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Agenda item 148

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 2013 to 30 June 2014

Report of the Secretary-General

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* For information on planned and actual outputs, see [A/69/653/Add.1](#).



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Summary

The present report and the addendum thereto contain the budget performance of the support account for peacekeeping operations for the period from 1 July 2013 to 30 June 2014.

A number of Security Council decisions had an impact on the activities of the departments and offices backstopping and supporting peacekeeping operations, in particular the deployment of the United Nations Multidimensional Integrated Stabilization Mission in Mali, the establishment of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the operationalization of the Force Intervention Brigade in the eastern part of the Democratic Republic of the Congo, and the provision of support for the efforts of the United Nations Mission in South Sudan to protect civilians during the crisis that began in December 2013 and the efforts of the United Nations Disengagement Observer Force and United Nations Interim Force in Lebanon to contain and avert a regionalization of the crisis in the Syrian Arab Republic.

A total of \$296.3 million in expenditure was incurred (gross, excluding \$18.7 million for enterprise resource planning), representing a budget implementation rate of 96.0 per cent, compared with \$292.3 million in 2012/13, and an implementation rate of 99.5 per cent. The average vacancy rates during the reporting period were 12.5 per cent in respect of the posts in the Professional and higher categories and 6.1 per cent in respect of the posts in the General Service category.

The underexpenditure of \$8.2 million in respect of post resources was attributable primarily to a higher-than-budgeted actual vacancy rate, combined with lower-than-budgeted actual common staff costs. The underexpenditure of \$4.2 million in respect of non-post resources resulted principally from reduced requirements under general temporary assistance and consultants, offset in part by overexpenditure under information technology, as further explained in section III of the present report.

Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2013 to 30 June 2014)

Category	Apportionment	Expenditure	Variance	
			Amount	Percentage
Post requirements	210 015.4	201 799.4	8 216.0	3.9
Non-post requirements	98 741.6	94 540.8	4 200.8	4.3
Subtotal	308 757.0	296 340.2	12 416.8	4.0
Enterprise resource planning	18 668.8	18 668.8	–	–
Gross requirements	327 425.8	315 009.0	12 416.8	3.8
Staff assessment income	25 266.9	24 721.0	545.9	2.2
Net requirements	302 158.9	290 288.0	11 870.9	3.9

Human resources incumbency performance

<i>Category</i>	<i>Authorized staff^a</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^b</i>	<i>Budgeted vacancy rate</i>
Posts				
Professional and higher	872	763	12.5	10.0
General Service and related	420	394	6.1	5.0
General temporary assistance positions				
Professional and higher	103	89	14.0	6.0
General Service and related	34	31	9.1	5.0

^a Excludes 6 general temporary assistance positions approved for the United Nations Multidimensional Integrated Stabilization Mission in Mali for 6 months only.

^b Based on monthly incumbency and planned strength.

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

Abbreviations

AMISOM	African Union Mission in Somalia
ICT	Information and communications technology
IPSAS	International Public Sector Accounting Standards
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MISCA	African-led International Support Mission in the Central African Republic
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
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNOCI	United Nations Operation in Côte d'Ivoire
UNSOA	United Nations Support Office for the African Union Mission in Somalia

I. Introduction

1. In paragraph 39 of its resolution 67/287, the General Assembly approved resources for the support account for peacekeeping operations for the period from 1 July 2013 to 30 June 2014 in the amount of \$321,307,500, inclusive of the amount of \$18,668,800 for the Umoja enterprise resource planning project, 1,292 posts and 137 12-month general temporary assistance positions. Subsequently, in paragraph 21 of its resolution 68/259 A, the Assembly approved additional support account requirements in the amount of \$6,118,300 for the same period, inclusive of 22 12-month general temporary assistance positions, which were not assessed on Member States. Accordingly, total support account requirements approved for the 2013/14 financial period were \$327,425,800.

2. Against the amount of \$327,425,800 authorized by the General Assembly for the support account for the 2013/14 period, actual expenditure totalled \$315,009,000, resulting in an unutilized balance of \$12,416,800.

3. As indicated in its resolution 68/259, the General Assembly approved additional support account requirements in the amount of \$6,118,300. Since that amount was not assessed on Member States, the assessed portion of the unencumbered balance for the support account for peacekeeping operations for the 2013/14 period is \$6,298,500, which is the difference between the original approved resources of \$321,307,500 and the actual expenditure of \$315,009,000.

4. A number of Security Council decisions had an impact on the activities of the departments and offices backstopping and supporting peacekeeping operations, in particular:

(a) In the Central African Republic, the establishment of MINUSCA (Security Council resolution 2149 (2014));

(b) In the Democratic Republic of the Congo, the decision that MONUSCO should continue the use of its Force Intervention Brigade (Security Council resolution 2147 (2014));

(c) In South Sudan, the further protection of civilians through the crisis that began in December 2013 (Security Council resolutions 2132 (2013) and 2155 (2014));

(d) In the Middle East, the efforts to contain and avert a regionalization of the crisis in the Syrian Arab Republic (Security Council resolutions 2108 (2013), 2115 (2013) and 2131 (2013)).

5. The Department of Peacekeeping Operations provided backstopping support for the following key achievements: the deployment of a multidimensional mission in Mali (MINUSMA), by promoting reconciliation, political dialogue and stabilization of the security situation; the establishment of a multidimensional mission in the Central African Republic (MINUSCA); the operationalization of the Force Intervention Brigade in the eastern part of the Democratic Republic of the Congo (MONUSCO); the protection of civilians during the crisis in South Sudan that began in December 2013 (UNMISS); the containment and prevention of a regionalization of the crisis in the Syrian Arab Republic (UNDOF and UNIFIL); strengthened triangular cooperation with the Security Council and troop- and police-contributing countries; strengthened partnership with, and support for, the African Union, particularly in Darfur, Mali, Somalia and the Central African Republic; reinforced

collaboration with the European Union in providing support for peacekeeping deployments, in particular in Mali and the Central African Republic; and the development of several joint assessments and programmes to build national rule of law capacity. Furthermore, the Department of Peacekeeping Operations contributed to management improvements by undertaking the following key initiatives: strategic reviews of six field operations (MINUSMA, MINUSTAH, UNAMID, UNISFA, UNMIL and UNOCI); the building of further capacity to identify and address systemic issues encountered by missions and their military and formed police components through the establishment of the Office of the Director, Peacekeeping Strategic Partnership; continued progress on the development of military standards, as well as strategic guidance for police; the development of guidance and training on thematic mandates in the areas of child protection and conflict-related sexual violence; the roll-out and implementation of the United Nations transition policy in missions preparing for or undergoing transitions; the roll-out of further guidance and training on the protection of civilians; and finalization of the guidelines on the mission concept and the issuance of a handbook on the new integrated assessment and planning process to further strengthen planning capacity.

