



General Assembly

Distr.: General
10 December 2013

Original: English

Sixty-eighth session

Agenda item 147

**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 2012 to 30 June 2013

Report of the Secretary-General

Addendum

The present addendum contains information on planned and actual outputs relating to section II of document [A/68/648](#).



Contents

	<i>Page</i>
II. Resource performance	4
A. Department of Peacekeeping Operations	4
B. Department of Field Support	21
C. Department of Management	34
D. Office of Internal Oversight Services	53
E. Executive Office of the Secretary-General	55
F. Office of the United Nations Ombudsman and Mediation Services	56
G. Ethics Office	57
H. Office of Legal Affairs	58
I. Department of Public Information	60
J. Department of Safety and Security	62
K. Advisory Committee on Administrative and Budgetary Questions secretariat	65

Abbreviations

AFISMA	African-led International Support Mission in Mali
AMISOM	African Union Mission in Somalia
ECOWAS	Economic Community of West African States
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
MICIVIH	International Civilian Mission in Haiti
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OIOS	Office of Internal Oversight Services
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
UNMIH	United Nations Mission in Haiti
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
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
UNTAC	United Nations Transitional Authority in Cambodia

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>
The Secretary-General and the Deputy Secretary-General each participate in 1 African Union summit	3	Summits The output was higher owing to the celebration of the 50th anniversary of the Organization of African Unity/ African Union
1 meeting between the United Nations Security Council and the African Union Peace and Security Council	No	The meeting was deferred to the current period at the request of the two Councils
2 meetings of the Joint Task Force on Peace and Security	2	Meetings
12 presentations to the African Union Peace and Security Council on peacekeeping issues	27	Presentations The output was higher owing to the requirements and the agenda of the meetings, as determined by the African Union Peace and Security Council
Facilitation of 1 meeting and 6 videoteleconferences between peacekeeping desks of the Secretariat and the African Union Commission	1 10	Meeting Videoteleconferences The output was higher owing to the need for enhanced cooperation and coordination between the two organizations, for example, support for the African Union with the adoption of IPSAS
12 monthly reports on cooperation in peacekeeping between the United Nations and the African Union, 52 weekly reports on developments in peacekeeping at the African Union, and 12 analytical cables to the African Union on strategic peacekeeping issues	8 52 12	Monthly reports The output was lower owing to the reprioritization of planned activities based on workload demands and availability of human resources Weekly reports Analytical cables

* For planned and actual indicators of achievement, see [A/68/648](#).

Organization of 26 meetings of the African Union Partners Group, 4 meetings of the Peace and Security Cluster of the 10-year capacity-building programme, and 4 meetings of each of the 4 subclusters	44	Meetings with the African Union Partners Group (28), Peace and Security Cluster of the 10-year capacity-building programme (1) and the 4 subclusters (15) The output was lower owing to the continuing absence of a capacity-building strategy at the African Union Commission with regard to meetings of the Peace and Security Cluster
6 information publications to inform a broad public audience about the activities of the Office in support of the African Union	14	Publications The output was higher owing to reprioritization and the decision to support joint United Nations-African Union publications
1 report on the review of the Office's support structure, with a view to efficiency gains	No	The review has not yet been completed given that it is linked to the relocation to the United Nations Economic Commission for Africa office facility, and subsequent reassessment of common services, which has been delayed owing to construction slippage. The review is planned for the current period

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>
6 annual reports on the achievements of the pillars of the African Peace and Security Architecture	1	Report, on the African Standby Force The output was lower owing to reprioritization of planned activities based on workload demands and availability of human resources. Furthermore, a report on the Military Staff Committee could not be produced as the Committee is yet to be established
Implementation of 3 roster databases, for the military, civilian and police components of the African Standby Force, for the African Union in accordance with the African Standby Force road map III	1	Roster database (civilian) was implemented The output was lower owing to the decision by the African Union Commission that the development of military and police rosters is no longer necessary
6 manuals or standard operating procedures on the African Standby Force reviewed and updated	6	Manuals or standard operating procedures reviewed and updated
18 policies and guidelines produced in support of African Union Commission capacity-building strategies, in 18 peacekeeping areas	37	Policies, guidelines, procedures, strategies and concept notes The higher output was the result of an increase in demand from the African Union for assistance, in particular on peace and security

Organization of 4 workshops covering 18 peacekeeping-related areas in support of African Union Commission and regional economic community/regional mechanism operations and capacity-building strategies	4	Workshops
Support and guidance for the AMANI police and civilian command post exercise to test the readiness of the police and civilian components of the African Standby Force	Yes	The police and civilian command post exercise (AMANI) was completed with the support and guidance of the Office
15 consultations and 11 predeployment visits conducted with existing and potential African Union troop- and police-contributing countries and AMISOM partners in support of the implementation of the AMISOM mandate	21	Consultations The output was higher owing to an increase in activities of the African Union and consequent increase in demand for support from the United Nations Office to the African Union
	2	Predeployment visits The output was lower owing to a shift of focus by the African Union to Mali and the Central African Republic in response to the situation in those countries

(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, troop- and police-contributing countries and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic, operational and policy issues related to peacekeeping	32	Briefings The output was lower since fewer requests were submitted by Member States
270 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	301	Briefings, including the role of the Department of Peacekeeping Operations/Department of Field Support Situation Centre and the establishment/development of the United Nations Operations and Crisis Centre The higher output was the result of additional requests received from Member States

3 briefings to the Special Committee on Peacekeeping Operations on new and developing security policies, organizational resilience management and field safety	2	Briefings on security in peacekeeping missions and on field occupational safety risk management and organizational resilience/crisis management The output was lower owing to the suspension of deliberations by the Committee
100 media interviews and press conferences, including on mission-specific topics and conduct and discipline, military, police, and security issues	200 3	Media interviews Press conferences The higher output was the result of heightened media interest in peacekeeping owing to events/incidents, such as: the crisis in eastern Democratic Republic of the Congo (e.g., the fall of Goma and human rights abuses in Minova); the Security Council decision to establish an intervention brigade within MONUSCO and to authorize the Mission to deploy an unarmed, unmanned aerial system; the spillover of the crisis in the Syrian Arab Republic into the UNDOF area of operations; and the establishment of MINUSMA
150 outreach activities, such as conferences, exhibits and public briefings, on the peacekeeping work of the United Nations, and 1,000 peacekeeping-themed stories for broadcast on United Nations media outlets	84 1,080	Outreach activities Peacekeeping-themed stories. In addition, 7 opinion editorials on various peacekeeping issues were drafted and coordinated The output for outreach activities was lower owing to resource constraints
35 briefings to troop- and police-contributing countries on operational developments in 13 peacekeeping operations	40	Briefings The output was higher owing to the additional requests received from Member States in relation to the situations in Mali and the Syrian Arab Republic

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>
Revised guidelines on the management of the situational reporting process and administration of the intranet	Yes	Guidelines regarding the technical establishment of the situational reporting process and the administration of the intranet were revised and disseminated. The revised procedure establishes initial operating requirements within the first 30 days of a new field operation
1 guideline and template for self-assessments by peacekeeping operations of compliance with the field safety policy	1	Field occupational safety risk management self-assessment template and guideline were developed and circulated to peacekeeping operations and support centres

Assessment of the self-assessments of 13 peacekeeping operations regarding compliance with the field safety policy and guidelines of the Department of Peacekeeping Operations/Department of Field Support	12	Assessments The output was lower owing to the closure of UNMIT
Updated guidance on the structure and programmes of public information offices for new peacekeeping operations or those undergoing significant adjustments	Yes	Facilitated the development and led the drafting of guidance for the development of mission concept of operations for communications and public information. In addition, an interim communications strategy and workplan were developed for the start-up of MINUSMA

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 peacekeeping operations to review progress and provide direction to leadership on issues related to the implementation of mandates	9	Visits
Updated guidelines and templates for performance compacts and assessments for all heads of mission and their deputies	Yes	Guidelines and template for the 2013 compacts and 2012 performance assessment of Special Representatives of the Secretary-General/heads of mission and their deputies were updated and distributed to all missions
Joint annual conference of mission chiefs of staff and Directors/Chiefs of Mission Support on roles and responsibilities and effective mission management in a climate of financial constraint	1	Conference
Assessment of current practices in all peacekeeping operations related to access to and the organization and storage of information	1	Assessment, focusing particularly on electronic records
3 technical assessments, in collaboration with the Department of Public Information, of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges	3	Technical assessments
20 inputs on the peacekeeping dimension of security, safety and organizational resilience in policies, guidelines and procedures developed by the Inter-Agency Security Management Network	24	Inputs

13 evaluations of the effectiveness of field safety programmes and the organizational resilience management emergency preparedness plans of all peacekeeping operations and UNSOA	14	<p>Evaluations of the effectiveness of occupational safety risk management programmes</p> <p>The evaluations of the relevant organizational resilience management emergency preparedness plans have been delayed until the completion and adoption of a policy on organizational resilience, crisis management and emergency preparedness. An organizational resilience support visit was undertaken to assist in the preparation of the business continuity plan of UNSOA</p>
1 organizational resilience training course and 1 field safety training course for participants from all peacekeeping operations and UNSOA	1	<p>Field occupational safety training course</p> <p>The organizational resilience training course for business continuity focal points in peacekeeping missions was postponed owing to resource constraints. A train-the-trainer course in business continuity was conducted at Headquarters to enable delivery of the course to the field during the current period</p>
18 reports on priority issues to enhance the situational awareness of all peacekeeping operations and AMISOM, and on related areas of interest	28	<p>In-depth reports on priority issues were produced, in the form of “spotlight” assessments, trend analyses and profile papers</p> <p>The output was higher owing to increased analysis requirements following the start-up of UNSMIS and MINUSMA and changes to the operations in UNMISS and MONUSCO</p>
1 policy and 1 guideline on crisis response for all peacekeeping operations	No	<p>Under the framework of United Nations Operations and Crisis Centre, a Headquarters-level crisis management policy and directive was developed and approved by the Department during the period. A comprehensive policy, and guideline on crisis management, for all peacekeeping operations were completed and approved by the Department during the current period</p> <p>The output was lower owing to reprioritization of planned activities to enable coordination with organizational guidance</p>
4 technical assessments on the functioning and compliance of each of the Joint Operations Centres and Joint Mission Analysis Centres in peacekeeping operations	4	<p>Technical assessments</p>
1 workshop for Chiefs of Joint Operations Centres to review and update relevant policies, and to identify knowledge and skills gaps with a view to further guidance development, training and staffing	1	<p>Workshop</p>

2 revised policies for Joint Operations Centres and Joint Mission Analysis Centres	No	Consultations are ongoing for the finalization of and approval by senior management during the current period The output was lower owing to reprioritization of planned activities
--	----	---

(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>
40 multidimensional substantive reports of the Secretary-General to the Security Council	45	Multidimensional substantive reports The output was higher owing to the establishment of MINUSMA and to the issuance of a special report on the situation in the Democratic Republic of the Congo
40 letters from the Secretary-General to the President of the Security Council	41	Letters
130 advisory notes for briefings to and engagement with Member States and peacekeeping partners	131	Substantive advisory notes
45 consultations with troop- and police-contributing countries providing updates on political and operational developments in all 13 peacekeeping operations and related to UNSOA	48	Consultations. The output was higher owing to the intensified security situation in the UNDOF area of operations, and to preparations for and the deployment of MINUSMA and the force intervention brigade in MONUSCO
55 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in 13 peacekeeping operations and related to UNSOA	65	Oral briefings. The output was higher owing to increased levels of activity associated with the political and security concerns in eastern Democratic Republic of the Congo, the crisis in the Syrian Arab Republic, Sudan-South Sudan relations and the establishment of MINUSMA
	51	Weekly briefing notes
Briefings/consultations in response to all requests made by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations concerning peacekeeping issues, including updates on political and operational developments in 13 peacekeeping operations	Yes	All requests for briefings/consultations were addressed, including on updates on political and operational developments in peacekeeping operations

