



General Assembly

Distr.: General
12 December 2012

Original: English

Sixty-seventh session

Agenda item 146

**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 2011 to 30 June 2012**

Report of the Secretary-General

Addendum

The present addendum contains information on planned and actual outputs relating to section II of document A/67/635.



Contents

	<i>Page</i>
II. Resource performance	5
A. Department of Peacekeeping Operations	5
B. Department of Field Support	31
C. Department of Management	47
D. Office of Internal Oversight Services	67
E. Executive Office of the Secretary-General	69
F. Office of the United Nations Ombudsman and Mediation Services	70
G. Ethics Office	71
H. Office of Legal Affairs	72
I. Department of Public Information	74
J. Department of Safety and Security	77
K. Advisory Committee on Administrative and Budgetary Questions secretariat	80

Abbreviations

AMISOM	African Union Mission in Somalia
ECOWAS	Economic Community of West African States
ICAO	International Civil Aviation Organization
ICT	Information and communications technology
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
MONUA	United Nations Observer Mission in Angola
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OIOS	Office of Internal Oversight Services
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOAU	United Nations Office to the African Union

UNOB	United Nations Office in Burundi
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOA	United Nations Support Office for the African Union Mission in Somalia

II. Resource performance*

A. Department of Peacekeeping Operations

1. Results-based-budgeting framework

(a) United Nations Office to the African Union

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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Co-chairing of 3 meetings of the peace and security cluster and 4 meetings of the subclusters, and advice and guidance provided, as appropriate	6 meetings of the cluster; 4 meetings of the subclusters	The peace and security cluster has stepped up its activities in 2011/12 as UNOAU became operational and as the recommendations from the 2010 Regional Coordination Mechanism review began to be implemented. As co-Chair, UNOAU provided advice and guidance to the cluster on means to implement the review's recommendations. A new subcluster, emergency preparedness and response, was created in 2011
Support for meetings of the Regional Coordination Mechanism for Africa, including the convening of advance meetings to review the compliance of the subclusters of the peace and security cluster with decisions of the Mechanism	Yes	UNOAU has actively participated in and supported all 6 meetings of the Regional Coordination Mechanism. Advance meetings were held in all subclusters to review their compliance with the decisions of the Mechanism
Support for the annual meeting of the United Nations Security Council and the African Union Peace and Security Council	Yes	UNOAU provided substantive input, facilitation and logistical support to the annual meeting of the United Nations Security Council and the African Union Peace and Security Council, held on 12 June 2012
Support for weekly meetings of the African Union partners group and monthly ambassadorial-level coordination meetings	Yes	UNOAU supported and participated fully in the 3 monthly African Union partners group meetings, and in the periodic and ad hoc ambassadorial-level meetings (total of 38)

* For planned and actual indicators of achievement, see A/67/635.

Daily capacity-building support for the African Union in terms of mediation, good offices and conflict prevention missions, as well as with regard to the coordination and management of the databases of the African Union Democracy and Electoral Assistance Unit, including the listing in the electoral assistance database of 120 experts under the 3 categories of electoral assistance experts	Yes	Daily capacity-building support has been provided in terms of mediation, good offices, conflict prevention missions and elections. Within the 10-year capacity-building programme, UNOAU is also helping the African Union implement joint workplans to enhance the peace and security architecture of the African Union in those same areas, including support towards the coordination and management of the databases of the African Union Democracy and Electoral Assistance Unit. The African Union electoral assistance experts' database, containing 1,411 experts in 5 categories (technical assistance, election observation, mission leadership, election management bodies, and non-governmental organizations (NGOs)) was successfully established and is in use
4 seminars and workshops on mediation, elections and border programmes of the African Union	7	<p>5 workshops on mediation: 1 African Union Special Envoy retreat; 2 African Union mediation seminars; 1 Panel of the Wise regional coordination workshop; 1 Panel of the Wise retreat</p> <p>1 workshop on elections: Northern African Election Observation Training</p> <p>1 workshop on the African Union border programme</p> <p>The increase in output has been driven by additional requests from the African Union</p>
Ongoing capacity-building support for the African Union and the regional economic communities with regard to the development of common indicators for early warning and the sharing, as appropriate, of information about United Nations efforts in preventive diplomacy	Yes	UNOAU has provided support towards the conceptualization and finalization of the African Union Continental Conflict Prevention Framework, a document harmonizing conflict prevention and early warning approaches of the African Union and the regional economic communities/regional mechanisms. The semi-annual desk-to-desk meetings also provided such support
Support for 2 meetings of the United Nations-African Union Joint Task Force on Peace and Security	2	UNOAU contributed to the planning, organization and follow-up of these semi-annual meetings. Following a proposal made by the Under-Secretary-General for Peacekeeping Operations that regular contact on peace and security matters of concern to both organizations be maintained, 2 videoteleconferences were also held

Expected accomplishment 1.2: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Ongoing advice on concept and policy development workshops regarding the African Standby Force, including advice on United Nations best practices and lessons learned	Yes	UNOAU substantive staff engages their counterparts in the African Union daily, through face-to-face dialogue, consultations and weekly meetings, and ensured that United Nations best practices were taken into account in the development of all relevant African Union policy documents and workshops
Ongoing capacity-building support for and advice to the African Union on issues relating to peacekeeping and disarmament, demobilization and reintegration, including policy development, and its assessment of training needs (in particular with regard to the development of doctrine and the operationalization of the African Standby Force)	Yes	Biweekly meetings were held with the African Union disarmament, demobilization and reintegration contact points to provide advice and support; workshop held with Disarmament, Demobilization and Reintegration regional economic community/ regional mechanism contact points to develop the structure of the World Bank-supported 3-year African Union Disarmament, Demobilization and Reintegration Capacity-Building Programme; training of African Union disarmament, demobilization and reintegration contact points held in Norway; and African Union disarmament, demobilization and reintegration assessment missions to South Sudan and the Central African Republic were conducted. A concept paper and implementation plan have been approved by the African Union Commission for the conduct of an African Standby Force training needs assessment
Ongoing capacity-building support for the African Union in the promotion of common training standards for the Union and the regional economic communities	Yes	UNOAU has supported the African Union and the regional economic communities/regional coordination mechanisms in the preparation and conduct of common African Standby Force peace operations exercises and African Standby Force-related training, ensuring that African Union standards and United Nations best practices were incorporated into regional training and exercises
Ongoing information and advice, in collaboration with the African Union Commission, to the regional economic communities and Regional Coordination Mechanisms on the development and harmonization of the African Peace and Security Architecture and the African Standby Force at the regional level, as requested	Yes	UNOAU supported the ECOWAS Standby Force, part of the African Standby Force, during its command post exercise in late 2011; advised ECOWAS on the planning of its proposed deployment to Mali; supported the ECOWAS Standby Force to review logistics and mission support policy in line with the African Standby Force policy; advised the African Union Commission on the development and harmonization of mine action concepts and policy; worked with the Eastern Africa Standby Force Coordination Mechanism to develop enhancements to the African Standby Force roster and related processes

Substantive input to the development of a joint security sector reform country assessment and administrative support for 2 joint African Union-United Nations security sector reform events	Yes	Substantive input was provided for the development of the joint South Sudan National Security Strategy document; and technical advice was provided for the conduct of security sector reform training of the PanAfrican Parliament. Only 1 event was held instead of 2 since the African Union revised its needs and modified its request for support
Support for a training implementation workshop of the African Union Peace Support Operations Division	Yes	Support to the fifth African Standby Force Annual Training Implementation Workshop
Support for 2 African Union senior mission leaders' courses and other training programmes, as requested	No	The 2 scheduled African Union senior mission leaders' courses were postponed pending a curriculum review exercise drawing on lessons learned from the Amani Africa I exercise and ongoing African Union missions. The curriculum review took place in June 2012, while the next African Union senior mission leaders' course will take place in September 2012. At the same time, UNOAU supported and facilitated 3 planning courses at regional peacekeeping training centres, as well as 2 induction trainings for AMISOM staff at the African Union Commission
Daily technical advice and expertise to the African Union in areas related to the planning, management and sustainment of AMISOM	Yes	UNOAU planners provided daily technical advice and support to the African Union Peace Support Operations Division in the areas of military planning, military logistics, force generation, military medical planning, police planning, and security planning for AMISOM, as well as on the review of the civilian component structure, the process for recruiting staff for and deploying the new AMISOM Force headquarters, the development of an African Union fixed assets management policy for field missions, as well as on information, communications and technology
Development and/or updating of 16 core planning documents for the African Union Peace Support Operations Division, including concepts of operations, strategic directives and contingency plans, and 26 technical planning documents relating to specific areas of the AMISOM mandate	13 core 11 technical	Original output targets, set before the operationalization of UNOAU, appear to have been too high; the role of the office has changed, as UNOAU was more directly involved in planning current operations and capacity-building and less focused on drafting documents for the African Union. UNOAU has little control over the total production, as its role is to support the African Union Commission in developing or revising such documents. While the number completed may be lower than planned, UNOAU assisted in the development/revision of very complex documents, which were fundamentally important for the ongoing AMISOM operations (for example, the AMISOM 2012 AMISOM strategic concept, which was the basis for Security Council resolution 2036 (2012), and the subsequent AMISOM concept of operations, etc.)

15 consultations with existing and potential troop- and police-contributing countries, as well as donors, to support African Union force and police generation and resource mobilization for AMISOM	18	Consultations with national military and police authorities and embassies, including participation in negotiations on letters of agreement for the generation and mobilization of resources for AMISOM and discussions with troop-contributing countries during meetings of the AMISOM Military Operations Coordination Committee. The expansion of AMISOM created the need for a higher number of consultations than planned
Participation in 10 predeployment visits and inspections for AMISOM to facilitate deployment preparations	7	Participation in all 7 African Union predeployment visits that took place in 2011/12. As the capacity of the African Union Commission increases, the need for UNOAU to participate in predeployment visits, particularly those for routine rotation, has decreased over time

Expected accomplishment 1.3: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Implementation of 100 per cent physical verification of assets deployed to UNOAU to match inventory records	98.6	Per cent of UNOAU assets have been physically verified. There are two remaining items which cannot be inspected; one is in the process of being transferred to UNOCA and the other is a printer that went missing upon transfer to UNAMID; the case is under investigation
Provision of a safe and secure UNOAU working environment	Yes	All mitigation measures in compliance with minimum operating security standards have been implemented to provide a safe and secure working environment
Contract supply of 90,000 litres of petrol, oil and lubricants for the operation of 34 United Nations-owned vehicles, including 2 armoured vehicles	96,000	UNOAU vehicle fleet was able to draw 96,000 litres in support of 34 vehicles. The excess of 6,000 litres of fuel was needed for 2 x 150 kva standby power generators owing to frequent power cuts
Provision and maintenance of equipment and supplies in support of an average of 57 personnel	Yes	62 staff members (international and national) were provided with the necessary supplies for effective and efficient functioning. Maintenance equipment and supplies for the office and infrastructure were also provided
Operation of a daily shuttle service 7 days a week for an average of 24 United Nations personnel per day from their accommodation to the Office	Yes	The Office provided full daily home-office-home commuter services to 73 staff members
Provision of security services 24 hours a day, 7 days a week, for UNOAU and its components	Yes	A security guard company recommended by the United Nations provided security services 24 hours a day, 7 days a week, for the Office and its components

Induction security training and primary fire training/drills for all new personnel and their dependants, in conjunction with the United Nations Economic Commission for Africa and the Department of Safety and Security	Yes	Induction security and primary fire training/drills were conducted for all new personnel and their dependants in conjunction with the Economic Commission for Africa (ECA) and the Department of Safety and Security, and a briefing package was provided to them
Provision of residential security guidance meeting minimum operating residential security standards as well as on-site assessments in support of the deployed strength of 84 international staff and dependants	Yes	A total of 39 international staff and 96 dependants were provided with guidance on meeting minimum operating residential security standards requirements, and on-site assessments of their residences were conducted
Develop good contacts with relevant national security officials, with a view to obtaining the best possible protection for personnel employed by UNOAU, as well as for their recognized dependants and their property	Yes	The Security Unit established and maintained regular meetings with the local area police to share information and discuss security arrangements and support as and when required. To facilitate closer contact, a police booth was installed next to the Office. Such contacts were also maintained through the Department of Safety and Security and the Economic Commission for Africa Security and Safety Service, who worked closely with the relevant national security officials for the United Nations as a whole
Prepare, maintain and update UNOAU-specific security and contingency plans and the security listings of personnel employed by the Office and their recognized dependants, and contribute to the country-specific security plan, ensuring that plans for relocation/evacuation to a safe area are current, feasible and achievable	Yes	Maintained and updated UNOAU-specific security and contingency plans, which include security listings of personnel and their recognized dependants

(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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
35 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping	38	<p>Briefings to the Security Council, the General Assembly and legislative bodies (e.g., the Special Committee on Peacekeeping Operations and the Advisory Committee on Administrative and Budgetary Questions)</p> <p>The increase in the number of briefings was attributable to additional requests received from the General Assembly and legislative bodies</p>

270 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	259	Briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping
	2	Situation centre briefings provided to the Special Committee on Peacekeeping Operations on joint operations centres and joint mission analysis centres, and on crisis management
3 briefings to the Special Committee on Peacekeeping Operations on new and developing security policies and field safety	Yes	1 combined briefing in 3 parts provided to the informal session of the Special Committee on Peacekeeping Operations on security risk management, vetting of security staff and field safety programme development
Quarterly press briefings by the Under-Secretary-General for Peacekeeping Operations and/or the Under-Secretary-General for Field Support on major peacekeeping issues, and 100 media interviews, including on mission-specific topics, conduct and discipline, military, police and security issues	4	Quarterly press briefings on peacekeeping issues
	150	Interviews were conducted with various media outlets, including: Al Jazeera; Al Arabiya; the British Broadcasting Corporation; the <i>New York Times</i> ; Radio France International; the <i>Washington Post</i> ; and the main news wires. The increase in media engagements was owing to events/incidents such as the crisis in Jonglei State (South Sudan), the United Nations operations in Libya, the establishment of UNSMIS, as well as the issue of sexual exploitation and abuse
150 outreach activities, such as conferences, exhibits and public briefings, on the peacekeeping work of the United Nations	168	Outreach activities/public briefings and 2 multimedia exhibits targeting policymakers, experts, academics, military, civil society and NGOs
		The number of outreach activities reported a slight increase owing to additional demands/invitations received from external partners
Official notifications to troop- and police-contributing countries of all casualties among United Nations uniformed personnel serving in 12 peacekeeping operations and support for AMISOM	Yes	Notification of 117 fatalities
35 briefings to troop- and police-contributing countries on operational developments in 12 peacekeeping operations and support for AMISOM	38	Briefings to troop- and police-contributing countries concerning situational and operational developments in peacekeeping operations and UNSOA were provided

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
17 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	13	Visits Lower output owing to the change of Under-Secretary-General (involving less travel during the last months of service of the outgoing Under-Secretary-General and the first months of service of the incoming Under-Secretary-General), as well as to the crisis in the Syrian Arab Republic and the launching of UNSMIS, which required the presence of the Under-Secretary-General at Headquarters
Updated guidelines and templates for performance compacts for all heads of mission and their deputies	Yes	Guidelines and template for the 2012 Compacts and 2011 performance assessment were updated and distributed to Special Representatives of the Secretary-General/heads of mission and their deputies in all Missions
Annual heads of mission conference for all Special Representatives of the Secretary-General and heads of mission of Department of Peacekeeping Operations-led operations	Yes	The 2012 Department of Peacekeeping Operations-Department of Field Support heads of mission conference took place following the Eighth Seminar for Special and Personal Representatives of the Secretary-General, organized by the United Nations Institute for Training and Research
Completion of 10 business process improvement projects, using the Lean Six Sigma methodology	No	Owing to a contractual issue with the selected vendor for the Lean Six Sigma Business Process Improvement Capacity-Building Services, the completion of the projects was not achieved during the reporting period. Nevertheless, four separate process improvement initiatives began during the period using existing capacity: a review of the death and disability claims process; a review of business processes in the Regional Service Centre at Entebbe, Uganda; a review of the recruitment process of seconded personnel; and a review of the budget process
Upgraded peace operations Intranet, including a modular design for content management, role and permission management, comprehensive user statistics reporting, French-language support and a photo gallery	Yes	The peace operations Intranet was upgraded as planned
1 user guide and 1 training module to support the administration of phase 3 of the strategic management system in all peacekeeping operations	Yes	A user guide and a training module were developed

