pursuant to General Assembly resolution 65/259 for the information and communications technology structural review, project 3 (rationalize information and communications technology organization), could not be completed during the period. In addition, planned activities for which temporary assistance had been approved were not undertaken, for the following reasons: (a) efficiency gains were realized in the area of information technology infrastructure services because a process for help-desk support was automated during the period, and thus general temporary assistance was no longer needed; (b) delays occurred in the development and implementation of the rations management system, as described in the frameworks set out in the present report; and (c) the analysis of enterprise content management solutions for peacekeeping was not pursued as a result of the limited available funding approved for the platform itself under the regular budget.

	<i>Variance</i>	
Official travel	\$74.3	17.3%

86. The reduced requirements were attributable to: (a) the fact that technical support visits were not undertaken for both the fuel and rations management systems as a result of the postponement of their implementation; and (b) the fact that technical training was provided to fewer peacekeeping operations for the customer relationship management solution for the troop contribution management project as a result of the decision to approve an initial deployment of the application as a pilot project at two locations instead of the six planned, to minimize implementation risks.

87. The unutilized balance was offset by travel relating to repeated validation and system acceptance tests in MINUSTAH and UNIFIL and server and software installation in UNLB, which were required for an alternate in-house solution for the fuel management system that was pursued after the initial vendor had failed to provide a compliant and satisfactory product.

	<i>Variance</i>	
Information technology	\$1 620.2	20.0%

88. The reduced requirements were attributable to: (a) the postponement until the period 2011/12 of the acquisition of a commercial off-the-shelf software package for the rations management system and its installation, configuration, customization and pilot implementation, owing to an elaborate procurement process aimed at ensuring that technical requirements and cost-effective and reasonable contractual terms were agreed; (b) the postponement until the period 2011/12 of the acquisition of software licences for the identity management system owing to a structural change in the vendor; (c) the cancellation of the acquisition of an off-the-shelf fuel management system owing to the contracted vendor's failure to meet product and quality standards, which will be replaced with an alternate in-house system; the project will result in reduced costs compared with those planned for; and (d) the fact that, while provision had been made for the enterprise content management solutions for the peacekeeping reporting process automation project, one application had already

been deployed in 2009/10 and other applications were not pursued, as the funding for the platform itself was limited under the regular budget.

89. The unutilized balance was offset by: (a) higher-than-budgeted hardware requirements for servers to host the anticipated fuel management system at UNLB and to ensure a more robust hosting environment to support the redesign of the enterprise information portal; (b) the acquisition of the enterprise information portal software that had been postponed from the 2009/10 period owing to the additional time required to complete the prototype and establish the underlying infrastructure, for which provision had not been made, as the circumstances had been unknown at the time of the budget submission; (c) higher-than-budgeted contractual services for the enterprise information portal owing to additional requirements for integration with existing enterprise systems; (d) extended contractual services to maintain Galaxy beyond the planned system termination period of March 2011, as the field personnel component of Inspira was under continued development; (e) contractual services for an enterprise needs assessment to formulate information and communications technology metrics in order to monitor and evaluate the progress of the global information and communications technology rationalization in connection with project 3 of the information technology infrastructure review, approved by the General Assembly in resolution 65/259; (f) contractual services for the deployment and training of field staff with respect to the e-Portfolio system, for which resources had not been proposed; (g) contractual services engaged for the new self-service portal and service help desk using the customer relationship management platform, for which resources had not been proposed; and (h) the provision of information technology infrastructure support associated with the Headquarters data centres outsourced through contractual arrangements with the International Computing Centre, for which budgeted resources had not been recovered from departments. A service level agreement has been established to ensure the effective administration of resources in future periods.

	<i>Variance</i>	
Other supplies, services and equipment	\$59.5	78.8%

90. The reduced requirements were attributable to the fact that training courses on new technologies for infrastructure were not attended and therefore course fees were not paid, as the relevant officers were fully occupied with the migration of the data centre of the Department of Peacekeeping Operations and the Department of Field Support to the primary data centre of the Organization, and with the information technology structural review projects.