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 those requiring significant adjustments	4	Integrated concepts of operations for 4 peacekeeping missions

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 13 peacekeeping operations on strategic, policy and political operational matters	Yes	Guidance provided to all peacekeeping missions, including 673 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
Progress reviews against priority results identified in integrated strategic frameworks, including challenges and recommendations, completed by 11 integrated mission task forces, in collaboration with field presences	7	Of the 9 integrated mission task forces that were in existence during the reporting period, 7 took part in the progress review The output was lower owing to the fact that the integrated strategic benchmarks for long-term stability in Côte d'Ivoire were presented in the report of the Secretary-General (S/2013/377) at the end of the reporting period, and an integrated strategic framework had not yet been developed for Mali given the timing of the establishment of the mission
10 integrated assessment reports on peacekeeping operations to review and make recommendations on mission concepts as well as approaches, challenges or opportunities in the area of mandate implementation	4	Integrated strategic assessments of field operations were conducted on 2 missions (MONUSCO, UNOCI) as well as on Mali (pre-MINUSMA) and Somalia (support for AMISOM) The output was lower owing to the more frequent use of targeted technical and issue-specific assessments in order to review the mandate implementation and resources
13 integrated technical assessments to provide overall guidance to and assist peacekeeping operations and UNSOA with regard to planning and mandate implementation issues	13	Integrated technical assessments and/or issue-specific assessments for 7 peacekeeping operations
1 revised guideline following the current review of the integrated mission planning process guidelines	1	The new policy on integrated assessment and planning was approved by the Secretary-General, replacing the integrated mission planning process guidelines

1 workshop on integrated mission planning for at least 20 field and Headquarters personnel, conducted jointly with other departments and agencies, funds and programmes	1	Workshop with participation from 39 planning officers from various field missions
1 workshop for heads of political affairs in 13 peacekeeping operations, on political and operational challenges in peacekeeping	1	Workshop
4 advisory notes on the development of the African Standby Force doctrine in such areas as force generation, training and command and control	4	Advisory notes on the development of the African Standby Force, including the African capacity for immediate response to crises, with a view to providing an update on the state of play, identifying remaining key challenges in its implementation, and suggesting options towards its operationalization

(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>
8 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, the protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations	12	Presentations The output was higher owing to the crisis situation in the Syrian Arab Republic, and the planning and establishment of MINUSMA and the force intervention brigade in MONUSCO
28 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandates of peacekeeping operations	13 25	Military Staff Committee briefings Formal briefings to the Security Council and troop-contributing countries The output was higher owing to the crisis situations in the Syrian Arab Republic and the Democratic Republic of the Congo, and the planning and establishment of MINUSMA. In addition, the Military Staff Committee requested the Office of Military Affairs to conduct both pre- and post-deployment briefings for military capability studies

10 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	13	Strategic analysis reports were prepared on peacekeeping operations facing significant developments. The output was higher owing to the additional analyses on the situations in Mali and the Syrian Arab Republic
23 briefings to troop-contributing countries on operations and plans, force requirements, rules of engagement, force generation, anticipated developments, crisis situations, changes of mandate and threat assessments, related to military aspects of peacekeeping operations	33	Informal briefings to troop-contributing countries The higher output was owing to the crisis situation in the Syrian Arab Republic, the planning and establishment of MINUSMA, and deployment of the MONUSCO Force Intervention Brigade, as well as to the introduction of the new electronic United Nations Standby Arrangement System, which is an electronic database of available military units and individuals ready to be deployed to peacekeeping operations

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>
5 strategic military concepts of operations for new or significantly adjusted peacekeeping operations, and approved new or significantly adjusted rules of engagement for 5 peacekeeping operations	5	Strategic military concepts of operations In addition, support was provided for the review of the ECOWAS military concept of operations for AFISMA
4 military advisory briefings to existing, emerging and new troop-contributing countries in their capitals on specific operational requirements for new peacekeeping operations or those undergoing significant adjustments	6	Advisory briefings The output was higher owing to the establishment of MINUSMA
New or revised military concepts of operations, rules of engagement and force requirements for new or adjusted peacekeeping operations and for a possible emerging operation	Yes	New or revised concepts of operations, rules of engagement and force requirements were prepared for 7 peacekeeping operations

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 strategic or oversight assessment reports on the military components of 5 peacekeeping operations	5	Strategic and oversight assessment reports

10 predeployment and assessment reports on troop-contributing country capacities	8	Predeployment and assessment reports The output was lower owing to delays in the readiness of troop-contributing countries to receive predeployment visits and to the reprioritization of planned activities based on workload demands, in particular associated with MINUSMA
13 updated threat assessment reports for military operations in peacekeeping settings	13	Threat assessment reports
Conference for heads of military components from all peacekeeping operations	Yes	The conference for heads of military components was held
3 policies and/or guidance materials, on the use of force, operational readiness evaluation, and capability and training standards for infantry battalions in peacekeeping operations	1	In conjunction with the release of the United Nations Infantry Battalion Manual, capability and training standards for infantry battalions were issued The output was lower owing to reprioritization of planned activities based on workload demands. It is expected that the material will be issued during the current period

(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, intergovernmental bodies, groups of friends, and troop- and police-contributing countries on peacekeeping operations and mission-specific developments in the areas of police (18), justice and corrections (6), disarmament, demobilization and reintegration (10) and security sector reform (10)	45	Briefings were conducted in the areas of justice and corrections (6), security sector reform (10), police (18), and disarmament, demobilization and reintegration (11)
Inputs to 45 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, justice and corrections, disarmament, demobilization and reintegration, mine action and security sector reform	120	Reports, which included inputs on justice and corrections (19), mine action (23), security sector reform (11), police (49 — 33 mission-specific; 16 cross-cutting issues), and disarmament, demobilization and reintegration (18) The output was higher owing to the establishment of MINUSMA and the increased number of reports on cross-cutting issues that were requested by the legislative bodies

10 presentations to Member States, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of a partnership approach in the area of the rule of law and security institutions	31	Presentations to Member States, intergovernmental bodies and other partners The output was higher owing to increased departmental efforts to strengthen coordination and partnerships in this area
4 briefings to Member States that contribute seconded judicial experts and corrections officers, on the efforts being made to support and strengthen these systems in peacekeeping settings	4	Briefings
16 briefings to Member States, legislative bodies and other intergovernmental organizations on disarmament, demobilization and reintegration in peacekeeping operations	16	Briefings
Presentations to 4 Member States to increase strategic awareness about all police issues in peacekeeping settings and to encourage contributions by police officers to peacekeeping operations	4	Member States received specific presentations
15 briefings to police-contributing countries, groups of friends and/or regional organizations on policy and training issues, special initiatives and/or cross-cutting police and other law enforcement matters in peacekeeping operations	15	Briefings

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>
8 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions/organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialist and rapidly deployable capacities needed in the area of the rule of law and security institutions	8	Briefings

9 end-of-assignment reports on lessons learned and best practices as well as the identification of ongoing support (1 police, 3 justice, 3 corrections and 2 security sector reform components) of new or existing peacekeeping operations	7	End-of-assignment reports on police (2), justice (1), corrections (2) and security sector reform (2) The output was lower owing to the 2 ongoing justice and corrections standing capacity deployments to Mali
28 briefings to Member States on police issues in peacekeeping operations and requirements for the rapid deployment of highly qualified police personnel	32	Briefings The output was higher owing to additional briefings requested by Member States
2 assessments of mine action components of new or reconfigured peacekeeping operations	2	Assessments

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>
6 conferences to provide guidance, exchange information, share best practices, review strategic objectives, enhance coordination and ensure clarity on the roles and responsibilities of heads of field components in the area of the rule of law and security institutions	5	Meetings/conferences The output was lower owing to biennialization of the meeting of the heads of police components
3 strategic notes on mandate implementation in the area of the rule of law and security institutions, including the prioritization of transitioning peacekeeping operations where relevant	3	Relevant notes/cables
46 technical or strategic support, review or assessment reports (12 police; 14 justice and corrections; 5 security sector reform; 7 disarmament, demobilization and reintegration; 8 mine action) on the implementation of rule-of-law mandates in peacekeeping operations	32	Reports on police (5), justice (3), corrections (4), security sector reform (4), disarmament, demobilization and reintegration (5), and on mine action (11) The output was lower owing to reprioritization of planned activities
3 guidance materials and training tools for justice and corrections personnel	3	Handbooks/manuals
1 pilot training module on security sector reform based on 1 integrated technical guidance note formulated in consultation with the inter-agency Security Sector Reform Task Force	1	Training module on security sector governance

1 standard operating procedure, 1 lessons-learned study and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration	2	Sets of standard operating procedures (consisting of a total of 15 documents), applicable to MONUSCO and UNMISS
6 co-chaired inter-agency videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices	9	Co-chaired inter-agency videoconferences (8) and retreat (1) The output was higher owing to required discussions on the limited availability of funding for the projected activities of the Working Group during the reporting period
New or updated police operational plans, standard operating procedures and concepts of operations for 3 police components of peacekeeping operations, as appropriate	5	Planning documents
Individual police officers and/or members and equipment of formed police units of 47 Member States certified for deployment to peacekeeping operations through assessment/selection and testing, and inspection sessions	59	Police-contributing countries

(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 presentations to Member States in their capitals to advise on cross-cutting and emerging policy issues in peacekeeping	4	Presentations The output was higher owing to the request of a Member State during a visit to the national capital for other matters
2 informal briefings to the Special Committee on Peacekeeping Operations and 10 bilateral briefings to Member States, as requested, on peacekeeping partnerships and related issues	2 10	Informal briefings Bilateral briefings
13 briefings, and a report to the Special Committee on Peacekeeping Operations, on priority policy and reform issues, including capability development and training, the protection of civilians,	28	Briefings The output was higher owing to additional requests from Member States

command and control, early peacebuilding in peacekeeping operations, peacekeeping partnerships, child protection, gender, HIV/AIDS and transitions

7 briefings to Member States and think tanks on the status and future of the implementation of the New Horizon initiative and cross-cutting thematic issues, including the protection of civilians, capability development and gender mainstreaming	10	Briefings The output was higher owing to additional requests from Member States
3 briefings to the Security Council on the protection of civilians, child protection and gender	7	Briefings The output was higher owing to additional requests from the Security Council
5 workshops/briefings for technical experts from Member States and partners to develop new or updated guidance, training and policy on capability development, Security Council resolution 1325 (2000), key roles of civil affairs officers, knowledge management and child protection	14 5	Briefings, on civil affairs (3), knowledge management (8), capability standards (2) and protection of civilians (1) Workshops to develop new and updated guidance, training and policy on gender and child protection. The output was higher owing to additional requests from Member States

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>
Proposal for a mechanism for the provision of clearly identified forms of support from the European Union in the planning and early deployment of peacekeeping operations	Yes	Proposals were developed in coordination with the European Union on modalities for joint planning for the launching of European Union operations in support of peacekeeping operations

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 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development and implementation activities, and emerging strategic issues having an impact on peacekeeping	10	Presentations/briefings The output was higher owing to additional requests to deliver such presentations