20 inputs on the peacekeeping dimension of security in policies and procedures developed by the Inter-Agency Security Management Network	Yes	<p>26 inputs to policies and procedures were developed by the Inter-Agency Security Management Network at its 15th and 16th sessions and two Network steering group meetings</p> <p>The number of inputs to the Network averaged about 20 for several years; however, during the reporting period, the Network revised policies in the old Field Security Handbook and placed them in a new United Nations security management system Security Policy Manual, hence the higher output</p>
Standardized Department of Peacekeeping Operations/Department of Field Support security risk management process policy for United Nations civilian security, military and police components, applicable to 12 peacekeeping operations	Yes	Standardized Department of Peacekeeping Operations/Department of Field Support security risk management policy to all peacekeeping operations with formed police and/or military units was promulgated. The policy complements the standardized United Nations security management system risk management policy which applies to all civilian and police and military personnel deployed
3 guidance documents on field safety: policy on field safety, guidelines on field safety management and standards for field safety	No	3 guidance documents on field safety: policy; focal point terms of reference; and standing operating procedure. Senior management of Department of Peacekeeping Operations-Department of Field Support-Department of Political Affairs approved the policy and guidance documents on 12 November 2012
Evaluations of field safety programmes in 12 peacekeeping operations, UNLB and support for AMISOM	Yes	Headquarters evaluation (June 2012) of 12 peacekeeping operations, UNLB and UNSOA on field safety
2 methodologies, for the evaluation of compliance with field safety standards and of the effectiveness of business continuity plans, drafted for 12 peacekeeping operations	Yes	1 checklist for evaluation of compliance with field safety policy and guidelines and 1 checklist for evaluation of effectiveness of business continuity plans were formulated and completed
Guidelines for the preparation of general and issue-specific communications strategies, in collaboration with the Department of Public Information	No	Owing to the reprioritization of civilian capacity resources to the crisis in Jonglei, South Sudan, and the establishment of the new mission in the Syrian Arab Republic, the guidelines are expected to be finalized during the third quarter of 2012/13
Technical assessment visits, in collaboration with the Department of Public Information, to 4 peacekeeping operations undergoing significant adjustments and facing specific public information challenges	2	<p>Technical assessment visits were conducted to UNMIL and MINUSTAH</p> <p>The targeted missions were undergoing significant adjustments and public information challenges. Owing to conflicting priorities and scheduling conflicts, 2 of the 4 missions trips planned (MONUSCO and UNOCI) were postponed by a few weeks and took place in July 2012</p>

Annual workshop, in collaboration with the Department of Public Information and the Department of Field Support, for chiefs of public information offices or senior public information officers from all peacekeeping operations to review communication strategies and challenges to their implementation	Yes	The workshop was conducted in Entebbe, with the participation of representatives from 10 peacekeeping missions (MINUSTAH, UNMIL, MONUSCO, UNOCI, UNAMID, UNMISS, UNMIK, UNFICYP, UNIFIL, UNMIT). All peacekeeping missions were invited, but only 10 sent representatives to the workshop
Guidance notes on communications, in response to all crises affecting peacekeeping operations	No	Owing to the reprioritization of civilian capacity resources to the crisis in Jonglei, South Sudan, and the establishment of the new mission in the Syrian Arab Republic, the guidance notes on communications are expected to be finalized during the third quarter of 2013/14
Organization of media visits to 2 peacekeeping operations to raise awareness of the global field support strategy and the role of support in mandate implementation	No	As all public information efforts were focused on Headquarters-level communications given the impact of the implementation of the global field support strategy on work methods and staff assignments at Headquarters. Three fact sheets were produced by the Public Affairs Section to provide information about the global field support strategy, the Regional Service Centre and the Global Service Centre to target audiences, which include staff members and Member States. Media visits are not expected to be arranged in the short or medium term
Operations 24 hours a day, 7 days a week, to monitor and report on developments in 12 peacekeeping operations, support for AMISOM and related areas of interest	Yes	Operations were maintained 24 hours a day, 7 days a week. Operational updates were provided during the reporting period in the form of 253 operational updates for the Secretary-General and briefing notes, 146 directors' briefings and 126 flash reports
1 workshop each for chiefs of Joint Operations Centres and chiefs of Joint Mission Analysis Centres to review relevant policy documents and guidelines, and to identify knowledge and skill gaps with a view to further guidance and training for and staffing of Joint Operations Centres and Joint Mission Analysis Centres	Yes	One workshop each for chiefs of Joint Operations Centres and Joint Mission Analysis Centres
6 visits to field operations to review and monitor progress and provide feedback to chiefs of Joint Operations Centres and Joint Mission Analysis Centres on issues related to the relevant policies and guidelines	7	Visits were made to peacekeeping operations (UNOCI — 3 visits; UNMISS; UNISFA; UNIFIL; UNDOF)

(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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
42 multidimensional substantive reports of the Secretary-General to the Security Council	45	Multidimensional substantive reports. Three additional special assessments (Côte d'Ivoire, Lebanon and Liberia) were requested by the Security Council
35 letters from the Secretary-General to the President of the Security Council	52	Letters. The higher output was owing to increased crisis management activities and coordination on the Syrian Arab Republic
120 advisory notes for briefings to and engagement with Member States, peacekeeping partners and other entities	151	Advisory notes. The higher output was owing to the increased level of activity associated with the establishment of three new missions (UNISFA, UNMISS and UNSMIS), the conflict in the Syrian Arab Republic, Sudan-South Sudan relations and political and security concerns in eastern Democratic Republic of the Congo and in Côte d'Ivoire
30 consultations with troop- and police-contributing countries to provide updates on political and operational developments in 12 peacekeeping operations and support for AMISOM	32	Consultations
40 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in 12 peacekeeping operations and support for AMISOM	61	Oral briefings. The higher output was owing to the establishment of three new missions (UNMISS, UNISFA and UNSMIS), the conflict in the Syrian Arab Republic, Sudan-South Sudan relations and political and security concerns in eastern Democratic Republic of the Congo and in Côte d'Ivoire
	51	Weekly briefing notes
Briefings/consultations in response to all requests made by the General Assembly, permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations, on peacekeeping issues, including updates on political and operational developments in 12 peacekeeping operations and support for AMISOM	13	Briefings on 12 peacekeeping operations and UNSOA

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Integrated concepts of operations, in line with Security Council mandates, for new peacekeeping operations and existing ones requiring significant adjustment	4	Integrated concepts of operations for three peacekeeping missions (UNISFA, UNMISS, UNSMIS)

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Integrated guidance to 12 peacekeeping operations on strategic, policy and political operational matters	Yes	Guidance was provided to all peacekeeping missions, including 196 official substantive communications (code cables) providing policy, political, operational and crisis management advice, and operational and procedural guidelines for the conduct of official functions and mission operations
Semi-annual reviews of progress made on priority objectives as identified in the integrated strategic frameworks for 9 peacekeeping operations	7	Semi-annual reviews of progress were made on priority objectives as identified in the integrated strategic frameworks for 7 peacekeeping operations (MINUSTAH, MONUSCO, UNAMID, UNMIK, UNMIL, UNOCI, UNMIT) The reduced output is owing to the closure of UNMIS. Also, the subsequent mission, UNMISS, was only in its first year of being established (too early for a semi-annual review)
10 integrated strategic assessments of peacekeeping operations to review and make recommendations on issues such as mission concepts, as well as approaches, challenges or opportunities in the area of mandate implementation	10	Integrated strategic assessments of field operations were conducted on 8 missions (MINUSTAH, MONUSCO (2), UNAMID, UNMIK, UNMISS, UNMIL, UNMIT (2), UNOCI)
30 integrated technical assessments to provide overall guidance to and assist peacekeeping operations and support for AMISOM with regard to planning and mandate implementation issues	28	Integrated technical assessment and/or issue-specific assessment visits to 10 peacekeeping operations (MINUSTAH, MONUSCO, UNAMID, UNDOF, UNIFIL, UNMIL, UNMISS, UNMIT, UNOCI, UNSMIS) and UNSOA
Issuance of revised integrated mission planning process guidelines, following the periodic review of the 2008/09 guidelines	No	The revision process faced delays during the reporting period owing to staff turnover (the unit underwent 100 per cent turnover and, in turn, subsequent recruitment delays). It is expected to be completed by December 2012

2 workshops for a total of 40 field staff on integrated mission planning	No	The workshops were not conducted during the reporting period owing to staff turnover (the unit underwent 100 per cent turnover and subsequent recruitment delays). A workshop for 15 field personnel was conducted in August 2012
1 workshop for civilian mission chiefs of staff and heads of political affairs components of 12 peacekeeping operations, in collaboration with the Office of the Chief of Staff	1	Workshop at the International Peace Institute in New York, with heads of political affairs components from 10 peacekeeping operations and chiefs of staff from 6 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNFICYP, UNIFIL, UNMIK, UNMISS, UNMIT, UNOCI)
Report of the Secretary-General on support for African Union peacekeeping operations authorized by the United Nations, reflecting, inter alia, the impact of United Nations efforts to enhance the Union's capacity to develop the African Standby Force and manage Union-mandated peace support operations	1	The report of the Secretary-General on United Nations-African Union cooperation in peace and security (S/2011/80) took stock of all joint collaboration in the area of peace and security, outlined lessons learned in peacekeeping partnerships in the Sudan/Darfur and in Somalia, and expressed a commitment to enhanced future cooperation

(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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
5 visits to Member States and regional organizations to discuss contributions to peacekeeping operations, robust peacekeeping, the protection of civilians and evolving operational requirements, as well as the implementation of modularization for force generation in accordance with the global field support strategy	13	Visits and interaction with regional organizations and individual Member States. Issues discussed included: deterrence; use of force; operational readiness; capabilities for future mandates; protection of civilians; effective peacekeeping; and relationships between United Nations peacekeeping and regional organizations The increased output was owing to increased demands from regional organizations, treaty bodies and Member States to engage in consultative processes on issues of military components of peacekeeping operations
18 briefings, requested by the Security Council, with troop-contributing countries to discuss new or anticipated developments, crisis situations and changes to the mandates of peacekeeping operations	12 Security Council briefings; 20 informal briefings to troop-contributing countries	Formal briefings were provided to the Security Council and informal consultations with troop-contributing countries were conducted on field-related military capability studies, review of countries contributing uniformed troops and developments in peacekeeping operations that included crisis response and mandate extensions

		A higher number of briefings was conducted owing to requests from troop-contributing countries and in the light of the new horizons policy, with a view to enhancing communications with troop-contributing countries
13 strategic analyses and assessment reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	16	Strategic analyses and assessment reports were prepared on peacekeeping operations facing significant developments, as well as on missions under crisis The increased output relates to 3 additional analyses prepared in relation to Libya and the Syrian Arab Republic
8 briefings to the Security Council on the military elements of technical assessment reports of peacekeeping operations and support for AMISOM	10	Briefings on field-related military capability studies and review of uniformed troop-contributing countries were conducted The increased briefing outputs were the result of requests for additional briefings on Somalia
Survey of troop-contributing countries, that have deployed contingents to new or adjusted existing operations, on their involvement in the military planning for those operations	Yes	The survey was conducted, with 71 out of 97 invited troop-contributing countries responding
10 briefings to the Military Staff Committee of the Security Council on military aspects of peacekeeping operations	14	Briefings to the Military Staff Committee were conducted The increased output is attributable to additional invitations received from the Committee owing to political and operational developments related to Libya and Somalia

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Standard operating procedure on support provided by the Office of Military Affairs to military start-up capacities of peacekeeping operations	No	Owing to the establishment and recent closure of UNSMIS, lessons learned from the Mission need to be reflected before the draft standard operating procedure is finalized. The final document is expected to be cleared for signature by December 2012
4 operational and military advisory visits to troop-contributing countries related to the deployment of troops and materiel to peacekeeping operations	4	Operational advisory visits were made to troop-contributing countries to support preparation for actual deployment on the transition/establishment of UNMISS and UNISFA, and on forward planning for the Military Liaison Group in UNMIT

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Visits to 5 peacekeeping operations to provide strategic guidance to senior military leaders, including on the military-related aspects of crisis response, the drawdown and reconfiguration of military components and transitional issues	10	<p>Visits (MINUSTAH (2); MONUSCO; UNAMID; UNISFA; UNMIL; UNMISS; UNMIT; UNOCI; UNSMIS)</p> <p>The increased output was owing to the establishment of new missions and a disciplinary issue that warranted interaction with Headquarters</p>
Revised military concepts of operations, rules of engagement and force requirements for all adjusted peacekeeping operations and a concept of operations and force requirements for a possible peacekeeping operation in Somalia	11	<p>Military concepts of operations and force requirements were revised for: MINURSO; MINUSTAH; MONUSCO; UNDOF; UNISFA; UNMISS; UNOCI; and UNSOA. In addition, amendments to rules of engagement were prepared for UNDOF, UNISFA and UNMISS</p> <p>A military concept of operations and force requirements for Somalia were drafted, but remained in that state in the absence of the establishment of a peacekeeping operation in Somalia during the reporting period</p>
12 updated assessments of threats posed to all military operations in peacekeeping contexts	13	<p>Assessments of threats to military operations were undertaken for: MINURSO; MINUSTAH; MONUSCO; UNAMID; UNDOF; UNFICYP; UNIFIL; UNISFA; UNMIL; UNMISS; UNOCI; UNSMIS; and UNSOA</p>
Conference for heads of military components from all peacekeeping operations	Yes	The conference was held in August 2011
8 predeployment induction sessions and 7 post-appointment briefings at Headquarters for senior military personnel in peacekeeping operations	17	<p>Predeployment induction sessions were conducted for senior appointments, including heads of military components in MINUSTAH, UNMIK, UNIFIL, UNISFA, UNSMIS and UNOCI. Other induction sessions were conducted for the deputy force commanders in UNISFA, UNIFIL and UNAMID as well as for the chiefs of staff in UNAMID, UNIFIL, UNFICYP, MINUSTAH, UNMISS, UNMIL and MONUSCO (2)</p> <p>The higher number of predeployment briefings was owing to additional requests by Missions for the induction of senior military officers, supported by troop-contributing countries</p>
	5	<p>Post-appointment briefings were conducted for the heads of military components of MINURSO, MINUSTAH, UNMIS (liquidation), UNIFIL and UNOCI</p>

		<p>The reduced output for post-appointment briefings is owing to the extension of the heads of military components in UNISFA and UNSMIS</p>
11 predeployment visits in connection with the continuing deployment and adjustment of peacekeeping missions	9	<p>Predeployment visits</p> <p>The reduced output is attributable to troop-contributing countries not being ready to receive the visit as they did not have the complete inventory of contingent-owned equipment, or to the fact that national approval for the deployment had not been granted within the reporting period</p>
Generation of 24 Senior Military Officers for 12 peacekeeping operations	17	<p>7 heads of military components (MINURSO, MINUSTAH, UNISFA, UNMIK, UNOCI and UNSMIS (2)) and 4 deputies (MINUSTAH, UNAMID, UNIFIL and UNOCI) were deployed to 12 missions. Assistance was also provided for the recruitment of 6 military chiefs of staff (MINURSO, UNDOF, UNMIK, UNMISS, UNOCI, UNSMIS)</p> <p>The lower output is owing to the extensions of the heads of military components of MONUSCO, UNAMID, UNFICYP, UNMIT, UNMISS and the deputies of MONUSCO and UNMIL</p>
2 policies: capability and training standards and evaluation tools for infantry battalions in peacekeeping operations, and military doctrine for peacekeeping operations	No	<p>The United Nations infantry battalion manual was published and disseminated in August 2012. The manual includes the requisite list of capabilities, standards and evaluation tools for the utilization of the infantry battalion in United Nations peacekeeping operations. The manual also incorporates military doctrinal guidance for the employment of an infantry battalion in United Nations peacekeeping settings. The military doctrine, capabilities, standards and evaluation tools are provided for the use of commanders and staff at the force headquarters and sector, the unit or battalion levels</p>
2 training modules: a module on dealing with sexual and gender-based violence, for military components of peacekeeping operations; and a scenario-based module on the protection of civilians, for military components	Yes	<p>Both training modules were developed during the reporting period and, following the testing phase, were rolled out in October 2012</p>

(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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
44 briefings to legislative bodies, Member States, groups of friends and police-contributing countries on field operations in the areas of police (18), justice and corrections (6), disarmament, demobilization and reintegration (10) and security sector reform (10)	49	23 briefings in areas related to police The higher number is attributable to specific requests from Member States and legislative bodies to be briefed on the Strategic Guidance Framework, and the need to inform police-contributing countries on the progress in the transition of four missions (UNMIL, UNMIT, UNAMID and MINUSTAH)
	6	Briefings on justice and corrections
	10	Briefings on disarmament, demobilization and reintegration
	10	Briefings on security sector reform
Inputs to 45 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies, including recommendations on police, justice, corrections, disarmament, demobilization and reintegration, mine action and security sector reform	38	Reports. The lower output is owing to reduced requirements for the office input into peacekeeping reports. In previous years, owing to the nature of the different crises which arose, the number of reports requiring inputs was higher
20 consultations with Member States, Security Council, General Assembly, other intergovernmental bodies and Groups of Friends, including updates on the rule of law and security institutions	30	Consultations with Member States and intergovernmental bodies The higher number of consultations is a result of increased efforts to coordinate activities in the area of rule of law and security institutions, to address/assess the impact of the financial crisis on activities and to develop coordinated, evidence-based approaches
15 United Nations events and/or specialized consultations with agencies, funds and programmes, as well as regional and subregional organizations, to clarify lead roles, increase the coordination of activities in the areas of the rule of law and security institutions, and document and disseminate good practices and lessons learned	17	United Nations events and/or specialized consultations with agencies, funds and programmes, as well as regional and subregional organizations The output was higher owing to planning assistance provided to African Union member States and subregional organizations in Africa