6. The Department of Field Support provided backstopping support for the following key initiatives: the roll-out of the tools and principles of the global field support strategy in the planning and early deployment of MINUSCA; the development of modular engineering designs for MINUSMA; the finalization of the programme management tools of the global field support strategy; the strengthening of the accountability framework through letters of representation submitted to directors and chiefs of mission support, which serve as an internal control measure and managerial accountability tool, and through assistance visits to missions; and the continued implementation of the integrated conduct and discipline framework, as well as the implementation of initiatives under the strengthened programme of action for sexual exploitation and abuse. In addition, the Regional Service Centre in Entebbe, Uganda, introduced a new approach to the service line processing of transactions, showed steady improvement in performance and further aligned its processes with Umoja. Savings continued to be realized during the reporting period as a result of the Transportation and Movements Integrated Control Centre project; logistics, administrative and ICT support was provided to missions by mission support team personnel from the Global Service Centre; and the implementation of the global asset management and right-sourcing elements of the supply chain management strategy commenced.

7. The Department of Management provided backstopping support for the following key initiatives: the Umoja Foundation solution went live for its pilot (UNIFIL), cluster 1 and cluster 2 deployments, together with MINUSMA; IPSAS-compliant financial statements for the period from 1 July 2013 to 30 June 2014 were prepared for all active and closed peacekeeping missions; IPSAS-related standard operating procedures guidance documents were developed to assist all field missions for the interim transition period, pending the full implementation of Umoja; the customer relationship management solution was deployed at two additional peacekeeping missions in order to facilitate the identification of systemic problems and provide effective, integrated and coordinated efforts to assist users of Umoja in the field; the electronic rations management system was developed and tested to ensure the full transparency of the food supply chain, monitor consumption and prevent waste and misappropriation; and the electronic fuel management system

was deployed at three additional peacekeeping missions to ensure the full transparency of the fuel supply chain, monitor consumption and help to detect misappropriation. An air conference was conducted at Headquarters, at which vendors were briefed on the recommendations of the International Civil Aviation Organization with respect to the implementation of a change in solicitation methodology from invitations to bid to requests for proposal for long-term air charter requirements. In addition, the Procurement Division continued its commitment to the successful roll-out of Umoja, to which major contributions included the provision of policy, operational and technical guidance to the interim master data management team in Brindisi, enhanced vendor registration and management processes and the provision of expert advice related to public procurement processes and practices. The Office of Human Resources Management provided support and training on ePerformance; provided policy guidance on a wide range of human resources matters; represented the administration with respect to a significant number of appeals arising from the field; supported peacekeeping operations in implementing mission-specific emergency response plans; began work on the mobility framework adopted in 2013/14; and reached a significant milestone with the completion of the delivery of the Inspira staffing module to all field missions.

8. In OIOS, the Internal Audit Division continued to optimize audit processes by establishing a number of performance metrics to enhance internal control over them and to measure the outcome and impact of its activities. The Division continued to review the internal audit manual in order to include recent changes to the International Standards for the Professional Practice of Internal Auditing, and to review internal procedures in order to make the manual more accessible to staff members, resulting in a higher level of compliance with procedures aimed at the conduct of audits that are more relevant and useful to clients. The Inspection and Evaluation Division completed evaluation reports on flexibility and adaptability at UNIFIL and on the protection of civilians at United Nations peacekeeping operations. The inception paper for the evaluation of protection against sexual exploitation and abuse was issued. The Division also initiated and sustained outreach arrangements with peacekeeping-related research institutions and think tanks to optimize its own risk assessment and work planning activities. In the Investigations Division, initiatives aimed at strengthening support for and enhancing the performance of the Division included: a heightened focus on fraud in high-risk operations; the provision of the United Nations investigator standard training course and United Nations prohibited conduct investigations training to programme managers; the implementation of comprehensive recruitment processes to augment the Division's staffing capacity; and the conclusion of the negotiations on the business case for a case management system.

II. Results-based-budgeting framework

A. Department of Peacekeeping Operations

(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

Planned indicators of achievement

Actual indicators of achievement

4 consultative mechanisms at separate levels with the African Union on peacekeeping issues are implemented and supported between the United Nations Security Council and the African Union Peace and Security Council; the Secretary-General and the Chair of the African Union Commission; the Joint Task Force on Peace and Security (relevant Under-Secretaries-General and African Union Commissioners); and peacekeeping desks of the United Nations and the African Union Commission

Achieved. Consultative mechanisms with the African Union on peacekeeping issues were implemented at all 4 levels

2 consultative mechanisms are implemented with 2 key groups, United Nations agencies and African Union partners, to ensure the coordination and coherence of operational and capacity-building support for the African Union in peacekeeping-related areas

Achieved. 2 consultative mechanisms (the Peace and Security Cluster and the African Union Partners Group) were implemented with 2 key groups, United Nations agencies and African Union partners

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

Planned indicators of achievement

Actual indicators of achievement

5 pillars of the African Peace and Security Architecture are operational and the benchmarks of the African Standby Force road map III are achieved

Partially achieved. 4 pillars were operational: the African Union Peace and Security Council, the Continental Early Warning System, the Panel of the Wise and the African Peace Fund. The African Union had yet to establish a military staff committee. The benchmarks of the African Standby Force road map III were achieved

Implementation of 18 capacity-building strategies related to peacekeeping for the African Union Commission within the framework of the African Peace and Security Architecture

Achieved. 18 capacity-building strategies were implemented

100 per cent implementation of the AMANI Africa II cycle in accordance with the African Standby Force road map III	Partially achieved. 60 per cent of the scheduled activities related to the AMANI Africa II cycle were completed. The remaining activities, mainly the field training exercise, were postponed until 2015
AMISOM and all other ongoing African Union peacekeeping operations are fully operational within their authorized mandates (100 per cent)	Achieved. AMISOM and MISCA were operational
50 per cent implementation of the Regional Cooperation Initiative for the Elimination of the Lord's Resistance Army, pursuant to the United Nations regional strategy to address the threat and impact of its activities	Achieved. The African Union Regional Cooperation Initiative for the Elimination of the Lord's Resistance Army achieved 50 per cent implementation, with a strength of about 2,500 troops (representing half of the mandated 5,000 troops) and a fully operational task force headquarters. The Joint Support and Coordination Mechanism continued to meet annually

(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

Planned indicators of achievement

Actual indicators of achievement

Access of Member States to key public information materials in the 6 official languages on the United Nations peacekeeping website and related field support issues

Achieved. Key public information materials were made available in all 6 official languages on the United Nations peacekeeping website

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

Planned indicators of achievement

Actual indicators of achievement

100 per cent compliance on the part of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information

Achieved. MINUSCA was in compliance with initial operating requirements for situation reporting and access to internal information within the first 30 days of its establishment

Deployment of public information components of peacekeeping operations, including specialist functions, within the timelines set by the Security Council or the respective mission for new peacekeeping operations

Achieved. Public information personnel were deployed to MINUSCA

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

Development of a general and/or issue-specific communications strategy for 4 multidimensional peacekeeping operations