10 briefings to international financial institutions, international and regional organizations and non-governmental organizations, as requested, on peacekeeping partnerships and related issues	13	Briefings/presentations The output was higher owing to the additional requests received to conduct these briefings
Agreement with the World Bank on joint initiatives or pilot projects to be undertaken in 2 peacekeeping operations	2	In the Democratic Republic of the Congo, MONUSCO and the World Bank jointly supported the development of a Peace Consolidation Plan for Western Democratic Republic of the Congo In Liberia, UNMIL and the World Bank jointly supported and facilitated the successful transfer of the Mission's security responsibilities to the Liberian security sector through the preparation of a public expenditure review and needs assessment of the security sector
1 guidance note regarding the collaboration of United Nations peacekeeping operations with UNDP on peacekeeping issues	1	Organization-wide policy on United Nations transitions in the context of mission drawdown and withdrawal
6 evaluation reports, comprising 4 mission-focused and 2 thematic evaluations	5	Evaluations were conducted, 2 of which were mission-focused and 3 thematic-focused The output in mission-focused evaluations was lower due to the postponement of the evaluation for UNMISS owing to a scheduling conflict with the biennial mission mandate review. As a result, the mission evaluation for UNMISS was postponed to the current period
6 policy discussion papers on emerging peacekeeping issues	5	Policy discussion papers and 1 consultation draft report
Capability requirements and standards or guidance for 2 peacekeeping functions	2	Peacekeeping functions; United Nations Infantry Battalion Manual and Staff Officer Training Manual
10 cross-mission lessons-learned reports on policy, planning, reform, operational and integration issues in line with the New Horizon initiative and other departmental priorities	9	Cross-mission lessons-learned reports The output was lower owing to an increase in resource requirements to complete the 9 reports
3 additional communities of practice for peacekeeping operations, 2 reviews of the functions of civilian and military best practices officers, and 1 review of the knowledge-sharing policy of the Department of Peacekeeping Operations and the Department of Field Support on peacekeeping operations	3 2 No	Communities of practice Reviews of functions of civilian and military best practices officers The review of the knowledge-sharing policy on peacekeeping operations has been postponed to the current period owing to competing priorities

16 technical assessment/support reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to sexual violence and conflict, quick-impact projects, civil affairs, civilian protection and gender	16	Technical assessment/support reports
5 workshops for best practices, child protection, civil affairs, HIV/AIDS and gender officers and focal points, for the purpose of knowledge-sharing and training	5	Workshops were conducted
Quarterly summary of key lessons learned and best practices for senior management in peacekeeping operations, and 35 e-newsletters for peacekeeping operations on new knowledge management products	4 35	Knowledge management newsletters were published E-newsletters on lessons learned, best practices and guidance were produced
Conduct of 3 training-of-trainers courses for peacekeeping trainers from Member States, 8 training recognition certifications and 1 mobile training exercise in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations, and 5 senior-level leadership courses for personnel from Member States and peacekeeping operations	3 6 3 3	Train-the-trainer courses were provided for 90 peacekeeping trainers from Member States Training recognition visits were conducted Mobile training visits were conducted Senior-level leadership courses were conducted
	1	The variance in training team visits reflects lower demand than anticipated from Member States for recognition and higher demand for training support The Senior Mission Administration and Resource Training programme was conducted as planned
1 training-of-trainers course for integrated mission training centre personnel, and 24 civilian predeployment courses	1 21	Train-the-trainers course Civilian predeployment courses delivered The output was lower owing to a decrease in the number of staff deployed who were obligated by policy to attend the course
1 new training standard for civilian peacekeeping personnel, in a substantive area of peacekeeping	1	New training standard

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>
95 briefings to the General Assembly, legislative bodies, the Security Council and regional organizations on field support issues, including proposals, progress and results with regard to the global field support strategy	96	Briefings
10 presentations on peacekeeping and field support issues, at conferences, seminars and other public forums	12	Presentations The output was higher owing to requests for additional presentations from some public forums
8 visits to major financial contributors, key troop- and police-contributing countries and other Member States to discuss and advise on field support issues	8	Visits
Annual progress report, including proposals, on the implementation of the new support model for service delivery to the field	Yes	Third annual report of the Secretary-General on progress in the implementation of the global field support strategy (A/67/633)
45 consolidated responses to the reports of the United Nations oversight bodies, and 11 consolidated reports on the status of the implementation of 1,242 recommendations of the oversight bodies	68	Consolidated responses The output was higher owing to changes in the structure of OIOS, whereby the Audit Response Unit of the Department of Field Support was required to prepare responses to the draft and final internal audit, inspection and evaluation reports
	24	Consolidated reports on the status of implementation of all the 1,181 oversight body recommendations The output was higher owing to changes in the structure of OIOS, whereby the Audit Response Unit of the Department of Field Support was required to report on the status of implementation of the critical recommendations of the Office on a quarterly instead of semi-annual basis

4 statistical analysis reports on all types of board of inquiry cases occurring in the field, for field operations	2	Statistical analysis reports The output was lower owing to an unexpected surge in United Nations Headquarters Boards of Inquiry cases that required resources to be redirected towards coordinating the convening of those boards The Department supported the convening and proceedings of four boards of inquiry cases during the period, compared with two cases for 2011/12
10 briefings to Member States and non-governmental organizations on the continued implementation of the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	21	Briefings The output was higher owing to closer follow-up with Member States for disciplinary case management purposes
2 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 the implementation of the victim assistance strategy	4	Task Force meetings The output was higher owing to the need for greater engagement by the Task Force than anticipated

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 support issues relating to AMISOM	14	Briefings The output was higher because additional briefings were requested by Member States following a new mandate for AMISOM

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 peacekeeping operations and UNSOA to review progress and provide direction to mission leadership on field support issues related to mission mandate implementation	11	Visits
12 visits to field operations to support the implementation of the global field support strategy	11	Visits to 6 peacekeeping operations were conducted

52 consultations with senior management groups in peacekeeping operations to assess key support components in order to review operational issues related to mandate implementation	51	Consultations with senior managers were carried out
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	2	Outreach visits were conducted The output was lower owing to the reprioritization of planned activities based on workload demands and availability of travel resources
1 workshop for audit focal points from field 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	Workshop for 27 audit focal points from 10 peacekeeping operations was conducted
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	1	Visit The output was lower owing to the reprioritization of planned activities based on workload demands and availability of resources
Strategic guidance provided for the conduct of self-assessment reviews of the internal control frameworks of field operations based on the main findings and recommendations contained in 127 reports of the oversight bodies, including the Board of Auditors, the Joint Inspection Unit and OIOS	Yes	Strategic guidance was provided for 15 self-assessment reviews conducted by peacekeeping operations based on all 108 reports that were produced by the oversight bodies
6 visits to field operations to provide support on board of inquiry matters and raise the awareness of mission senior management on procedures	1	Visit The output was lower owing to the reprioritization of planned activities based on workload demands and availability of resources
4 visits to peacekeeping operations to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other forms of misconduct	3	Visits The output was lower owing to the reprioritization of planned activities to meet increased needs of Headquarters Boards of Inquiry

350 allegations of misconduct are processed to allow for disciplinary action by relevant authorities	295	Allegations of misconduct, as substantiated through Investigation reports, were processed and referred to Member States, the Office of Legal Affairs, the Office of Human Resources Management or UNDP for disciplinary action The output was lower owing to the increased awareness of mission personnel of conduct and disciplinary matters
300 category I allegations and 900 category II allegations in peacekeeping operations are recorded and tracked in the misconduct tracking system	216	Category I allegations
	680	Category II allegations The output was lower owing to the increased awareness of mission personnel of conduct and disciplinary matters
Daily average of 10 selected candidates cleared of prior findings of alleged misconduct, for assignment to peacekeeping operations	10	Candidates were processed/cleared daily, on average
190 active delegations of procurement authority managed in the field, including those to directors and chiefs of mission support	209	Active delegations were managed, including new field delegations of procurement authority The output was higher owing to the issuance to some individuals of more than one delegation of authority during the reporting period
4 visits to field operations, including with the Department of Management, to review the exercise of the delegation of procurement authority and field procurement procedures, in order to make recommendations and proposals to address deficiencies, streamline operations and provide enhanced support to the field	1	Visit The output was lower owing to the reprioritization of planned activities based on workload demands and availability of travel resources
Technical assistance, provided through a minimum of 2 working groups/task forces, to improve procurement support for peacekeeping operations	Yes	Technical assistance was provided and staff of the Office of the Under-Secretary-General participated in the Electronic Committee on Contracts working group and the joint Department of Field Support/Department of Management working group on the revised delegation of procurement authority document, which was issued to the missions in August 2012

(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>
All contingent-owned equipment reimbursement and death and disability compensation claims processed for all relevant peacekeeping operations	2,574	Claims for contingent-owned equipment reimbursement were processed
	208	Letters of assist claims were processed
	124	Death and disability compensation claims were 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 and issues related to death and disability compensation eligibility
Negotiations completed for 18 memorandums of understanding regarding new troop- and police-contributing countries deployed to new and/or existing missions, and for 100 amendments to existing memorandums with respect to the reimbursement of contingent-owned equipment	27	Memorandums of understanding were or are negotiated
	124	Amendments The output was higher owing to the new Force Intervention Brigade in MONUSCO, the establishment of MINUSMA and the extension of UNMISS
13 briefings to Member States on policies, procedures and reimbursement relating to contingent-owned equipment	17	Briefings The output was higher owing to the arrival of new advisers to permanent missions in New York
3 briefings to Member States on the global field support strategy, with supporting documentation	3	Briefings

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	3	Preliminary financial implications were provided to the Security Council for MINUSMA, UNISFA and MONUSCO in accordance with the statement made by the President of the Security Council on 5 August 2009 (S/PRST/2009/24)

	2	Requests were made to the Advisory Committee on Administrative and Budgetary Questions to enter into commitments in support of new or expanding operations mandated by the Security Council (UNSMIS and MINUSMA)
	1	Request was made to the General Assembly to enter into commitments with assessment in support of MINUSMA
	2	Trust funds were established, one in support of AFISMA and the other in support of peace and security in Mali
	19	Donor contribution agreements were negotiated
Implementation of the standardized funding model for the analysis of cost structures	Yes	Further development of the standard funding model encompassed a lessons learned exercise on the implementation of the model in the start-up of UNMISS and the incorporation of revisions to the model to facilitate greater responsiveness and applicability to a broader range of scenarios

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, the maintenance and preparation of financial accounts and the management of available resources	Yes	<p>Increased focus was placed on strategic guidance to missions and the introduction of a revised budget process for peacekeeping operations, including the issuance of priorities review and strategic guidance in coordination with the Controller</p> <p>Department of Field Support/Department of Peacekeeping Operations coordinated development of 116 mission-specific resourcing priorities to support strategic guidance to missions</p> <p>The Department of Field Support issued instructions to field missions to guide preparation and review of budget and performance submissions</p> <p>Efficiencies of 5 per cent for fuel consumption and for the average cost of troop rotation were identified and included in the 2012/13 peacekeeping budget submission</p> <p>The first consolidated performance report (2011/12) for the Regional Service Centre in Entebbe was prepared</p> <p>A new governance structure for development of the Standard Cost Ratio Manual under the umbrella of the Resource Efficiency Group was established</p>