18 consultations with police-contributing countries and regional organizations on policy and cross-cutting operational issues, as well as matters related to police and law enforcement in individual peacekeeping operations	25	Consultations with police-contributing countries The higher output is attributable to the need for additional consultations in response to requests from police-contributing countries for briefings on missions in transition as well as to policing and law enforcement issues in UNOCI, UNAMID, UNMIL and MONUSCO
14 visits to police-contributing countries to provide advice on the implementation of modularization for police generation in accordance with the global field support strategy and of the national selection mechanisms for the readiness, deployment and training of United Nations police officers, including members of formed police units	28	Visits to police-contributing countries The higher output is attributable to combining the provision of advice on modularization, in accordance with the global field support strategy, with visits to conduct selection assessment tests/special police assessment tests and predeployment visits
10 mission-specific meetings, organized with police-contributing countries, on the police components of 10 field operations	13	Meetings on UNAMID, MINUSTAH, UNMIL, UNOCI, UNMIT and MONUSCO The higher number is attributable to consultations with police-contributing countries in regard to peacekeeping missions in transition
6 briefing notes for dissemination to Member States on disarmament, demobilization and reintegration developments in field operations	6	Briefing notes were developed and distributed to Member States
Report of the Secretary-General to the General Assembly on assistance in mine action	Yes	See A/66/292
Annual multi-donor report covering activities in up to 7 field operations	Yes	The report was finalized in June 2012 and distributed to donor countries in July 2012

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 consultations with Member States and regional organizations to share information on the development of national standby and standing capacities, solicit rapidly deployable experts with specialized qualifications in the fields of the rule of law and security sector reform, and exchange information on good practices and lessons learned	19	8 consultations with Member States 11 meetings/consultations with regional organizations The number of consultations was higher owing to additional efforts to address the coordination of rapidly deployable capacities and to the exchange of good practices

28 briefings to Member States on police issues in peacekeeping operations and on specific police requirements for the rapid deployment of highly qualified police personnel	29	Briefings to Member States
1 police component of a new or existing field operation supported by standing police capacity/start-up/surge capability	2	UNMISS and UNISFA were supported in their start-up by the standing police capacity Increased support responded to new missions established by the Security Council
Development of the standing justice and corrections capacity to assist with the start-up of new field operations and the implementation of Security Council mandates	Yes	9 deployments of the justice and corrections standing capacity: UNMISS: 5; UNOCI: 2; UNSMIS: 2
3 mission-specific recruitment outreach exercises aimed at filling critical disarmament, demobilization and reintegration posts	3	MINUSTAH, MONUSCO, UNOCI
2 assessments of mine action components of new or reconfigured peacekeeping operations	2	UNMISS (new Mission transitioned from UNMIS) and UNOCI (reconfigured)

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
5 annual conferences to provide guidance, exchange information and share best practices among heads of field components in the areas of the rule of law and security institutions	4	Meetings of heads of mine action components Fourth annual meeting of joint peacekeeping operations/special political missions/UNDP senior disarmament, demobilization and reintegration officers The sixth annual meeting of the heads of justice components and of the heads of corrections components of United Nations peacekeeping operations The annual conference of heads of police components Moreover, the third meeting of the security sector reform chiefs and advisers from United Nations peacekeeping and political missions and the fifth inter-agency senior security sector reform Practitioners' workshop was held on 1 July 2012
10 cables to 10 peacekeeping operations containing updated strategic guidance on the rule of law and security institutions, based on consultation with other entities	11	

6 technical assessments of field operations to assess the implementation of security sector reform mandates and to review programmes	6	Technical assessments to MONUSCO, UNMIL (2), UNOCI (2), UNMISS
2 technical guidance materials on the coordination of security sector reform support	5	A set of 4 integrated technical guidance notes to support the delivery of coherent United Nations assistance to national security sector reform efforts were finalized and validated by Principal-level members of the Inter-Agency Security Sector Reform Task Force. The policy on defence sector reform was finalized and approved by the Under-Secretary-General for Peacekeeping Operations. The additional outputs relate to 3 guidance materials that were scheduled for completion in 2010/11 but were finalized only in 2011/12
1 pilot training module based on technical guidance materials regarding security sector reform	1	The pilot training module on defence sector reform was developed and delivered to 25 representatives from the Department of Peacekeeping Operations and other members of the Inter-Agency Security Sector Reform Task Force
Police operational plans, standard operating procedures and concepts of operations developed or reviewed and revised for 5 police components of field operations, as appropriate	Yes	Concepts of operations for UNMISS and UNISFA have been finalized; associated documents for UNMISS were also finalized; memorandum of understanding, deployment and logistics support, capacity-building and co-location plans, and development of induction training curriculum and joint mechanisms; the African Union was assisted in the finalization of the AMISOM police concept of operations for Somalia; the UNAMID police concept of operations and the associated standard operating procedures have been finalized by the United Nations police and are being coordinated with the African Union
Initial deployment, rotation and extension of 17,000 United Nations police officers, including formed police personnel, in 10 field operations	14,530	Deployed. The lower level of deployment was the result of phased deployment for UNMISS and non-rotation of United Nations police for UNMIT as part of the planned drawdown
Visits to 10 peacekeeping operations to provide strategic and operational police advice and assistance	10	Visits MINUSTAH (2), UNAMID, UNISFA, UNMIL (2), UNMIS, UNMISS, UNMIT, UNOCI
40 visits to police-contributing countries to conduct selection assistance tests for individually deployed United Nations police officers and assessments/inspections of formed police units	42	Visits

16 visits (8 for justice and 8 for corrections) to 8 field operations to undertake reviews and assessments of the implementation of the rule-of-law elements of mission mandates	11	<p>7 justice visits were conducted to MINUSTAH (2), MONUSCO (2), UNMIL, UNMISS and UNSMIS</p> <p>4 corrections visits were undertaken to MONUSCO, UNMIL, UNMISS and UNSMIS</p> <p>The variance is owing to the cancellation of the justice and corrections review missions to UNAMID owing to difficulties in acquiring visas and to UNMIL/UNOCI owing to technical assessment mission requirements</p>
4 guidance materials and training tools for justice and corrections personnel, including mapping and assessment guidelines, lessons learned on prison security, and a handbook for judicial affairs officers	3	<p>Guidance materials were developed, including: a lessons learned on prison security in post-conflict settings; a handbook for judicial affairs officers; and training material on Islamic law</p> <p>Completion of the mapping and assessment guidelines was delayed as a result of a longer consultation process to address the expanded content covering police, justice and corrections, and the unexpected departure of the responsible staff member. This guidance is now scheduled to be completed by mid-2013</p>
4 training courses, for 50 corrections officers and 50 judicial affairs officers, on corrections and justice components	Yes	<p>2 rule-of-law training sessions were conducted for 50 judicial affairs officers, and 2 predeployment training courses were delivered to 32 corrections officers</p> <p>The variance is owing to fewer nominations of participants by Member States</p>
Inputs provided into 15 United Nations policies, procedures, training materials and reports on issues relating to the rule of law	18	<p>Inputs were provided to 18 policies, procedures and training materials and reports of the United Nations on rule-of-law-related issues</p> <p>The higher output was owing to the increased number of internal requests from within the Secretariat and the broader United Nations system</p>
1 module on the Integrated Disarmament, Demobilization and Reintegration Standards and 1 updated module on the Standards, in collaboration with other members of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration	1	<p>Natural resources and disarmament, demobilization and reintegration module for the Integrated Disarmament, Demobilization and Reintegration Standards was developed and underwent initial validation during a workshop held from 27 February to 2 March 2012. The Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, based on changed priorities, decided to develop a new module on disarmament, demobilization and reintegration and peace processes instead of updating an existing module. The first draft of the new module was discussed in May 2012</p>

Visits to 5 peacekeeping operations to provide technical support on or evaluate the implementation of disarmament, demobilization and reintegration programmes	5	Visits to MINUSTAH, MONUSCO, UNMISS (2) and UNOCI
Joint inter-agency assessment mission to review the implementation of the Integrated Disarmament, Demobilization and Reintegration Standards in 1 field operation	Yes	A joint mission with the World Bank was undertaken to strengthen the partnership with the African Union
Visits to 7 peacekeeping operations to assess, advise on and assist with the implementation of mine action programmes	7	Visits to MINURSO, MONUSCO, UNAMID, UNIFIL, UNMISS, UNOCI and UNSOA
1 set of guidelines on auditing and inspecting United Nations Police Components	Yes	As at 30 June 2012, the set of guidelines existed in draft form. It was subsequently signed by both Under-Secretaries-General on 19 September 2012 and has been in effect since 1 October 2012

(f) Policy, Evaluation and Training 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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
3 visits to national capitals to advise on cross-cutting and emerging policy issues in the area of peacekeeping	5	Visits. The higher output was the result of maximization of opportunities to advise on cross-cutting and emerging policy issues in the area of peacekeeping when in national capitals for other activities
2 informal briefings to members of the Special Committee on Peacekeeping Operations, and 10 bilateral briefings to Member States, as requested, on peacekeeping partnerships and related issues such as integration arrangements	2 10	Informal briefings Bilateral briefings
7 briefings to the substantive session of the Special Committee on Peacekeeping Operations, and 14 informal briefings to members of the Committee, on capability development, the protection of civilians, peacebuilding in peacekeeping operations, child	9	Briefings were delivered to the Special Committee on Peacekeeping Operations at its substantive session Informal briefings were provided to Committee members and regional group The higher number of briefings was owing to additional requests from Member States

protection, gender, civil affairs, HIV/AIDS and additional issues related to the New Horizon Initiative and subsequent initiatives	60	<p>Informal briefings</p> <p>The higher number of briefings was owing to additional requests from Member States</p>
Presentations at 6 international conferences with Member States and think tanks on the implementation of priority aspects of the New Horizon Initiative and on gender-related issues	12	<p>Presentations were made at international conferences on the New Horizon Initiative and emerging peacekeeping policy issues, including those related to gender</p> <p>The higher number of presentations was owing to additional requests from Member States</p>
5 briefings to the Security Council on the protection of civilians, child protection, HIV/AIDS and gender	3	<p>Briefings were provided on: child protection; women and peace and security (sexual violence); and HIV/AIDS (informal)</p> <p>Only 3 briefings were requested by the Council, which resulted in a lower output</p>
5 workshops/briefings for technical experts from Member States and key policy development partners to develop guidance and policy on: capability development (1); future strategies for implementing Security Council resolution 1325 (2000) (1); command and control, in coordination with the Office of Military Affairs (1); key roles of civil affairs officers (1); and providing incentives to troop-contributing countries (1)	1 11 1	<p>Panel discussion for Member States</p> <p>Workshops/briefings on capability development (standards, strategic force generation) and command and control</p> <p>Child protection briefing</p>
Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and briefings in response to all requests made by the Special Committee and the Fourth Committee	1 37	<p>Report of the Secretary-General</p> <p>Informal and formal briefings in response to all requests made by the Special Committee</p> <p>In addition: 2 statements were made by the Under-Secretary-General for Peacekeeping Operations and Field Support during the debate in the Fourth Committee on peacekeeping and 2 statements were made to the Special Committee on Peacekeeping Operations</p>

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Mechanism for standardized planning and operational arrangements with the European Union, including a standard operating procedure and a toolkit for joint planning	Partially achieved	Activity is under way but not yet completed — on 26 November 2012, the European Union/United Nations Steering Committee agreed to enhanced cooperation in the area of planning, and the revised guidelines will be agreed thereafter. The Steering Committee will also look into the implementation of the proposals endorsed by the European Union with a view to formulating standard operational arrangements for the provision of support to peacekeeping
Concept for a mechanism for integrated assessment and planning teams for rapid deployment and mission start-up	Partially achieved	Activity is under way but not yet completed — an evaluation was conducted on technical assessment missions, and guidelines for integrated mission planning process are being reviewed and will be revised by the end of 2012

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
5 visits to peacekeeping operations, national/regional peacekeeping training institutions and the headquarters of organizations to advise on cross-cutting and emerging policy issues in peacekeeping	8	3 visits to peacekeeping operations (UNMIL, UNOCI and UNMISS) and 5 visits to Member States. The higher output was the result of the maximization of opportunities to advise on cross-cutting and emerging policy issues in the area of peacekeeping when visiting for other work activities
10 briefings to international financial institutions, international and regional organizations and non-governmental organizations, as requested, on peacekeeping partnerships and related issues such as integration arrangements	10	Briefings
Agreement with UNDP on priority thematic and country areas and joint coordination arrangements in support of the 2008 memorandum of understanding between the Department of Peacekeeping Operations and UNDP	Yes	A joint coordination arrangement established in the form of regular Assistant Secretary-General meetings that agree on priority thematic and country areas on an ongoing basis, including in support of the 2008 memorandum of understanding between the Department of Peacekeeping Operations and UNDP
6 formal consultations with 3 regional organizations/arrangements on emerging partnership issues related to peacekeeping	6	(2 each) formal consultations with 3 regional organizations

1 guidance document for peacekeeping operations on strategic partnership arrangements/frameworks, including post-peacekeeping transitional arrangements	Yes	A concept note was finalized in cooperation with United Nations partners on key recurring challenges in United Nations transitions in the context of mission drawdown and withdrawal. The concept note informed a United Nations-wide policy on transitions, to be completed in December 2012
6 evaluations, comprising 4 mission-focused and 2 thematic evaluations	5	Evaluations were conducted, four of which were thematic and one mission-focused (UNMIK). The Department of Peacekeeping Operations/Department of Field Support senior management team decided that evaluation resources should focus on thematic rather than mission evaluations for this cycle
6 policy discussion papers on emerging peacekeeping issues, including 3 on the global field support strategy	6	Policy discussion papers The Policy and Best Practices Service provided ongoing support to the Department of Field Support global field support strategy team, which is responsible for the global field support strategy policy
11 cross-mission lessons learned reports, including on the protection of civilians, peacekeeping and peacebuilding, the management of military rotations, capability development, the maintenance of morale and good conduct, safety and security, the resumption of police responsibilities, electoral assistance, inter-mission cooperation in mission support areas, integration and peacebuilding, and communication and public information	13	Cross-mission lessons learned reports on: civil and social affairs; electoral assistance; crisis responses; public perception surveys in peacekeeping missions; training of trainers on the protection of civilians; support to public administration; future mandate implementation; gender and electoral violence; protection of civilians; and the environment, natural resources and United Nations peacekeeping operations
6 additional communities of practice for field operations	4	Communities of practice were established: 1 for protection of civilians; 1 for chiefs/directors of mission support, 1 for aviation security; and 1 for contract management Discussions continue on the possibility of establishing political affairs and electoral affairs communities of practice, contingent on agreement of the offices
12 visits to field missions to provide technical advice on and assistance with the implementation of emerging policy and guidance	12	11 visits to field missions 1 visit to the Global Service Centre
5 annual workshops for Best Practices, Civil Affairs, HIV/AIDS, Gender and Child Protection Officers and focal points, for the purpose of knowledge-sharing and training	5	Workshop for heads of civil affairs (1); the annual strategic planning workshop of Department of Peacekeeping Operations/Department of Field Support Gender Advisory Team (1); the best practices officers annual workshop (1); 5-day Department of Peacekeeping Operations-UNAIDS HIV monitoring and evaluation training (1); child protection annual meeting (1)

Quarterly summary of key lessons learned and best practices collected through the knowledge management system for dissemination to senior management in field operations	Yes	The Knowledge Management and Effective Peacekeeping Newsletter is distributed electronically twice monthly to all Department of Peacekeeping Operations-Department of Field Support staff at Headquarters and in the field
Strategic framework for the protection of civilians and 2 mission-specific strategies for the protection of civilians, in collaboration with 2 peacekeeping operations	Yes	Strategic framework finalized and disseminated. UNMISS and UNOCI developed mission-specific strategies on the basis of the strategic framework
Child protection implementation plan for the implementation of Security Council resolutions on children and armed conflict, and inter-agency review of the training of peacekeeping personnel on child rights and child protection	Yes	<p>Completion of the child protection policy implementation plan. Comprehensive needs assessment and global consultations on the training for peacekeepers were conducted</p> <p>Child protection reporting guidelines were prepared and reviewed, and are currently under consultation with the Office of the Special Representative of the Secretary-General for Children and Armed Conflict and field staff</p>
System for tracking and evaluation of the available gender resources and tools in the field of peacekeeping	No	Pilot project in UNAMID is ongoing. The project was initially delayed due to the need to appoint a new project leader and revise the methodology. The project is expected to be completed mid-2013
3 train-the-trainers courses for 72 peacekeeping trainers from Member States, 6 training recognition visits, 2 mobile training visits, and training development in support of the predeployment training provided by Member States to military and police personnel for field operations	12	<p>4 train-the-trainers courses for 99 trainers from Member States</p> <p>6 training recognition visits</p> <p>2 mobile training visits; and development of training materials on protection of civilians, United Nations staff officers, and United Nations infantry battalions</p>
Annual workshop and 1 train-the-trainers course for integrated mission training centre personnel in all field missions; 4 training activities, including evaluation, monitoring and delivery, to provide support and policy guidance on training to peacekeeping operations; and 24 predeployment courses for 400 civilian field personnel	29 courses	<p>1 annual workshop; 4 training activities, including evaluation, monitoring and delivery (MONUSCO, UNOCI, UNIFIL, UNFICYP); and 24 predeployment courses for 379 civilian field personnel</p> <p>At the time the 2011/12 results-based-budgeting framework was finalized, the budget proposal considered two activities — the annual workshop and the train-the-trainers course for integrated mission training centre personnel in all field missions. In view of the reduction of training resources, the training-of-trainers course was not conducted owing to the limited resources available</p>

Peacekeeping-specific training courses on senior leadership, management and administration, including 2 senior mission leaders' courses, 2 senior leadership programme courses and 1 Senior Mission Administration and Resource Training course for 120 peacekeeping personnel

