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

## Budget performance of the support account for peacekeeping operations for the period from 1 July 2015 to 30 June 2016

### Report of the Secretary-General

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\* For information on planned and actual outputs, see [A/71/716/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 2015 to 30 June 2016.

A number of Security Council decisions taken during the reporting period had a significant impact on the mandates of peacekeeping operations, which were supported by departments and offices at United Nations Headquarters in New York. These included the further strengthening of the military, police and corrections capacity of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), the expansion of logistical support provided to the African Union Mission in Somalia (AMISOM), the United Nations Assistance Mission in Somalia (UNSOM), and the Somalia National Army on joint operations with AMISOM by the United Nations Support Office in Somalia (UNSOS); the increased authorized strength and provision of support for the implementation of the Peace Agreement by the United Nations Mission in South Sudan (UNMISS); and the strengthened monitoring and supervision of the ceasefire arising from the Agreement on Peace and Reconciliation by the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).

The reporting period also saw progress in key initiatives, including the strengthening of the strategic partnership with the African Union; the introduction of the new peacekeeping capability readiness system; improvement in environmental management; and improvements in the prevention of, and response and assistance to, victims of sexual exploitation and in conduct and discipline in peacekeeping operations. Further steps were taken to create maximum synergy between the United Nations and Member States on the integration of human rights in United Nations peacekeeping.

The major pillars of the global field support strategy, which reached its five-year implementation in the period 2014/15, were mainstreamed into peacekeeping operations; the Regional Service Centre in Entebbe, Uganda, enabled by the Umoja enterprise-wide platform, matured in its operations; and supply chain management converged with Umoja extension 2 design in the development of a global solution for peacekeeping operations. In November 2015, Umoja extension 1 was rolled out successfully for international staff, creating a global administrative system for efficient and transparent management of the Organization's resources for peacekeeping operations, as well as improved reporting to Member States. Financial administrative support to peacekeeping operations was strengthened, with guidance on the use of new Umoja functionalities, financial policies designed to streamline and enhance delegation of authority, and outreach to improve communications with United Nations Headquarters and assist in financial planning and resource management issues.

A total of \$303.8 million in gross expenditure was incurred (excluding \$31.3 million for enterprise resource planning and \$0.8 million for information and systems security), representing a budget implementation rate of 99.8 per cent, compared with \$303.3 million in the 2014/15 period, representing an implementation rate of 99.4 per cent. The average vacancy rates during the reporting period were

9.8 per cent in respect of the posts in the Professional and higher categories and 7.0 per cent in respect of the posts in the General Service category.

The overexpenditure of \$2.3 million in respect of post resources was attributable primarily to lower-than-budgeted actual vacancy rates. The underexpenditure of \$2.9 million in respect of non-post resources resulted principally from reduced requirements under official travel and other supplies, services and equipment, offset in part by overexpenditure under general temporary assistance and information technology.

### Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2015 to 30 June 2016)

Category	Apportionment	Expenditure	Variance	
			Amount	Percentage
Post requirements	214 631.0	216 973.6	(2 342.6)	(1.1)
Non-post requirements	89 736.6	86 786.7	2 949.9	3.3
<b>Subtotal</b>	<b>304 367.6</b>	<b>303 760.3</b>	<b>607.3</b>	<b>0.2</b>
Enterprise resource planning	31 306.7	31 306.7	—	—
Information and systems security	821.5	817.5	4.0	0.5
<b>Gross requirements</b>	<b>336 495.8</b>	<b>335 884.5</b>	<b>611.3</b>	<b>0.2</b>
Staff assessment income	25 868.4	26 758.9	(890.5)	(3.4)
<b>Net requirements</b>	<b>310 627.4</b>	<b>309 125.6</b>	<b>1 501.8</b>	<b>0.5</b>

### Human resources incumbency performance

Category	Authorized staff	Actual incumbency (average)	Vacancy rate (percentage) <sup>a</sup>	Budgeted vacancy rate
<b>Posts</b>				
Professional and higher	918	828	9.8	12.0
General service and related	429	399	7.0	6.0
<b>General temporary assistance positions</b>				
Professional and higher	88	77	12.5	14.0
General service and related	26	21	19.2	10.0

<sup>a</sup> 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
DPKO	Department of Peacekeeping Operations
DFS	Department of Field Support
ICT	Information and communications technology
IMIS	Integrated Management Information System
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
RSCE	Regional Service Centre in Entebbe, Uganda
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
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
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire

UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization

## I. Introduction

1. In paragraph 15 of its resolution [69/308](#), the General Assembly approved resources for the support account for peacekeeping operations for the period from 1 July 2015 to 30 June 2016 in the amount of \$336,495,800, inclusive of the amount of \$31,306,700 for the Umoja enterprise resource planning project and \$821,500 for information and systems security, including 1,347 posts and 114 twelve-month general temporary assistance positions.

2. Actual expenditure for the support account for peacekeeping operations (the “support account”) for the period 2015/16 amounted to \$335,884,500 compared with \$336,495,800 as authorized by the General Assembly, resulting in an unencumbered balance of \$611,300.

3. During the reporting period, a number of Security Council decisions had a significant impact on the mandates of peacekeeping operations, with the departments and offices at United Nations Headquarters in New York providing backstopping support to implement the changes, as well as support to other ongoing peacekeeping operations in the field. In particular:

(a) In the Central African Republic, the authorized strength of the troop, police and corrections personnel of MINUSCA was increased (Security Council resolutions [2212 \(2015\)](#) and [2264 \(2016\)](#));

(b) In Somalia, following the expansion of UNSOA since its establishment in 2009, the Security Council decided that UNSOA should bear the name United Nations Support Office in Somalia (UNSOS) and provide support to AMISOM, UNSOM and the Somalia National Army on joint operations with AMISOM and expanded the logistical support package (Council resolution [2245 \(2015\)](#));

(c) In South Sudan, there was increased authorized strength of uniformed personnel of UNMISS, deployment of government-provided personnel and a change in mandate to include provision of support to the implementation of the peace agreement (Security Council resolution [2252 \(2015\)](#));

(d) In Mali, the Security Council directed MINUSMA to move towards adopting a more robust posture in carrying out its mandate (Council resolution [2295 \(2016\)](#)).

4. The financial performance of the support account for the reporting period reflected the prioritization of efforts of departments and offices related to key initiatives for peacekeeping operations and cross-cutting Organization-wide activities, in addition to core backstopping support for peacekeeping operations.

5. The Department of Peacekeeping Operations (DPKO) provided backstopping support for active peacekeeping operations, which operated under various mandates, ranging from traditional monitoring to mandates that were multidimensional in nature, and in diverse and volatile environments. During the reporting period, the key achievements included: (a) support to MINUSMA in the implementation of the Agreement on Peace and Reconciliation in Mali and the stabilization of the security situation; (b) guidance to MINUSCA on support for the transition and the holding of elections in the Central African Republic; (c) guidance to MONUSCO in promoting political dialogue, protecting civilians and supporting the implementation of the

Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region; (d) guidance to UNMISS on protecting civilians and supporting the implementation of the agreement on the resolution of the conflict in South Sudan; (e) guidance to UNOCI, MINUSTAH and UNMIL on the transition and/or drawdown of peacekeeping operations in Côte d'Ivoire, Haiti and Liberia, respectively; (f) guidance to UNAMID on aligning the mission with its priorities of protection of civilians, support to the mediation of local community conflict and support to the broader political process, as well as guidance on discussions with the government on the future of the mission; (g) support to the efforts of UNDOF, UNIFIL and UNTSO in the implementation of their respective mandates, including, inter alia, to contain and avert spillover of the turbulence within the regional context; (h) guidance and support to MINURSO with respect to the efforts to address evolving security threats and the disruption caused by the departure of the Mission's international civilian staff in March 2016 pursuant to the request of the authorities of Morocco; and (i) guidance to UNISFA in respect of its border monitoring operation in the Abyei region.

6. The Department of Peacekeeping Operations also strengthened triangular cooperation with the Security Council and troop- and police-contributing countries through regular consultations prior to and after all strategic and technical reviews and assessments conducted in the period 2015/16 and prior to mandate renewals. Together, the Department and the United Nations Office to the African Union (UNOAU) strengthened the strategic partnership with the African Union and supported the enhancement of predictability, sustainability and flexibility of financing for African Union peace support operations. Furthermore, the Department reinforced collaboration with the European Union in support of United Nations peacekeeping deployments, in particular in Mali and the Central African Republic. Under the aegis of the Global Focal Point arrangement for Police, Justice and Corrections, the Department of Peacekeeping Operations, the United Nations Development Programme (UNDP) and Global Focal Point partners developed joint programmes for building national rule of law capacity in the Central African Republic, Darfur, Haiti and Mali.