Achieved. Development of: 1 communications strategy following the establishment of MINUSCA; 1 strategy for implementing the revision of the UNAMID public information strategy; 1 strategy following the technical assessment of UNMISS; and 1 management communications strategy for UNAMID

Acceptance by field missions of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards

Achieved. Acceptance of the findings and recommendations made on systemic issues related to peacekeeping operations to support the efficiency and effectiveness of field uniformed personnel. 80 per cent of the recommendations were under implementation

(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*Planned indicators of achievement**Actual indicators of achievement*

Security Council resolutions incorporate recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations, the support to AMISOM and an operation in Mali (100 per cent)

Achieved. The Security Council adopted all recommendations for new, or major adjustments to existing, peacekeeping operations

100 per cent of reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and Member States

Achieved. All reports reflected briefings with troop-contributing countries and Member States

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates*Planned indicators of achievement**Actual indicators of achievement*

Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (100 per cent)

Achieved. 8 planning processes were completed or were ongoing, in line with time requirements/mission priorities, including: the deployment of MINUSMA; the reconfiguration and mandate implementation of MONUSCO; the surge and refocusing of UNMISS; the consolidation of MINUSTAH; the reprioritization of UNAMID; the reconfiguration and drawdown of UNMIL and UNOCI; and the establishment of MINUSCA

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

Issuance of 3 frameworks for peacekeeping operations

Partially achieved. New or updated integrated strategic frameworks were issued for 2 field operations (UNOCI and MINUSMA)

The lower result was due to the delay in the development of a new integrated strategic framework for the Central African Republic

Implementation of 16 bilateral or multilateral field programmes in collaboration with peacekeeping partners and other entities

Achieved. 16 bilateral or multilateral field programmes were planned and implemented at 10 peacekeeping missions (MINURSO, MINUSMA, MINUSTAH, MONUSCO, UNAMID, UNFICYP, UNIFIL, UNMIL, UNMISS and UNOCI)

(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*Planned indicators of achievement**Actual indicators of achievement*

Security Council resolutions incorporate 80 per cent of recommendations on military issues in the establishment or adjustment of peacekeeping operations

Achieved. 20 Security Council resolutions incorporated 97 per cent of recommendations on military issues

The result was higher owing to active advance consultations with the relevant offices within the Secretariat, permanent missions and troop-contributing countries

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates*Planned indicators of achievement**Actual indicators of achievement*

Military plans for new or significantly adjusted peacekeeping operations prepared within 7 days of the adoption of the relevant Security Council resolution

Achieved. Military plans for MINUSMA and MINUSTAH were prepared within the 7-day period

Readily deployable nucleus of Headquarters military personnel in peacekeeping operations established within 15 days of a Security Council resolution or related decision

Achieved. Readily deployable military personnel were identified and deployed to MINUSCA within the 15-day period

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

Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment and after-conference/action reports, visits and study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations

Partially achieved. 93 per cent of military-related recommendations were implemented. 43 military-related recommendations were processed, and 40 recommendations were implemented. The implementation of 3 recommendations was ongoing

(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*Planned indicators of achievement**Actual indicators of achievement*

Security Council resolutions reflect the activities to be carried out by police, judicial affairs and corrections officers (100 per cent)

Achieved. 6 Security Council resolutions reflected justice and corrections activities to be carried out by police, judicial and corrections officers

16 Security Council resolutions included references to the United Nations police

Security Council resolutions incorporate specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration, mine action and explosive remnants of war in the establishment or adjustment of peacekeeping operations (100 per cent)

Achieved. 9 Security Council resolutions incorporated references to security sector reform, 8 included references to disarmament, demobilization and reintegration, and 8 included references to mine action and/or explosive remnants of war

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates*Planned indicators of achievement**Actual indicators of achievement*

Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution

Achieved. Standing Police Capacity personnel were deployed to UNMISS, MINUSMA and MINUSCA within the 30-day period

Initial deployment of the standing justice and corrections capacity to new, adjusted or transitioning peacekeeping operations within 45 days of the adoption of the relevant Security Council resolution

Achieved. Justice and Corrections Standing Capacity personnel were deployed to MINUSMA, MINUSCA, MONUSCO, UNOCI, MINUSTAH and UNISFA within the 45-day period

Initial deployment of personnel specializing in mine action and security sector reform to adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution

Achieved. Mine action personnel were deployed to MINUSCA within the 30-day period. Security sector reform personnel were deployed to MINUSMA and MINUSCA within the 30-day period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components reflected in 5 integrated mission plans

Achieved. Police, justice and corrections, mine action and disarmament, demobilization and reintegration components were reflected in 5 integrated mission plans (MINUSMA, MINUSCA, UNAMID, UNMISS and UNOCI), and a security sector reform component was reflected in 2 integrated mission plans (MINUSMA and UNOCI)

Vacancy rate for police in field operations reduced from 18 per cent to 16 per cent

Not achieved. The vacancy rate for police at field operations was 16.4 per cent. The higher vacancy rate was due to: the increased demand for specialized police personnel at new and transitioning missions, such as MINUSMA, UNMISS and MINUSTAH; increased technical expertise and language requirements, including with regard to transnational organized crime and information analysis; and limited absorption capacity at field operations, in particular UNMISS and MINUSMA

Contingency mine action plans developed or updated by 2 peacekeeping operations

Achieved. 2 plans were developed/updated, by UNMISS and MINUSMA

(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

Planned indicators of achievement

Actual indicators of achievement

All formal and informal reporting requested by Member States to the Special Committee on Peacekeeping Operations is provided (100 per cent)

Achieved. All formal and informal requests for information were provided

The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations responds fully to all matters in the report of the Special Committee (100 per cent)

Achieved. The report of the Secretary-General responded to the recommendations and requests for information contained in the report of the Special Committee

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

Planned indicators of achievement

Actual indicators of achievement

The European Union provides enabling or support capacities to the early deployment of 1 new or significantly adjusting peacekeeping operation

Achieved. The European Union engagement in the Central African Republic included the provision of a military bridging operation to provide a safe and secure environment in the Bangui area and contributed to efforts by MISCA to protect populations most at risk, in advance of the rehatting of MISCA troops as MINUSCA troops

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

100 per cent of training standards are available to all troop- and police-contributing countries and peacekeeping operations

Achieved. Peacekeeping training standards for civilian, military and police personnel were available to all troop- and police-contributing countries for predeployment training and to field missions for induction and ongoing training

100 per cent of new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace operations intranet policy and practice database

Achieved. All new and revised guidance materials, including policies, standard operating procedures and guidelines, as well as knowledge management materials, were available to missions through the peace operations intranet

B. Department of Field Support

(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

Planned indicators of achievement

Actual indicators of achievement

Positive comments from the legislative bodies and the General Assembly on the global field support strategy and its phased implementation (100 per cent)

No resolution on the global field support strategy and its phased implementation was adopted by the General Assembly at its sixty-eighth session