		3 regional workshops for field missions on year-end financial reporting requirements were facilitated
		In addition to the planned output, guidance and instructions for IPSAS implementation tasks, including update of mission standard operating procedures for IPSAS compliance, were developed
		Enhanced systems and templates for field mission assets data collection, enrichment and cleansing were developed
		The Field IPSAS Implementation Monitoring Team was established and deployed; field team visits were conducted to all field missions
		Conducted IPSAS train-the-trainer programmes for field missions and the Department of Field Support
Benchmarks established for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis	Yes	The strategic resource management framework as a basis for the identification of resource efficiencies was expanded during the period to include trend analysis for the cross-portfolio integrated resourcing scorecard; development and application of a cost benefit methodology was developed and applied; cross-cutting analytical tools in support of civilian staffing reviews were developed
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	8 2	In situ support visits were made to 7 peacekeeping operations Field visits with the Fifth Committee were made for the strategic review of the United Nations presence in Somalia
Revision of memorandum of understanding with United Nations Volunteers Bonn to improve cost-effectiveness and resourcing	Partial	Revision of the memorandum of understanding was initiated, and further developments are pending the outcome of the evaluation of the partnership between the United Nations Volunteers Programme in Bonn, Germany, and the Department
Financial accounts, follow-up on outstanding payments and financial disputes and compliance with outstanding administrative requirements for one liquidating peacekeeping operation, as part of the administration of its residual financial affairs	Yes 1	Monthly financial statements were produced. Administrative follow-ups were conducted for residual financial affairs of closed missions to resolve billing issues, asset disposal matters and recovery of charges Administrative guidance was provided for a liquidating mission (UNMIT)

(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>
A workforce plan, including a strategic analysis of roster monitoring, an analysis of supply and demand, forecasted requirements, projected future trends and identified capacity gaps	Yes	The analysis of the requirements in the field compared with the rosters led to the addressing of gaps through the identification of generic job openings and position-specific job openings; this plan was developed following a workforce planning workshop with proponent offices from the Secretariat (Department of Political Affairs, Department of Peacekeeping Operations, Department of Public Information, Office of the United Nations High Commissioner for Human Rights and Department of Field Support) and with several field missions

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>
Direct personnel administrative support (including recruitment, travel and administration of contracts, salaries, allowances, benefits, claims and entitlements) for 49 IMIS functionalities for 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	6,700	International staff; 18,354 personnel actions were processed in IMIS (6,948 (40 per cent) of those actions were processed at Headquarters on behalf of missions, while 11,406 (62 per cent) actions were processed in the field where that authority had been delegated)
	625	Travel requests were processed on behalf of 1,289 military observers
	440	Travel requests were processed on behalf of 2,370 police officers and corrections officers
		The output was lower owing to the downsizing and liquidation of missions and to the nationalization of posts
Organization of 3 meetings of the Field Joint Negotiation Committee and participation in the annual Staff-Management Coordination Committee meeting to improve staff management relationships	3	Meetings were held with the Field Joint Negotiation Committee (1) and the Field Staff Union Executive Committee (2) Staff of the Division participated in the annual Staff Management Committee meeting
2,000 field personnel provided with career support through e-mail, and a 20 per cent increase in the number of hits to frequently asked questions on the career development website	Yes	Career support was provided to over 2,000 staff in field operations; such support was prioritized to peacekeeping missions that were downsizing
	9 per cent	Increase in the number of hits

		The output was lower owing to the fact that the website is hosted on iSeek while most missions are linked through the Peace Operations Intranet (POINT); the website is being migrated into POINT during the current period
1 career path model for chief civilian personnel officers and 1 for senior administration mission appointments	No	The development of the model is ongoing and planned for completion during the current period
5 outreach activities at industry-specific job fairs and in Member States, including troop- and police-contributing countries	8	<p>Outreach presentations were provided, to 4 Member States, at a workshop in South Africa for 3 regional economic commissions in Africa (ECOWAS, Economic Community of Central African States, Eastern Africa Standby Force Coordination Mechanism), at 2 job fairs, and at the first Secretariat-wide virtual careers fair shown in over 30 countries to promote field opportunities and United Nations careers</p> <p>The output was higher owing to the use of web technology and combining resources with the Office of Human Resources Management, thereby facilitating additional outreach</p>
Development of 5 business intelligence reports and models for the monitoring of the field staffing process	5	Reports and models were developed, as follows: turnover by job family; turnover by mission; efficiency of roster-based recruitment; efficiency of generic job openings process; and gender balance and staff selection system
Certification of 75 per cent of human resources management practitioners through e-learning training and certification in conjunction with an accredited institution	62 per cent	<p>Certification</p> <p>The output was lower owing to several factors associated with the tool itself and the relatively short period of 2 weeks in which to complete each course, which makes it difficult for staff in the field to complete the courses in time. As a result of corrective action, it is anticipated the target will be met in the current period</p>

(d) Logistics Support Division

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Implementation of all recommendations of the Board of Auditors regarding management of field logistics outstanding from the previous reporting period	14	<p>Recommendations were implemented out of 20</p> <p>The remaining 6 recommendations are expected to be implemented by 30 June 2015, as per the initial time frame provided to the auditors</p>

12 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and to advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment	12	Predeployment visits were conducted 2 additional operational advisory visits to Angola and Cameroon and 3 logistics assessment visits were conducted in support of MINUSMA, UNMISS and UNOCI
12 logistical and technical support briefings to permanent missions and troop- and police-contributing countries	15	Briefings The output was higher owing to greater demand from Member States
14 briefings at conferences and to troop- and police-contributing countries on the medical support concept in peacekeeping operations	13	Briefings
1 technical workshop on the management of boundary issues and effective responses to border crises	1	Technical workshop

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 100 active logistics-related system contracts available to field operations	108	Headquarters-managed system contracts were maintained
2 proposals for phase 2 of new service package modules in support of the implementation of the global field support strategy	2	Proposals for phase 2 included: catering, port operations and movement control, transportation (ground and air), support to deep field, and strategic communications
Support for the formulation of 3 country-level United Nations common services agreements to establish cooperation and coordination of support between United Nations agencies, funds and programmes collaborating in integrated missions, under the Integration Steering Group mandate	3	Umbrella memorandums of understanding were agreed between the United Nations and agencies, funds and programmes for shared services
Production of 3 versions of the global digital map, including gazetteers at varied required scales	1	Updated global digital map at 1:1 million scale The output was lower owing to competing operational priorities and map production for planning of peacekeeping operations in the Central African Republic, Mali and the Syrian Arab Republic

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>
28 technical assessments and on-site inspections in the areas of aviation safety compliance and logistics of field operations, of air operators of national civil aviation authorities and United Nations-registered air carriers and vendors	26	Aviation safety visits The output was lower owing to reprioritization of planned activities based on availability of travel resources
Mission support plans for the transition of 4 field operations from one life cycle phase to the next (from start-up to sustainability to drawdown to liquidation)	No	There were no transitions from one life cycle to the next during the period
10 technical medical assessment reports in field operations and medical predeployment visits to 3 troop- and police-contributing countries	3 1	Technical assessment reports to field missions Predeployment visit to a troop-contributing country The output was lower owing to reprioritization of planned activities based on availability of travel resources
Promulgation of a comprehensive water policy to provide policy guidance on water resource development, management and quality control of water supply for all peacekeeping operations and UNSOA	No	Although the Working Group to draft a water policy was established, the priority was to provide wastewater guidance and monitoring
4 engineering assessment reports in field operations to review progress of construction and engineering projects, and to monitor the effectiveness of goods and services obtained under system contracts	4	Engineering assessments; in addition, 12 vendor inspections were performed in support of goods and services obtained under systems contracts
Assessment report of the effectiveness and progress of geographic information systems operations in 4 field operations	4	Assessments of geographic information systems
Maintenance of 1 multi-year, long-term contract for a widebody passenger aircraft to support strategic troop movements in support of global troop rotations in peacekeeping operations	1	Multi-year, long-term contract for a widebody passenger aircraft to support strategic troop movements commenced during the period
1 road safety guideline to standardize road safety practices and 1 directive on recording road accidents	2	1 directive and 1 standard generic guideline have been developed and included in the draft manual on the Road Safety Management in the Field, which includes a section on recording road accidents

Formulation and updates of guidelines in 6 manuals/catalogues/handbooks covering property management, boundary and border demarcation, fuel management, medical equipment, movement control and aviation, and 3 Secretariat issue papers proposing amendments to the contingent-owned equipment manual for consideration by the Working Group	2	Manuals/catalogues/handbooks; 6 property management guidelines and 7 medical support issue papers formulated
		The output was lower owing to reprioritization of planned activities based on availability of consultancy resources; accordingly, updates to the boundary and demarcation manual and the Movement Control Manual and finalization of the update of the Aviation Manual were postponed to the current period, and the update of the Fuel Management Manual was postponed to the 2014/15 period
		The external benchmarking of property management key performance indicators was met through the consultancy on Property Management for IPSAS, which was sponsored by the Department of Management
		The ISO 9001 certification air operations — Aviation Quality Assurance and Technical Compliance which had been postponed in 2011/12, as described in the previous report of the Secretary-General on the budget performance of the support account for peacekeeping operations for 2011/12 (see A/67/635 , para. 35)
	3	Contingent-owned equipment issue papers were prepared; formulation was finalized during the current period and will be submitted for review to the Working Group on Contingent-owned Equipment

(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>
Information and communications technology support for new peacekeeping operations in response to newly established Security Council mandates	Yes	Integrated mission planning process guidelines for the start-up of new missions and the ICT Rapid Deployment team in Brindisi, Italy, to support missions were applied, replenishment of strategic deployment stocks was undertaken

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 the call centre, field network and field applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOA	Yes	ICT support was provided to all peacekeeping operations and UNSOA
3,908 audio and videoconferencing services provided to field operations, including technical and day-to-day operational support	4,271	Audio and videoconferencing services The output was higher owing to the need for coordination and planning meetings related to Umoja implementation and the setup of MINUSMA
The statement of work and technical evaluation for 10 planned systems contracts and monitoring and administration of 39 existing systems contracts for information and communications technology services and equipment	Yes	Statements of work and technical evaluations for 16 planned systems contracts and monitoring and administering of 39 ICT existing systems contracts, as well as for systems contracts that were issued by other offices but managed by the Division The output was higher owing to the need for additional statements of work and technical evaluations for systems contracts that expired during the reporting period
17 disaster recovery plans for field operations tested and updated and 4 disaster recovery reconstitution exercises	20 14	Disaster recovery plans were updated and disaster recovery exercises were conducted The output was higher owing to the need to prepare missions for the upcoming implementation of Umoja
Guidance document on optimization and realignment of the satellite network for all peacekeeping operations and UNSOA to ensure satellite links are adequately sized and configured to provide high-quality technology	Yes	Guidance document on optimization and realignment of the satellite network was disseminated to all peacekeeping operations
Provision of unified communications tools to 6 peacekeeping missions	No	Planned output not delivered owing to the reprioritization of planned activities based on availability of resources
Further development of the dashboard base of information and additional functionality of the Department of Peacekeeping Operations/Department of Field Support strategic management systems to provide access to a wider user group	Yes	The legacy database for tracking military and police strength was replaced with a centralized, web-based application to collect that data online directly from missions; in addition, the strategic management system dashboard was enhanced to include this military and police strength data, thereby eliminating the requirement for manual processing; in addition, audit tracking capability enhancements were also delivered to the system

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	159	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
	31	Draft resolutions/decisions were prepared and adopted by the Fifth Committee
	30	Reports of the Fifth Committee were adopted by the General Assembly
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	Yes	Programme of work updated on an ongoing basis, prior to, during and at the close of each session
	35	Procedural notes prepared on peacekeeping-related items The output was higher owing to the higher than planned number of formal meetings held
	3	Notes were issued on the status of the preparedness of documentation for the Fifth Committee
Maintenance and update of the web pages of the Fifth Committee relating to peacekeeping matters	Yes	2 websites maintained and updated on an ongoing basis, for example, weekly and daily updates of the public website during sessions, and the organization, presentation and maintenance of over 4,667 pages of supplementary information on peacekeeping-related issues on the Fifth Committee eRoom