7. During the reporting period, the Department of Peacekeeping Operations also implemented a number of initiatives designed to advance the effectiveness and efficiency of peacekeeping operations, including the launch of the new peacekeeping capability readiness system in September 2015, which contributed to communication with troop- and police-contributing countries at a strategic level which promoted proactivity and a better understanding of emerging capability needs. In addition, eight projects on capability development focused on rapid deployment, standing capability, improvised explosive device (IED) survivability, planning and implementation, high mobility units in theatre, transnational threats, information-led operations and medical support. The Department also conducted strategic reviews or assessments for MINUSCA, MINUSMA, UNAMID, UNMISS and UNOCI, and a number of technical assessments focused on adaptation and right-sizing of missions in response to changing circumstances and new mandates, including in MONUSCO, MINUSMA, MINUSCA and UNFICYP. Progress continued on the development of military standards, policies and guidance documents, as well as training material, which included finalization and dissemination of 11 military unit manuals and two standard operating procedures on



evaluation of force headquarters and sector commanders, and training modules and materials in the areas of gender, protection of civilians, conflict-related sexual violence, and child protection. To support the follow-up of the 2015 Leaders' Summit on Peacekeeping, training material for new and emerging troop- and police-contributing countries was developed and delivered, and mobile training teams were deployed to conduct training-of-trainers courses to enable those countries to build the capacity to deploy.

8. During the reporting period, the Department of Field Support provided services to personnel in field missions with diverse mandates, which were often situated in challenging environments. Following the implementation of the global field support strategy, the Department focused on five priority field support initiatives covering (a) supply chain management, (b) environmental management, (c) conduct and discipline, (d) technology and innovation and (e) follow-up to the report of the High-level Independent Panel on Peace Operations (see [A/70/95-S/2015/446](#)). The Department established an Environment Section to improve the environmental performance in field missions; and a partnership agreement was signed with United Nations Environment Programme (UNEP) on technical assistance in implementing actions in the areas of energy, water, waste and environmental management systems. The Department moved towards a supply chain management structure and worked on the development of an end-to-end framework which factored in solutions to challenges identified in the initial supply chain management process mapping. In the context of advancing technology and innovation, the Department pursued technical, organization and partnership initiatives which will further the use of technology to support peacekeeping operations and ensure that technology needs in the field are met. This included leveraging technology to improve the safety and security of both civilian and uniformed personnel, especially through enhancing situation awareness to enable better threat detection and early warning. An integrated situational awareness and incident reporting tool was deployed to four field missions.

9. In the area of conduct and discipline, wide-ranging initiatives, covering prevention, response and victim assistance, were implemented in peacekeeping operations, and efforts also focused on coordination so that sexual exploitation and abuse could be addressed in an appropriate and timely manner. As part of the enhanced programme of action aimed at strengthening the Organization's response to cases of sexual exploitation and abuse, suspension of the allowance payments to military, police, corrections and other government-provided personnel on mission who were alleged to have engaged in sexual exploitation and abuse was introduced in July 2015.

10. The mission-wide classification exercise for all unclassified authorized posts up to and including the D-1 level, in field missions and field service centres, was pursued, with 14,768 international and national posts in peacekeeping operations classified, and the preliminary results communicated to peacekeeping operations during the performance period. Civilian staffing reviews continue to form an integral part of workforce planning of the Department of Field Support by aligning civilian resources with the priorities of the mission for effective mandate implementation. The Department sought to further enable recruitment for the field through aggressive scheduling for generic job openings, and recruitment dashboards to better support field missions in monitoring all steps of recruitment processes,

including the monitoring of recruitment timelines projected retirement and gender balance-related strategic indicators. The Department has continued to both engage in targeted outreach to Member States and to potential female candidates within and outside the United Nations and provide support to heads and deputy heads of missions, including through the implementation of its leadership partnering initiative.

11. During the reporting period, the Department of Management provided backstopping support by undertaking the key predeployment, deployment and post-production support activities related to simultaneous deployment of Umoja Cluster 4 and integration of the Umoja extension 1 functionalities in peacekeeping missions in November 2015. The Umoja solution supported a complex organization in some 400 locations, including peacekeeping missions, the United Nations Logistics Base at Brindisi, Italy, and the Regional Service Centre in Entebbe, Uganda. Along with the enhanced tools for the effective management of the organization's resources, both employee self-service and manager self-service represent pioneering deployments and were recording high levels of usage, reflecting growing adoption. The enhanced functionality underpinned further refinement of service delivery at the Regional Service Centre in Entebbe and consolidation of processes such as payroll and payments processing. Overall, the solution was stabilizing, with improvements increasingly acknowledged in many areas. Managing the complexity and effectively addressing the challenges of system implementation were achieved, inter alia, through provision of intensive assistance to deploying entities and provision of over 340 user guides and 70 distance-learning components. Business intelligence usage also increased steadily, contributing to better oversight and more effective management.

12. During the performance period, activities were undertaken in preparation for the deployment of the service delivery functionality in all peacekeeping missions and to the Department of Field Support at Headquarters on 1 July 2016. Over 900 activity types were mapped for missions, predominantly in logistics support services, medical services and facilities management, building on the 3,200 activity types that had been mapped for Clusters 3 and 4. Service delivery functionality will increase access to shared services, improve the tracking of cross-mission services and charges, and assist in monitoring receivables and managing liquidity. Furthermore, the financial statements project was designed to automate the preparation of financial statements using Umoja. This automation has been implemented using two new modules, Business Planning and Consolidation, and Disclosure Management, in order to produce financial statements and associated notes. Payment processing to Member States for contingent-owned equipment as well as troop and police reimbursement was also implemented through Umoja as part of Cluster 4. The process for running a local payroll to disburse the local portion of monthly salary to more than 5,300 international staff in peacekeeping missions was discontinued as part of Cluster 4, and is now included as part of the central Umoja payroll process handled by the payroll team at Headquarters.

13. The third set of International Public Sector Accounting Standards (IPSAS)-compliant financial statements were produced with a combination of data from Umoja and legacy systems through the specialized Business Planning and Consolidation (BPC) module developed for this purpose for all active and closed peacekeeping operations. Strong communication with the peacekeeping operations

was maintained, including through the presentation of an IPSAS benefits tracking and reporting system to key finance personnel from peacekeeping operations, and the provision of direct guidance and accounting policies, as well as the ongoing review of accounts. The IPSAS benefits realization pillar advanced significantly in all five major benefit categories, identified as alignment with best practice; improved stewardship of assets and liabilities; more comprehensive cost information; improved consistency and comparability; and enhanced transparency. Several peacekeeping missions reported on efforts to decrease the level of inventories and demonstrated changes in holdings since the first year of IPSAS adoption, owing to a combination of factors including changes made in the context of the global field support strategy, Umoja functionality and supply chain initiatives, as well as heightened visibility under IPSAS.

14. Financial administrative support to peacekeeping operations in planning, budgeting and resource management was strengthened, delegation of authority to field operations was streamlined and enhanced, and governance and monitoring of resource management were strengthened commensurately. Financial management tools for the reimbursement of services rendered by troop- and police-contributing countries and claims in respect of contingent-owned equipment were replaced with Umoja functionality, capturing more detailed information and providing more comprehensive and timely reporting to Member States. Cash management improved and settlements to troop- and police-contributing countries increased during the reporting period. An updated delegation of authority was granted to peacekeeping operations, including additional authority to sign donor and financial agreements, and financial policies were established to reflect a more field-focused framework. In addition to the preparation of more than 40 reports of the Secretary-General on financing of peacekeeping operations, there was a provision of daily operational support to field missions on the administration of budget allocations and staffing table management in Umoja, as well as grants management for trust funds and voluntary contributions. Financial services were also provided to implement the policy on sexual exploitation and abuse through withholding payments during investigation. Finally, outreach to the peacekeeping operations was strengthened to improve communication and offer assistance on budgetary and planning issues, including through new online tools for direct collaboration with field finance and budget staff.