Endorsement by the General Assembly of recommendations of the Secretary-General on measures to reform support for peacekeeping (100 per cent)

No resolution on recommendations of the Secretary-General on measures to reform support for peacekeeping was adopted by the General Assembly at its sixty-eighth session

Conduct and discipline are addressed in all reports of the Secretary-General to the Security Council on peacekeeping operations, as appropriate (100 per cent)

Achieved. Information on conduct and discipline was included in 9 reports of the Secretary-General to the Security Council, as required

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

Planned indicators of achievement

Actual indicators of achievement

Comprehensive support package for AMISOM fully in place in compliance with Security Council-mandated timelines for African Union deployments (100 per cent)

Achieved. The support package for AMISOM was provided in line with Security Council resolutions 2111 (2013) and 2124 (2013)

Comprehensive mission support plans in place to enable the United Nations to support new or expanded field operations within the timelines prescribed by the Security Council

Achieved. Comprehensive mission support concepts and plans were put in place to enable the United Nations to support field operations within the timelines prescribed by the Security Council

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

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

Partially achieved. 70 per cent of serious allegations of misconduct were recorded in the system within 7 days of receipt by the mission (i.e., 143 of the 205 allegations were entered within the 7-day period). Corrective measures are being taken to strengthen and improve compliance in the 2014/15 period

Incoming boards of inquiry reports reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracker database

Achieved. Action was taken on all 283 boards of inquiry reports, which were reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracker database

(b) Field Budget and Finance Division

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

Planned indicators of achievement

Actual indicators of achievement

Contingent-owned equipment reimbursement claims assessed and processed quarterly within 3 months of the end of the relevant quarter

Achieved. Contingent-owned equipment reimbursement claims were assessed and processed quarterly within the 3-month period

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

*Planned indicators of achievement**Actual indicators of achievement*

Submission of budget proposals for new and expanding missions within 90 days of the adoption of the relevant Security Council resolution

Achieved. Budget proposals were submitted to the Controller for missions that had received new or expanded mandates (MINUSCA, UNMISS and UNSOA). The number of days between the approval of new/expanded mandates and the submission of funding proposals ranged from 1 to 90

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

*Planned indicators of achievement**Actual indicators of achievement*

Identification by all field operations of overall efficiencies and other cost reductions equivalent to 1 per cent of budgeted resources

Achieved. Identification of overall efficiencies in excess of 1 per cent of budgeted resources

(c) Field Personnel Division

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

*Planned indicators of achievement**Actual indicators of achievement*

Missions meet the projected incumbency rates for their staffing table authorization of international civilian personnel, set in the context of approved budgets for missions in a start-up, expansion or transition phase, through the use of established rosters of pre-endorsed candidates, at the end of the reporting period (as set in approved budgets)

Partially achieved. 2 start-up missions were not able to meet the target incumbency rates: MINUSCA, as the concept of operations and overall planning for the new mission were still under review; and MINUSMA, because although the established rosters were intensively used to fill vacant posts, most of the recruitment efforts failed owing to lack of interest on the part of the rostered candidates, causing delays in recruitment

Increased number of arrivals of civilian personnel in peacekeeping missions as a result of selections from the roster (1,500)

Partially achieved. The number of arrivals of civilian personnel selected from the roster at peacekeeping missions was 1,388

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

*Planned indicators of achievement**Actual indicators of achievement*

All stable peacekeeping operations achieve the budgeted incumbency rates approved for them (100 per cent)

Partly achieved. 6 stable peacekeeping operations (MINUSTAH, UNDOF, UNIFIL, UNISFA, UNMIK and UNMISS) were unable to meet their target incumbency rates for international posts. Additional information with regard to the performance of each mission is available in the relevant performance report for the reporting period

(d) Logistics Support Division**Expected accomplishment 2.1:** Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates*Planned indicators of achievement**Actual indicators of achievement*

Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments

Achieved. Equipment from strategic deployment stocks, equipment from liquidating missions and surplus equipment from other missions were deployed to start-up missions within the 90-day period

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

Increase in the rate of compliance with recommendations from aviation safety assistance visits to peacekeeping operations (90 per cent)

Not achieved. 64 per cent of recommendations were fully implemented by the missions

The lower output was attributable to the fact that a multi-year time frame was required for the implementation of some recommendations

Increase in the physical verification of inventories of non-expendable property in field operations (100 per cent)

Achieved. The physical verification of non-expendable property for the period stood at 99.8 per cent, compared with 99 per cent for 2012/13

Increase in the rate of reconciliation of discrepancies and the accuracy of property management records in field operations (98 per cent)

Not achieved. 95 per cent reconciliation of discrepancies, compared with 98 per cent for 2012/13

The lower output was attributable primarily to the start-up phase of MINUSMA

Increased compliance with established light passenger vehicle holding policies in the Department of Peacekeeping Operations/ Department of Field Support field operations (100 per cent compliance)

Partly achieved. 89 per cent compliance, due to the fact that surplus vehicles from UNAMID could not be transferred to other missions owing to excessive shipping costs

Increased rate of evaluation of vendors through the new surface transport supplier appraisal system (100 per cent)

Achieved. The new surface transport supplier appraisal system for the evaluation of vendors was established and implemented at all missions

Implementation of all recommendations of the Board of Auditors regarding the management of field logistics outstanding from the previous period (100 per cent)

Not achieved. 75 per cent of all recommendations of the Board of Auditors were implemented (15 recommendations). As 1 recommendation was overtaken by events, it was no longer applicable, and the implementation of the 4 other recommendations was in progress

(e) Information and Communications Technology Division

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

Planned indicators of achievement

Actual indicators of achievement

The Security Council is provided, within 3 days of request, with up-to-date geospatial information service data, satellite imagery and thematic analysis maps relating to matters in question

Achieved. The Security Council was provided with up-to-date geospatial information services within 3 days of request

Departments and offices of the Secretariat provided, within 10 days of request, with up-to-date global digital spatial data and maps relative to an area of interest

Achieved. United Nations departments and offices were provided, within 10 days of request, with up-to-date geospatial information data and map products

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

Planned indicators of achievement

Actual indicators of achievement

Communications links established within 24 hours of arrival of the information and communications technology equipment in a new peacekeeping operation

Achieved. Communications links and ICT equipment were established at/extended to all MINUSCA locations within the 24-hour period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

80 per cent rate of satisfaction with information and communications technology services provided by the Division to peacekeeping operations

Not achieved. The survey could not be conducted owing to the reprioritization of planned activities

C. Department of Management

(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

Planned indicators of achievement

Actual indicators of achievement

Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (100 per cent)

Achieved. 97.4 per cent of the respondents to a survey distributed to the members of the Bureau of the Fifth Committee and the coordinators of the work of the Committee during the sixty-eighth session of the General Assembly indicated "satisfied" or higher

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

Average processing time for Headquarters Committee on Contracts cases is 7.5 business days

Achieved. The average processing time was 3.8 days

90 per cent of members of local committees on contracts trained in the relevant mandatory basic training