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>
90 Headquarters Committee on Contracts meetings and 20 Headquarters Property Survey Board meetings	98	Headquarters Committee on Contracts meetings
	24	Headquarters Property Survey Board meetings
Review of 600 procurement actions and 250 disposal actions per fiscal period	495	Procurement actions received and reviewed
	358	Disposal actions received and reviewed
Organization of 20 training courses for members of local committees on contracts and local property survey boards in field operations	23	Training courses
Registration of 200 staff for the online training resource of the Headquarters Committee on Contracts and of 200 staff for the online training resource of the Headquarters Property Survey Board	265	Staff members registered for the online training course of the Headquarters Committee on Contracts
	65	Staff members registered for the Property Survey Board online course
		The output was lower owing to the fact that fewer staff members registered for the course in the anticipation that the implementation of IPSAS might result in changes to the property management procedures and, consequently, revisions to the content of the Headquarters Property Survey Board online training
3 assessment visits to field operations to monitor and assess the performance of local committees on contracts	5	Assessment visits and assessment follow-up visits to peacekeeping missions and the Global Service Centre
		The output was higher owing to the fact that assessment visits were combined with training trips to visit more missions within existing resources
Provision of services to the secretariat of the Award Review Board, including the review of 10 cases and the organization of 1 workshop on industry best practices	3	Bid protest cases received and reviewed
		The output was lower as a result of the postponement of the workshop owing to the pending submission and review of a greater volume of cases from which systemic issues and best practices can be identified
Conduct of client surveys to measure the effectiveness of management support projects for field operations, in particular in the areas of business process improvement, change management and organizational design	Yes	93 information sessions, learning and review sessions were conducted to measure the effectiveness of management support projects for field operations

Implementation of business process improvement capacity-building programme covering 3 areas in peacekeeping-related entities at Headquarters	3	Areas in peacekeeping-related entities covered: Umoja workshops were conducted at the Global Service Centre and UNIFIL; project management structures were implemented for the pilot deployment at UNIFIL; communications and engagement strategy for pilot and cluster 1 peacekeeping missions, as well as for staff of the Department of Field Support at Headquarters, were designed and implemented
Provision of 236 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	289	Reasoned decisions provided The output was higher owing to the higher number of requests for management evaluation
Provision of 15 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	19	Reasoned decisions provided
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	9	Systemic issues identified
	1	Lessons learned guide was issued with 5 policy notes

(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>
28 reports on budget performance and budget estimates for 13 active peacekeeping operations and UNSOA;	26	Reports on budget performance and on budget estimates for active field operations
1 report on budget performance for UNMIS, 1 report on the disposition of assets for MINURCAT and 1 final performance report for UNOMIG	1	Commitment authority for MINUSMA
	1	Revised budget for the 2012/13 period for UNMIT
	2	Financing arrangements for the 2012/13 period for UNDOF and UNMIT
	3	Budget performance reports for closed missions (UNMIS, UNMIT and UNSMIS)
	1	Final performance report for the United Nations Observer Mission in Georgia

	1	Donation of assets report for UNMIT; the report on the disposition of assets for MINURCAT is expected to be submitted to the General Assembly at its sixty-eighth session
1 report on the updated financial position of 24 closed peacekeeping operations	1	Report
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
19 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 13 active peacekeeping operations and UNSOA, budget performance for UNMIS, final performance report for UNOMIG, disposition of assets report for MINURCAT, UNLB and the support account for peacekeeping operations	21	Supplementary packages provided for 13 active operations, the 2012/13 revised budget and budget performance for UNMIT, budget performance for UNMIS and UNSMIS, final performance report for UNOMIG, the 2012/13 financing arrangements for UNDOF and UNMIT, UNLB and the support account for peacekeeping operations
Review and coordination of responses to follow-up questions from legislative bodies on 13 active peacekeeping operations and UNSOA, UNLB, MINURCAT, UNMIS, UNOMIG, the support account and cross-cutting issues	1,530	Pages of written responses to questions raised: 869 pages of responses to questions from the Advisory Committee on Administrative and Budgetary Questions and 661 pages of responses to questions from the Fifth Committee
3 consolidated and 47 individual mission financial statements with 17 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 Secretariat users 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 continued to be provided and support streamlined
Maintenance of finance-related reference tables in IMIS; development and enhancement of ad hoc applications	Yes	IMIS and finance reference tables were maintained and ad hoc applications developed and maintained, for example the Operations Processing Integrated Control System replacement system for treasury and assessed contributions management system
Enhanced financial management reports	Yes	Continuous enhancement of financial reports to meet user requirements

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 assistance to the peacekeeping operations in the selection of banks to provide the required banking services	Yes	Assisted UNOCI in the selection of a financial institution to provide the required banking services

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>
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 there was no duplication
Monitoring of audit recommendations pertaining to accounting and budgetary aspects of field operations	Yes	Reviewed and analysed audit observations and recommendations and requested follow-up actions to relevant divisions, where necessary
Provision of guidance and assistance in the preparation of the required data to determine the preliminary IPSAS opening balances	Yes	Instructions for IPSAS peacekeeping opening balances were issued to Directors/Chiefs of Mission Support of all peacekeeping missions Following the issuance of instructions for the preparation of opening balances, 3 workshops for peacekeeping staff were held; in addition, the IPSAS team provided ongoing guidance and support on questions regarding IPSAS opening balances
Deployment of an instructor-led, intermediate and advanced training course on IPSAS	67	Instructor-led intermediate training sessions to 578 staff; the advanced training will be conducted during the current period In addition, the IPSAS team conducted a training-of-trainers programme, and the trained trainers continue the intermediate training in missions
Policy guidance provided to 13 peacekeeping operations and UNSOA, 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	Yes	Instructions for the preparation of the 2011/12 performance reports and the 2013/14 budgets for 13 active field operations, UNLB, the support account, UNMIT, the mandate of which was terminated effective 31 December 2012, and performance reports for UNMIS and UNSMIS. In addition, one high-level briefing was conducted for heads of departments, and one working-level briefing was provided for Headquarters departments and offices on the preparation of budget proposals for the support account. Further policy guidance was provided on an ongoing basis

Visits to 8 peacekeeping operations to provide strategic advice and on-site assistance on budgetary and financial issues	7	Visits to 5 peacekeeping missions and the Regional Service Centre at Entebbe, Uganda The output was lower owing to other work-related priorities
300 funding authorizations and 26 staffing table authorizations for peacekeeping operations, UNSOA, UNLB, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis	438 30	Funding authorizations Staffing table authorizations The output was higher owing to additional allotments for trust funds and the commitment authority/financing arrangements for UNDOF and UNSMIS
60 financial reports and other financial communications to donors for peacekeeping trust funds	11	Financial reports and other financial communications The output was lower owing to fewer requirements than planned for closed peacekeeping mission trust funds
Organization and conduct of videoconferences with peacekeeping operations, UNSOA and UNLB, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	3 1	High-level review meetings related to budget and performance issues for the support account Teleconference held with UNMIL With regard to other peacekeeping operations, all budget and performance issues were resolved through written correspondence or e-mails; therefore, there was no requirement for videoteleconferences
Training of personnel in 2 peacekeeping operations on the funds monitoring tool	No	Training on the funds monitoring tool was suspended as the tool will be phased out after the implementation of Umoja in peacekeeping operations during the current period
Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters	Yes	Policy guidance and advice on financial matters was provided on a continuous basis through the review of monthly accounts and bilateral communications. In preparation for the transition to IPSAS, special treatment of unliquidated obligations and new accounting procedures for real estate, fixed assets and inventory were explained to field missions Advice concerning insurance policies was provided on an ongoing basis
Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings	Yes	Guidance provided at the IPSAS workshop for chief finance officers of peacekeeping missions on the implementation of IPSAS and how to continue the legacy systems before the implementation of Umoja. Guidance was also provided at the Umoja workshop on accounting procedures for the implementation of Umoja in Cluster 1 missions

		In addition, policy advice was provided on an ongoing basis along with clarifications and guidance on various topics such as the review of long outstanding receivables and write-offs in connection with the implementation of IPSAS
Accurate accounting for strategic deployment stock transactions, and further refinement of related accounting guidelines, as required	Yes	Accurate accounting for the shipment of strategic deployment stocks amounting to \$23.9 million and replenishments of \$24.1 million
Processing of 20,000 payments to Member States, staff and vendors	18,545	Payments were processed
Processing of 10,000 education grant claims and advances	11,711	Education grant claims and education grant advances were processed The output was higher owing to a higher than anticipated number of staff qualifying for education grant entitlement
Negotiation and administration of 11 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	12	Policies were negotiated, placed and administered covering peacekeeping operations
Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	13,462	Eligible international staff and dependants were covered in accordance with filed insurance applications
	40,000	National staff and dependants were covered in peacekeeping missions
Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims	237	Claims were reviewed by the Advisory Board on Compensation Claims
	212	Claims were reviewed by the United Nations Claim 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 peacekeeping operations in accordance with industry standards	3,201	Investment settlements processed in accordance with industry standards The output was lower owing 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 peacekeeping missions	250	Daily reports
	12	Monthly reports
	2	Semi-annual reports

Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments	Yes	38 assessment calculations and 16 credit calculations were completed and communicated to Member States in a timely manner. Comprehensive reminder letters regarding unpaid assessments were sent to Member States
Processing of 3,000 receipts from Member States for contributions for peacekeeping operations, and maintenance of accurate and up-to-date unpaid contributions records	3,084	Receipts were issued to Member States for payments and application of credits
Effective servicing of the Committee on Contributions by timely provision of all requested data	Yes	All 11 documents, 56 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	46	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 were invested in accordance with United Nations approved guidelines
Execution of approximately 2,600 electronic fund transfers, 500 foreign exchange purchases and 1,000 investment settlements	2,370	Electronic funds transfers
	875	Foreign exchange purchases
	830	Investment settlements
Execution of approximately 83,500 payroll payments to approximately 7,900 members funded from peacekeeping accounts	80,049	Payroll payments were made to 7,614 staff members funded from peacekeeping accounts
Recording of approximately 2,500 incoming payments for \$7 billion to peacekeeping accounts; and transfer of approximately 650 remittances for \$2.5 billion to peacekeeping bank accounts	2,927	Incoming payments were recorded in the amount of \$6.4 billion to peacekeeping accounts
	827	Remittances transferred for \$2.8 billion to peacekeeping bank accounts
Processing of approximately 250 bank signatory amendments for peacekeeping bank accounts	204	Bank signatory amendments for peacekeeping bank accounts
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 continued to be updated, maintained and operated in line with service requirements. Local area network administration was 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 and ad hoc applications developed and maintained, for example the Operations Processing Integrated Control System replacement system for treasury and assessed contributions management system

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/67/329) and gratis personnel, retired staff and consultants and individual contractors (A/67/329/Add.1)
Online reports for Member States on human resources information for field operations, including support for 400 users in the permanent missions	4,456	Online reports, including support for 305 users from 130 Member States

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 13 peacekeeping missions, UNSOA and UNLB on the exercise of delegated authority for human resources management including through mission support visits	13	Field operations received guidance, including 2 mission support visits
Clearance and certification of 120 chief administrative officers and chief civilian personnel officers for field operations, and all Professional officers with responsibilities for personnel administration and for performing human resources functions in the Department of Field Support and in field operations	121	Requests reviewed and processed for certification and clearance; in addition, 32 cases of reference checks were completed for onboarding purposes
6-8 outreach missions to identify candidates for field operations who meet the characteristics set out in the strategic indicators of the human resources management scorecard	7	Outreach missions were conducted. In addition, the Office enhanced its presence on social media sites, including through a virtual careers fair, to broaden its outreach worldwide and engage directly with individuals who may not be able to attend the live outreach sessions