15. In the area of human resources management, the first managed mobility exercise and the vacancy exercise for the Political, Peace and Humanitarian Network (POLNET) were undertaken during the reporting period. The Inspira system was reconfigured to support the new exercise; and Internet-based test tools were introduced. Outreach missions in five countries were conducted and worldwide outreach was broadened through extensive presence on social media sites and virtual career fairs to increase the pool of interested qualified applicants and strengthen gender targets. The Office of Human Resources Management continued to support peacekeeping operations in the development of human resources policies, including on conditions of service in the field, and undertook comprehensive salary surveys in six peacekeeping operations. A flagship programme on emergency preparedness and response training was provided to all staff in peacekeeping operations with a view to enhancing the medical support system. Guidance, policy and advisories on Zika virus were developed and disseminated to all duty stations.

With regard to Umoja, the Office led the administration of human resources master data objects and global index for all international staff in peacekeeping operations. The role of the Office will expand with the deployment of Umoja Cluster 5 to all national staff and military personnel.

16. Under central support services, implementation of Umoja and other Secretariat initiatives, such as the global field support strategy, supply chain management, and actions resulting from the work of the High-level Independent Panel on Peace Operations laid the foundation for the Secretariat's re-examination of its procurement operations. Against this background, and to provide more cost-effective services to clients, the Office of Central Support Services of the Department of Management of the Secretariat initiated the review and adjustments to the governance framework, organizational structure and distribution of procurement offices worldwide, with a focus on client orientation and efficiency gains. The standing administrative measures for crisis response and mission start-up, which were finalized in March 2016, included temporary flexible arrangements, such as emergency delegations, cooperation with other United Nations entities and an increase of thresholds. The Office also actively supported the Department of Field Support initiatives under the supply chain management strategy to ensure that the strategy adheres to the main principles of procurement in the United Nations, as well as the operational needs across the global Secretariat, while achieving its expected benefits. The compliance monitoring programme of the Office continued to promote adherence at Headquarters and in peacekeeping operations, and offered procurement-related training courses at the basic and intermediate levels for field staff on its online Procurement Training Campus. With regard to facilities management, the quality and timeliness of the services were improved; and property management policies, processes and roles with regard to incorporating IPSAS were reviewed to ensure compliance across Headquarters and peacekeeping operations. The capacity of peacekeeping archives and management was also enhanced. With regard to Umoja, the Office provided data cleansing of master data objects for commercial business partner, material and service master data, and equipment master data (property and plant maintenance). The data objects collected from the field missions were reviewed, validated and uploaded by process and technical experts which resulted in 414 new services master records.

17. In the area of information and communications technology, one of the main priorities was information security, including the issuance of policies and conduct of training to improve the security management framework. In addition, several strategic enterprise solutions were implemented to deliver efficiencies in key areas of field operations, including the electronic fuel management system in UNAMID and UNISFA, which provided full transparency across the fuel supply chain, enhanced control over fuel issuance and provided for stronger monitoring capabilities for the detection of possible misappropriation of fuel and realization of the prompt-payment discount. In addition, several pilot projects were implemented, such as the electronic rations management solution in UNFICYP and the mobile customer relationship management solution for troop contributions management in UNMISS. A decision for deploying both systems to all peacekeeping operations was made by the project boards based on the successful outcome of the pilot implementations. The Office of Information and Communications Technology also coordinated the assignment of business intelligence resources globally to meet the growing demand for reports.

18. In the Office of Internal Oversight Services, the Internal Audit Division rolled out its web-based audit management software in March 2016, and reviewed its audit rating system. Experts in performance auditing assisted the Division in developing its performance audit approach and conducted coaching sessions on integration of performance auditing in workplans. The Inspection and Evaluation Division completed two projects: (a) evaluation of the senior leadership training conducted by the Department of Peacekeeping Operations and the Department of Field Support; and (b) review of the logical frameworks underlying selected dimensions of United Nations peacekeeping operations. The Division continued its outreach with other evaluation entities within the United Nations system and research institutes. By refining its risk assessment methodology, the Division improved alignment with the United Nations Secretariat enterprise risk management framework in response to the recommendation of the Independent Audit Advisory Committee. The work in the Investigations Division was dominated by the surge in the number of reports of sexual exploitation and abuse cases made against United Nations peacekeeping troops in the Central African Republic since August 2015. The Division continuously deployed investigators to investigate 60 reported cases of sexual exploitation and abuse and interviewed some 215 victims. This required the reprioritization of activities by the Division to enable the critical investigations into sexual exploitation and abuse to be carried out. The working relationship with the Conduct and Discipline Unit in the Department of Field Support was enhanced and joint training was developed for the immediate response teams and national investigation officers.

19. The Office of the United Nations High Commissioner for Human Rights established the Peace Missions Support Section in New York as of 1 July 2015, which aims at consolidating peace mission functions in New York and creating maximum synergy among the Office of the High Commissioner, the Department of Peacekeeping Operations, the Department of Field Support and Member States on the integration of human rights in United Nations peacekeeping, as well as improving the responsiveness of the Office with regard to strategic planning for peacekeeping operations, human rights and protection mandate and policy implementation.

20. The Office of the United Nations Ombudsman and Mediation Services continued to provide conflict resolution services, including screening of cases for systemic issues that should be brought to the attention of the management of the Organization. A particular focus was on promoting conflict competence through workshops and presentations so as to enhance the ability of managers and staff to handle difficult situations in the workplace in a collaborative manner. The Office of Legal Affairs continued its provision of legal assistance and supported resolving claims arising out of peacekeeping operations by arbitral awards or by approved settlements. Legal services were in high demand, in particular technical assistance for the setting up of the hybrid court in South Sudan and establishment of the special criminal court in the Central African Republic.

21. During the reporting period, the Department of Safety and Security continued to strengthen the safety and security of United Nations personnel in field operations by providing training and technical guidance. The Department provided field operations with guidance on security policy to increase the efficiency and effectiveness of the United Nations security management system. The security

assistance visits to peacekeeping operations continued to focus on the proper implementation of the security risk management process in countries and areas faced with challenging security conditions, such as the Central African Republic, Darfur, the Democratic Republic of the Congo, Mali, the occupied Syrian Golan and South Sudan.

## II. Results-based-budgeting framework

### A. Department of Peacekeeping Operations

#### (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*

Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels

Achieved. Key public information materials were made available in all six official languages on the United Nations peacekeeping website and social media

**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 of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information

No new missions were initiated during the reporting period. Existing missions continued to be compliant

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

##### *Planned indicators of achievement*

##### *Actual indicators of achievement*

All field operations 100 per cent compliant with records and information management standards

Achieved. Baseline standards, including the implementation of the peacekeeping Internet and Intranet publication policy and the standard operating procedure for access to information, within paper records processes, were met by 14 peacekeeping operations and UNSOS

Development of a general and/or issue-specific communications strategy by 4 multidimensional peacekeeping operations	Achieved. 9 communications strategies, encompassing 1 strategy for MINUSCA related to sexual exploitation and abuse allegations; 1 general strategy on combating sexual exploitation and abuse perpetrated by United Nations personnel; 1 strategy for the International Day of United Nations Peacekeepers; 1 strategy for MONUSCO related to combating sexual exploitation and abuse; 1 strategy for MINUSMA related to the violent demonstrations in Gao and the investigation of the expert panel; 1 communications strategy for MINUSTAH related to cholera and waste management in Haiti; 1 strategy related to the UNMIL security transition; and 2 strategies for UNMISS related to escalating violence and in response to allegations of inaction directed against United Nations peacekeepers by major media outlets
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. More than 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel were accepted. During the period, the comprehensive reviews of UNTSO, UNDOF and UNIFIL generated a total of 40 recommendations and the implementation rate of the recommendations showed an acceptance rate of more than 80 per cent. In two reviews of MINUSCA, focused on conduct and discipline issues, all the recommendations were found to have been accepted and most of the recommendations were found to have been implemented by 30 June 2016

## (b) Office of Operations

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Security Council resolutions incorporate recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM	Achieved. The Security Council incorporated all recommendations for major adjustments to 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

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

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*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

Achieved. While no new peacekeeping operations were established during the reporting period, planning processes were completed or ongoing, in line with time requirements/mission priorities, including continued efforts to enhance the presence of MINUSMA in northern Mali; realignment of UNMISS to the reprioritized mandate; reprioritization and streamlining of UNAMID; downsizing and transition planning for the termination of the mandate of UNOCI; downsizing reconfiguration and completion of the security transition in UNMIL; completion of a slight increase in the troop level and transition planning in case of a settlement in UNFICYP. Strategic reviews and assessments were also conducted for MINUSCA, MINUSMA, UNAMID, UNMISS and UNOCI

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**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations
 