Achieved

Sites for the implementation of the Umoja pilot (UNIFIL) and Umoja cluster 1 (3 major peacekeeping hubs) in accordance with the deployment plan

Achieved

The Umoja Foundation solution went live for the pilot (UNIFIL), cluster 1 and cluster 2 deployments, together with MINUSMA

Review and respond to all management evaluation requests filed by peacekeeping staff members within 45 days

Partially achieved. Approximately 22 per cent of cases were not answered within the 45-day period

A variety of factors affect the ability of the Management Evaluation Unit to respond on time. Staff members may submit additional information within the 45-day period, the Administration's response may be delayed, and/or the Unit may be working on settling a request

Reduction of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, i.e., a remedy was found or the original decision was overturned

Achieved

(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

*Planned indicators of achievement**Actual indicators of achievement*

100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met

Partially achieved. Of the 40 reports produced by the Office during the reporting period, 38 (95 per cent) were submitted by the target dates

The budget reports for MONUSCO and MINUSMA were submitted after the target date owing to the necessity of extensive consultations

No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports

Partially achieved. The General Assembly noted the delay in the request for its approval to transfer the assets of UNMIS

The Advisory Committee on Administrative and Budgetary Questions also noted that on occasion, there was a lack of clarity and transparency in the explanations provided

Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt	Partially achieved. Written responses to follow-up questions submitted to the Fifth Committee and the Advisory Committee were made on average no later than 5 working days after their receipt. Delays were experienced and were due primarily to the late submission of information by client departments, in particular where such information had to be collated from raw data
A positive audit opinion of the United Nations Board of Auditors on the peacekeeping financial statements	Achieved. An unqualified opinion was issued on the 2012/13 financial statements
Financial statements are available to the Board of Auditors within 3 months of the end of the financial period	Achieved. Financial statements for the 2013/14 period were released on 30 September 2014
Monthly status of contributions available online by the end of the following month (1 month)	Achieved. Monthly reports were available online to Member States and users in the Secretariat through the contributions web portal

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

Planned indicators of achievement

Actual indicators of achievement

Banking operations set up within 3 months of the establishment of new peacekeeping operations	Achieved. Banking operations were established for MINUSMA
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Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

Planned indicators of achievement

Actual indicators of achievement

IPSAS-compliant dry-run financial statements for all active peacekeeping missions (100 per cent)	Achieved. IPSAS-compliant financial statements for the period from 1 July to 31 December 2013 were prepared for all active and closed peacekeeping missions
Standard operating procedures developed to support IPSAS accounting and reporting	Achieved. Guidance documents on IPSAS-related standard operating procedures were developed to assist all field missions during the interim transition period pending the full implementation of Umoja. The first edition of a Umoja Foundation-based accounting manual was drafted
Liabilities for troops and formed police units do not exceed 3 months	Partially achieved. As at 30 June 2014, liabilities for troops and formed police units did not exceed 3 months for 10 of 12 active peacekeeping operations with troops. Liabilities for troops and formed police units as at 30 June 2014 were paid up to December 2013 for UNFICYP, and up to October 2013 for MINURSO owing to cash insufficiency
90 per cent of respondents to client surveys rate the guidance provided by the Peacekeeping Financing Division on budgetary policies and procedures as at least good or very good	No dedicated client survey was conducted for the Peacekeeping Finance Division

<p>Payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States (achieved)</p>	<p>Achieved. Payments for troops and contingent-owned equipment were processed quarterly</p>
<p>90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation</p>	<p>Partially achieved. Overall, 85 per cent of payments were processed by the target date, compared with 86 per cent during the prior year. 100 per cent of payroll payments were processed on time, 72 per cent of staff separations were processed within the 30-working-day period, and 84 per cent of education grants were processed within the 30-working-day period</p> <p>The delays were attributable to the resources dedicated to supporting the testing, preparation and implementation of Umoja Extension 1</p>
<p>90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working day of the receipt of supporting documentation</p>	<p>Achieved. 93 per cent of vendor and travel claims were processed within the 30-working-day period</p>
<p>Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service is provided within 30 working days of the receipt of the request (100 per cent)</p>	<p>Achieved. All 33 insurance contracts were reviewed, and guidance and advice with regard to insurance provisions and indemnity clauses in complex peacekeeping contracts were provided within the 30-working-day period</p>
<p>95 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions</p>	<p>Achieved. 100 per cent of communications to Member States regarding contributions were processed within the 30-working-day period</p>
<p>Requests for financial delegation of authority are approved and processed within 2 weeks of receipt of required supporting documentation (100 per cent)</p>	<p>Achieved. 100 per cent of appropriately justified requests for financial delegation of authority were approved within the 2-week period</p>
<p>Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)</p>	<p>Achieved. The rate of return on peacekeeping investments was 0.54 per cent, compared with the benchmark of 0.03 per cent</p>
<p>100 per cent of payments requested for peacekeeping accounts processed within 2 business days</p>	<p>Achieved</p>
<p>100 per cent availability of service support to users of the financial and budget information system</p>	<p>Partially achieved. The unavailability of service support was attributable to the fact that resources were assigned to the implementation, testing and support of Umoja</p>

(c) Office of Human Resources Management

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

Planned indicators of achievement

Actual indicators of achievement

Member States have access to online reports on human resources information for field operations (available)

Achieved. Access to HR Insight was offered to all Member States; as at 30 June 2014, 137 of them (representing 332 users) had gained access to the system

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

Planned indicators of achievement

Actual indicators of achievement

100 per cent compliance of 12 peacekeeping operations and UNSOA with standards specified in new human resources management scorecard in exercising delegated authority for human resources management

Partially achieved. As at 30 June 2014, achievements related to the 6 strategic indicators specified in the human resources management scorecard for 13 peacekeeping operations were as follows:

- 5 peacekeeping operations had achieved the vacancy rate targets for international staff, which were based on a budgeted vacancy rate range
- 6 peacekeeping operations had achieved the vacancy rate targets for national staff, which were based on a budgeted vacancy rate range
- 7 peacekeeping missions had achieved the target, based on improvement compared with the prior year, for the representation of women in senior positions
- 6 peacekeeping missions had achieved the target, based on improvement compared with the prior year, for the representation of women in non-senior Professional positions
- 1 peacekeeping mission had achieved the target, based on improvement compared with the prior year, for the representation of women in General Service and related positions
- 87 per cent of staff in peacekeeping operations were from troop- and/or police-contributing countries
- Reporting on compliance with the staffing timeline was not available, as Inspira had only recently been deployed to field operations

Continuous training and guidance on performance management and development system (tool and policy) conducted in 100 per cent of field operations

Achieved. Continuous orientation and hands-on training on performance management and the relevant policies were provided to field operations

Response to all mission medical evacuation requests and requests for medical clearance for urgent deployment provided on the same day (100 per cent)	Achieved. Responses were provided on the same day to all 1,068 mission medical evacuation requests and all urgent medical clearance requests
Capacity in medical emergency response established in 3 peacekeeping operations	Not achieved. The limited capacity was attributable to vacancy issues in the Division