Human resources management scorecard reporting for field operations, including Management Performance Board and support for 120 field operations scorecard users	13 146	Field operations with scorecard reporting and Management Performance Board (report for the staffing timeline and security training indicators) Field operations scorecard users were supported
Provision of guidance using instructional manuals and other tools to support peacekeeping operations on the implementation of the Inspira talent management system	105	Staff members from field missions were trained as part of the roll-out of Inspira to the field Direct advice and training were provided as needed with regard to the recruitment process, in particular to field duty stations using Inspira
Conduct of comprehensive and interim salary surveys for MINURSO (1 location), MINUSTAH (1 location), UNMIT (1 location) and UNOCI (1 location); conduct of 12 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 (18 duty stations) and for the National Professional Officer category (18 duty stations), as applicable	4	Comprehensive salary surveys were concluded for 4 locations in 4 peacekeeping missions
	6	Interim salary surveys were conducted for peacekeeping missions (14 duty stations)
	14	Salary scales for the General Service and the National Professional Officer categories were reviewed and/or revised on the basis of the results of the salary surveys for 18 duty stations. In addition, special measures for locally recruited staff members were reviewed, approved and monitored for UNSMIS and UNSOA
Review and approval of up to 50 generic job profiles for usage within field operations	19	Generic job profiles were approved for field operations
	15	Generic job profiles are currently under review The output was lower owing to the need for extensive consultations within the Department of Field Support on the development of new generic job profiles and to ensure that they are classifiable at the respective grade levels
Provision of policy advice on matters affecting mission staff, including on policy framework development, contractual modalities, harmonization of conditions of service, development of a new mobility framework and liaison within the International Civil Service Commission and the field group; contribution to interdepartmental development of a new mobility framework	Yes	Provision of daily advice via e-mail on policy with regard to matters that have an impact on mission staff Participation in two meetings of the field group; 2 meetings of the International Civil Service Commission Working Group for the classification of field duty stations according to the conditions of life and work and two sessions of the International Civil Service Commission; contributed to the development of a new mobility framework submitted to the General Assembly at its sixty-eighth session

Provision of legal advice to address administrative law issues, representation of the Administration before the Dispute Tribunal (New York, Nairobi and Geneva) and processing of disciplinary matters referred for action by the Department of Field Support	Yes	Provision of legal advice to address administrative law issues received from peacekeeping missions and Department of Field Support/Department of Peacekeeping Operations; handled 115 disciplinary matters relating to peacekeeping missions and 104 field appeals filed by staff in peacekeeping operations, including representing the Administration before the Dispute Tribunal and involvement in informal resolution of appeals
Online training, guidance and user support on the e-Performance tool for all staff in field operations	Yes	Provision of continuous orientation and hands-on online training on e-Performance (36 trainings sessions) and relevant policies made available in field operations. In addition, 8 e-Performance training videos were created for use in field operations
Provision of guidance, advice, and support on performance management to all staff in field operations through videoconferences, WebEx, briefings and teleconferences	Yes	Relevant policies were made available in field operations. In addition, a train-the-trainers certification programme was held to ensure the continued roll-out of the mandatory performance management learning programme in missions. This was the third such programme for field operations
Administration and organization of consultations and focus groups across the Secretariat, including peacekeeping missions, to contribute to the development of different mobility initiatives, with the goal of enhancing the mobility of staff members between Headquarters locations, offices away from Headquarters and peacekeeping operations	Yes	The results of a global staff survey and 75 focus groups were incorporated into the mobility proposal; subsequent consultations with senior management were held to finalize the proposal that was presented to the General Assembly at its sixty-seventh session. Following the General Assembly's request for further refinements and an alternative proposal, the Office held further consultations, and revised proposals were presented to the Staff Management Committee Working Group and to the overall Staff Management Committee
Provision of 2,800 consultations and guidance on various human resources-related issues with respect to the staff members of peacekeeping operations	2,900	Consultations and guidance were provided The output was higher owing to the fact that demand for consultation on termination of appointments and related entitlements remained high as a result of the closure/drawdown of peacekeeping missions
Provision of administrative support for approximately 300 requests related to the termination of appointments owing to health reasons (disability) or abolishment of posts, agreed termination, abandonment of posts, outside activities, special leave with full/half pay, waiver of privileges and immunities, administrative reviews and appeals and as an exception to staff rules and regulations	306	Requests for administrative support were addressed

Capacity in emergency response established in 4 peacekeeping operations (UNMISS, UNAMID, UNIFIL, UNMIL)	2	Peacekeeping missions	The output was lower owing to the fact that the medical emergency response team's Senior Medical Officer was on extended sick leave
Provision of advice on technical and professional aspects of the functioning of the entire mission medical support system, through the evaluation and monitoring of 70 United Nations civilian medical units and provision of professional oversight to 18 chief medical officers	Yes	Ongoing medical technical oversight and support were provided to 18 chief medical officers and to all 70 civilian medical units in peacekeeping missions	
Review for technical clearance of 300 curricula vitae of candidates for medical positions in field operations	230	Curricula vitae of candidates were reviewed	The output was lower owing to a lower demand for review
1 regional meeting of chief medical officers for the updating of medical and medico-administrative policies, training in emergency response and mass casualty preparedness planning	1	Regional meeting was organized	
3 on-site assessments of field mission medical facilities in response to requests, and of 1 regional medical evacuation centre linked to peacekeeping missions	No	On-site assessments of field missions' medical facilities were not conducted as no requests were received from field missions	
	1	Regional medical evacuation centre in Jordan was visited and assessed, and recommendations regarding its use for missions in the region were made	
Medical clearance of 6,000 mission staff/candidates, military observers and civilian police for recruitment/assignment/travel; 4,000 pre-mission briefings and medical consultations, immunizations and issuance of medical kits for staff travelling to field operations	5,453 4,240	Medical clearances	Pre-mission consultations, immunizations, and issuance of medical kits
400 pre-mission psychological assessments and consultations, 2 mission-readiness and resilience workshops for Headquarters staff planning to work in field missions, and 2 mission-readiness and resilience workshops in 2 peacekeeping missions	209 6	Pre-mission psychological assessments and consultations	Sessions of mission-readiness and resilience training were provided to Headquarters staff
	1	Mission-readiness visit and resilience workshop was conducted in MONUSCO	The output was higher owing to the anticipation of an increased number of Headquarters staff planning to work in field missions who would need mission-readiness and resilience training
			The output was lower owing to reprioritization of planned activities based on availability of resources

Certification of sick leave for 1,200 staff of peacekeeping missions, the Department of Peacekeeping Operations and the Department of Field Support	1,516	Sick leave certifications
Advice to the United Nations Joint Staff Pension Fund on 40 disability pension cases for staff of missions and the Department of Peacekeeping Operations, and advice on 300 medical compensation claims for civilian staff, military observers, civilian police and troops	57 355	Disability pension cases Medical compensation claims
Advice to field operations and the Department of Peacekeeping Operations on 500 requests of medical evacuations/ repatriations of civilian staff, military observers, civilian police and troops	1,569	Medical evacuation cases. Increased number of medical evacuation requests came from UNISFA, UNMISS, UNAMID and MONUSCO owing to the higher number of military and police personnel who were injured as a result of increased hostilities in those missions
Implementation of electronic medical records and occupational health management system (EarthMed) in 2 peacekeeping operations	Yes	EarthMed system was implemented in 2 peacekeeping missions
Provision of help desk support, application development, maintenance and production support for Inspira, the talent management system, for use in all field operations (Inspira Support Centre)	Yes	Over 60,000 inquiries resolved Support and application development of Inspira are ongoing via significant Inspira deliveries as follows: <ul style="list-style-type: none"> – Dependency certification system – Numerous e-learning courses – Staffing module to 7 peacekeeping missions and the Global Service Centre – Enterprise learning management module deployed to UNIFIL to support Umoja training
Provision of support for over 24,000 peacekeeping mission users of Inspira (Inspira Support Centre)	Yes	The Inspira Technical Support Centre provided user support 24 hours a day, 7 days a week, to approximately 24,000 users, including field missions
Organization of an annual conference to provide training for technical coordinators on Inspira enhancements for the benefit of all peacekeeping operations (Inspira Support Centre)	No	The annual conference was not organized owing to reprioritization of planned activities based on availability of resources
Online human resources reports for human resources practitioners in peacekeeping operations including support for 2,000 field operations users	Yes	Human Resources Insight, which supports 150 human resources practitioners, has been continuously enhanced to include more reports and dashboards

Customization and roll-out of online learning courses and other web-based training materials, as part of the United Nations Inspira system, for all peacekeeping operations	No	<p>The output was lower owing to the fact that the planned number of 2,000 field operations users was revised to 150 to exclude non-peacekeeping missions users</p> <p>The roll-out of online courses was delayed owing to operational priorities relating to the introduction of Umoja resulting in the Office having to push back certain planned initiatives including customized online training. However, a training in support of Inspira did take place for hiring managers and staffing managers, including in peacekeeping missions</p> <p>Alternatively, the Office published: a complete set of instructional manuals for applicants, hiring managers, recruiters, central review body members and senior management; a complete set of quick guides; and the development of "Online Help", which provides contextual help and step-by-step instructions, as well as provided timely assistance to all users</p>
Help desk support and training associated with an average of 100 IMIS human resources queries per week from field operations	Yes	<p>More than 400 service requests were processed and resolved</p> <p>In addition, according to statistics, the average service resolution time has decreased and quality of the service was good as per feedback from users</p>

(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>
Identification of archival records at UNDOF and UNIFIL for immediate or future transfer to Headquarters	Yes	Approximately 35 linear feet of archival records in UNDOF and UNIFIL were identified for future secure transfer to Headquarters
50,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation	98,385	<p>Pages of archival records from UNTAC, UNMIH and MICIVIH were made available on the United Nations website</p> <p>The output was higher owing to the fact that the archives were in good condition, which allowed for bulk scanning</p>
1,000 reference responses to the Organization and Member States regarding peacekeeping archives	1,014	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 record-keeping requirements at UNFICYP and validation of the electronic record-keeping system at UNMISS	Yes	On-site technical assistance prioritized for MINUSTAH, UNMIL and UNMIT. UNMISS established a dedicated function and the Office's assistance will not be required on site. UNMISS will manage its own validation activities for electronic recordkeeping with some input from the Office through telecommunications
Delivery of a records, information and archives workshop for peacekeeping operation personnel at the Regional Service Centre at Entebbe	No	The Workshop was postponed to 2014/15 at the request of the Department of Peacekeeping Operations/ Department of Field Support
Providing of office accommodation and related support services in accordance with United Nations standards to new staff and contractors funded from the support account at Headquarters	Yes	Office accommodations were provided, including office space for ad hoc requirements for peacekeeping activities
Issuance of 2,000 purchase orders, 200 systems contracts including amendments and 400 regular contracts including amendments in support of peacekeeping operations	1,912	Purchase orders
	290	Systems contracts
	333	Regular contracts
		The output was higher owing to the increase of contracts or amendments based on changes in requirements in missions and the expansion of UNSOA. In addition, in the 2011/12 period, fuel and food contracts were considered regular contracts, while now they are categorized as systems contracts
Organization of business seminars in 30 locations for developing countries and countries with economies in transition	29	Business seminars held in 29 locations
Follow-up on applications for registration in the United Nations Global Marketplace with all vendors that participated in business seminars within one month	Yes	Upon the conclusion of business seminars, approximately 1,200 vendors that participated were immediately contacted by the Vendor Registration and Management Team at Headquarters for follow-up
Training of 10 staff from chambers of commerce on procedures for vendor registration	15	Staff trained
Review of cases related to vendors' alleged unethical behaviour by the Vendor Review Committee	Yes	138 cases related to vendors' alleged unethical behaviour reviewed