5 2 senior mission leaders courses for 52 current and potential field personnel; 2 senior leadership programme courses; and 1 Senior Mission Administration and Resource Training course for 124 staff members

B. Department of Field Support

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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
41 briefings to/meetings with the General Assembly, legislative bodies and regional organizations on field support issues, including the progress made on the global field support strategy	43	Briefings
10 presentations on peacekeeping and field support issues at conferences and seminars and in other public forums	12	Presentations
8 visits to major financial contributors, key troop- and police-contributing countries and other Member States to discuss and advise on field support issues	11	Visits. The higher output was owing to an increase in demand from troop- and police-contributing countries as well as major financial contributors
Annual progress report, including recommendations, to the General Assembly on progress made in the implementation of the new support model for service delivery to the field	Yes	Report of the Secretary-General on progress in the implementation of the global field support strategy (A/66/591 and Add.1)
41 consolidated responses to reports of the United Nations oversight bodies, and 18 consolidated reports on the status of implementation of 1,248 recommendations of the oversight bodies, prepared and submitted to those bodies, including the Board of Auditors	39 10	Consolidated responses Consolidated reports on the status of implementation of the 779 oversight body recommendations Output was lower owing to a decrease in the number of recommendations and requests from United Nations oversight bodies for this period

1 annual statistical analysis report on all types of board of inquiry cases occurring in the field, for all field operations	1	Report
10 briefings to Member States, non-governmental organizations and mission leadership on the implementation of the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in field operation	13	Briefings to Member States and NGOs
	5	Briefings to mission leadership: the heads of UNMIL (2), UNFICYP (2) and UNOCI
		Output was higher owing to an increase in demand from Member States, while briefings to mission leadership were conducted when needed, either as a result of changes in the leadership or to address particular concerns
Co-organization, with UNDP and the Office for the Coordination of Humanitarian Affairs, of 2 principal-level meetings of the Inter-agency Task Force on Protection from Sexual Exploitation and Abuse, to provide strategic guidance on activities to address the issue, including implementation of the victim assistance strategy	2 principal-level meetings	The Inter-agency Task Force on Protection from Sexual Exploitation and Abuse is a working-level task force with no principal-level meetings. However, the Task Force reports to principal-level meetings of the Inter-agency Standing Committee where protection from sexual exploitation and abuse is among the agenda items discussed
	5 task force meetings	

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
12 briefings to permanent missions on preparations for support for AMISOM in accordance with agreed levels of support	14	Briefings
Policies on the use of the standardized budget model by any new or start-up mission mandated by the Security Council, pending approval by the General Assembly	Yes	Report of the Secretary-General on the progress in the implementation of the global field support strategy (A/66/591 and Add.1)

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 visits to field operations to review progress and provide direction to mission leadership on field support issues related to mission mandate implementation	9	Visits

24 biannual consultations with heads of mission on support components, to assess key support issues related to mandate implementation	23	UNAMID (3), UNISFA (3), MONUSCO (3), UNMISS (3), MINUSTAH (2), UNMIT (2), UNMIL (2), UNOCI, UNFYCIP, UNMIK, UNIFIL and UNDOF, in addition to the Special Representatives of the Secretary-General/ heads of mission conferences held in July 2011 and February 2012
10 visits to field missions to support the implementation of the global field support strategy	10	Visits were made to UNAMID, UNMISS, UNIFIL, UNDOF, UNFYCIP, UNMIL, MONUSCO/Regional Service Centre (2), UNLB/Global Service Centre (2)
48 quarterly consultations with Chiefs/Directors of Mission Support to review and assess key support components in order to review operational issues related to mandate implementation	37	UNLB/Global Service Centre (6), MONUSCO/Regional Service Centre (6), UNFYCIP (5), UNAMID (4), UNMISS (3), MINUSTAH (3), UNISFA, UNIFIL, UNDOF, UNMIL, UNSMIS, UNOCI, UNMIT, UNMIK, UNSOA and MINURSO, in addition to the Chiefs/Directors of Mission Support conference held in January 2012 Output was lower owing to a decreased need to hold separate consultations with Chiefs/Directors of Mission Support, except where warranted, in light of introducing the mechanism of the annual Chiefs/Directors of Mission Support conference
3 outreach visits to Member States, professional, governmental and non-governmental organizations and agencies, funds and programmes, to expand the candidate pool for senior mission appointments and meet organizational objectives relating to gender and geographical distribution	3	Outreach visits
Visits to conduct and discipline teams in 3 field operations to provide technical assistance and advice on the implementation of the United Nations three-pronged strategy for addressing sexual exploitation and abuse and other forms of misconduct	4	Visits
Investigative reports substantiating approximately 350 misconduct allegations, as received from OIOS and other investigation entities in 12 peacekeeping operations, are processed to permit disciplinary action by relevant internal or external authorities (United Nations management and Member States)	253	Investigation reports substantiating allegations of misconduct were processed and referred to for disciplinary action Investigation reports may cover one or several allegations

250 category I allegations and 700 category II allegations in 12 peacekeeping operations and UNLB are recorded and tracked in the misconduct tracking system	176 632	Category I allegations Category II allegations The reduced numbers of recorded allegations were the result of continued efforts to prevent misconduct, including raising awareness of the conduct and discipline required of United Nations personnel
Daily average of 10 selected candidates cleared of prior findings of alleged misconduct, for assignment to peacekeeping missions	10 to 15	Candidates cleared per day
12 assessment reviews of the internal control frameworks of all field operations, based on the main findings and recommendations contained in 100 reports of the oversight bodies, including the Board of Auditors, the Joint Inspection Unit and OIOS	14	Assessment reviews received from peacekeeping missions based on 98 reports of oversight bodies, including the Board of Auditors, the Joint Inspection Unit and OIOS
1 workshop for 12 audit focal points from 12 peacekeeping operations, on the audit process, ways to improve the quality of responses to audit findings and recommendations, and how to provide effective follow-up to audit recommendations	1 23	Workshop Audit focal points from all peacekeeping missions, except from UNDOF, UNMIK and UNMIL, who did not attend
8 visits to field operations to conduct a review of their internal control frameworks, based on high-risk areas identified in reports of oversight bodies	3	Visits to UNSOA, MINURSO and MONUSCO The lower output was owing to the reprioritization of planned activities based on workload demands
6 visits to field operations to provide support on board of inquiry matters and raise the awareness of mission senior management on board of inquiry procedures	6	Visits
Revised delegations of procurement authority to all Directors and Chiefs of Mission Support, facilitating the issuance of further delegations in the missions	Yes	Delegations of procurement authority issued to all new designated Directors and Chiefs of Mission Support resulting in 107 new field delegations for a total of over 225 active delegations
3 field assistance visits to field operations to review the exercise of the delegation of procurement authority and field procurement procedures, including recommendations and proposals to address deficiencies and streamline operations	3	Field assistance visits to MINUSTAH, UNMIL and UNOCI. In addition, one visit was made to the Global Service Centre to review and continue development of the pilot phased implementation of the comprehensive operational mission acquisition support strategy

2 standard operating procedures to assist missions with the consistent and effective exercise of the delegation of procurement authority	No	Work continues on the development of additional guidance pertaining to the tender opening committee in consultation with the Department of Management as the procurement authority at Headquarters. It is expected that the guidelines will be disseminated to all missions during the 2012/13 period
--	----	---

(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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Contingent-owned equipment reimbursement and death and disability compensation claims processed for 12 field operations	2,632	Claims for contingent-owned equipment reimbursement processed In addition, 284 payments of letters of assist were processed
	156	Death and disability compensation claims processed
Advice to all field operations and permanent missions to the United Nations of troop- and police-contributing countries on contingent-owned equipment reimbursement and death and disability compensation matters	Yes	Official confirmation and advice were provided to all field operations on contingent-owned equipment reimbursement issues and death and disability compensation eligibility issues
Negotiations completed for 19 memorandums of understanding and 433 amendments to existing memorandums with respect to the reimbursement of contingent-owned equipment	45	New memorandums of understanding were completed The increased output is owing to the establishment of new missions as well as new troop-contributing country replacements
	346	Amendments. The output is lower owing to the closure of UNMIS
19 briefings to permanent missions and/or delegations of Member States on the reimbursement of contingent-owned equipment	19	Briefings
13 briefings to prospective and deployed troop- and police-contributing countries on the reimbursement of contingent-owned equipment and memorandums of understanding, and on policies and procedures related to the reimbursement of contingent-owned equipment in support of existing operations	13	Briefings

Development of a gender budgeting pilot in the budgets of 2 peacekeeping operations in collaboration with the Policy, Evaluation and Training Division of Department of Peacekeeping Operations	No	An initial analysis was carried out using data from UNAMID. The project was postponed owing to difficulties in establishing suitable consultancy support for the project
3 briefings with supporting documentation to Member States in the consideration of the global field support strategy, including direct consultations and the provision of supporting analysis	2	Briefings on the standard funding model were provided in the context of deliberations of the Special Committee on Peacekeeping Operations and the Fifth Committee

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of resource plans and cost estimates for the implementation of new or expanding peacekeeping operations mandated by the Security Council	6	<p>Missions for which preliminary financial implications for major proposals before the Security Council were prepared (UNSOA, UNISFA, MINUSTAH, UNAMID, UNMIL and UNOCI) in accordance with the Presidential statement of 5 August 2009 (S/PRST/2009/24)</p> <p>3 new or expanding missions for which requests for interim funding or commitment authority in accordance with resolution 64/269 were prepared (UNMISS, UNISFA and UNSMIS)</p> <p>4 missions for which direct assistance was provided in preparing new or revised budget proposals in support of new or expanded Security Council mandates (UNSOA, UNMISS, UNISFA) and decisions to terminate mandates (UNMIS)</p>
Design of guidelines for the application of the standardized funding model to support financing arrangements for new or expanding peacekeeping operations (subject to the approval of the model by the General Assembly at its resumed sixty-fifth session)	Yes	Support provided to UNMISS in its pilot implementation of the standardized funding model, including the development of guidelines for the management of funding, provision of in situ assistance, and support to the establishment of a resource management committee and operational management mechanisms

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Cross-cutting and regulatory guidelines for all field operations on the formulation of budget proposals and performance reports, maintenance and preparation of financial accounts and management of available resources	Yes	Coordination of a review of major resourcing priorities for 2012/13 across peacekeeping operations that established key efficient targets for each peacekeeping operation, opportunities to defer major equipment acquisitions, and resourcing adjustments in line with changing mandates

		Coordination and preparation of an annual review of standard resourcing ratios and costs for field operations
		Coordination and preparation of guidelines for peacekeeping operations on the formulation of performance reports
Benchmarks established for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing	Yes	Establishment of cross-portfolio integrated resourcing indicators scorecards and analysis for peacekeeping and special political missions as a basis for comparative analysis of resourcing levels
		Coordination and support to the Resource Efficiency Group of the Department of Field Support in identifying a portfolio of key efficiency projects to be implemented across field operations
10 field assistance visits to provide on-site support, including for the preparation of mission budget submissions, the assessment of resource requirements and the implementation of significant financial administration initiatives	10	In situ support for budget preparation was provided to MINUSTAH, UNMISS, UNSOA, the Regional Service Centre at Entebbe, Uganda (2), to UNMIS for liquidation activities, and for finance process improvements to MINUSTAH, UNFICYP and the Regional Service Centre, Uganda (2)
Provision of guidance to all peacekeeping operations for the implementation of IPSAS and Umoja	Yes	<p>Guidance was provided to all peacekeeping missions for implementation of IPSAS through a combination of periodic videoteleconferences, teleconferences, training, mission-specific communication, and progress in preparation for IPSAS implementation was regularly monitored using the project management tool</p> <p>5 visits in preparation for implementation of IPSAS to UNIFIL (2), UNMIL, UNOCI and UNLB/Global Service Centre</p> <p>5 IPSAS preparedness videoteleconferences with field missions on the IPSAS project management tool</p> <p>3 teleconferences with missions on physical verification and inventory of real estate assets</p> <p>5 major instructions to field missions on: the establishment of local IPSAS implementation teams and governance of the project; roll-out of the project management tool; IPSAS computer-based and instructor-led training; inventory of real estate assets; and action to address audit observations</p> <p>90 monthly reports reviewed on IPSAS preparation progress of all field missions</p> <p>1 IPSAS workshop for all field missions, including 32 staff members from all peacekeeping missions</p>

		Assessment sessions (WebEx and teleconferences) with selected field missions to validate 7 Umoja “to-be” processes for finance functions and 2 for budget functions
		14 field submissions reviewed for the first quarterly submission of inventory of real estate assets
Training of 85 financial professionals from 12 peacekeeping operations on field financial systems and business processes	Yes	Staff from all peacekeeping missions were trained and certified as IPSAS trainers for their respective missions. In addition, 37 staff from the Department of Field Support were trained in instructor-led training courses
Financial accounts, follow-up on outstanding payments and financial disputes and compliance with outstanding administrative requirements for 3 liquidating field operations as part of the administration of their residual financial affairs	Yes	Monthly financial statements were produced for MINURCAT, UNMIS, UNMEE, UNAMSIL, ONUB and MONUA. Administrative follow-up conducted for residual financial affairs for MINURCAT, UNMIS and UNMEE to resolve billing issues, asset disposal matters and recovery of charges

(c) Field Personnel Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
528 rosters in 24 occupational groups with an estimated 3,500 candidates pre-endorsed by the field central review bodies and available for immediate selection against mission vacancies	Yes	12,330 candidates were cleared for inclusion in the roster, within the 24 occupational groups The increase in the number of cleared candidates was owing to a dedicated campaign for recruitment of Field Service staff at the FS-4 and FS-5 levels

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Expert panel meetings to interview 4,500 applicants and the placement of 3,000 qualified candidates pre-approved by the field central review bodies on occupational group rosters	Yes	2,581 interviews were held. The actual number of interviews was less than the target as a major recruitment campaign was held for Field Service staff during the reporting period. This recruitment process did not require candidates to go through an interview (e.g. written assessment only) for positions at the FS-3, FS-4 and FS-5 levels 12,330 applications were cleared and added to the rosters

Direct personnel administrative support (including recruitment, travel and administration of contracts, salaries, allowances, benefits, claims and entitlements) for 49 IMIS functionalities to all field operations and for 79 functionalities for operations without delegated human resources management authority for 7,900 international staff and travel for 2,300 military observers and 13,000 police personnel	Yes	<p>Direct personnel support was provided to 7,760 international staff</p> <p>In addition, 22,869 personnel actions were processed in IMIS (12,570 of these personnel actions were processed at Headquarters on behalf of missions, while 10,299 personnel actions were processed in the field)</p>
Review of 29 business processes related to the administration of benefits and entitlements and development of a transition plan for human resources business integration as part of the global field support strategy business process integration initiative	Yes	Review of 29 processes for potential transfer to field missions and to the Global Service Centre was completed
Provision of support to 2,000 field personnel on career guidance, career planning, mobility and career-related queries, through e-mail and the career development website	Yes	Career support (through e-mail, phone calls and one-on-one individual meetings) provided to more than 2,000 staff in field operations on an ongoing basis
Implementation of the career framework comprising career path models for pilot occupational groups accessible to staff in all field operations, at Headquarters and in the field	Yes	With a focus on mission critical functions, mapping career and learning paths along functional and cross-functional lines and occupational groups are continuously addressed in line with the comprehensive career management framework of the Organization
5 outreach presentations and recruitment forums in Member State host countries; representation of field operations at 2 industry-specific job fairs; and 3 desk-based outreach initiatives for field operations	6	<p>Outreach presentations were provided, 2 to Member States and 4 at recruitment forums</p> <p>1 participation in job fair (International Women in Aviation)</p> <p>5 specific and targeted desk-based outreach initiatives (1 targeted at Arabic speakers, 2 for Director level positions in MONUSCO, 1 Director level position in MINUSTAH, and 1 for the generic budget and finance rosters in the <i>Financial Times</i>)</p>
Business intelligence tools for strategic planning, including measures for the staffing pillar of talent management (recruitment, selection and bringing personnel onboard) and workforce planning	Yes	<p>Production of new data views within the Nucleus platform for operational workforce planning and staffing table management. In addition, production of a model for the overall effectiveness of the roster-based recruitment process in relation to vacancy rates and global staffing</p> <p>Several critical business intelligence tools, and enhancing reports on staffing table management, gender balance and turnover were developed</p>

Roll-out of a comprehensive e-learning training and certification programme in conjunction with an accredited institution and certification of 25 per cent of human resources management practitioners	Yes	A comprehensive learning, training and certification programme in conjunction with an accredited institution has been successfully rolled out in field missions
	26.2	Per cent of all current human resources practitioners have completed the e-Cornell certification
Roll-out of the Inspira e-staffing module for non-staff personnel, the e-performance module for managing the performance of all field staff and the e-learning module for learning management for all field personnel	Yes	The e-Performance tool in Inspira was globally rolled out. All staff are required to use e-Performance from 1 April 2012 onwards
Review of the organizational design, staffing structure, function, grade levels, category and volume of staff at all field operations	Yes	The review was conducted during the budget preparation of each mission

(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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Implementation of all recommendations of the Board of Auditors regarding the management of field logistics outstanding from the previous reporting period	No	18 Board of Auditors recommendations implemented out of a total of 41. All 2009/10 recommendations have been implemented; 23 recommendations outstanding from 2010/11 are expected to be implemented by 30 June 2013 13 OIOS recommendations remain open and are expected to be implemented by 30 June 2013
12 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities, and advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment	6	Predeployment visits conducted The lower output was owing to fewer new/emerging troop-contributing countries providing troops
15 logistical and technical support briefings to permanent missions and national delegations of troop- and police-contributing countries	19	Briefings The higher output was the result of a greater number of requests from permanent missions and national delegations