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

100 per cent of peacekeeping operations in integrated settings have up-to-date integrated strategic frameworks or equivalent frameworks

The integrated strategic framework was revised for UNMIL and the integrated strategic framework for UNMIK had been under review by the end of the reporting period. The development of the integrated strategic framework for MINUSCA was delayed owing to the extended transition period, while the integrated strategic framework for UNMISS was on hold, given the recurrent instability in the country. Following the conduct of assessments, transition planning was ongoing in MONUSCO and UNOCI, with the expectation of developing integrated strategic frameworks or equivalents

100 per cent of peacekeeping operations fulfil major milestones, as defined in and mandated by Security Council resolutions

Achieved. All missions fulfilled major milestones as defined in, and mandated by, the Security Council resolutions

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**(c) Office of Military Affairs**


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**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
 

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

Security Council resolutions incorporate 90 per cent of recommendations on military issues in establishing potential or adjusting existing peacekeeping operations

Achieved. 15 Security Council resolutions incorporated 95 per cent of recommendations on military issues

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

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

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<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Military plans for new or significantly adjusted peacekeeping operations prepared within 7 days of the adoption of the relevant Security Council resolution	Achieved. While no new peacekeeping operations were established during the reporting period, military plans for MINUSTAH, MONUSCO and UNMIL were prepared within seven days of the adoption of the relevant Security Council resolution
Readily deployable nucleus of Headquarters military personnel established in peacekeeping operations within 15 days of a Security Council resolution or related decision	Achieved. A readily deployable nucleus of Headquarters military personnel was maintained

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**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations
 

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<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end of assignment, after-conference/action reports, visits, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations	98 per cent of military-related recommendations were implemented. 60 military-related recommendations were processed and 59 recommendations were implemented. The implementation of 1 recommendation related to MINURSO was ongoing by the end of the reporting period

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**(d) Office of Rule of Law and Security Institutions**


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

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<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Security Council resolutions reflect the activities to be carried out by police, judicial and corrections officers (100 per cent)	Achieved. 18 Security Council resolutions included references to activities to be carried out by the United Nations police. 12 Security Council resolutions reflected justice and corrections activities carried out by United Nations Justice and Corrections Officers
Security Council resolutions incorporate specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration, mine action, weapons and ammunition management and improvised explosive device responses in the establishment or adjustment of peacekeeping operations (100 per cent)	Achieved. 6 Security Council resolutions incorporated references to security sector reform, 8 included references to mine action, weapons and ammunition management and improvised explosive device responses and 11 included references to disarmament, demobilization and reintegration

General Assembly resolution recognizes the critical contribution of mine action assistance to peacekeeping

Achieved. In its resolution [70/80](#) of 9 December 2015 on assistance in mine action, the General Assembly recognized the contribution of mine action assistance to peacekeeping operations

**Expected accomplishment 2.1:** Rapid deployment, establishment or adjustment 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 25 days of the adoption of the relevant Security Council resolution

Achieved. While no new peacekeeping operations were established during the reporting period, Standing Police Capacity personnel were deployed within the 25-day period to support transitioning and adjusting operations in UNMIL and MINUSCA

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

The Justice and Corrections Standing Capacity personnel were deployed to 4 peacekeeping operations (MINUSCA, MONUSCO, UNAMID and UNMISS) within the 30-day period. One deployment to UNAMID took 43 days owing to delays in visa processing

Initial deployment of personnel specializing in mine action, weapons and ammunition management, improvised explosive device response and security sector reform to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution

Security sector reform personnel were deployed to MINUSCA within the 30-day period  
Deployment of mine action personnel to new, adjusted or transitioning peacekeeping operations was not required during the reporting 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, weapons and ammunition management and/or improvised explosive device response components reflected in 5 integrated mission plans

Achieved. Police, justice, corrections, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device response components were each reflected in 5 integrated mission plans

Vacancy rate for police in field operations reduced to 15 per cent

Achieved. The average vacancy rate during the reporting period for police in field operations was 14.2 per cent

Contingency mine action plans developed or updated for 5 peacekeeping operations

Achieved. Contingency mine action plans were developed or updated for 5 peacekeeping operations (MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS)

### (e) 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 indicators of achievement</i>	<i>Actual indicators of achievement</i>
All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided	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 will include an overview on all key policy matters related to peacekeeping operations	Achieved. The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations ( <a href="#">A/70/579</a> ) of 30 November 2015 responded to the recommendations and requests for information contained in the report of the Special Committee on its 2015 substantive session ( <a href="#">A/69/19</a> )

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
The European Union provides enabling or support capacities to the early deployment of 1 new or significantly adjusting peacekeeping operation	No new mission was established during the reporting period, and no mission was significantly adjusted so as to require European Union support

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
100 per cent of training standards are available to all troop- and police-contributing countries and peacekeeping operations	Achieved. All peacekeeping training standards for civilian, military and police personnel were available to all Member States for predeployment training and to peacekeeping operations 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 and knowledge management materials, were available to all staff in peacekeeping operations through the policy and practice database

## B. 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 indicators of achievement</i>	<i>Actual indicators of achievement</i>
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 Chairperson of the African Union Commission; the United Nations-African Union Joint Task Force on Peace and Security (under the relevant under-secretaries-general and the African Union Commissioners); and peacekeeping desks of the United Nations Secretariat and the African Union Commission	3 consultative mechanisms with the African Union were implemented, comprising: <ul style="list-style-type: none"> <li>(a) 1 meeting between the Secretary-General and the Chairperson of the African Union Commission;</li> <li>(b) 1 consultative meeting between the United Nations Security Council and the African Union Peace and Security Council;</li> <li>(c) 3 meetings of the United Nations-African Union Joint Task Force on Peace and Security</li> </ul> The fourth mechanism, an annual workshop bringing together desk officers at United Nations Headquarters and at the African Union, was not implemented owing to competing priorities in the African Union during the reporting period. The next workshop was scheduled for a date following the end of the reporting period
2 consultative mechanisms are implemented with 2 key groups, United Nations organizations 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. Two consultative mechanisms were implemented, namely, the African Union Partners Group and the United Nations Liaison Team. The United Nations Office to the African Union participated in 11 African Union Partners Group meetings and 12 United Nations Liaison Team meetings
100 per cent implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security	Achieved. The targets of the Joint Framework comprised the establishment of one consultative mechanism between the United Nations Security Council and the African Union Peace and Security Council and the holding of 10 consultative meetings on conflict prevention, horizon scanning and enhanced partnership

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
5 pillars of the African Peace and Security Architecture are operational, and the benchmarks of the African Standby Force revised road map III are achieved	Achieved. All 5 pillars of the African Peace and Security Architecture were operational. The African Standby Force pillar reached full operational capability; the benchmarks for the period 2015/16 were achieved through the conduct of the AMANI Africa II Exercise and the follow-on After Action Review and the report of the African Union Specialized Technical Committee on Defence, Safety and Security

Implementation of a comprehensive capacity-building strategy incorporating the previous 18 strategies within the framework of the African Peace and Security Architecture	Achieved. A comprehensive capacity-building strategy was implemented in line with the African Standby Force revised road map III, including AMANI II Pre-Exercise Training, mission planning training, strategic planning training and political strategic training
100 per cent implementation of the AMANI Africa II cycle in accordance with the African Standby Force revised road map III	Achieved. All activities in the AMANI Africa II cycle were successfully executed and the AMANI Africa II Exercise was successfully conducted. The African Standby Force was subsequently deemed operationally ready by the Specialized Technical Committee on Defence, Safety and Security
All ongoing African Union peacekeeping operations are fully operational within their authorized mandates	Achieved. All ongoing African Union missions were fully operational
African Union and AMISOM develop and implement revised concepts of operations and operational plans for capabilities within the envisaged mandate	Achieved. 1 concept of operations was revised and implemented

## C. 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Endorsement by the General Assembly of all recommendations of the Secretary-General on measures to reform support for United Nations peacekeeping, including field support	The General Assembly took note of the report of the Secretary General on the overview of the financing of the United Nations peacekeeping operations (A/70/749); however, special measures to approve the extension of the maximum duration of temporary duty assignments to six months, and extension of the duration of the engagement of retired staff, were not endorsed during the reporting period
Conduct and discipline are addressed in all reports of the Secretary-General to the Security Council on peacekeeping operations, as appropriate	Achieved. Information on conduct and discipline was included in 31 reports of the Secretary-General to the Security Council