(d) Office of Central Support Services

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

Planned indicators of achievement

Actual indicators of achievement

Archival material for all liquidating missions is available at Headquarters to the Organization, Member States and the general public (100 per cent)

Achieved. 585 linear feet of records were catalogued and are available for consultation

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Increase in the percentage of peacekeeping missions employing standard policies, tools and technical standards for records management (65 per cent)

Partially achieved. 70 per cent of peacekeeping missions met the minimum records management standard requirements for paper records. The percentage remained constant compared with 2012/13

Standard office accommodations are provided for all new and existing support account-funded personnel (staff and contracted personnel) at Headquarters

Achieved. Standard office accommodation was provided to all new and existing staff and contracted personnel at Headquarters

Review of 90 per cent of vendor registration applications within 2 months of the date of submission of the application

Achieved. 97.2 per cent of vendor registration applications were reviewed within the 2-month period

Reduction in the average time for review of local procurement authority requests (8 days)

Achieved. The average amount of time required for such review was 6.5 days

Reduction in the average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases (22 days)

Partially achieved. The average amount of time required for the submission of local committee on contracts cases was 25 days, decreasing from 32 days in 2012/13

This indicator of achievement was newly formulated for 2012/13 and revised for 2013/14, and limited reference/comparison data were available at the time of its formulation

Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (90 per cent)	Achieved. 90 per cent of the respondents to the survey sent to peacekeeping missions regarding the quality and effectiveness of Headquarters pouch services rated those services as “satisfactory” or better
Positive feedback in surveys of users of travel and transportation services (90 per cent)	Achieved. 93 per cent of the users surveyed rated those services as “good”

(e) Office of Information and Communications Technology

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
99 per cent availability of established information and communications technology infrastructure at Headquarters and existing enterprise information systems at Headquarters and all peacekeeping operations	Achieved. Headquarters and all peacekeeping operations had 99.9 per cent availability of established ICT infrastructure, and existing enterprise information systems were available at Headquarters and all peacekeeping operations
99 per cent availability of implemented enterprise information systems at Headquarters and in field operations	Achieved. 99.9 per cent availability of implemented enterprise information systems, such as iSeek, the Official Documents System of the United Nations, Inspira, IMIS, help desk ticketing and the identity management system, at Headquarters and field operations
98 per cent accuracy of profile information for peacekeeping staff in the global warden system	Not achieved. Further requirements analysis was required for the extension of the global warden system
100 per cent geolocation of staff in peacekeeping operations where enterprise information portal-based presence awareness system is deployed	Achieved. 100 per cent geolocation of staff in peacekeeping operations was available where the enterprise information portal-based presence awareness system was deployed

D. Office of Internal Oversight 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 indicators of achievement</i>	<i>Actual indicators of achievement</i>
90 per cent of OIOS reports are submitted to the General Assembly in accordance with required deadlines	Achieved. 100 per cent of OIOS reports were submitted to the General Assembly in accordance with the required deadlines

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

*Planned indicators of achievement**Actual indicators of achievement*

Acceptance of 95 per cent of recommendations issued by the Internal Audit Division

Achieved. 100 per cent of the 363 recommendations contained in audit reports were accepted

Acceptance of 95 per cent of evaluation and inspection recommendations

Achieved. 100 per cent of the recommendations contained in evaluation reports were accepted

100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed

Achieved. 100 per cent of the 282 matters relating to peacekeeping operation investigations were reviewed

Advisory notes addressing oversight issues in peacekeeping operations issued to the Department of Field Support and mission management, as well as to the Department of Management (6 per cent of completed investigations)

Achieved. 12 per cent (10 cases) of the 86 completed investigations resulted in advisory notes

70 per cent of investigations are completed within 12 months or less

Not achieved. 28 per cent (24 cases) of the 86 investigation cases were completed within 12 months or less

The lower percentage was attributable to: (a) high vacancy rates at the mission locations of the Investigations Division; and (b) an increased focus on the completion of backlog cases. Operational and recruitment efforts, however, are currently being made in order to achieve this target

The process of filling the posts at mission locations was still in progress. Classifying new and reclassifying existing posts and creating a job family for investigations were time-consuming. Job openings now under way are expected to yield well-populated rosters from which to draw for future job vacancies as well as to meet current needs

Personnel of 70 per cent of peacekeeping missions are trained on basic investigation techniques

Achieved. Personnel from 80 per cent of the peacekeeping missions were trained

50 per cent reduction of the backlog of investigation cases

Partially achieved. 39 per cent of the 54 investigation cases that had been part of the backlog were completed

The lower percentage was attributable to high vacancy rates at the mission locations of the Investigations Division. Operational and recruitment efforts, however, are currently being made in order to achieve this target

The process of filling the posts at mission locations was still in progress. Classifying new and reclassifying existing posts and creating a job family for investigations were time-consuming. Job openings now under way are expected to yield well-populated rosters from which to draw for future job vacancies as well as to meet current needs

E. Executive Office of the 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

Planned indicators of achievement

Actual indicators of achievement

95 per cent of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date

Partially achieved. 93.2 per cent of the Secretary-General's reports to the Security Council and 87.3 per cent of the Secretary-General's reports to the General Assembly were submitted on or before the deadline. The delays experienced were due to the sensitivity and complexity of certain reports

All documents (for example, reports, talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days

Achieved. Documents were reviewed and returned within 4 days or less. A longer period of time is required when a more extensive review of a document is needed, owing to the sensitivity and complexity of its content

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Provision of 50 notes from the Secretary-General or senior officials of the Executive Office of the Secretary-General to the Department of Peacekeeping Operations

Achieved. 57 notes were provided. The number reflected the increasing use of other forms of communications, such as e-mails, to provide guidance. In addition, with respect to certain issues, information was relayed to the Department of Peacekeeping Operations through meetings with the Secretary-General or other senior officials of the Executive Office

F. Administration of justice

Office of the United Nations Ombudsman and Mediation Services

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Response and first action taken within 30 days from the time of receipt of enquiries in 100 per cent of cases

Partially achieved. Responses were made to 100 per cent of enquiries. Delays were experienced in about 5 per cent of the cases owing to the increased workload

G. Ethics Office

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Maintenance of the number of requests for ethics advice/guidance reflecting enhanced ethical awareness (85 enquiries)

Achieved. 141 requests for ethics advice/guidance were received
The higher number of requests was due to the fact that the Office managed to conduct more outreach sessions at the peacekeeping missions where more requests were raised by staff members

Full compliance with the financial disclosure programme (100 per cent)

Achieved. The rate of compliance was 100 per cent

Continuous provision of outreach and briefing sessions to peacekeeping missions (26 sessions)

Achieved. 69 outreach sessions were provided. The Office managed to conduct more sessions than in previous years during visits to peacekeeping missions