2 briefings at regional or international conferences and 12 briefings to troop- and police-contributing countries on the medical support concept in peacekeeping operations	4	Briefings at regional or international conferences
	11	Briefings to troop- and police-contributing countries and 1 to the Special Committee on Peacekeeping Operations
Agreement with the African Union to provide technical support and advice to the African Union Border Programme, particularly in the areas of border demarcation, border mapping, border information systems and the transfer to the African Union of geospatial information service technology	Yes	Under agreement with the African Union, provided technical support and advice as well as geospatial information dataset to the African Union Border Programme and at the Third Conference of African Ministers in charge of Border Issues, particularly in the areas of boundary demarcation, watershed analysis for demarcation, satellite image maps for border area mapping and boundary information system, and technology of geospatial information service and data were transferred

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Maintenance of 153 active logistics-related system contracts available to field operations	131	111 Headquarters-managed system contracts maintained 20 Regional Procurement Office-managed system contracts were supported In addition, 13 mission-managed rations contracts as well as 14 mission-managed fuel contracts were supported
2 proposals for new service package modules, of which 1 for 200-man camps and 1 for related enabling capacities, in support of the implementation of the global field support strategy	Yes	Design of a 200-man camp and the first round of reprofiling of strategic deployment stocks composition reflecting the modularization concept were completed United Nations enabling capacity: mission support teams were established in UNLB/Global Service Centre Commercial enabling capacity: a working group to develop the scope of work was established comprising subject matter experts from the Logistics Support Division, UNLB/Global Service Centre and field missions. The scope of the enabling capacity has been therefore readjusted, focusing only on site preparation, building and commissioning, eliminating “operation and maintenance” and “decommissioning”. The scope of work was completed in December 2012, as planned Work on support of Member States to provide/integrate capacity to enable rapid deployment of camps is in progress and is likely to be completed by 30 June 2013

3 memorandums of understanding and 3 common services agreement templates to establish the framework for cooperation and coordination of support between United Nations agencies, funds and programmes collaborating in integrated missions, as co-Chair of the thematic group for support of the Integration Steering Group	No	The umbrella memorandum of understanding between the Secretariat and United Nations agencies, funds and programmes is in progress, following which further agreements will be done at the field level. A Support Working Group is establishing templates for sharing several support services. Similarly, the Medical Working Group is in the process of finalizing a common services agreement on medical support, the pilot implementation of which will be in South Sudan. It is expected that the memorandum of understanding will be signed by early/mid-2013. The delay is owing to ongoing discussions and negotiations on the level and type of services to be provided
Revision and update of the strategic deployment stocks medical equipment catalogue	Yes	Medical composition of strategic deployment stocks and the equipment systems catalogue were revised and updated
Global digital maps on a scale of 1:1 to 1:10 million	Yes	First version of global digital maps (United Nations map) at 1:1 million completed; prepared interim version of 1:5 and 10 million scale
Reconfiguration of two critical segments of the Department of Peacekeeping Operations/Department of Field Support air fleet (the heavy cargo aircraft segment and the rotary-wing segment) in 12 peacekeeping missions	No	<p>Reconfiguration of the rotary-wing segment is planned to commence upon the completion of the currently ongoing transition from the invitation to bid to request for proposals procurement methodology for all air charter service requirements. As part of the management service agreement between ICAO and the United Nations, ICAO was requested to assist in the implementation of this transition. The ICAO recommendations are expected in the beginning of 2013, while the transition is expected to be finalized in 2014. The progress in implementation is planned to be reported to the Assistant Secretary-General of the Department of Field Support and the Assistant Secretary-General of the Office of Central Support Services in December 2012</p> <p>In the meantime, the heavy cargo aircraft fleet has been downsized to promote more cost-efficient standby arrangements to globally support peacekeeping operations. In addition, the fixed-wing cargo fleet in MONUSCO and the helicopter fleet in UNAMID have been reconfigured</p>

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
8 aviation safety assistance visits to field operations with aircraft assigned to them, to review compliance with United Nations and international standards and recommended practices to ensure full implementation of operational risk management concept	11	Visits The higher output was owing to unplanned visits to the Regional Aviation Safety Office, UNLB and 2 missions (UNIFIL and UNFICYP) as a result of OIOS recommendations from the aviation safety and oversight audit
8 logistics assessment visits to field operations to provide planning guidance for the expansion/transition/ sustainment/ liquidation of field operations and 6 vendor assessment visits to the corresponding national civil aviation authority and United Nations-registered air operations	7 2	Assessment visits Output was lower owing to administrative difficulties encountered prior to one planned visit Air operators assessment visits Output was lower owing to the reprioritization of existing resources to aviation safety assessment visits to the Regional Aviation Safety Office in UNLB and to UNFICYP, UNIFIL and MONUSCO (following aircraft accident). The remaining visits are planned to be held during 2012/13
Mission support plans for the transition of 6 field operations from one life-cycle phase to the next (from start-up to sustainability, drawdown and liquidation)	5	Mission support plans for UNMISS, UNISFA, UNSMIS, UNMIT and UNMIL
10 technical medical assessments in field operations and medical predeployment visits to 3 troop- and police-contributing countries	5 2	Technical assessment visits Medical predeployment visits to 2 troop- and police-contributing countries Output was lower owing to fewer operational needs for technical assessment and predeployment visits
Promulgation of a comprehensive water policy to provide policy guidance on the development, management and quality control of the water supply in 12 peacekeeping operations, including with regard to the sourcing, filtering and purification, distribution, use and recycling of water and the treatment of wastewater	No	Promulgation of a comprehensive water policy was not achieved as available staff were assigned to competing operational priorities in the areas of direct engineering operational support to field missions, the global field support strategy, IPSAS and Umoja. The expected date for promulgation of the water policy is August 2013
4 engineering assessments in field operations to review progress of construction and engineering projects and to monitor the effectiveness of goods and services obtained under systems contracts	4	Engineering assessments

Introduce and implement comprehensive processes for the management of recipe-card and menu plan-based rations in two missions (UNAMID and MONUSCO), and prepare a training exercise for contingent food officers, rations staff and contractor personnel in the new processes for ordering food and control systems	Yes	<p>The processes for the management of recipe-card and menu plan-based rations have been introduced in MINUSTAH, and training of contingent food officers, rations staff and contractor personnel took place</p> <p>The processes for UNAMID and MONUSCO were delivered towards the end of the fiscal period 2010/11 after the finalization of the budget document</p>
Implementation of a centrally supervised catalogue of expendable property in all field operations	No	The deployment and full roll-out of the solution in field missions was completed in September 2012
Policy and guidance on the implementation of the approved recommendations made in 2011 by the Working Group on Contingent-Owned Equipment provided to all field missions with contingent-owned equipment	Yes	Policy and guidance on implementation in the field of the approved recommendations was provided by e-mail and was included on the agenda of the 2012 contingent-owned equipment workshops (June 2012) attended by field missions contingent-owned equipment staff
Implementation and maintenance of 1 multi-year, long-term contract for a wide-body passenger aircraft to support strategic troop movements (rotations, deployments, repatriations) in support of global troop rotations in peacekeeping missions	No	Delayed owing to the need to refine the request for proposals and to conduct vendor outreach, which lengthened the normal procurement timelines. The contract was concluded at the beginning of July 2012 and will be fully implemented and maintained during 2012/13
Reconfiguration of the rotation schedule for troops rotated by regional air support assets in 7 peacekeeping missions	Yes	The rotation schedule has been reconfigured in 7 missions (UNSOA, UNAMID, UNMISS, UNISFA, MONUSCO, UNOCI, UNMIL) to allow regional aviation assets under the control of the Transportation and Movements Integrated Control Centre to undertake troop rotations for those countries contributing troops in the African region
1 directive and 1 standard generic guideline on coordinating road safety campaigns for application in 12 peacekeeping operations	No	The directive and the standard generic guideline on coordinating road safety campaigns has been developed and included in the draft manual on road safety management in the field, which will be promulgated by December 2012. The delay was owing to reprioritization of other departmental tasks
4 audits and inspections of peacekeeping operations to review the conduct of the Department's aviation quality assurance programme	Yes	4 audits and inspections were conducted as part of the Department's aviation quality assurance programme (UNMIT, MINUSTAH, UNOCI and MONUSCO)

(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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Comprehensive information and communications technology support for peacekeeping operations in response to Security Council mandates	Yes	The Integrated Mission Planning Process Guidelines for the start-up of new missions were followed, strategic deployment stocks were replenished, and the ICT Rapid Deployment team was used in Brindisi to support missions as required

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Information and communications technology support for call centre, field network, field applications and disaster recovery and business continuity operations provided to all peacekeeping operations and the office providing support to AMISOM	Yes	ICT support was provided to all peacekeeping operations, the Global Service Centre and UNSOA
4,000 audio and videoconferencing services, including technical and day-to-day operational support, provided to field operations and other United Nations entities	4,811	Audio and videoconferencing services The higher output was the result of increased requests for videoconferences
Oversight of statement of work and technical evaluation for 8 planned systems contracts, and monitoring and administration of 35 existing systems contracts for information and communications technology services and equipment	Yes	Statements of work and technical evaluations for 8 planned systems contracts as well as monitoring and administering 33 existing ICT systems contracts, in addition to 2 systems contracts issued by other offices but managed by the Division
Disaster recovery plans for field operations tested and updated and 4 disaster recovery reconstitution exercises	Yes	The Communications and Information Technology Services disaster recovery business continuity plans templates were updated in all field missions, and disaster recovery reconstitution exercises were conducted in 4 missions, MINURSO, MONUSCO, UNIFIL and UNMIT
A standardized mission network configuration template, including oversight and technical guidance to improve connectivity from UNLB to the field, disseminated to 12 peacekeeping operations	Yes	Guidance on standardized mission network configuration disseminated to all peacekeeping operations

Standard risk and threat assessment management solution implemented across all peacekeeping operations to foster collaboration and institute structured risk management between different functions within peacekeeping missions	Partial	<p>The mission oversight system executive dashboard has been deployed for all missions, providing a structured visualization of key performance indicators for various operational activities in the field</p> <p>The comprehensive database of military and police strength automates, streamlines and enhances existing procedures for collecting, storing, monitoring and reporting on data related to uniformed personnel in the field. The database was centrally developed in UNLB and was made accessible to all missions by the end of November. The delay in deployment was owing due to a shift in operational priorities as well as to the rotation of focal points and stakeholders that could not be engaged at that time</p>
Standard solution implemented to provide strengthened situational awareness and to allow the tracking of all mobile uniformed peacekeeping personnel	No	A pilot phase of the application was deployed and successfully tested in UNIFIL. Full deployment of the solution could not be conducted within available resources
Electronic field tracking mechanism for the creation of training content by the Department of Peacekeeping Operations and the Department of Field Support implemented and delivered to 12 peacekeeping operations through e-learning technologies	Partial	The e-training management system was deployed as a web application to manage training courses, the training cycle and training records in field missions and Headquarters for all categories of personnel. Owing to a shift in operational priorities, this solution has been delivered to 8 field missions. The system will be deployed to the remaining missions during 2012/13
3 applications implemented to support the management of the Department of Peacekeeping Operations and the Department of Field Support institutional information at Headquarters in collaboration with and with the support of field operations	3	Applications were implemented and/or enhanced: Office of Rule of Law and Security Institutions web reporting, peace operations Internet version 5 and the strategic management system
3 applications implemented to support field-level collaboration between peacekeeping operations and the office providing support to AMISOM	3	Applications were implemented to support field-level collaboration between peacekeeping operations and UNSOA
11 conferences/meetings, held on information technology best practices and international cooperation to strengthen policies, structures and systems, and support provided to improve all aspects of peacekeeping missions	11	Conferences and meetings

C. Department of Management

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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of technical and substantive secretariat support to 110 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly	182	Formal and informal meetings of the Fifth Committee on peacekeeping matters were held and advice on procedures was provided
		In addition, a significant number of “informal-informal” consultations on peacekeeping matters were held and supported
	37	Draft resolutions/decisions were prepared and adopted by the Fifth Committee
Preparation of notes on the programme of work and the status of documentation and preparation of 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee	33	Reports of the Fifth Committee were adopted by the General Assembly
	Yes	Programme of work was updated prior to, during, and at the close of each session
	24	Procedural notes on peacekeeping-related items
Maintenance and update of the web pages of the Fifth Committee relating to peacekeeping matters	3	Notes were prepared on the status of the preparedness of documentation for the Fifth Committee
	Yes	Two websites were maintained and updated on an ongoing basis, including weekly and daily updates of the public website during sessions and the organization, presentation and maintenance of over 2,400 pages of supplementary information on peacekeeping-related issues on the Fifth Committee e-Room

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
95 Headquarters Committee on Contracts meetings and 20 Headquarters Property Survey Board meetings	97	Headquarters Committee on Contracts meetings
	19	Headquarters Property Survey Board meetings
Review of 700 procurement actions and 400 disposal actions per fiscal period	591	Procurement actions
	306	Disposal actions

Organization of 20 training courses for members of local committees on contracts and local property survey boards in field operations	20	Training courses
Organization of 1 biannual conference of Chairs of the local committees on contracts	1	Conference
Registration of 100 staff for the online training course of the Headquarters Committee on Contracts	443	Staff members registered for the online training course The online resource modules have now become a prerequisite for the Local Committees on Contracts training courses conducted in peacekeeping missions, which led to a higher number of registrations
Registration of 100 participants for the Headquarters Committee on Contracts' community of practice	174	Staff members registered The higher output was attributable to the proactive approach to reach out to staff members in missions and to the interest of Local Committees on Contracts in joining the community of practice
3 assessment visits to field operations to monitor and assess the performance of local committees on contracts	3	Field assessment mission visits were made to MINUSTAH, UNMIL and UNOCI
Provision of services to the secretariat of the Award Review Board, including the review of 20 cases and the organization of 1 workshop on best industry practices	10	Bid protest cases received and reviewed Owing to the low number of eligible cases that were subject to the experts' review, there was not enough experience gained to justify the planned workshop. Instead, the Award Review Board Registrar and staff held a brainstorming session with a limited number of experts
Conduct of client surveys to measure effectiveness of management support projects for field operations, in particular in the areas of business process improvement, change management and organizational design	Yes	Qualitative and quantitative assessments of the effectiveness of Umoja project activities were conducted through structured workshops and surveys
Implementation of business process improvement capacity-building programme covering 3 areas in peacekeeping-related entities at Headquarters	Yes	Successfully designed and executed in 9 Umoja capacity-building deployment preparation programmes in 3 countries with 115 participants from peacekeeping missions, UNLB, the Regional Service Centre at Entebbe and Headquarters

Provision of 87 reasoned decisions on behalf of the Secretary-General on whether the request for management evaluation by peacekeeping staff members is receivable and, if it is, whether the contested administrative decisions comply with the applicable rules and regulations	262	Reasoned decisions provided The higher output was a result of increased requests from management
Provision of 5 reasoned decisions on requests for the suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members	12	Reasoned recommendations provided on 20 requests received, whereas in 8 cases the requests became moot through requests for suspension of action to the United Nations Dispute Tribunal or were otherwise not pursued
Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and issuance of guidance based on lessons learned	3	Systemic issues identified 1 lessons learned guide on disciplinary procedures issued January 2012 Biannual reports for the periods from 1 July 2011 to 31 December 2011 and from 1 January 2012 to 30 June 2012 (reports refer to 8 issues in total)

(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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
26 reports on budget performance and budget estimates for 13 active field operations; 2 reports on budget performance for UNOMIG and MINURCAT; and 1 report on the disposition of assets for UNMEE	28	14 reports on budget performance and 14 reports on budget estimates for active field operations
	1	Commitment authority for UNSMIS
	4	Budget/revised budgets for the 2011/12 period for UNISFA, UNMIS, UNMISS and UNOCI
	2	Financing arrangements for the 2011/12 period for MONUSCO and UNMIK
	1	Disposition of assets report for UNOMIG
	1	Final performance report for UNMEE
1 report on the updated financial position of 23 closed field operations	1	Report on the updated financial position of 23 closed missions

8 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report, support account for peacekeeping operations and UNLB	9	Reports and notes 1 additional note on approved resources for peacekeeping operations for 2011/12 was issued following further financing actions taken by the General Assembly at the main part of its sixty-sixth session in respect of MONUSCO, UNISFA, UNMIS, UNMISS and UNOCI
17 supplementary information packages to the Advisory Committee on Administrative and Budgetary Questions for 13 active field operations, budget performance for MINURCAT and UNOMIG, UNLB and the support account for field operations	24	Supplementary packages for 14 active field operations, MINURCAT and UNMIS performance reports, UNOMIG disposition of assets report, the 2011/12 budgets/financing arrangements for MONUSCO, UNISFA, UNMIS, UNMISS and UNOCI, the support account and UNLB
Review and coordination of responses to follow-up questions from legislative bodies on 13 active field operations and UNLB, MINURCAT, UNOMIG, the support account and cross-cutting issues	2,717	Pages of written responses to questions raised by the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee
3 consolidated and 45 individual mission financial statements with 14 schedules and notes to the financial statements	3	Consolidated financial statements
	48	Individual financial statements
	19	Schedules
Status of contributions available online, including summary information and outstanding assessed contributions	Yes	Status of contributions, including summary information available online to Member States and users from United Nations offices, through the contributions web portal
Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions	Yes	Systems updated, maintained and operated local area network administration continues to be provided and support streamlined
Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications	Yes	IMIS and finance reference tables were maintained Applications for IMIS to SWIFT interface, prepaid card and travel settlements have been developed
Enhanced financial management reports	Yes	Continuous enhancement of financial reports to meet user requirements