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Comprehensive mission support plans are developed to enable the United Nations to mount new or expanded field operations within the timelines prescribed by the Security Council (100 per cent)	Achieved. While no new peacekeeping operations were established during the reporting period, mission support plans were prepared to enable the United Nations to support other field operations in response to Security Council resolutions on field operations within timelines prescribed by the Council

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**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the misconduct tracking system	82 per cent of allegations were recorded in the misconduct tracking system within 7 days of receipt. Reports from peacekeeping operations show that out of 850 allegations recorded in the misconduct tracking system during the reporting period, there were delays in entering 155 allegations, mainly owing to delayed reporting within the mission and by United Nations entities outside of the mission
Incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system	Achieved. Action was taken on all 220 incoming boards of inquiry reports, which were reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the board of inquiry tracking database

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**(b) Field Budget and Finance Division**


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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Contingent-owned equipment reimbursement claims assessed and processed quarterly within 3 months of the end of the relevant quarter	Achieved. The average processing time for contingent-owned equipment claims was maintained at 90 days from the receipt of verification reports for certification
Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations	Achieved. The Security Council was informed of the resources and field support implications for all expanded field operations

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

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

Funding arrangements in place for new, expanding or transitioning field operations within 21 days of the adoption of a related Security Council resolution

While no new peacekeeping operations were established during the reporting period, funding arrangements for MINUSCA were completed in 338 days. The number of days was higher, as efforts were made to assess the extent to which resources for additional mandate-related activities could be met from within the existing approved resources for the period 2015/16, prior to requesting additional authority to spend

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**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations
 

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

Reduction in the average cost per uniformed person deployed in peacekeeping operations (1 per cent)

The cost per uniformed person deployed increased from \$72,900 in the period 2014/15 to \$73,100 (0.3 per cent), owing to additional resource requirements in respect of mandate changes in MINUSCA and MINUSMA

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**(c) Field Personnel Division**


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

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

Peacekeeping missions in a start-up, expansion or transition phase meet the incumbency rate target range specified in the Compact during the reporting period

No new peacekeeping operations were established during the reporting period, and no incumbency rate targets were required to be specified in the Compact

Reduction of the lead time for recruitment from the roster (54 days)

Achieved. The lead time for recruitment from the roster was reduced from 59 to 52 days during the reporting period

The output was higher owing to several changes and efficiencies instituted by the Division, including additional support provided to missions, streamlined recruitment, and improved oversight and monitoring of recruitment activities, and generic job opening campaigns

Increase of 3 per cent in the total number of women on the rosters of candidates endorsed by the central review bodies (27 per cent)

Achieved. The total number of women on the rosters of endorsed candidates increased from 27 to 30 per cent during the reporting period

The output was higher owing to increased efforts to attract more applications from women through targeted outreach and the results achieved through the implementation of a dedicated senior women talent pipeline

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

All stable peacekeeping operations achieve the average annual incumbency target rates specified in the Compact for their staffing table authorization of national and international civilian personnel (incumbency rate target ranges for international staff and for national staff)

*Actual indicators of achievement*

MINUSCA achieved its targets for both national and international civilian personnel. MONUSCO and UNFICYP achieved their targets for national staff while MINUSMA, UNIFIL and UNMISS achieved their targets for international staff

7 peacekeeping missions were below their target incumbency rates for international staff and 6 peacekeeping missions were below their targets for national staff, mainly owing to security issues, visa issues, changes in mission mandates and priorities and reductions of staff. 3 peacekeeping missions were above their targets for international staff and 5 peacekeeping missions were above their targets for national staff

**(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

*Planned indicators of achievement*

No negative comments are contained in the legislative reports on the work of the Division with Member States and troop- and police-contributing countries

*Actual indicators of achievement*

Achieved. No negative comments were contained in legislative reports

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

*Planned 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

*Actual indicators of achievement*

No new peacekeeping operations were established during the reporting period

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

Verification of 100 per cent of the property, plant and equipment and financial inventory held at peacekeeping operations against relevant IPSAS accounting standards

*Actual indicators of achievement*

Achieved. 99.7 per cent of property, plant and equipment and 100 per cent of financial inventory held in peacekeeping operations were verified against relevant IPSAS accounting standards



Increased compliance of peacekeeping operations with established light passenger vehicle holding policies (93 per cent)	Achieved. During the reporting period, there was 93.8 per cent compliance with established light passenger vehicle holding policies compared with 92.5 per cent in the period 2014/15
Rate of evaluation of vendors through the surface transport supplier appraisal system at peacekeeping missions maintained at 100 per cent	Achieved. The rate of evaluation of vendors through the supplier appraisal system was maintained at 100 per cent
Implementation of all recommendations of the Board of Auditors regarding the management of field logistics outstanding from the previous period	Achieved. All recommendations relating to the Division contained in the reports of the Board of Auditors ( <a href="#">A/69/5 (Vol. II)</a> and <a href="#">A/70/5 (Vol II)</a> , annex II) were implemented
Missions have access to a valid systems contract 365 days a year	Achieved. Missions had access to a valid systems contract 365 days a year

### (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 service data within 3 days for daily consultation meetings. Satellite image map and thematic analysis map products were provided to the Council's panels of experts

**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 20 hours of arrival of the ICT equipment in new peacekeeping operations

No new peacekeeping operations were established. However, communications links were established within 20 hours to support the expansion to two new regions in the mission area of MINUSCA

Provision of up-to-date geospatial information and maps to Headquarters within 9 days of a request's being made

Achieved. Departments and offices at Headquarters were provided with up-to-date global digital spatial data and maps within 9 days

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

#### *Planned indicators of achievement*

#### *Actual indicators of achievement*

99 per cent availability to all peacekeeping operations of established ICT infrastructure and existing ICT applications

Achieved. The level of availability of established ICT infrastructure and existing ICT applications to all peacekeeping operations was 99.96 per cent

## D. 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)

98.5 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 seventieth session of the General Assembly gave a rating of “satisfied” or higher

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

*Planned indicators of achievement*

*Actual indicators of achievement*

The average processing time for Headquarters Committee on Contracts cases is 7.0 business days

Achieved. During the reporting period, the Headquarters Committee on Contracts processed 518 cases with an average processing time of 5 days

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

Achieved. 95 per cent of members of the local committees on contracts were trained in the mandatory Committee on Contracts training

17 training sessions for members of local committees on contracts were conducted during the reporting period

Preparations for deployment to, and stabilization of, the Umoja Extension I functionality are made for international staff in peacekeeping in November 2015 and for national staff and locally administered personnel in the missions in November 2016

A detailed Umoja master project plan was developed and implemented to prepare for deployment of the Umoja Extension 1 functionality to international staff in peacekeeping as part of the Cluster 4 deployment in November 2015. Preparations included weekly coordination meetings, comprehensive readiness checkpoints, eight Quality Gates, and intensive cooperation between the Umoja team and the offices of the Department of Management and the Department of Field Support in the preparation of missions for data cleansing, data conversion, role mapping, training, payroll administration, communications, and post-implementation support. Preparations for deployment and stabilization of Umoja Extension 1 functionality to locally administered personnel in missions (Cluster 5) were carried out during the reporting period. The deployment was rescheduled by decision of the Umoja Steering Committee to November 2016

Review and respond to 100 per cent of management evaluation requests filed by peacekeeping staff members within 45 days

Owing to the increase in workload, statutory time frames were not met in 21 per cent of cases

Maintenance 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 (42 per cent)

Achieved. A remedy was found or the original decision was overturned in 89 per cent of cases

## (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

Of the total of 41 reports produced by the Peacekeeping Financing Division during the reporting period, 40 (97.6 per cent) were submitted by the target dates, including 16 (39.0 per cent) submitted before the target dates

The budget report for the United Nations Logistics Base at Brindisi, Italy, for the period 2016/17 was submitted after the target date owing to the necessity of holding extensive consultations between Headquarters and the logistics base

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

The General Assembly welcomed the improvements made in the quality and presentation of the report on the overview of the financing of the United Nations peacekeeping operations and the reports on the budget for the support account for peacekeeping operations and UNMISS, and encouraged the Secretary-General to continue his efforts in that regard

Areas of improvements were noted regarding the justification for the retention of posts that had been vacant for two years or longer and information related to air operations. The Advisory Committee on Administrative and Budgetary Questions noted that the information provided for the United Nations Logistics Base at Brindisi, Italy, did not respond to the request of the General Assembly

Requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions are responded to no later than 5 working days after they have been received