All requests for protection against retaliation receive an initial evaluation within 14 days (100 per cent)

Achieved. All requests were evaluated within 14 days

Requests from the Procurement Division for corporate compliance on due diligence matters receive an initial evaluation within 14 days (100 per cent)

Achieved. All requests received an initial evaluation within 14 days

H. Office of Legal Affairs

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus claims made against the Organization (less than 40 per cent)

Achieved. Claims arising out of peacekeeping operations totalling \$18.74 million were resolved by arbitral awards or approved settlements in the total amount of \$3.57 million, representing 19.0 per cent of the total amount claimed and a reduction of 81.0 per cent in actual liability compared with that claimed

Absence of instances arising out of peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained (no instances)

Achieved. Privileges and immunities were maintained in all agreements concerning peacekeeping-related matters reviewed by the Office of Legal Affairs and, unless waived, were maintained in all legal proceedings involving the Organization or its officials and concerning peacekeeping-related matters

I. Department of Public Information

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

90 per cent of peacekeeping surveyed operations indicate overall satisfaction with the quality of public information support

Achieved. 100 per cent of the 12 missions that responded to the survey rated the level of the support provided as very good or satisfactory

60 per cent of the stories produced on peacekeeping topics are incorporated into web-based news sites by at least 5 regionally represented media outlets

Achieved. 60 per cent of the stories distributed were broadcast by 5 regionally represented media outlets

J. Department of Safety and Security

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Implementation of 100 per cent of the Department's security standards, policy, guidelines, directives, procedures and recommendations of security management reviews of field operations

Partially achieved. All United Nations security management system policies and guidelines promulgated by the Department were implemented by all peacekeeping operations

Out of 15 peacekeeping missions and 2 service centres, 15 completed the reviews of their security risk assessments, security plans, minimum operating security standards and security procedures. Owing to the constant changes at the newly established MINUSMA and MINUSCA, the security management reviews at those missions are ongoing

All peacekeeping mission personnel on security management teams in field operations are trained (100 per cent)

Not achieved. 90 per cent of personnel on security management teams at field operations were trained. The lower percentage was attributable to the crisis in South Sudan, ongoing recruitments at new peacekeeping missions, scheduling conflicts and the operational requirements of security management team members

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

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

Planned indicators of achievement

Actual indicators of achievement

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

Achieved

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

Achieved

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

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

Planned indicators of achievement

Actual indicators of achievement

Security Council resolutions reflect the specific range of activities to be carried out by human rights officers

Achieved. 3 Security Council resolutions reflected the specific range of activities to be carried out by human rights officers

Security Council resolutions incorporate recommendations and specific actions related to human rights

Achieved. The Security Council resolutions included human rights recommendations on promotion and protection, monitoring, investigations, mainstreaming and fighting against impunity

Increased requests from Member States for briefings and documented reports on human rights (2012/13: 13)

Achieved. 21 briefings or consultations requested by Member States related to human rights, the protection of civilians and women, and peace and security

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

Planned indicators of achievement

Actual indicators of achievement

Deployment of senior human rights officers, within time requirements for establishing new peacekeeping operations

Not achieved. Timely deployment did not occur for MINUSCA, owing to the reprioritization of planned activities

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

*Planned indicators of achievement**Actual indicators of achievement*

National authorities participate in implementing recommendations related to human rights

Achieved. The Central African Republic National Transitional Council workplan for the drafting of the constitution took into account human rights considerations

Human rights training for police and military functions is increasingly included and delivered in predeployment training by troop- and police-contributing countries

Achieved. Information on human rights reviews was included in new or updated peacekeeping predeployment training standards and materials

Human rights induction briefings are increasingly delivered to senior uniformed personnel in peacekeeping operations

Achieved. Human rights induction briefings were delivered to senior uniformed personnel

Standard operating procedures and instructions to guide military components in taking action when confronted with human rights violations and issues are developed in 1 peacekeeping operation

Achieved. Standard operating procedures on human rights for peacekeeping police and military personnel were developed at MINUSTAH

III. Resource performance

A. Financial resources

Table 1

Summary of resource performance by category

(Thousands of United States dollars; budget year is from 1 July 2013 to 30 June 2014)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	210 015.4	201 799.4	8 216.0	3.9
II. Non-post resources				
General temporary assistance	23 477.4	20 953.1	2 524.3	10.8
Consultants	6 264.7	3 834.6	2 430.1	38.8
Official travel	9 774.3	9 360.5	413.8	4.2
Facilities and infrastructure	23 722.9	23 448.9	274.0	1.2
Communications	2 943.9	2 553.4	390.5	13.3
Information technology	16 001.1	18 376.4	(2 375.3)	(14.8)
Other supplies, services and equipment	16 557.3	16 013.9	543.4	3.3
Subtotal, category II	98 741.6	94 540.8	4 200.8	4.3
Total, categories I and II	308 757.0	296 340.2	12 416.8	4.0
Enterprise resource planning	18 668.8	18 668.8	–	–
Gross requirements	327 425.8	315 009.0	12 416.8	3.8
III. Staff assessment income	25 266.9	24 721.0	545.9	2.2
Net requirements, categories I-III	302 158.9	290 288.0	11 870.9	3.9

Table 2

Summary of resource performance by department/office

(Thousands of United States dollars)

Department/office	Apportionment	Expenditure	Variance	
			Amount	Percentage
Department of Peacekeeping Operations	101 719.5	101 139.0	580.5	0.6
Department of Field Support	70 509.3	66 195.4	4 313.9	6.1
Department of Management	90 820.5	88 318.9	2 501.6	2.8
Office of Internal Oversight Services	29 207.8	25 078.4	4 129.4	14.1
Executive Office of the Secretary-General	1 064.0	1 096.7	(32.7)	(3.1)
Administration of justice	3 113.1	3 113.1	–	–
Office of Staff Legal Assistance	151.1	182.5	(31.4)	(20.8)
Office of the United Nations Ombudsman and Mediation Services	1 798.7	1 896.2	(97.5)	(5.4)
Ethics Office	1 313.0	1 093.2	219.8	16.7

Department/office	Apportionment	Expenditure	Variance	
			Amount	Percentage
Office of Legal Affairs	3 815.7	3 289.8	525.9	13.8
Department of Public Information	746.5	668.7	77.8	10.4
Department of Safety and Security	3 731.7	3 639.6	92.1	2.5
Advisory Committee on Administrative and Budgetary Questions	213.7	238.3	(24.6)	(11.5)
Office of the United Nations High Commissioner for Human Rights	552.4	390.4	162.0	29.3
Subtotal	308 757.0	296 340.2	12 416.8	4.0
Enterprise resource planning	18 668.8	18 668.8	–	–
Gross requirements	327 425.8	315 009.0	12 416.8	3.8

Table 3
Other income and adjustments
(Thousands of United States dollars)

Category	Amount
Interest income	359.9
Other/miscellaneous income	223.5
Cancellation of prior-period obligations	872.3
Total	1 455.7

B. Analysis of variances¹

	Variance	
General temporary assistance	\$2 524.3	10.8%

9. The reduced requirements were attributable primarily to the higher vacancy rates of 14 per cent for the professional and higher categories and 9.1 per cent for the General Service and related categories, compared with the budgeted rates of 6 per cent and 5 per cent, respectively; and to the Department of Management, as a result of lower-than-budgeted common staff costs.