L. Advisory Committee on Administrative and Budgetary Questions secretariat

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved posts</i>	<i>Average incumbency</i>
173.9	156.8	—	—

1. Results-based-budgeting framework

Expected accomplishment 1.1: 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

1.1 100 per cent of reports of the Advisory Committee are submitted within the deadline

Achieved

1.2 100 per cent of the reports of the Advisory Committee are free of error

Achieved. No corrigenda were issued for reports on peacekeeping

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Professional and higher	—	—	—
General Service and related	—	—	—

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2010 to 30 June 2011)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	—	—	—	—
II. Non-post resources				
General temporary assistance	168.0	151.7	16.3	9.7
Facilities and infrastructure	0.5	—	0.5	100.0
Communications	2.0	1.5	0.5	25.0
Information technology	3.4	3.6	(0.2)	(5.9)
Subtotal, category II	173.9	156.8	17.1	9.8
Gross requirements, categories I and II	173.9	156.8	17.1	9.8

4. Analysis of variances¹

	<i>Variance</i>	
General temporary assistance	\$16.3	9.7%

91. The unencumbered balance was attributable to delays in the recruitment process, offset in part by unbudgeted requirements to deal with the increased workload during the peacekeeping session of the Committee's hearings.

	<i>Variance</i>	
Facilities and infrastructure	\$0.5	100%

92. No expenditure for office supplies was recorded during the financial period.

III. Activities of the Integrated Training Service

Core training activities in 2010/11

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Senior mission administration and resource training programme workshop	Italy	July 2010
UNAMID staff officers' course	Germany	July 2010
United Nations training-of-trainers course	Kenya	August 2010
Training recognition for predeployment training	Sweden	August 2010
Senior mission leaders' course	China	September 2010
Training recognition for predeployment training	Slovenia	October 2010
Senior mission leaders' course	Jordan	October 2010
Protection of civilians field trial of scenario-based exercise	MONUSCO	October 2010
Aviation safety seminar	Italy	October 2010
Training recognition for predeployment training	Netherlands	November 2010
Senior mission administration and resource training programme workshop	Italy	November 2010
UNAMID military staff officers' course	Uganda	November 2010
Conduct and discipline technical workshop	Uganda	November 2010
Senior leadership programme	United States	December 2010
Protection of civilians workshop	United States	December 2010
Training recognition for predeployment training	Kenya	January 2011
United Nations training-of-trainers course	Italy	February 2011
United Nations training-of-trainers course	China	March 2011
Board of Inquiry workshop	Uganda	March 2011
United Nations human resources conference	Kenya	April 2011
Mission audit focal point workshop	Uganda	April 2011
Workshop for Chiefs of Public Information	Uganda	April 2011

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Training recognition for predeployment training	Argentina	May 2011
Senior mission administration and resource training programme workshop	United States	May 2011
Senior mission leaders' course	South Africa	May 2011
Integrated mission training centres workshop	Italy	May 2011
Training-of-trainers course for mission personnel	Italy	May 2011
Rule-of-law training for judicial officers	Kenya	May 2011
Workshop for senior disarmament, demobilization and reintegration officers	Kenya	June 2011
Annual inter-agency security sector reform practitioners' workshop	United States	June 2011
Dangerous goods cargo training	United States	June 2011
United Nations training-of-trainers course	Germany	June 2011
Training recognition for predeployment training	Peru	June 2011
Civilian predeployment training	Italy	June 2011

IV. Actions to be taken by the General Assembly

93. The actions to be taken by the General Assembly are as follows:

(a) To decide on the treatment of the unencumbered balance of \$22,390,100 in respect of the period from 1 July 2010 to 30 June 2011;

(b) To decide on the treatment of other income amounting to \$6,098,000, comprising interest income (\$1,026,000), other miscellaneous income (\$615,000) and cancellations of prior-period obligations (\$4,457,000), in respect of the period from 1 July 2010 to 30 June 2011.