Written responses to follow-up questions submitted to the Fifth Committee and the Advisory Committee were provided, on average, no later than 5 working days after their receipt. Delays experienced were due primarily to late submission of material by client departments and, in particular, in cases where such information had to be collated from raw data

A positive audit opinion is provided by the Board of Auditors on the peacekeeping financial statements

Achieved. An unqualified opinion was issued on the financial statement for the period 1 July 2014 to 30 June 2015. The opinion of the Board of Auditors for the period from 1 July 2015 to 30 June 2016 is expected to be issued in December 2016

Financial statements are available to the Board of Auditors within 3 months of the end of the financial period	Achieved. Financial statements for the year ended 30 June 2016 were released on 30 September 2016
The monthly status of contributions is available online by the end of the following month	Achieved. Monthly reports were made available online to Member States and users in the Secretariat through the contributions web portal

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

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*Planned indicators of achievement*

*Actual indicators of achievement*

Banking operations set up within 3 months of the establishment of new peacekeeping operations	No new peacekeeping operations were established requiring the setting up of banking operations within 3 months
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**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

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*Planned indicators of achievement*

*Actual indicators of achievement*

Revision of standard operating procedures and accounting manual developed to support IPSAS accounting and reporting	Achieved. IPSAS-compliant financial statements for the period from 1 July 2015 to 30 June 2016 were prepared for all active and closed peacekeeping operations
Liabilities for troops and formed police units do not exceed 3 months	As at 30 June 2016, liabilities for troops and formed police units did not exceed three months for 12 of 13 active peacekeeping operations with troops. Liabilities for troops and formed police units as at 30 June 2016 had been paid up to July 2014 for MINURSO, owing to cash insufficiency
Payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States	Achieved. Payments for troops and contingent-owned equipment were processed on a quarterly basis
90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation	78 per cent of payments were processed by the target date, compared with 83 per cent during the prior year. 100 per cent of payroll payments were processed on time, 50 per cent of staff separations were processed within 30 working days and 85 per cent of education grants were processed within 30 working days  The delays were attributable to the dedication of significant resources to support the testing, preparation and implementation of Umoja (Cluster 4) and the slower processing rate during the ramp-up period of November and December 2015. Higher rates were achieved in the last quarter of the reporting period
90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation	82 per cent of vendor and travel claims were processed within 30 working days (94 per cent of vendor payments and 70 per cent of manual travel claims payments)

	The decrease was attributable to the dedication of significant resources to support the testing, preparation and implementation of Umoja (Cluster 4) and the slower processing rate during the ramp-up period of November and December 2015 and during the stabilization period of the travel module. Higher rates were achieved in the last quarter of the reporting period
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)	Achieved. 74 contracts were reviewed and guidance and advice with regard to insurance provisions and indemnity clauses in complex peacekeeping contracts were provided within 30 days
100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions	Achieved. All communications to Member States as regards contributions were processed within 30 days
Requests for financial delegation of authority are approved and processed within 2 weeks of receipt of required supporting documentation (100 per cent)	Achieved. All requests for approval of delegation of financial authority for incoming staff were processed within 2 weeks of receipt of required supporting documents
Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Achieved. The rate of return on peacekeeping investments was 0.77 per cent compared with the benchmark of 0.43 per cent for the reporting period
100 per cent of payments requested for peacekeeping accounts processed within 2 business days	Achieved. All payments were processed within 2 business days
100 per cent availability of service support to users of the financial and budget information system	Achieved. Umoja post-implementation support, including Umoja conversion, cleansing and implementation, was absorbed without disruption to legacy system support

### (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	Achieved. Access to human resources insight was offered to all Member States, and during the reporting period, 145 Member States (representing 331 users) gained access to the system
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**Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations**


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

100 per cent of 15 peacekeeping operations and UNSOA/UNSOS achieve the targets set out in the strategic indicators of the human resources management scorecard

As at 30 June 2016, achievements related to the 6 strategic indicators specified in the human resources management scorecard for 14 peacekeeping operations were as follows:

- 4 peacekeeping operations achieved the vacancy rate targets for international staff, which were based on a budgeted vacancy rate range
- 3 peacekeeping operations achieved the vacancy rate targets for national staff, which were based on a budgeted vacancy rate range
- 3 peacekeeping operations achieved the target for representation of women in senior positions based on improvement over the prior year
- 5 peacekeeping operations achieved the target for representation of women in non-senior professional positions based on improvement over the prior year
- 6 peacekeeping operations achieved the target for representation of women in General Service and related positions based on improvement over the prior year

No peacekeeping operations achieved the target of 100 per cent completion of performance evaluations within 3 months of end of cycle. 12 peacekeeping operations achieved 90-99 per cent completion

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

Achieved. Continuous training and guidance on the performance management and development system were provided to peacekeeping missions

Response to all mission evacuation requests and urgent deployment requests for medical clearance provided on the same day

Achieved. Responses to all 782 mission medical evacuation requests and all urgent medical clearances were provided on the same day

Reduction in the number of days of sick leave

A baseline was established which will be proposed as an indicator in future periods to measure achievements under this expected accomplishment

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**(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

Achieved. 217 linear feet of peacekeeping records, including for the United Nations Observer Group in Central America (ONUCA), the United Nations Verification Mission in Guatemala (MINUGUA) and the United Nations Iran-Iraq Military Observer Group (UNIIMOG), were catalogued and were made available for consultation

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

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

No less than 70 per cent of peacekeeping missions employ standard policies, tools and technical standards for records management

Achieved. 70 per cent of peacekeeping operations met minimum records management standard requirements for paper records

Standard office accommodations are provided for 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

Establishment of a compliance monitoring framework for fixed asset management which enables regular review of property records and ensures adequate inventory controls and accountabilities in line with IPSAS requirements

Achieved. The fixed asset framework was established. The fixed asset management manual, training procedure and certification for property management were rolled out to all peacekeeping operations through Inspira

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

Achieved. 99.1 per cent of vendor registration applications were reviewed within 60 days

The higher output was due to the use of a new vendor registration level system and the implementation of basic-level auto-acceptance functionality of the United Nations Global Marketplace

Average time for review of local procurement authority requests less than or equal to 8 days

Achieved. The average time for review of local procurement authority requests was 7.6 days

Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases, less than or equal to 25 days

Achieved. The average time for submission of local committee on contracts cases was 22.5 days

Positive feedback on surveys of peacekeeping missions regarding the provision of mail services	Achieved. 91 per cent of the respondents to the survey sent to peacekeeping operations 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	Achieved. 95 per cent of users of travel and transportation services provided positive feedback in surveys

### (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 accessibility and availability of Umoja to all peacekeeping missions where Umoja is deployed	Achieved. 99.9 per cent accessibility and availability of Umoja to all peacekeeping missions where Umoja was deployed. Transition of regional networks to a single integrated, centrally managed network was completed
99 per cent availability to Headquarters and all peacekeeping operations of established ICT infrastructure at Headquarters and existing enterprise information systems	Achieved. 99.9 per cent availability of all established ICT infrastructure services, including services located at Headquarters, enterprise information systems located at the enterprise data centre, and all peacekeeping operations

### E. 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>
100 per cent of OIOS reports to the General Assembly are submitted in accordance with deadlines	Achieved. 1 report was submitted to the General Assembly in accordance with the required deadline

#### Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Acceptance of 95 per cent of recommendations issued by the Internal Audit Division	Achieved. 99.5 per cent of 434 recommendations issued in audit reports were accepted. Two recommendations were not accepted
Acceptance of 95 per cent of evaluation and inspection recommendations	Achieved. 100 per cent of 7 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 380 matters relating to peacekeeping operation investigations were reviewed
10 per cent of investigations completed during the financial period result in advisory notes addressing oversight issues in peacekeeping operations being issued to DFS and mission management, as well as to the Department of Management	5.5 per cent (4 cases) of the 72 completed investigations resulted in advisory notes  The lower output was attributable to the fact that the vast majority of reports issued during the reporting period were related to sexual exploitation and abuse, and were addressed mainly in the form of reports on troop contingents
70 per cent of investigations conducted during the financial period are completed within 12 months or less	54 per cent (39 cases) of the 72 investigations were completed in 12 months or less  The lower output was attributable to: (a) increased focus on completion of backlog cases; (b) delays in finalizing cases due to lack of evidentiary support, in particular related complex ICT data sets; and (c) increased focus on and attention given to the investigation in the Central African Republic of sexual exploitation and abuse
50 per cent reduction of the backlog of investigation cases	Achieved. 86 per cent reduction of the backlog of investigation cases
Personnel from 70 per cent of peacekeeping missions are trained in basic investigation training programmes and newly developed training programmes	The training function was suspended to enable a focus on the crisis entailing sexual exploitation and abuse in the Central African Republic