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Policy guidance to 13 field operations, UNLB and 11 Headquarters departments and offices on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies, and establishment of related trust funds, through, inter alia, the organization of a workshop in cooperation with representatives from the Field Budget and Finance Division of the Department of Field Support for budget staff from the field operations and a briefing for Headquarters departments and offices on the preparation of budget proposals for the support account	Yes	<p>Instructions were sent to 14 active field operations for the preparation of the 2010/11 performance reports and the 2012/13 budgets, MINURCAT, UNMIS, UNOMIG, UNMEE performance reports, the support account and UNLB. In addition, instructions for the preparation of revised 2011/12 budgets/financing arrangements were sent to MONUSCO, UNISFA, UNMIK, UNMIS, UNMISS and UNOCI. Further policy guidance is provided on an ongoing basis</p> <p>A briefing was provided for Headquarters departments and offices on the preparation of budget proposals for the support account</p> <p>A workshop in cooperation with representatives from the Field Budget and Finance Division, Department of Field Support, for budget staff from field operations was not organized owing to other work-related priorities</p>
Visits to 4 field operations to provide strategic advice and on-site assistance on budgetary and financial issues	2	<p>Mission visits to UNMISS and UNOAU</p> <p>The other planned visits were cancelled owing to there being no requirements for mission visits</p>
300 funding authorizations for field operations, UNLB, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis	517	<p>Funding authorizations</p> <p>The higher output was attributable to the rollover of allotments for peacekeeping trust funds at the beginning of the biennium</p>
13 field operations, 1 UNLB and 11 Headquarters departments and offices staffing table authorizations	30	Staffing table authorizations issued; 18 mission staffing table authorizations for 14 missions, UNSOA and UNLB, and 12 for the support account
20 financial reports to donors for peacekeeping trust funds	56	<p>Financial reports and other financial communications</p> <p>The higher output was attributable to extensive work on the trust funds for closed peacekeeping missions</p>
Organization and conduct of videoconferences with field operations and UNLB, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	3	<p>Teleconferences/meetings held with UNSOA</p> <p>With regard to other peacekeeping field operations, all budget and performance issues were resolved through written correspondence; therefore, there was no requirement for videoteleconferences</p>

Training of personnel in 1 field operation on the funds monitoring tool	No	Training on the funds monitoring tool was not held owing to the unavailability of trainers
Provision of advice to field operations on financial regulations and rules, accounting policies, procedures and practices, and insurance matters	Yes	<p>Field Finance Procedures and Guidelines were revised and issued</p> <p>A major area of revisions was on salary and various entitlements and cost recovery procedures for the resources provided to military contingents</p> <p>Policy guidance on financial matters was provided on a continuous basis through the review of monthly accounts and bilateral communications</p> <p>Advice on staff entitlements, monthly salary payment orders and salary advances, fiscal year-end closing instructions, preparation for the transition to IPSAS and insurance matters was also provided</p>
Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings	Yes	A meeting was held at the Regional Service Centre at Entebbe with UNAMID and UNMISS staff to discuss internal controls, audit findings, fiscal year-end closing and preparation for IPSAS. A visit was made to the Global Service Centre at Brindisi and followed up with audit findings, fiscal year-end closing, and long outstanding accounts receivable
Deployment of awareness and conceptual training on IPSAS	615	Staff were trained in instructor-led training sessions on working-level knowledge at the intermediate level
Processing of 20,000 payments to Member States, staff and vendors	22,200	Payments processed
Processing of 10,000 education grant claims and advances	10,878	Education grant claims and advances processed
Negotiation and administration of 12 insurance policies that cover field operations, including the master aviation policy and the worldwide vehicle policy	12	Policies covering peacekeeping operations were negotiated, placed and administered
Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	18,313	Eligible staff and dependants were covered in accordance with filed insurance applications
Settlement of peacekeeping commercial insurance claims and of claims reviewed by the Advisory Board on Compensation Claims	82	Claims were reviewed by the Advisory Board on Compensation Claims
	88	Claims were reviewed by the United Nations Claims Board
	147	Commercial insurance claims were presented to insurers, reviewed, processed and/or settled under the respective insurance policies

Processing of 4,000 investment settlements for field operations in accordance with industry standards	3,890	Investment settlements were processed in accordance with industry standards The lower output was attributable to the aggregation of overnight term deposits into a sweep account
Issuance of 250 daily, 12 monthly and 2 semi-annual investment and cash management reports for field operations	250	Daily reports
	12	Monthly reports
	2	Semi-annual reports
Timely issuance of the assessment letters and comprehensive reminder to Member States regarding unpaid assessments	Yes	31 assessment calculations and 32 credit calculations were completed and communicated via 12,096 letters to Member States in a timely manner. A total of 174 comprehensive reminder letters regarding unpaid assessments were sent to Member States
Processing of 3,000 receipts from Member States for contributions for field operations and maintenance of accurate and up-to-date unpaid contributions records	3,390	Receipts were issued to Member States for payments and applications of credit Payments and credits were reflected in unpaid contribution records accordingly, which Member States can follow from the contributions web portal
Effective servicing of the Committee on Contributions by providing all requested data in a timely manner	Yes	All 19 documents, 78 conference papers and additional data requested by the members of the Committee were provided in a timely manner
Delegation to field finance officers of the authority to act as approving officers	58	Requests for approving authority were processed
United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines	Yes	United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines
Execution of approximately 2,300 electronic fund transfers,	2,818	Electronic fund transfers
500 foreign exchange purchases and	939	Foreign exchange purchases
1,000 investment settlements	1,072	Investment settlements
Execution of approximately 70,000 payroll payments to approximately 6,000 staff members funded from peacekeeping accounts	83,038	Payroll payments executed to 7,758 staff members
Recording of approximately 2,500 incoming payments for \$6 billion to peacekeeping accounts and transfer of approximately 600 remittances for \$2.5 billion to peacekeeping bank accounts	2,376	Incoming payments recorded in the amount of \$7.33 billion to peacekeeping accounts
	691	Remittances transferred for \$2.87 billion to the peacekeeping bank accounts

Processing of approximately 180 bank signatory amendments for peacekeeping bank accounts	384	Bank signatory amendments The higher output was attributable to increased requirements from peacekeeping missions
Monitoring of delegation of financial authority for field operations	Yes	Approval of delegation of financial authority for incoming staff and immediate revocation of delegation for outgoing staff, ensuring that there was no duplication
Monitoring of audit recommendations pertaining to accounting and budgetary aspects of peacekeeping	Yes	Reviewed and analysed audit observations and recommendations and requested follow-up actions to relevant divisions, where necessary
Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions	Yes	Systems continue to be updated, maintained and operated in line with service requirements and local area network administration was provided and support streamlined
Maintenance of charts of accounts and other finance-related reference tables in IMIS	Yes	IMIS and finance reference tables were maintained
Maintenance of troop cost and claims reimbursement system	Yes	Spreadsheets and database systems were maintained and enhanced to support payments to troop-contributing and formed police-contributing countries
Development and enhancement of ad hoc financial applications	Yes	IMIS to SWIFT interface and prepaid card system implemented
Enhanced financial management reports	Yes	Continuous enhancement of financial reports to meet user requirements

(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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Annual report on the composition of the Secretariat, including staff demographics for field operations	1	Report of the Secretary-General on the composition of the Secretariat: staff demographics (A/66/347)
Online reports for Member States on human resource information for field operations	Yes	Human resources insight with access made available to permanent missions was launched in August 2011

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Guidance to 14 field operations on exercise of delegated authority for human resources management, including through mission support visits	Yes	Guidance provided to 13 field operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNMIK, UNMIL, UNMISS, UNMIT, UNOCI, UNISFA), including 2 on-site mission support visits (UNMIL and UNOCI)
Clearance and certification of 120 chief administrative officers and chief civilian personnel officers, for field operations, and of chiefs of personnel, and of all Professional-category officers with responsibilities for personnel administration and for performing human resources functions for both Department of Field Support and field operations	174	Requests reviewed and processed for certification and clearance; in addition, completed 78 cases of reference checks for onboarding purposes
6-8 outreach missions to identify candidates for field operations	8	Combined outreach missions were undertaken to Costa Rica, Estonia, Finland, Iceland, Norway, Panama, Poland, the Republic of Korea, South Africa, Sweden, the United Kingdom of Great Britain and Northern Ireland and various regions in the United States of America. Other developments include enhanced presence on social media sites which serve to broaden the outreach worldwide and engage directly with individuals who may not be able to attend live outreach sessions
Human resources management scorecard reporting for 13 field operations and UNLB, including the Management Performance Board	13	Field operations with scorecard reporting and Management Performance Board
Formulation and review of United Nations policies on health care so as to promote and maintain the health of staff, and development of preparedness plans for public health and other emergencies (e.g. pandemics and emerging infectious diseases) in peacekeeping missions	Yes	Review and update of the Medical Support Manual; review and update of the administrative instruction on medical evacuation and medical clearance; formulation of a draft for a new administrative instruction on medical boards; development of new version of the United Nations Influenza Pandemic Guidelines; ongoing development of guidelines on ergonomics for staff workstations Advice to missions on cholera prevention, measles vaccination, Chagas disease and enterovirus 71

Provision of professional oversight to 15 chief medical officers and of advice on technical and professional aspects of the functioning of the entire mission medical support system to maintain standards, consistency and an acceptable level of delivery of health services	Yes	<p>Medical technical oversight and support were provided to 19 chief medical officers in peacekeeping missions</p> <p>In addition, 5 days training and certification were delivered for 53 medical and security staff on medical casualty incident planning and response at UNOCI in Abidjan</p> <p>A lecture was provided to 31 security advisers and the chief security adviser in Brindisi, Italy, on medical casualty incident management</p> <p>1-day medical table top exercise was conducted at UNFICYP for all members of the Security Management Team and Mission Operations Support</p>
Evaluation, monitoring and provision of advice and technical support to 77 United Nations civilian medical units	72	Field civilian medical units
Review for technical clearance of 300 curricula vitae of candidates for medical positions in field operations	147	<p>Curricula vitae of candidates reviewed</p> <p>The lower output was attributable to the fact that no recruitment of United Nations Volunteers medical staff was started for the new missions</p>
1 regional meeting of chief medical officers for updating medical and relevant administrative policies, training in emergency response and planning for mass casualty preparedness	1	<p>Regional meeting organized</p> <p>In addition, visited UNFICYP to attend a conference on the Pilot Project on Military Medical Support Capability Development at which the final draft of the Medical Support Manual was worked on and approved by all present</p>
3 on-site assessments of field mission medical facilities, in response to requests, and of 1 regional medical evacuation centre linked to peacekeeping operations	1	<p>On-site assessment of field mission medical facilities conducted</p> <p>The lower output was attributable to lower requirements from peacekeeping missions for such assessment missions</p>
	1	Assessment mission to the Regional Evacuation Centre in Morocco being used by MINURSO and other duty stations in West Africa
Medical examination of 250 candidates for field operation deployment or travel,	364	Medical examinations
2,000 pre-mission briefings and medical consultations, 1,500 immunizations and	3,100	Medical consultations
issuance of 1,000 medical kits for staff travelling to field operations	1,576	Immunizations
	185	Medical kits

		The lower output in issuance of medical kits was owing to the fact that most staff already had medical kits, and only the replacement of expired medications was provided
300 pre- and post-mission psychological assessments and consultations, 2 mission readiness and resilience workshops for staff leaving from Headquarters, and 2 mission readiness workshops on resilience in 2 peacekeeping missions	425	Psychological consultations and mental health screenings Mission readiness training held for 65 staff members The training on mission readiness was provided for counsellors from UNOCI in the form of training-of-trainers The resiliency training was replaced by psychological first aid and stress management. The resiliency training will start in the fourth quarter of 2012
Review and analysis of 4,000 incoming medical examinations of mission staff and candidates, military observers and civilian police to determine fitness for recruitment, assignment and travel	7,471	Review of incoming medical examinations and medical clearance of 7,801 of mission staff and candidates, including military observers and civilian police The higher output was attributable to the establishment of new missions, namely, UNMISS, UNISFA and UNSMIS
Certification of sick leave for 1,000 staff of field operations, the Department of Peacekeeping Operations and the Department of Field Support	1,318	Sick leave certifications
Advice to the United Nations Joint Staff Pension Fund on 20 disability pension cases for field peacekeeping staff and the Department of Peacekeeping Operations, and advice to the Advisory Board on Compensation Claims on 340 medical compensation claims for civilian staff, military observers, civilian police and troops	55 554	Pension disability cases Medical compensation claims The higher output was attributable primarily to increased military operations in UNMISS and UNAMID which caused increased casualty evacuations and repatriations and the increased awareness of compensation benefits in the peacekeeping missions
Advice to field operations and the Department of Peacekeeping Operations on 700 requests for the medical evacuation or repatriation of civilian staff, military observers, civilian police and troops	1,336	Medical evacuation cases The higher output was attributable to the higher level of military operations in Somalia, South Sudan and Darfur, which resulted in increased casualty evacuations and repatriations
Implementation of the electronic medical records and occupational health management system (EarthMed) in one field operation (UNMIS)	Yes	EarthMed implemented in MINUSTAH

Hands-on training on the e-performance tool for all peacekeeping staff and mandatory performance management training for managers and supervisors	Yes	<p>E-Performance training was conducted for all missions through a focal point network, via WebEX and phone instruction. Focal points, in turn, train mission staff</p> <p>Performance management training: the one-day performance management learning programme (ST/SGB/2011/5) is being rolled out to all missions following 2 train-the-trainer certification programmes at Entebbe and Brindisi</p>
Organization of performance management training for 25 focal points from field operations through a train-the-trainers programme	31	2 train-the-trainer certification programmes were conducted at Entebbe and Brindisi, and a third programme trained and certified mission focal points
Development and release of an online self-help tool accessible to all field operations	Yes	8 online interactive self-help videos completed to support ePerformance users
Administration and continuous outreach events related to the Voluntary Initiative for Network Exchanges II across 8 job networks to enhance the mobility of staff between Headquarters, offices away from Headquarters and field operations	No	The Voluntary Initiative Network Exchanges II has been suspended and the Office, in collaboration with the Field Personnel Division of the Department of Field Support, has developed a comprehensive mobility proposal for Headquarters and field operations staff (A/67/324/Add.1)
Provision of 2,750 consultations and guidance on various human resources-related issues to staff members in field operations	3,000	<p>Consultations and guidance sessions on various human resources-related issues provided to the Field Personnel Division</p> <p>The higher output was attributable to an increase in the number of queries on termination of appointments and related entitlements as the result of the closure/drawdown of field missions, including UNMIT and UNMIS</p>
Provision of administrative support in response to approximately 300 requests related to the termination of appointment owing to health reasons (disability), agreed termination, abandonment of post, outside activities, special leave with full or half pay, waiver of privileges and immunities, appeals, conversion to permanent appointments and as an exception to staff rules and regulations	325	Requests related to termination of appointments owing to closure of missions, agreed termination, health reasons, abandonment of post, outside activities, child/family support issues and conversions to permanent appointment, among others

Conduct of comprehensive and interim salary surveys for (MONUSCO: 3 locations; MINURSO: 1 location; MINUSTAH: 1 location) conduct of	2	Comprehensive salary surveys in Côte d'Ivoire and Rwanda
14 interim salary surveys either in the country where the field operation is headquartered or in countries within the mission area. Issuance of revised salary scales for the General Service category (20 duty stations) and for the National Officer category (20 duty stations), as applicable	14	Interim salary surveys in Afghanistan, the Dominican Republic, Haiti, India/Srinagar, Israel, Italy/Brindisi, Kosovo, Kyrgyzstan, Lebanon, Pakistan, South Africa, the Sudan, Tajikistan, Timor-Leste The variance was owing to the need to accommodate scheduling needs of specialists and country offices
Review and approval of up to 50 generic job profiles for use in field operations	12	Generic job profiles reviewed and approved The lower output was owing to the extensive consultative process with all concerned offices
Written guidance and advice provided on policy matters affecting mission staff, such as the contractual reform, implementation of the new staff selection system, the new performance mechanism, harmonization of conditions of service, rest and recuperation travel and liaison with the International Civil Service Commission and the field group	Yes	Policy advice and written guidance were regularly provided to the Department of Field Support in the form of memorandums, e-mail communications and meetings. Policy support was provided through the representation of the Office of Human Resources Management at the formal sessions of the International Civil Service Commission, the Human Resources Network and the field group
Provision of legal advice to address administrative law issues, including on the process of taking disciplinary action, when required, for field personnel and representation of the Administration before the United Nations Dispute Tribunal and the United Nations Appeals Tribunal	258	Disciplinary cases were handled, including representation of 116 appeals cases before the United Nations Dispute Tribunal
Provision of help desk support and of application development, maintenance and production support for Inspira to all field operations (Inspira Support Centre in Bangkok)	Yes	Over 51,000 inquiries resolved