Implementation of international best practice strategies and concepts with respect to the solicitation procedures and instruments for information technology-related contracts in support of field operations based on the review conducted during 2011/12	Yes	International best practice strategies and concepts were implemented
76 new international tenders launched in support of peacekeeping operations for the entire range of engineering support and equipment, modularization, vehicles, armoured vehicles and material-handling equipment, including all related spare parts and after-sale service, fuel including turn-key contracts, rations, general supplies, medical and security equipment and services, mortuary services, blood, weapons and ammunitions	51	Tenders The output was lower owing to the fact that requirements for 19 anticipated tenders for this performance period were not received
30 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched, and participation in 4 trade and industry fairs to ensure competition is maximized	7	Bidders' conferences
	2	Contract negotiations
	5	Site visits
	12	Trade and industry fairs
Review of 250 local procurement authority requests and review of 160 local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded	204	Local procurement authority requests
	73	Local committee on contracts requests The output was lower owing to the fact that the Regional Procurement Office in Entebbe conducted more mission-specific solicitations, which led to fewer requests for local procurement authority, and to the new delegated procurement authority introduced in 2012/13 for the Department of Field Support which increased the types of core requirement, thus increasing the missions' delegated procurement authority
Organization of an air carrier workshop for 161 existing vendors as well as new applicants on revised solicitation and registration methods and the reviewed draft contract	No	The air carrier workshop was contingent on the recommendations stemming from the International Civil Aviation Organization consultancy project which were presented at the end of the reporting period. It is anticipated that the air carrier day will be organized in the fourth quarter of 2013
9 procurement assistance visits (UNMISS, MINUSTAH, UNIFIL, UNDOF, UNAMID, UNOCI, UNMIL, MONUSCO and UNLB)	6	Procurement assistance visits were conducted to 6 peacekeeping missions The output was lower owing to operational requirements and reprioritization of planned activities based on resources

Administration and management of 134 established high-value and complex systems contracts (30 vehicles contracts, 74 contracts on fuel, rations and supplies, 30 engineering contracts) in support of peacekeeping operations	30 76 35	Vehicles contracts Field supply contracts Engineering contracts
Implementation of acquisition processes for vehicle-related accessories following the review of global acquisition strategies, in consultation with the Department of Field Support and field operations	No	The implementation is in progress, pending finalization of statements of work for batteries and tyres
Reviewed and streamlined product specifications and supply chain requirements in 10 new tenders for engineering contracts, including risk management procedures related to price fluctuations in raw materials	3	Product specifications and supply chain requirements were reviewed and streamlined based on the requests received from the Department of Field Support The output was lower owing to a lower demand from the Department of Field Support
Implementation of a payment monitoring system to ensure an uninterrupted supply of blood to missions for medical requirements	Yes	Payment monitoring system was implemented
300 staff trained at Headquarters and field operations in advanced procurement-related courses: acquisition planning; procurement strategy; negotiation skills; risk assessment; fraud prevention; contract management; 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 the current period
20 staff trained in project management, contracting for fuel, food rations, sea charter, air charter and other specialized training courses	33	Staff trained The output was higher owing to an additional in-house specialized training that was offered
30 staff at Headquarters and field operations enrolled in the Chartered Institute of Purchasing and Supply external professional procurement certification course	7 19	Staff at headquarters Staff at field operations The output was lower owing to the fact that some staff were on medical leave
150 staff trained in field operations in the core procurement courses: ethics and integrity in procurement; best value for money; the fundamentals of procurement; and the procurement manual module	445	Staff were trained in 4 different online training modules, and 445 certificates were issued
Screening and delivering of incoming/ outgoing mail and pouch deliveries for the Department of Peacekeeping Operations and the Department of Field Support	922,403 72,138	Pieces of postal and courier mail were processed Pounds of pouch mail were processed

Screening, inspecting and delivering of incoming/outgoing valises to all field operations	649	Valises were screened, inspected and delivered
Negotiation or renegotiation of 35 airline agreements to reduce costs to field missions (9 were renegotiated, 1 was negotiated and 25 were continued during 2010/11)	41	Airline agreements were negotiated The output was higher owing to the establishment of 6 more new contacts than were originally planned
6,000 travel authorization inspections	7,242	Travel authorizations were inspected The output was higher owing to the increase in travel authorization amendments as a result of the newly implemented policy requiring travel requests to be made 16 days before the trip
Entitlement calculation of 300 lump-sum home leave travel requests for the Department of Peacekeeping Operations and the Department of Field Support at Headquarters	498	Lump-sum travel requests processed The output was higher owing to an increased number of repatriation requests and the fact that home leave is taken once every 2 years and tends to have a cyclical nature
Issuance of 8,500 United Nations travel documents and visas	7,168	Travel documents and visas were issued The output was lower owing to the fact that the planned output was based on the anticipated implementation of the new security enhanced electronic United Nations laissez-passer system, which was delayed owing to contractual issues
Arrangement of 7,000 shipment consignments (registrations) of personal effects	6,397	Shipments were arranged The output was lower owing to an overall reduction in travel activities

(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 network and infrastructure support for access to existing enterprise systems, for example, the intranet and the integrated management information system, and to secure communications, including voice and video calls	Yes	Connectivity to all enterprise systems was provided to all field operations. The Office uses 2 tools to monitor the access layers of the network which verifies user connectivity

Implementation of the contingent-owned equipment application, customer relationship management solution for troop contribution management, in 4 peacekeeping operations	4	Peacekeeping missions
Implementation of an electronic fuel management system in 4 selected field missions	1	<p>Peacekeeping mission (MINUSTAH) and partial implementation in UNOCI and UNIFIL</p> <p>The output was lower owing to reprioritization of activities as follows: (a) by the Office of Information and Communications Technology, to focus on development of a second release of the solution to increase automation, further cut data entry efforts and eliminate data input errors; (b) by the Office, in connection with available resources; (c) by UNOCI, to provide support for the launch of MINUSMA; and (d) by UNIFIL, in connection with the Umoja pilot to go live with the system</p> <p>Implementation of the system in UNOCI and UNIFIL were rescheduled for the current period</p>
Implementation of an electronic rations management system in 3 peacekeeping operations	No	<p>User requirements were entirely revisited by the stakeholder, the Department of Field Support, and signed off in November 2012, at which point the development of the in-house solution began. A prototype of the electronic rations management system corresponding to the development in-progress was presented to the Department of Field Support in June 2013</p> <p>The in-house rations management solution will leverage a number of enterprise resource planning features to develop the solution, which is therefore dependant on the schedule and progress of Umoja. Integration with Umoja and the pilot deployment of the rations system is planned for the 2014/15 period</p>
Implementation of the enterprise information portal in remaining peacekeeping operations	Yes	The enterprise information portal system has been implemented and is available to all peacekeeping missions
Implementation of the enterprise identity management system in remaining peacekeeping operations	3	Peacekeeping operations
Implementation of the electronic global warden system in 4 selected field operations	No	The output was lower owing to a change in user requirements of peacekeeping operations resulting in the need for an assessment of existing systems that are in use for the management of wardens in the field as well as of ancillary systems with which the Global Warden System will need to integrate. The assessment was undertaken, and the implementation of the warden system is scheduled for the 2014/15 period

Alignment between strategic programmes and information systems delivery, including oversight of the deployment of the field technology solutions for the above systems in 6 selected field operations	6	<p>Field visits to peacekeeping operations were undertaken to present the customer relationship management strategy to support the areas of rations, fuel, troop contribution management and to align the technologies in the field with the peacekeeping mandate</p> <p>Field visits to peacekeeping operations were undertaken to present the enterprise information systems portal and the assessment of existing systems that are in use for the management of wardens in the field with a view to ensuring strategic alignment of technologies in the field with the peacekeeping mandate</p>
---	---	--

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	1	As requested, the report on the pilot project designated by the General Assembly in its resolution 63/287 (A/67/751)
Annual report to the General Assembly on peacekeeping oversight results	1	The report on the Activities of the Office of Internal Oversight Services on peacekeeping operations for the period from 1 January to 31 December 2012 (A/67/297 (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>
6 audit reports by United Nations Headquarters auditors	10	<p>Audit reports</p> <p>The output was higher owing to the fact that a greater number of Headquarters reports were needed to compensate for the fewer horizontal audit reports prepared</p>
26 audit reports by resident auditors located in peacekeeping missions	46	<p>Resident audit reports</p> <p>The output was higher owing to the fact that a greater number of Headquarters audit reports were needed to compensate for the fewer horizontal audit reports prepared</p>

10 horizontal audit reports	3	Horizontal audit reports The output was lower owing to the decision by the Internal Audit Division to prepare fewer reports as a result of delays in starting a number of the horizontal audits, underestimation of the time taken to complete them, and ongoing changes in the reporting methodology for those audits
1 annual meeting of chief resident auditors for planning of work and professional development	1	Annual conference of the chief resident auditors
2 mission-specific evaluation reports addressing the results achieved in individual peacekeeping missions	No	The planned report on the evaluation of the flexibility and adaptability in UNIFIL was initiated during the year, but was completed only after the closure of the 2012/13 financial period. It was formally submitted to the Department of Peacekeeping Operations/Department of Field Support in July 2013 The other planned mission-specific report was not prepared; instead, a report on the meta-evaluation of the quality of a sample of United Nations system evaluation reports issued between 2004 and 2011 was completed by OIOS, the Department of Peacekeeping Operations and the Joint Inspection Unit
1 thematic evaluation or inspection report addressing cross-cutting strategic priorities or topics	1	Report on the review of the reporting by United Nations peacekeeping missions on the protection of civilians (A/67/795)
400 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action	317	Reviews and analysis The output was lower owing to the fact that fewer cases were received from peacekeeping operations
9 advisory notes issued regarding the oversight of peacekeeping operations	11	Advisory notes
15 backlog investigation cases completed	29	Backlog investigation cases The output was higher owing to the fact that since this output was newly formulated, no reference/comparison data was available at the time of the formulation
1 training session per mission, including training on investigating matters, for programme managers	1	Training session (joint programme with the Department of Field Support/Department of Peacekeeping Operations) was conducted for a total of 50 personnel from peacekeeping missions instead of sending trainers to each peacekeeping mission as planned
2 yearly reviews of the investigation policy and policy guidance and/or promulgation of additional policies/guidance on investigation techniques	No	Regular internal reviews were conducted, but no policies/guidance materials were promulgated owing mainly to the pending approval of the organizational 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 125 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues	41	Reports to the General Assembly
	82	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	1,842	Talking points pertaining to peacekeeping were reviewed The output was higher owing mainly to meetings between the Secretary-General and interlocutors on the situations in Mali and the Syrian Arab Republic
	12	Presentations by the Secretary-General to the Security Council
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	266	Letters related to peacekeeping matters were reviewed The output was higher owing mainly to meetings between the Secretary-General and interlocutors on the situations in Mali and the Syrian Arab Republic