## F. 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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
95 per cent of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date	Achieved. 96 per cent of the reports of the Secretary-General to the Security Council and 100 per cent of the reports of the Secretary-General to the General Assembly were submitted on or before the deadline
All documents (e.g., reports, talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days	Achieved. All documents were reviewed and returned within 4 days or less to the lead department

**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 DPKO

Owing to the increased exchange of information between the Executive Office and DPKO by e-mail, the use of notes was discontinued

**G. Administration of justice****(a) Office of Staff Legal Assistance****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*

Reports of statistics and other information, including any systemic issues identified, submitted on due dates

Achieved. The Office had provided substantive and/or statistical information by (a) 2 April 2016, (b) 18 January 2016, (c) 31 May 2016, (d) 15 July 2016 and (e) 31 May 2016 for the following reports: (a) ninth activity report of the Office of Administration of Justice; (b) report of the Interim Independent Assessment Panel on the system of administration of justice at the United Nations; (c) report of the Secretary-General on the administration of justice at the United Nations; (d) report of the Secretary-General on the findings and recommendations of the interim independent assessment panel on the system of administration of justice at the United Nations and revised estimates relating to the programme budget for the biennium 2016-2017; and (e) report of the Internal Justice Council on the administration of justice at the United Nations

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

Timely provision of legal advice and, as required, representation of staff by the Office of Staff Legal Assistance enable workplace conflicts to be addressed early and resolved as quickly as possible

Achieved. All advice/representation was provided in a timely manner. No requests for extensions of time limits were sought

Increase in the percentage of peacekeeping cases represented by the Office of Staff Legal Assistance (75 per cent of such cases so represented)

The Office represented staff in the field operations, Headquarters and the Regional Service Centre in 89 new cases before the United Nations Dispute Tribunal and 4 cases before the United Nations Appeals Tribunal, being 63 per cent of the total number of new peacekeeping cases before the Tribunals during the same period (123 and 24, respectively). In addition, the Office represented

	297 peacekeeping staff at the management evaluation stage; 1 at the Classification Appeals Committee; 1 mediation case and 13 disciplinary cases. Out of 715 new peacekeeping cases received during the period 2015/16, the Office formally represented in 57 per cent of these cases. The remaining 43 per cent were dealt with informally through summary advice
Increase in the percentage of cases of staff in peacekeeping missions resolved informally (30 per cent of such cases resolved informally)	The Office closed 616 cases from peacekeeping missions (65 United Nations Dispute Tribunal cases, 10 United Nations Appeals Tribunal cases, 11 disciplinary cases, 220 management evaluation requests, 307 summary advice cases, 1 classification case, 1 mediation case and 1 Advisory Board on Compensation Claims case). 35 of these cases were settled by way of agreement between the parties (17 at the management evaluation recourse body and 10 at the United Nations Dispute Tribunal; 8 were summary advice cases). Thus, the proportion of peacekeeping mission cases closed as a result of settlement was 5 per cent

#### (b) Office of the United Nations Ombudsman and Mediation Services

##### **Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Informal conflict resolution services provided to 3 per cent of eligible staff in peacekeeping operations	Achieved. Informal conflict resolution services were provided to 4.8 per cent of the eligible staff in peacekeeping operations

#### **H. Ethics Office**

##### **Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Enhanced ethical awareness through an increasing number of requests for ethics advice/guidance (100 inquiries)	Achieved. 172 requests for ethics advice/guidance received
Full compliance with the financial disclosure programme (100 per cent)	Achieved. The rate of compliance was 100 per cent
Requests for protection against retaliation are evaluated within 14 days (2015/16: 100 per cent)	Achieved. The Ethics Office evaluated all requests within 14 days of having received complete documentation from claimants

## I. Office of Legal Affairs

### Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (less than 40 per cent of the amount originally claimed)	Achieved. Claims arising out of peacekeeping operations totalling \$8.49 million were resolved by arbitral award or by approved settlement in the amount of \$1.77 million, representing 20.8 per cent of the amount claimed, and a reduction of 79.2 per cent in actual liability from 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	Achieved. Privileges and immunities were maintained in all agreements for 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

## J. Department of Public Information

### Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
90 per cent of the peacekeeping operations surveyed indicate overall satisfaction with the quality of public information support	Achieved. 100 per cent of the 14 peacekeeping operations (and UNSOS) that responded to the survey rated the level of support provided as “very good” or “satisfactory”
60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets	Achieved. 89 per cent of the stories distributed were broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets

## K. Department of Safety and Security

### Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Implementation of 100 per cent of the Department’s security standards, policies, guidelines, directives, procedures and recommendations of security management reviews of field operations	Achieved. The United Nations security management policies and measures were implemented by peacekeeping operations, including security risk assessments/security risk management, minimum operating security standards, minimum operating residential security standards/residential security measures and security level system development or review

Full implementation of the security risk management process at all peacekeeping missions, including an up-to-date security level system, security risk assessments, minimum operating security standards and security plans (90 per cent)

Achieved. 14 peacekeeping operations, UNSOS, the United Nations Logistics Base at Brindisi, Italy, and the United Nations Support Base in Valencia, and the Regional Service Centre in Entebbe, Uganda, implemented the security risk management process, including the review of their security risk assessments, security plans, minimum operating security standards and security procedures

## L. 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 reports of the Advisory Committee are submitted within the deadline

Achieved. 100 per cent of reports of the Advisory Committee were submitted in accordance with the required deadlines

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

Achieved. 100 per cent of the reports of the Advisory Committee were submitted free of error

## M. 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. Security Council resolutions adopted for 4 missions (UNMIL, MONUSCO, UNOCI and MINUSMA) included concrete human rights-related language on the promotion and protection of human rights, including the protection of the rights of civilians and the rights of women and girls

Security Council resolutions incorporate recommendations and specific actions related to human rights (100 per cent)

Achieved (as described directly above)

Increase in the number of requests from Member States for briefings and documented reports on human rights (23)

23 briefings provided, including the briefing to members of the Security Council on the integration of human rights in the peace and security agenda; 7 monthly meetings with the President of the Council; 1 Arria-formula meeting on the work of human rights components in MINUSMA, MINUSCA, UNAMID and MONUSCO;

expert-level briefings to members of the Council on human rights developments in MONUSCO, UNMIL, MINUSMA, UNOCI, UNMISS and UNAMID; 2 formal briefings to the Council on the situation in South Sudan; and 1 briefing to the Special Committee on Peacekeeping Operations on sexual violence in conflict

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

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*Planned indicators of achievement*

*Actual indicators of achievement*

Deployment of human rights officers, including specialist functions, within the time frame required for the establishment of new peacekeeping operations or in response to surge capacity needs

No new peacekeeping operations were established during the reporting period

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**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

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*Planned indicators of achievement*

*Actual indicators of achievement*

4 mission concepts, strategic frameworks, staffing reviews, budget and planning are updated to reflect human rights priorities

Achieved. Reviewed and/or informed review and preparation of MINUSCA conflict analysis, MINUSMA mission concept and concept of operations, UNMISS strategic priorities following the technical review, and UNSOS strategic framework to reflect human rights priorities

Human rights advice and content are increasingly integrated into peacekeeping policies, training and inductions for civilian, military and police personnel

Achieved. Human rights advice and content were provided for newly developed or updated peacekeeping policies (18 total) and integrated into inductions and training for peacekeeping civilian, military and police personnel in peacekeeping operations

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### 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 2015 to 30 June 2016) <sup>a</sup>

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	214 631.0	216 973.6	(2 342.6)	(1.1)
II. Non-post resources				
General temporary assistance	18 189.4	19 611.4	(1 422.0)	(7.8)
Consultants	6 049.6	4 362.7	1 686.9	27.9
Official travel	9 638.2	9 114.2	524.0	5.4
Facilities and infrastructure	22 986.4	22 591.9	394.5	1.7
Ground transportation	—	56.6	(56.6)	—
Air transportation	—	15.5	(15.5)	—
Communications	2 071.1	2 035.5	35.6	1.7
Information technology	14 484.0	15 102.7	(618.7)	(4.3)
Medical	—	144.3	(144.3)	—
Other supplies, services and equipment	16 317.9	13 751.9	2 566.0	15.7
<b>Subtotal, category II</b>	<b>89 736.6</b>	<b>86 786.7</b>	<b>2 949.9</b>	<b>3.3</b>
<b>Total, categories I and II</b>	<b>304 367.6</b>	<b>303 760.3</b>	<b>607.3</b>	<b>0.2</b>
Enterprise resource planning	31 306.7	31 306.7	—	—
Information and systems security	821.5	817.5	4.0	0.5
<b>Gross requirements</b>	<b>336 495.8</b>	<b>335 884.5</b>	<b>611.3</b>	<b>0.2</b>
III. Staff assessment income	25 868.4	26 758.9	(890.5)	(3.4)
<b>Net requirements, categories I-III</b>	<b>310 627.4</b>	<b>309 125.6</b>	<b>1 501.8</b>	<b>0.5</b>

<sup>a</sup> Minor differences between the numbers provided in the table above and those provided in volume II of the financial statements for the year ended 30 June 2016 are due to rounding.