Provide Inspira user support to over 40,000 users, including in field operations (Inspira Support Centre in Bangkok)	Yes	The Inspira Support Centre provides user support 24 hours a day, 7 days a week, to approximately 40,000 users, including field missions
Organization of an annual conference to provide training to technical coordinators on Inspira enhancements for the benefit of all field operations (Inspira Support Centre in Bangkok)	No	The annual conference was put on hold owing to technical issues relating to Inspira
Roll-out and support of the data warehousing and reporting system to provide human resources practitioners and programme managers in field operations with tools to access the data repository themselves	Yes	The online reporting tool HR Insight was rolled out to practitioners both at Headquarters and in peacekeeping missions, and it was enhanced to include more reports on United Nations staff, recruitment, performance management and learning management
Customization and roll-out of online courses and other web-based training materials for field operations as part of the Inspira system	No	Online courses were delayed to 2012/13 owing to technical issues related to Inspira The Office conducted training on an as needed basis to 10-15 hiring managers and staffing table managers in each of the departments at Headquarters and published sets of instructional manuals and online help tools to all users of the system
Help desk support and training associated with the receipt of an average of over 100 IMIS human resources queries per week from field operations	Yes	317 service requests were processed and resolved and an average of over 100 communications per week were provided

(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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Archival records at MONUSCO, UNDOF and UNIFIL are identified for immediate or future transfer to Headquarters	Yes	205 linear feet of MONUC archives were identified for transfer to Headquarters; and guidance was provided to UNDOF in identifying historical archives for transfer to Headquarters On-site guidance to UNDOF/UNIFIL was postponed owing to the uncertain security situation in the region
50,000 pages of peacekeeping archives posted on the United Nations website for public consultation	79,500	Pages of archival record of the United Nations Operation in the Congo and the United Nations Emergency Force I were made available on the United Nations website

		The higher output was attributable to the fact that the archives were in good condition, which allowed for bulk scanning
1,000 reference responses to the Organization and Member States regarding peacekeeping archives	1,124	Reference responses

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Implementation of records management programmes in compliance with United Nations recordkeeping requirements at MONUSCO, UNDOF and UNIFIL	1	At the request of the Office of Legal Affairs, the Archives and Records Management Section postponed its mission to MONUSCO in order to provide technical assistance to ONUCI to ensure that the mission applies relevant policy while cooperating with the International Criminal Court The technical assistance missions to UNIFIL and UNDOF were not conducted owing to the uncertain security situation and the mission to MONUSCO was postponed owing to the reprioritization of work
Organization of a workshop (at UNLB) on records, information and archives for all focal points in field operations	1	Workshop was held at the Regional Service Centre at Entebbe instead of UNLB to increase attendance from missions located in Africa. A total of 27 participants from 10 missions attended the training workshop
New staff and contractors funded under the support account approved in the 2011/12 budget at Headquarters are provided with new office accommodations in accordance with United Nations standards	Yes	Office accommodations were provided, including space for ad hoc requirements for peacekeeping activities
Issuance of 2,000 purchase orders, 182 systems contracts, including amendments, and 500 regular contracts, including amendments, in support of field operations	1,730	Purchase orders
	198	Systems contracts
	527	Regular contracts
Holding of business seminars in 36 locations for developing countries and countries with economies in transition	43	Business seminars held in 43 locations The higher output was attributable to combining trips and dispatching staff from the Regional Procurement Office at Entebbe in order to optimize travel resources and visit more locations
Follow-up on applications for registration in the United Nations Global Marketplace with all vendors that participated in business seminars within 1 month	Yes	Upon the conclusion of business seminars, all vendors that participated are immediately contacted by the Vendor Registration and Management Team at Headquarters for follow-up

10 staff from chambers of commerce to be trained on procedures for vendor registration	13	Staff from chambers of commerce trained
16 staff participate in specialized training courses, including on: project management; contracting for fuel; food rations; the sea charter; and the air charter	17	Staff trained
10 procurement assistance visits to the following operations: UNMIT, UNLB, UNFICYP, MINUSTAH, UNOCI, UNMIL, MINURSO, UNMIS, UNAMID and the office providing support to AMISOM	8	<p>Procurement assistance visits were conducted to UNFICYP, UNSOA, the Regional Procurement Office at Entebbe, UNOCI, MONUSCO, MINURSO, UNMIT and UNLB</p> <p>The procurement assistance visit to UNMIS did not take place, as the mission was closed in July 2011. Procurement assistance visits were not conducted at MINUSTAH, UNMIL or UNAMID, as visits to those operations had just been carried out at the end of the 2010/11 financial period. UNMIT and the Regional Procurement Office were visited instead, based on operational requirements</p>
120 staff in field operations trained in: ethics and integrity in procurement; best value for money; the fundamentals of procurement; and the procurement manual module	1,252	Certificates were issued for the online voluntary and self-administered training courses
180 staff at Headquarters and in field operations trained in: acquisition planning and procurement strategy; contractual issues in purchasing; development of commercial evaluation criteria; negotiation skills; risk assessment; fraud prevention; development of technical evaluation criteria; contract management; development of specifications; and requisitioner responsibilities	No	The roll-out of the phase 2 online course has been delayed owing to a partial completion of the works (development of training materials and programming) by the contractor. It is expected that the phase 2 online course will be available in 2012/13
6 staff at Headquarters and in field operations enrolled in internationally recognized external professional procurement certification courses	6	Staff at Headquarters
	19	<p>Staff from field operations</p> <p>The higher output was attributable to the high number of staff who expressed interest in pursuing training leading to internationally recognized professional procurement certification. In order to facilitate the selection of the most suitable candidates, the Procurement Division arranged a competitive examination graded by external professors as the primary criterion for the selection of staff</p>

24 site visits, bidders' conferences and contract negotiations prior to contract award and participation in trade and industry fairs	8	Bidders' conferences
	3	Contract negotiations
	3	Site visits
	12	Trade and industry fairs
Organization of an "air carrier day" at UNLB aimed at 141 current vendors and new applicants on revised solicitation, registration methods and the reviewed draft contract	No	<p>The air carrier day was not organized owing to the fact that the revised solicitation process in cooperation with the Department of Field Support was not completed, and the revised contract template was not finalized</p> <p>It is envisaged that an air carrier day will take place in 2012/13</p>
Review and provision of international best practice strategies and concepts regarding solicitation procedures and instruments for information technology-related contracts in support of field operations	No	The consultant commenced the review and conducted field work. The report was finalized in September 2012
Implementation of relevant acquisition processes for vehicle-related accessories (e.g., tyres, batteries, other consumables), following review of global acquisition strategies, in consultation with Department of field Support and field operations	Yes	<p>The consultation with the Department of Field Support on acquisition strategies for vehicle-related accessories prompted the detailed review of acquisition of tyres in support of field operations, which is expected to result in a new global bidding exercise in 2012/13, subject to finalization by the Department of Field Support of the statement of requirement</p> <p>The global bidding exercises for batteries and other consumables will be conducted in 2012/13</p>
Implementation of procurement exercises for new vehicle-related requirements such as vehicle tracking systems, armoured vehicle back-up contracts and accident investigation services following review, in consultation with the Department of Field Support and the Department of Safety and Security	No	As not requested by either the Department of Field Support or the Department of Safety and Security
Restructure, rewrite and publish electronically the United Nations Procurement Manual in a four-part interactive modular format, segregating and clearly identifying procurement policies from procurement procedures	Yes	The United Nations Procurement Manual was updated and translated into French and Spanish. The Procurement Manual and guidance notes are available in electronic format on the Procurement Network community of practice (hosted on a SharePoint platform), in an interactive and modular format
Continue to review cases related to vendors' allegedly unethical behaviour by the senior vendor review committee	No	Upon expiration of the pilot phase of the senior review committee, an independent expert was engaged to review reinstatement requests of previously suspended vendors

		Following the endorsement of a model policy framework for vendor eligibility by the High-level Committee on Management in March 2011, the Procurement Division has been in consultation with other stakeholders to implement the model policy framework to replace the current arrangement. The implementation of the framework is expected to be completed in 2012/13
Screening and delivering incoming/outgoing mail and pouch for the Department of Peacekeeping Operations and the Department of Field Support	893,441	Pieces of postal and courier mail processed
	115,755	Pounds of pouch mail processed
Screening, inspecting and delivering incoming/outgoing valises to all field operations	832	Valises screened, inspected and delivered
Negotiation or renegotiation of 33 airline agreements to reduce travel costs to field missions (33 renegotiated during 2009/10)	4	New agreements
	22	Renegotiated agreements
	13	Continued agreements
9,000 travel authorization inspections	9,451	Travel authorization inspections
		The higher output was owing to the increase in peacekeeping personnel travelling to the Syrian Arab Republic
Entitlement calculation of 350 lump-sum home leave travel requests for Department of Peacekeeping Operations and Department of Field Support staff at Headquarters	401	Calculations
		The higher output was attributable to the increase in demand from missions lacking the infrastructure or expertise to support the calculation of home leave travel lump-sum payments
Issuance of 6,000 United Nations travel documents and visas	6,445	United Nations travel documents and visas issued
		The higher output was attributable to an increase in peacekeeping personnel travelling to the Syrian Arab Republic
Arrangement of 17,000 shipment activities of personal effects (including insurance registrations, claims and invoices)	7,188	Shipments arranged
		The lower output was attributable to the change of unit of measurement of the output; only consignments were counted for 2011/12 and 2010/11, while in 2009/10 each activity was reflected

(e) Office of Information and Communications Technology

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Connectivity to the United Nations network via Internet and Citrix for access to existing enterprise systems in all field operations such as the Organization's Intranet, integrated management information system, central field personnel management system, documents system, service desk	Yes	Connectivity to enterprise systems via Internet and Citrix was provided to all field operations
Service support for Galaxy selection and recruitment system for field operations	Yes	Service support was provided
Support for access to IMIS in field operations, mobile office services, and the Internet protocol user address system (domain name system) via secure user identification and a virtual private network	Yes	Secure user identification for remote access was provided and supported in all field operations
Maintenance support for the ePortfolio system for better management of information and communications technology investments and application assets by field operations	Yes	Support of the system has been undertaken at maintenance levels
Implementation of the enterprise content management solution for peacekeeping policy and guidance repository	Yes	The policy and practice database was enhanced in accordance with the requirements of the Division of Policy Evaluation and Training, Department of Peacekeeping Operations
Development and implementation of the customer relationship management solution for troop contribution management to facilitate inspections of contingent-owned equipment in 4 field operations	Yes	The e-contingent-owned equipment system was successfully deployed in 4 field operations (UNDOF, UNFICYP, MINURSO, UNISFA)
Roll-out of electronic fuel management system software in 4 peacekeeping operations to increase operational efficiency of field missions by enhancing transparency across the fuel supply chain	No	Legal action was finalized through a financial settlement, and the contract with the vendor was terminated. Total cost to the Organization on this project was \$4,136,423 An in-house solution was subsequently developed and tested in MINUSTAH

Development of an electronic food rations management system to facilitate the effective management of rations for formed military contingents and pilot implementation of the system in 2 selected field operations	No	A request for proposal initiated in 2011 failed to receive a single proposal from any vendor until February 2012. As a result, the Office of Information and Communications Technology studied the possibility of developing an in-house solution and concluded in May 2012 that it would be possible by leveraging the customer relationship management and SAP enterprise platforms. This solution is expected to be functional by December 2013 and integration with Umoja to be completed within the first semester of 2014
Implementation of the enterprise information portal in 4 peacekeeping missions to increase productivity through personalized web portals and efficient collaboration tools	No	Deferred, owing to the priority given to implementation of the peace operations Intranet and to allow for better enterprise infrastructural planning. It is planned that the implementation of an integrated collaborative portal will take place in 2012/13 with the global deployment being undertaken in 2014/15
Roll-out of an enterprise identity management system for 6 field operations as an authoritative source of information, providing a unique identifier to each person that can be used for authentication and authorization to access enterprise applications	5	UNOCI, the Regional Service Centre at Entebbe, the United Nations Support Base at Valencia, Spain, UNISFA and UNAMID
Pilot implementation of the electronic global warden system for supporting security and safety of personnel in the field in 3 peacekeeping operations	No	Implementation of the electronic global warden system delayed to 2012/13 owing to a change to the technological platform
4 information and communications technology assessment reports on select field operations to assess alignment between strategic programmes and information systems delivery, including planning related to the deployment of enterprise-wide systems	4	<p>2 mission visit reports on UNMIT and UNIFIL to align the resource management strategic programme with the information systems that are to be delivered or have already been delivered but need to be enhanced (fuel management, rations management, contingent-owned equipment)</p> <p>1 report on the participation in the Information and Communications Technology Division, Department of Field Support, workshop to present the strategy of the Office of Information and Communications Technology, survey the progress in the fitting out of the enterprise data centre set-up in Valencia to support Umoja and other enterprise systems and respond to concerns and requirements of the peacekeeping missions</p> <p>1 report on the visit to West Africa and present the status of knowledge management initiatives</p>

4 training workshops, dedicated to covering the use of each of the following systems: enterprise content management solution for peacekeeping policy and guidance repository; customer relationship management solution for troop contribution management; electronic fuel management system; electronic food rations management system	Partially achieved	Enterprise content management solutions in place were presented to field missions through 6 workshops in MINUSTAH, UNSOA, UNMIL, MINURSO, UNMIK and UNLB 4 training workshops on the customer relationship management solution for management of troop contributions No training workshops on the electronic fuel management system or the electronic food rations management system have been developed yet
---	--------------------	--

D. Office of Internal Oversight Services

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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
OIOS reports specifically requested by the General Assembly	2	Reports issued, as requested: the audit of the implementation of the global field support strategy (A/66/714); and the comprehensive report of OIOS on the implementation of the pilot project designated by the General Assembly in resolution 63/287 (A/66/755)
Annual report to the General Assembly on audit results in peacekeeping missions	Yes	The report of OIOS on peacekeeping operations (A/66/286 (Part II))

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
15 audit reports by auditors at United Nations Headquarters	14	Audit reports In addition to the 14 audit assignments, the Internal Audit Division facilitated an unplanned control self-assessment for the Department of Field Support on implementation of the global field support strategy
85 audit reports by resident auditors located in peacekeeping missions	71	Audit reports The lower output was attributable to difficulties in obtaining visas to enter the Sudan, to high vacancy rates in peacekeeping missions and to ongoing changes to the audit and reporting methodology, which slowed down the issuance of audit reports

Organization of 1 professional development training programme for resident auditors/assistants and organization of the chief resident auditors' annual conference	1	Annual conference of chief resident auditors held in New York
	1	Resident auditors' conference for resident auditors/assistants held in Entebbe, Uganda
2 reports on programme evaluations addressing the attainment of broader peacekeeping objectives and results in individual peacekeeping missions	2	Reports: programme evaluation of MINUSTAH (A/66/740 and Corr.1); and programme evaluation of performance and achievement of results: United Nations peacekeeping activities in the Democratic Republic of the Congo (A/66/741)
1 report on inspection of a peacekeeping organizational unit or practice	No	Report on the meta-evaluation of the relevance, effectiveness and impact of United Nations peacekeeping operations was drafted in June 2012. In line with feedback received from the Department of Peacekeeping Operations and the Department of Field Support, the results of the meta-evaluation were formally submitted to the Departments in December 2012
320 reviews and analysis of misconduct allegations for decisions as to jurisdiction and investigative action	446	Reviews and analyses
100 reports of investigation into possible misconduct relating to peacekeeping operations	97	Reports
70 advisories issued regarding the oversight of peacekeeping operations	88	Advisory notes
		The higher output was attributable mainly to the clearance of new certifying officers in field missions
100 referrals to programme managers regarding the oversight of peacekeeping operations	98	Referrals
10 training sessions on investigating matters provided to programme managers	5	Training sessions held for a total of 105 participants
		Other planned training sessions were postponed pending approval of the new structure of the Investigations Division

E. Executive Office of the Secretary-General

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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of advice for approximately 148 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues	57	Reports to the General Assembly
	56	Reports to the Security Council
Provision of advice for approximately 1,580 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council	1,771	Talking points pertaining to peacekeeping were reviewed
	12	Presentations by the Secretary-General to the Security Council were prepared
Provision of advice for 225 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues	244	Letters related to peacekeeping matters were reviewed

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Comments and guidance from the Executive Office of the Secretary-General to peacekeeping missions on the Secretary-General's reports on peacekeeping missions provided within 5 days	Yes	Unless a more extensive review was needed owing to the sensitivity of the content, comments and guidance were usually provided to the Departments of Peacekeeping Operations and Field Support within 4 working days
Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days	Yes	Achieved. Out of the 113 reports to the General Assembly and the Security Council, the provision of advice went beyond 5 days in 5 instances. A longer time period is required when a more extensive review is needed owing to the sensitivity of the content