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, the Department of Peacekeeping Operations and the Department of Field Support on reports of the Secretary-General on peacekeeping missions provided within 5 days	Yes	Guidance is usually provided to the Departments of Peacekeeping Operations and Field Support within 4 working days, though a longer time period may be required when the complexity or sensitivity of the issue necessitates a more extensive review or further consultations
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	Out of the 123 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 complexity or 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 460 cases, including through on-call ombudsmen and mediators	620	Cases
Cross-cutting tracking and analysis of 460 cases to identify the cause of conflict and systemic issues for regular upward feedback to enable the Organization to improve the functioning of peacekeeping operations	620	Cases The output was higher owing to a continued high usage of the informal system by staff members and managers
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/67/172)
8 visits to peacekeeping operations that are not covered by the Regional Ombudsmen to provide regular on-site ombudsman and mediation services and to undertake activities that increase the conflict competence of managers and staff	6	Visits to 6 peacekeeping missions The output was lower owing to the postponement of scheduled visits following consultations with the missions as a result of scheduling conflicts
8 visits to provide services within the mission area by the Regional Ombudsman in Kinshasa	8	Visits
10 missions to provide services within the mission area by the Regional Ombudsman in Entebbe (UNMISS, UNAMID, UNISFA)	11	Visits
5 interventions in unforeseen high-risk multiparty disputes or as required	5	Interventions in 3 peacekeeping missions
Outreach and awareness-raising with staff in peacekeeping operations through the distribution of electronic and print materials (1,500 fact sheets, 1,000 brochures, 500 folders and 500 posters), periodic videoconferences, bimonthly updates of the Office's website	Yes	At least 1,500 fact sheets, 1,000 brochures, 500 folders and 500 posters were distributed in peacekeeping operations. Updates to the Office's website were undertaken. Periodic videoconferences were made available based on availability of the peacekeeping missions

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>
Respond to 85 ethics inquiries received from field personnel	73	Ethics inquiries were responded to
Administration of approximately 1,550 financial disclosure filings or declarations of interest from peacekeeping-funded personnel	1,630	Financial disclosure forms or declarations of interest were received and administered
5 official visits to peacekeeping missions (UNMISS, UNOCI, MINUSTAH, MONUSCO and the Regional Service Centre at Entebbe)	3	Visits to 3 peacekeeping missions The output was lower owing to the fact that some key personnel were on medical leave
Completion of the preliminary review of 6 cases of protection against retaliation	8	Protection against retaliation cases were completed
Provision of 4 financial disclosure workshops to Field Personnel Division focal points	No	Financial disclosure workshops were provided; instead, the Ethics Office provided one-on-one consultations, guidance and advice to financial disclosure programme focal points in each peacekeeping mission
Design, produce and disseminate a new ethics poster to all peacekeeping missions	1	Ethics poster was produced and distributed
1 training-of-trainer course to certify ethics workshop trainers	No	Based on previous training-of-trainer experiences, the Office determined that it was not feasible to conduct a training-of-trainers exercise for field staff and proceeded instead to create a compliance learning module. The needs assessment was completed, and the learning module will be implemented in the current period
1 ethics mini e-learning module to peacekeeping staff	1	E-learning module
1 survey to measure ethical culture in peacekeeping missions	1	Survey

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, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis, regarding:	Yes	See remarks concerning particular outputs below
70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules	82	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	313	Memorandums, draft instruments and other written and verbal communications concerning the institutional and operational arrangements for peacekeeping operations
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 and other commissions and boards of inquiry in the context of peacekeeping operations	82	Memorandums, correspondence and other written and verbal communications with international criminal tribunals in connection with their activities
25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law	12	Memorandums and other written and verbal communication concerning investigations into allegations of such violations
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	691	Draft contracts, memorandums, advice on negotiations, and related communications with United Nations offices and vendors on commercial aspects of peacekeeping operations

25 instances of advice on claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or officials	87	Claims analysis and management, including written advice and correspondence
15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	32	Memorandums and related documents and advice on financial questions
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	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
50 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	140	Instances of maintaining privileges and immunities, including legal correspondence and related representation
20 conduct and discipline matters relating to peacekeeping personnel, including allegations of criminal conduct	69	Memorandums and related documents and advice on conduct and discipline matters, including referrals to national authorities in cases of alleged criminal conduct
175 instances of advice on personnel matters, including interpretation and application of the staff regulations and rules, issues of the rights and obligations of staff members, benefits and allowances	194	Memorandums and related documents and advice concerning personnel matters
20 cases representing the Secretary-General before the United Nations Appeals Tribunal	29	Answers, appeals and other submissions to the United Nations Appeals Tribunal in cases arising out of peacekeeping operations
240 instances of advice on matters and cases under the system for the administration of justice	253	Instances of advice and coordination on matters and cases under the system for the administration of justice
50 legal aspects of security, including the promulgation and application of the Security Handbook	59	Memorandums and related documents and advice

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>
25 stories per month on topics related to peacekeeping produced and distributed by satellite through the Associated Press Television News global video wire, which reaches more than 1,000 broadcast points (over 560 broadcasters) globally, and through Reuters and Eurovision	30	Stories per month on UNifeed The output was higher owing to the fact that priority was given to the production of stories dealing with issues related to peacekeeping from the field and to the fact that more stories are distributed over the web than via broadcast feed
Reformatting and uploading of 25 peacekeeping-related stories per month to the Department's UNifeed website in broadcast quality for download by broadcasters	19	Stories reformatted and uploaded onto the UNifeed website The output was lower owing to fluctuations in news events and the types of news and feature stories produced
Production of 5 feature stories a year on peacekeeping topics for the UN in Action series and distribution to broadcasters worldwide	5	Feature stories
Production of two in-depth reports on peacekeeping topics for the Department's monthly magazine programmes 21st Century/UN in Action	2	In-depth reports
Production of video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed	2	Videos produced

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 13 peacekeeping operations in formulating and implementing public information strategies; field visits to three peacekeeping operations to provide communications guidance and support in situ (UNAMID, UNMISS and UNOCI)	14 3	Peacekeeping operations guided and supported Field visits In addition, the Department was involved in Headquarters communications planning for the newly created MINUSMA and for options relating to a potential United Nations field engagement in the Syrian Arab Republic,

		and provided assistance in the formulation and implementation of the UNMIT communications exit 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	Staff of the Department designed written tests for public information field positions and served as members of interview panels
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	No	Full training course was not conducted owing to the policy decision of the Department of Peacekeeping Operations to switch to a biennial format for public information training; instead, a smaller scale workshop on radio operations in peacekeeping missions was organized in Entebbe for 11 participants from 4 peacekeeping missions and Headquarters
Update and maintenance of approximately 500 Department maintained web pages on the Headquarters-hosted peacekeeping website in English, including substantive revisions, as required, of approximately 150 Headquarters-hosted web pages for 12 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNISFA, UNOCI, UNMIL, UNMISS and UNMIT)	Yes	Update and maintenance, in cooperation with the Department of Peacekeeping Operations, of approximately 500 web pages on the United Nations peacekeeping website in English, including some 160 Headquarters-hosted web pages for 13 peacekeeping operations
Coordination of the maintenance of the six language versions of the peacekeeping site	Yes	Daily coordination of the maintenance of the six language versions of the peacekeeping site
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 trouble-shooting in support of the web-based content management system in field missions In addition, initiated and coordinated the development of the locally hosted mission website for the newly established MINUSMA
Update of policy and guidance manual for public information in United Nations peacekeeping operations	No	Work on the new edition of the policy and guidance manual was ongoing; the document is scheduled for completion in the current period
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- and police-contributing countries, and through United	Yes	Conducted media outreach activities to 54 troop- and police-contributing countries

Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations

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>
32 review reports on security management for field operations and logistics and communications facilities; review of 34 mission security assessments prepared by peacekeeping operations, UNSOA and UNLB, including the United Nations Support Base at Valencia	32	Security assistance, technical assessment and compliance review reports for field operations and logistics and communications facilities
Provision of training on security management, policy and emerging issues/threats; training of security management teams (110 personnel); annual workshop at UNLB for peacekeeping operations and UNSOA (20 senior security personnel)	34	Security risk assessment reports reviewed and endorsed
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 all peacekeeping missions and UNSOA	175	Security management personnel trained
Daily substantive security briefings and guidance on threat and mandate implementation to senior field personnel	1	The output was higher owing to the demand from field operations to have more mission security personnel trained and certified in the security certification programme and hostage incident management
6 strategic threat assessments or strategic security threat information liaison visits to 6 peacekeeping operations	1	Annual workshop for 16 senior security personnel
	261	Daily security inputs compiled
	No	Quarterly security status reports
		The production of quarterly security status reports ceased with the introduction of the Department's online significant security incident reporting system, which is updated as and when incidents occur
	Yes	Security briefings and guidance were provided, as required, to relevant counterparts at Headquarters and in field operations, through meetings, by telephone and/or videotelecommunications, and through the distribution of reports and threat alerts to missions
	6	Strategic security threat information liaison visits were undertaken to 6 peacekeeping missions

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 operations centres and security information coordination units in peacekeeping missions	Yes	Revision 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, including monitoring standards was published
Development of 8 training modules and 27 lessons on the analysis of security threat information for joint mission analysis centres, security information operations centres and security information coordination units and development of best practices for all field missions	8	Training modules reformulated and rewritten
	27	Lessons
	Yes	Best practices were developed and disseminated to mission participants in 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 operations	2	Security analysis process and practice courses were conducted
	52	Security information analysts were trained
		The output was higher owing to the demand from missions to have more 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/cardio pulmonary resuscitation and automated external defibrillator training, and supervisor leadership training (6 peacekeeping missions, approximately 500 officers and guards); and perimeter security training, including physical security; access control; screening procedures; and surveillance detection (6 peacekeeping missions, approximately 400 officers and guards)	285	Security officers and guards trained
	6	Peacekeeping operations
		The output was lower owing to reprioritization of planned activities based on available travel resources
Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions	Yes	14 firearms training officers and instructors from UNIFIL were assessed and certified Training courses which were also planned for MINUSTAH and MONUSCO were not conducted owing to delays in the completion of the weapons firing range in MINUSTAH and the postponement of the course by MONUSCO to the current period

<p>8 evaluation reports on and assistance provided for security training units, facilities and equipment in 8 peacekeeping missions to ensure quality and consistency of instructors, and of the management and delivery of security training modules</p>	<p>5</p>	<p>Evaluation reports on 5 peacekeeping missions were provided</p> <p>The output was lower owing to reprioritization of planned activities based on available resources</p>
<p>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 5 peacekeeping missions</p>	<p>7</p>	<p>Peacekeeping missions were visited</p> <p>The output was higher owing to the additional demand from missions for emergency critical incident stress management</p>
<p>Training and certification on critical incident stress prevention and management for 15 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</p>	<p>11</p>	<p>Counsellors were trained and certified</p> <p>The output was lower owing to the fact that some counsellors were not able to attend the training as a result of emergency situations in their duty stations</p>
	<p>36</p>	<p>Staff were trained as peer helpers in 3 peacekeeping missions</p>
	<p>128</p>	<p>Staff were reached through stress management sessions in 6 peacekeeping missions</p> <p>The output was lower as a result of reprioritization of activities owing to additional need to provide emergency critical incident stress management</p>
<p>Provision of technical guidance to 10 senior counsellors from peacekeeping missions</p>	<p>10</p>	<p>Counsellors from 8 peacekeeping missions received technical guidance</p>
<p>Provision of support to the management of psychosocial aspects of crises, as well as coordination of the provision of counselling services and subsequent review and assessment of affected staff and the provision of recommendations on case management</p>	<p>Yes</p>	<p>Technical advice was provided on psychosocial-related issues, and recommendations on several case management issues were provided to the Departments of Peacekeeping Operations and Field Support at Headquarters during times of crisis. Follow-up sessions with staff members who were affected by the crises were also provided in collaboration with the Department of Peacekeeping Operations/Department of Field Support</p>

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 112 meetings of the Advisory Committee	133	Meetings The output was higher owing to the complexity of issues presented to the Advisory Committee for consideration
Parliamentary documentation: production of approximately 20 reports	23	Reports The output was higher owing to an increase in the number of peacekeeping operations
Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports	Yes	Meetings were conducted in accordance with a schedule with sufficient flexibility to accommodate all reports submitted to the Advisory Committee for consideration