	Variance	
Consultants	\$2 430.1	38.8%

10. The reduced requirements were attributable primarily to the Department of Management, with fewer consultants engaged in relation to IPSAS implementation, owing to delays in the onboarding process, a high consultant turnover rate and the

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

shift in work priorities to assist with the closing of accounts using in-house capacity, following the roll-out of Umoja to the peacekeeping missions; and to the Department of Field Support, as a result of the use of in-house resources for the troop personnel reimbursement survey, instead of consultants as originally planned.

	<i>Variance</i>	
Official travel	\$413.8	4.2%

11. The reduced requirements were attributable primarily to the Department of Field Support, as a result of lower-than-budgeted airfare costs and a lower-than-budgeted number of requests by developing and least developed countries to attend the triennial Working Group on Contingent-Owned Equipment; to OIOS, as a result of: (a) reduced travel owing to security concerns at certain peacekeeping missions and vacancies in a few resident audit offices; (b) the non-utilization of training travel by the Investigations Division owing to the delayed recruitment process; and (c) the combination of the annual work planning conference of chief resident auditors with the annual meeting of resident auditors; and to the Department of Management, as a result of reduced travel for the organization of business seminars in the Procurement Division because of postponements by national organizers and the cancellation of trips due to safety conditions in certain regions.

12. The reduced requirements were offset in part by the Department of Peacekeeping Operations, as a result of unbudgeted travel due to the establishment of MINUSCA; and by the Department of Management, as a result of the deployment of expert staff from Headquarters to peacekeeping missions to assist with the closing of accounts.

	<i>Variance</i>	
Communications	\$390.5	13.3%

13. The reduced requirements were attributable primarily to the Department of Management, as a result of: (a) the utilization of telecommunications inventory instead of the purchase of new devices, and (b) lower-than-budgeted service charges; and to the Department of Peacekeeping Operations and the Department of Field Support, as a result of the purchase of fewer mobile devices.

	<i>Variance</i>	
Information technology	(\$2,375.3)	(14.8%)

14. The additional requirements were attributable to the Department of Management, as a result of: (a) additional requirements for secure user access to remotely hosted Umoja applications and for the strengthening of information security at peacekeeping missions; and (b) the increased fees paid to contracted personnel providing ICT technical support. The additional requirements were offset in part by the Department of Management, as a result of: (a) the utilization of information technology inventory instead of the purchase of new devices and equipment; and (b) lower-than-budgeted service charges.

IV. Activities of the Integrated Training Service

Core training activities in 2013/14

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Senior mission administration and resource training programme workshop	Italy	July 2013
Training-of-trainers course on the protection of civilians	Nigeria	July-August 2013
Mobile training support for predeployment training	Jordan	August 2013
Mobile training support for predeployment training	Mali	August-September 2013
Training course on child protection	Malaysia	September 2013
Training course on the protection of civilians	United States	September 2013
Training recognition for predeployment training	Indonesia	September 2013
Training course on child protection	Uruguay	September 2013
Review of civilian predeployment training modules	Italy	September 2013
Training recognition for predeployment training	Ukraine	October 2013
Global training of trainers on United Nations-civil-military cooperation	Uganda	October-November 2013
E-guide to the Department of Peacekeeping Operations/Department of Field Support for new staff members	United States	November 2013-June 2014
Senior mission leaders' course	Argentina	November 2013
Conflict analysis for prevention and peacebuilding for field missions	Uganda	November 2013
Training recognition for predeployment training	Republic of Korea	November 2013
Training-of-trainers course on the protection of civilians	Austria	November 2013
Workshop on the protection of civilians	United States	December 2013
United Nations-North Atlantic Treaty Organization training workshop	United States	December 2013
Training recognition for predeployment training	Argentina	December 2013
Training recognition for predeployment training	Chile	December 2013
Senior mission administration and resource training programme workshop	Uganda	December 2013
Training-of-trainers course	Colombia	January 2014
Mobile training support (Viking Exercise Planning Conference)	Sweden	February 2014

<i>Activity</i>	<i>Location</i>	<i>Period</i>
International Association of Peacekeeping Training Centres executive committee meeting	Indonesia	February 2014
Mobile training team on the protection of civilians — field missions	Uganda	February-March 2014
Training enhancement visit to MINUSMA	Mali	March 2014
Training-of-trainers course on the protection of civilians	Nigeria	March 2014
Training-of-trainers course on the protection of civilians	Ethiopia	March 2014
Training recognition for predeployment training	Gambia	March 2014
Training recognition for predeployment training	Germany	March 2014
Mobile training support (Viking Exercise Planning Conference)	Sweden	March-April 2014
Training recognition for predeployment training	Germany	April 2014
Training-of-trainers course on the protection of civilians	Chad	April 2014
Training-of-trainers course on the protection of civilians	Rwanda	April 2014
Integrated mission training centre workshop	Uganda	April 2014
Training on integrated assessment planning	Italy	April 2014
Training-of-trainers course on the integrated mission training centre project	Uganda	May 2014
Workshop for heads of civil affairs	United States	May 2014
Workshop on the electronic-training management system reporting mechanism	Uganda	May 2014
Senior mission administration and resource training programme workshop	Italy	May 2014
Training-of-trainers course on the protection of civilians and child protection	Austria	May 2014
Training recognition for predeployment training	Jordan	May 2014
Safe and Secure Approaches in Field Environments programme course	Kenya	May 2014
United Nations-North Atlantic Treaty Organization training workshop	Romania	May 2014
Course on applied conflict analysis for prevention and peacebuilding	United States	May 2014
Training-of-trainers course	China	June 2014
Organizational resilience training	Italy	June 2014
Audit response and boards of inquiry training workshop	Uganda	June 2014

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Medical workshop	Italy	June 2014
Conflict and crisis management training	United States	June 2014
Civilian predeployment training (23 courses)	Italy	July 2013-June 2014

V. Actions to be taken by the General Assembly

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

(a) To reduce the appropriation of \$327,425,800 approved for the period from 1 July 2013 to 30 June 2014 under the terms of General Assembly resolutions 67/287 and 68/259 by the amount of \$6,118,300, to the amount of \$321,307,500, equal to the amount assessed on Member States;

(b) To decide on the treatment of the unencumbered balance of \$6,298,500 in respect of the period from 1 July 2013 to 30 June 2014;

(c) To decide on the treatment of other income and adjustments amounting to \$1,455,700, comprising interest income (\$359,900), other miscellaneous income (\$223,500) and cancellation of prior-period obligations (\$872,300), with respect to the period from 1 July 2013 to 30 June 2014.