F. Office of the United Nations Ombudsman and Mediation Services

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of full services in at least 400 ombudsman and mediation cases, including through on-call ombudsmen and mediators	628	Cases. On average, in 80 per cent of the cases a mutually satisfactory resolution by all parties involved was reached The higher output was owing to a continued high usage of the informal system by staff and managers
Cross-cutting analysis of at least 400 cases to identify the cause of conflict and systemic issues	400	Cases. In addition, 228 cases were pre-screened for issue identification
100 per cent systematic case tracking through database technology, including semi-annual reports to peacekeeping missions	Yes	100 per cent systematic case tracking through database technology, including quarterly informal feedback to peacekeeping missions covered by Resident Ombudsmen and post-mission debriefings to other visited missions
Provision of an annual report to the General Assembly including information on systemic issues	Yes	Report of the Secretary-General on the activities of the Office (A/66/224)
10 regular missions to peacekeeping operations to provide on-site ombudsman and mediation services, including travelling inside the mission area by the regional ombudsmen and/or Headquarters staff for complex or sensitive cases	10	Visits to UNLB, the Regional Service Centre at Entebbe, UNMIK, MINUSTAH, UNAMID (2 sub-offices), UNMISS, MINURSO, MONUSCO (2 sub-offices)
5 rapid-response interventions in unforeseen high-risk multiparty disputes, or as required	4	Rapid-response interventions (MONUSCO, UNMISS, UNFICYP and UNOCI)
Quarterly awareness-raising videoconferences with staff in peacekeeping operations, bimonthly updates on the Office's website, production of 3,000 information material brochures	Yes	1 awareness-raising videoconference (UNDOF) and 14 presentations and conflict competence workshops during the mission visits and rapid-response interventions Bimonthly updates of the Office's website. An electronic version of the brochure was prepared and submitted for production, which is expected to be completed in 2012/13. In addition, production and distribution of 700 folders and monthly distribution of electronic factsheets and flyers

G. Ethics Office

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Resolve 75 requests for ethics advice and guidance, including administering the ethics helpline	126	Requests resolved The higher output was attributable to an increased demand from staff members as a result of outreach efforts
Administer an estimated 1,600 financial disclosure forms or declaration of interest forms filed in the context of the financial disclosure programme from peacekeeping personnel	1,615	Financial disclosure forms or declaration of interest forms reviewed
Finalize at least 12 protection against retaliation cases	15	Cases finalized out of 17 cases presented by field staff
Carry out 6 visits to peacekeeping missions to give 6 presentations on the role of the Ethics Office; hold 6 town hall-style meetings on ethics and integrity, reaching an estimated 600 staff members; and fact-find for complaints of retaliation when/if they arise (MONUSCO, UNIFIL, UNMIS, MINUSTAH, UNMIT, UNMIL)	6 550	Visits to MINUSTAH, UNSOA, MONUSCO, the Regional Service Centre at Entebbe, UNIFIL and UNFICYP Staff members reached through town hall meetings, small group sessions and individual meetings
Provide 6 information sessions to field-based staff on the financial disclosure programme with a view to enhancing compliance by required deadline	6	Information sessions provided during the field visits mentioned above
Establish 12 focus groups with a view to identifying the unique risks faced in the particular mission area and design 6 customized case studies to be used by the Integrated Training Service of the Department of Peacekeeping Operations/Department of Field Support and the Office of Human Resources Management as they deliver ethics training to field staff	26	Focus groups established The higher output was attributable to the fact that the Office visited several locations in one trip, thus creating more focus groups The customized case studies were not designed; instead, in responding to missions' specific needs, a "Leadership Dialogue" discussion guide containing peacekeeping specific case studies and a revised "Ethics Guide", which provides practical ethics advice to field mission staff, were developed

Carry out 4 visits to field operations to deliver ethics training (MONUSCO, Regional Service Centre at Entebbe, UNFICYP, UNLB)	1	Training carried out at the Regional Service Centre at Entebbe with participants from the Regional Service Centre, UNAMID, UNMIL, MONUSCO and UNMISS
Produce and distribute 5,000 brochures, posters and handbooks to facilitate equal access and raise awareness about the Office; production of the “Ethics in action” series on iSeek to raise awareness of ethics and integrity risks	Yes	All posters, brochures are downloadable via the Office website
	1	Leadership dialogue handbook created; 1 new poster produced and the Ethics Guide was revised

H. Office of Legal Affairs

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of legal support and assistance in the form of legal opinions, advice, communications, support and assistance to all peacekeeping missions, on an as-needed and ongoing basis, regarding:	Yes	See outputs below
70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules	83	Memorandums and accompanying legal texts and drafts concerning legislative aspects of peacekeeping operations
200 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements as well as general questions of public international law, rules of engagement and measures to counter piracy), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements	425	Memorandums, draft instruments and other written and verbal communications concerning the institutional and operational arrangements for peacekeeping operations The higher output was attributable to increased demand for legal services by MINUSTAH (including on the Cholera crisis) and MONUSCO, as well as to the establishment of the new missions UNISFA, UNMISS and UNSMIS and the negotiation and conclusion of their respective status-of-forces and status-of-mission agreement, as well as the winding down of UNMIT
95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international character in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth commissions and other commissions of inquiry in the context of peacekeeping operations	140	Memorandums, correspondence and other written and verbal communications with international criminal tribunals in connection with their activities The higher output was attributable to the new trials of Ratko Mladić and Goran Hadžić at the International Tribunal for the Former Yugoslavia

25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law	50	<p>Memorandums and other written and verbal communication concerning investigations into allegations of such violations</p> <p>The higher output was attributable to the implementation of sexual exploitation and abuse prevention policies, broader aspects of criminal accountability and new human rights vetting policies</p>
495 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements	751	<p>Draft contracts, memorandums, advice on negotiations and related communications with United Nations offices and vendors on commercial aspects of peacekeeping operations</p> <p>The higher output was attributable to a heavy demand for legal services in relation to all of the various commercial aspects of peacekeeping operations</p>
25 claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death	94	<p>Claims analysis and management, including written advice and correspondence</p> <p>The higher output was attributable to heavy demand for legal services, including with respect to advice concerning Boards of Inquiry and other investigative bodies (e.g., the Haiti Cholera Panel)</p>
15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	28	<p>Memorandums and related documents and advice on financial questions</p>
5 arbitration or litigation instances or advisory services relating thereto including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies	1	<p>Legal representation and support for ongoing arbitral proceedings and for other judicial or administrative proceedings arising out of or related to the Organization's peacekeeping operations</p> <p>The lower output was due to the fact that no new arbitration instances were required in relation to claims arising from peacekeeping operations</p>
50 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	93	<p>Instances of maintaining privileges and immunities, including legal correspondences and related representation</p> <p>The higher output was attributable to non-routine matters, including: an unprecedented case involving the settlement of high-value claims arising from the liquidation of MINURCAT; ensuring criminal accountability in several high-profile sexual exploitation and abuse cases in MINUSTAH; and the provision of advice on cooperation between UNMIL and the Special Independent Commission of Inquiry established by the</p>

		President of Liberia to support the Liberian authorities in their investigation into the events that took place on 7 November 2011
360 instances of advice on personnel matters, including interpretation and application of the staff regulations and rules, review of administrative issuances, issues of the rights and obligations of staff members, benefits, allowances, and matters and cases under the system of the administration of justice	457	Memorandums and related forms of legal advice for personnel matters arising out of peacekeeping operations The higher output was attributable to higher number than expected of requests for advice on a range of personnel matters, particularly conduct and discipline questions, and coordination of matters falling under the system for the administration of justice
29 cases representing the Secretary-General before the United Nations Appeals Tribunal	50	Instances of coordination of strategy with respect to matters before the United Nations Dispute Tribunal and analyses of judgements thereof (25 cases), and representation in matters before the United Nations Appeals Tribunal (25 cases)
50 legal aspects of security, including the promulgation and application of the Security Handbook	42	Memorandums and related legal analyses

I. Department of Public Information

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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
20 stories per month on topics related to peacekeeping produced and distributed by satellite to more than 560 broadcasters, clients of Associated Press Television News global videowire and the European Broadcasting Union	25	Stories per month The higher output was attributable to the fact that utmost priority was given to the production of stories dealing with issues related to peacekeeping
Reformatting and uploading of 15 peacekeeping-related stories per month to the web in broadcast quality for download by broadcasters from the Department's UNifeed website	37	Stories reformatted and uploaded onto the UNifeed website
Production of 5 feature stories a year for the UN in Action series on peacekeeping topics and distribution to broadcasters worldwide	9	Feature stories The higher output was attributable to the fact that the Department received more audiovisual materials from

		peacekeeping missions. In addition, peacekeeping is the priority topic, and the Department put out as many products as possible dealing with issues related to peacekeeping
Production of video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries as needed	5	Videos produced The videos were produced based on ad hoc requests for assistance (road security, disarmament, rule of law in peacekeeping, etc.)

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of strategic guidance, advice and support to 12 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMIL, UNMIK, UNMIS and UNMIT) in formulating and implementing public information strategies; field visits to 3 peacekeeping operations to provide communications guidance and support in situ (UNMIT, UNIFIL and MONUSCO)	13 1	Provision of guidance and support to 13 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMIL, UNMIK, UNMISS, UNMIT and UNSMIS) Visit was conducted to UNMIL. The lower output was attributable to the vacancy in one of the two support account posts in the Peace and Security Section and the heavy involvement of the incumbent in providing communications support to the newly created UNSMIS in the later part of the budget cycle The decision to visit UNMIL was taken in consultation with the Department of Peacekeeping Operations and the field mission in view of the planned transition of UNMIL and the need for a corresponding adjustment of the mission communications strategy
Evaluation, in conjunction with the Departments of Peacekeeping Operations and Field Support, of potential candidates for the roster of public information specialists qualified for deployment in United Nations peacekeeping operations	Yes	Designed written tests for public information candidates for United Nations field positions; served as members of interview panels to evaluate potential field candidates for the roster
Organization and facilitation of a one-week specialized training course, in cooperation with the Departments of Peacekeeping Operations and Field Support, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	Yes	Organized and facilitated one specialized training course with 35 participants from peacekeeping missions and Headquarters

Continuing regular update and maintenance of approximately 1,780 web pages (English and French combined) on the Headquarters-hosted peacekeeping website, including substantive revisions, as required, of approximately 590 Headquarters-hosted web pages (English and French combined) for 11 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMIL, UNMIS and UNMIT)	Yes	Update and maintenance, in cooperation with the Department of Peacekeeping Operations, of approximately 500 web pages in English on the United Nations Peacekeeping website, including some 150 Headquarters-hosted web pages for 14 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMIL, UNMISS, UNMIT, UNISFA, UNMIK and UNSMIS) The lower output was attributable to the fact that the Department has been steadily reducing the number of pages by removing irrelevant or static pages, merging and rewriting content and improving website architecture and navigation
Further enhancement of the Headquarters-hosted peacekeeping website through the gradual introduction of a content management system, developed in accordance with United Nations language requirements and accessibility standards and in cooperation with the Department of Peacekeeping Operations, the Department of Field Support and the Office of Information and Communications Technology	No	The content management system project was postponed pending completion of the full introduction of the recently approved Secretariat-wide content management system platform and the reformulation of requirements
Serving, in conjunction with the Department of Field Support, as mission focal point for the UNLB-hosted content management system introduced for local field mission websites to ensure a system with consistent branding and content and requiring minimum maintenance cost for the mission	Yes	In collaboration with the Departments of Peacekeeping Operations and Field Support, served as focal point for maintenance and troubleshooting in support of the web-based content management system in field missions
Updated policy and guidance manual for public information in United Nations peacekeeping operations	No	Revision of the policy and guidance manual was delayed owing to the vacancy in one of the two support account posts in the Peace and Security Section and the resulting increase in the workload of the incumbent of the other post, including on issues related to UNSMIS. In addition, it was concluded that the manual would require more substantive revisions than previously anticipated
Briefing of newly appointed mission public information personnel on mission and Headquarters communications requirements and priorities	7	Newly appointed public information staff briefed before and during deployment

Outreach to at least 50 troop- and police-contributing countries on mission activities by means of press releases, photos, posters and feature articles sent to major media outlets, government agencies and permanent missions of troop-contributing countries and police-contributing countries, and through the United Nations Information Centres/United Nations Information Systems network on issues relevant to individual countries' participation in specific peacekeeping operations	Yes	Media outreach provided to 52 troop- and police-contributing countries
--	-----	--

J. Department of Safety and Security

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
31 review reports on security management for field operations and logistics and communications facilities; review of 34 mission security assessments prepared by field operations and UNLB, including the secondary active telecommunications facility in Valencia, Spain	21	Security assistance/technical assessment review reports for field operations and logistics facilities The lower output was attributable to the reprioritization of activities as a result of the crises in the Syrian Arab Republic, Darfur and Côte d'Ivoire. Owing to scheduling problems, the planned visits to MINUSTAH and the United Nations Support Base at Valencia were not conducted. The visits to UNDOF, UNIFIL and UNFICYP were cancelled as a result of the desk officer's temporary assignment to UNSMIS during the crisis. In addition, all planned travel to UNAMID did not occur owing to difficulty in acquiring visas
	34	Security risk assessment reports reviewed
Provision of training on security management, policy and emerging issues/threats; training of security management teams (110 personnel); annual workshop in Brindisi, Italy, for 13 field missions and UNLB, including the secondary active telecommunications facility in Valencia, Spain (20 senior security personnel)	75	Security management personnel trained The lower output was owing to difficulties attending the training by security management team members due to operational requirements at their respective missions
	1	Annual workshop for senior security personnel

Compilation of 261 daily security inputs to the daily security report for peacekeeping and security focal points in the field and 4 quarterly security status reports on 13 field missions	261 4	Daily security inputs Quarterly security status reports on 14 peacekeeping missions, the Regional Service Centre at Entebbe, UNLB and the Support Base at Valencia
Daily substantive security briefings and presentations on threat and mandate implementation to senior field personnel and personnel from agencies, funds and programmes	Yes	Security briefings and security-related advice and guidance provided to relevant counterparts at Headquarters and the field (missions and agencies), through meetings, telephone and/or videotelecommunications and through the distribution of reports and threat alerts to missions
6 strategic threat assessments for 6 peacekeeping operations	6	Strategic threat information capability assessments completed (UNMISS, UNMIT, MINURSO, UNDOF, UNMIL and UNLB)
Development, coordination and monitoring of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of joint mission analysis centres, security information and operations centres and security information coordination units in peacekeeping missions	Yes	Revision and formal publication of the manual for security analysis process and practice encompassing all aspects of the security information cycle forming the basis of all technical standard operating procedures
Development of 8 training modules and 25 lessons on the analysis of security threat information for joint mission analysis centres, security information and operations centres and security information coordination units and development of best practices for all field missions	8 27 Yes	Security analysis process and practice modules reformulated and rewritten Lessons Best practices developed and disseminated to mission participants of the security analysis process and practice courses
Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts from field missions	2 40	Courses Security information analysts trained
Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on use of force; use of lethal and less lethal tactical measures; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; basic security training; first aid/cardiopulmonary resuscitation and automated external defibrillator training and supervisor leadership training (6 peacekeeping missions, approximately 500 officers and	310 8	Security officers and guards Peacekeeping operations (UNMIT, MINURSO, UNMIL, UNSOA, UNIFIL, UNMIK, UNOCI and UNLB) The lower output was attributable to the following: (a) the planned training in UNAMID and UNMISS did not take place owing to difficulties in acquiring visas to enter countries in the region; and (b) the planned training in MINUSTAH and MONUSCO did not take place owing to the unavailability of mission staff as a result of operational requirements and difficulty in travelling to mission headquarters from other local cities

guards); and perimeter security training, including physical security; access control; screening procedures; and surveillance detection (6 peacekeeping missions, approximately 400 officers and guards)

Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions	17	Firearms training officers and instructors from UNIFIL and UNMIK assessed and certified
6 evaluation reports on, and assistance provided for, security training units, facilities and equipment in 6 peacekeeping missions to ensure quality and consistency of instructors, and of the management and delivery of security training modules	5	Evaluation reports on 4 peacekeeping operations (UNOCI, UNMIK, MINURSO, UNIFIL) and UNLB The lower output was attributable to difficulties in obtaining visas to enter the Sudan
Rapid deployment of stress counsellors for the provision of emergency critical incident stress management in peacekeeping missions and provision of needs assessment of, and technical services on, psychosocial well-being in 9 peacekeeping missions	9	Peacekeeping missions visited (UNMIT, UNMIL, UNOCI (twice), UNMISS, UNIFIL, MINUSTAH (twice) and MONUSCO). UNOCI and MINUSTAH were visited twice owing to ongoing crisis and restructuring in those missions and related tensions The planned mission to UNAMID was not conducted owing to difficulties in obtaining visas
Training and certification on critical incident stress prevention and management for 10 counsellors in peacekeeping operations, 3 peer helper workshops for 30 staff in 3 peacekeeping missions and stress management sessions for 150 staff in 8 peacekeeping missions	17 85 263	Counsellors trained and certified Staff trained as peer helpers in 3 workshops (MONUSCO, MINUSTAH and UNIFIL) Staff reached through stress management sessions in UNMIL, UNMISS, UNIFIL, MONUSCO, MINUSTAH, UNOCI and UNMIT The higher output was attributable to a high demand and special requests from the field missions

K. Advisory Committee on Administrative and Budgetary Questions secretariat

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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Substantive servicing of meetings: provision of substantive and technical advice and support to approximately 114 meetings of the Advisory Committee	137	Meetings The higher output was attributable to the complexity of issues presented to the Advisory Committee for consideration
Parliamentary documentation: production of approximately 34 reports	26	Reports The lower output was owing to increased efficiency in the production of the Advisory Committee's reports
Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly resolutions, Security Council resolutions and decisions and the ad hoc submission of reports	Yes	Meetings were conducted in accordance with a schedule with sufficient flexibility to accommodate all reports submitted to the Advisory Committee for consideration