Table 2  
**Summary of resource performance by department/office**  
 (Thousands of United States dollars)

Department/office	Apportionment	Expenditure	Variance	
			Amount	Percentage
Department of Peacekeeping Operations	92 260.3	97 323.1	(5 062.8)	(5.5)
United Nations Office to the African Union	6 632.9	6 122.5	510.4	7.7
Department of Field Support	68 100.2	69 273.2	(1 173.0)	(1.7)
Department of Management	88 184.2	86 118.3	2 065.9	2.3
Office of Internal Oversight Services	31 562.2	28 076.8	3 485.4	11.0
Executive Office of the Secretary-General	998.8	1 079.8	(81.0)	(8.1)
Administration of justice	3 274.1	3 274.1	—	—
Office of Staff Legal Assistance	175.8	146.9	28.9	16.4
Office of the United Nations Ombudsman and Mediation Services	1 919.5	1 776.5	143.0	7.4
Ethics Office	1 105.9	943.7	162.2	14.7
Office of Legal Affairs	3 590.1	3 586.6	3.5	0.1
Department of Public Information	757.6	696.9	60.7	8.0
Department of Safety and Security	3 697.8	3 444.2	253.6	6.9
Advisory Committee on Administrative and Budgetary Questions	324.6	457.9	(133.3)	(41.1)
Office of the United Nations High Commissioner for Human Rights	1 783.6	1 439.8	343.8	19.3
<b>Subtotal</b>	<b>304 367.6</b>	<b>303 760.3</b>	<b>607.3</b>	<b>0.2</b>
Enterprise resource planning	31 306.7	31 306.7	—	—
Information and systems security	821.5	817.5	4.0	0.5
<b>Gross requirements</b>	<b>336 495.8</b>	<b>335 884.5</b>	<b>611.3</b>	<b>0.2</b>

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

Category	Amount
Investment revenue	638.9
Other/miscellaneous revenue	64.5
Cancellation of prior-period obligations	1 534.8
Prior-period adjustments	—
<b>Total</b>	<b>2 238.2</b>



## B. Analysis of variances<sup>1</sup>

	<i>Variance</i>	
<b>General temporary assistance</b>	(\$1 422.0)	(7.8%)

22. The increased requirements were attributable primarily to the Department of Management (\$2,159,300) owing to the absorption of expenditures with regard to Umoja data cleansing for individual and business partners as well as global index administration (\$415,000), Umoja business readiness and central support capacity at Headquarters for deployment to peacekeeping operations (\$810,900) and the share of peacekeeping operations of the costs of operationalization of the mobility framework (\$749,300).

23. The increased requirements were offset in part by lower costs in the Office of Internal Oversight Services (\$982,700), owing mainly to the higher actual average vacancy rates of 19.1 per cent for the Professional and higher categories and 37.5 per cent for the General Service and related categories, compared with the budgeted vacancy rates of 14.0 per cent and 10.0 per cent, respectively.

	<i>Variance</i>	
<b>Consultants</b>	\$1 686.9	27.9%

24. The reduced requirements were attributable primarily to (a) the Department of Field Support (\$1,373,800), owing to expenditures for consultants engaged in process and system aspects of the supply chain management initiative, which, while initially budgeted under the consultancy class of expenditure, were recorded under the information technology class of expenditure; (b) the Department of Management (\$118,600), owing to underexpenditures for IPSAS consultants as a result of a lower rate of retention of consultants following adjustments in team roles, with a greater focus on sustainability activities; and (c) the Office of Internal Oversight Services (\$95,900), owing to the suspension of training activities so that the focus could be placed on the sexual abuse and exploitation cases in the Central African Republic.

	<i>Variance</i>	
<b>Official travel</b>	\$524.0	5.4%

25. The reduced requirements were attributable to (a) the Department of Management (\$268,100), owing to the reprioritization of activities and the cancellation of training; (b) the Office of the United Nations High Commissioner for Human Rights (\$105,600), owing to lower travel requirements for visits to field missions due to recruitment lead time following the establishment of the Peace Missions Support Section in New York on 1 July 2015 and fewer-than-planned assessment exercises; and (c) the United Nations Office to the African Union (\$48,300), attributable mainly to the cancellation of the planned training in the Administrative Planning and Advisory Section, including one finance and three

<sup>1</sup> 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.

Senior Mission Administration and Resource Training (SMART) programme training sessions in Brindisi and Entebbe.

	<i>Variance</i>	
<b>Ground transportation</b>	(\$56.6)	–

26. The expenditures were attributable mainly to vehicle fuel for the United Nations Office to the African Union, for which the provision, in the amount of \$73,300, was budgeted under the facilities and infrastructure class of expenditure.

	<i>Variance</i>	
<b>Information technology</b>	(\$618.7)	(4.3%)

27. The increased requirements were attributable primarily to (a) the Department of Peacekeeping Operations (\$1,378,300), owing to higher contractual services costs for ongoing support services needed to (i) enhance support for security and operational resilience so as to minimize network threats; (ii) enhance support for applications, including correspondence management and videoconferencing systems; (iii) enhance the intranet for peace operations, the peacekeeping content management system and the Field Support Suite; and (b) the Department of Field Support (\$1,263,700), as expenditures for consultants engaged in process and system activities under the supply chain management initiative, which were initially budgeted under the consultancy class of expenditure, were recorded under information technology.

28. The increased requirements were partly offset by reduced requirements in the Department of Management (\$1,932,800), attributable to expenditures for information technology services provided by consulting firms, which, while initially budgeted in this class, were recorded under the consultancy class of expenditure (\$1,272,700); reprioritization of activities in relation to infrastructure in the Enterprise Application Centre in Bangkok (\$526,600); and reduced costs related mainly to information technology systems, licences and subscriptions (\$133,500).

	<i>Variance</i>	
<b>Medical</b>	(\$144.3)	–

29. The requirements were attributable primarily to the Department of Management (\$119,000) for purchases of medical kits and to the United Nations Office to the African Union for medical services to its staff, which were initially budgeted under the other supplies, services and equipment class of expenditure.

	<i>Variance</i>	
<b>Other supplies, services and equipment</b>	\$2 566.0	15.7%

30. The reduced requirements were attributable primarily to (a) the Department of Management (\$2,039,900), with reduced costs for after-service health insurance owing to a lower-than-budgeted actual increase in the premiums of the various United Nations health insurance plans and a one-month premium holiday granted for one of the Headquarters-based medical plans in 2016; and further reductions owing to the lower-than-budgeted service charges by banks; and (b) the Department

of Peacekeeping Operations (\$409,400), with reduced translation requirements, as the core predeployment training materials were not finalized during the reporting period.

#### IV. Activities of the Integrated Training Service

##### Core training activities in the period 2015/16

<i>Activity</i>	<i>Place</i>	<i>Period</i>
Conference on United States enabling technology for United Nations peacekeeping operations	United States of America	July 2015
Senior leadership programme	United States	July 2015
United Nations training of trainers on protection of civilians for MINUSCA personnel	MINUSCA	July 2015
Western Accord 2015 exercise on peacekeeping sustainability	Netherlands	July 2015
Implementation of civilian predeployment team movement to Entebbe and civilian predeployment training pilot course delivery	Regional Service Centre in Entebbe, Uganda	July 2015
Training recognition for predeployment training — United Nations military observers	Finland	August 2015
Training recognition for predeployment training — United Nations military observers	Bangladesh	August 2015
Consultancy for core predeployment training materials development: Language Editor	United States	August 2015
Consultancy for core predeployment training materials development: Instructors guidance	United States	August 2015
Writing correspondence and reports courses for DPKO/DFS staff	United States	September 2015
African Peace Support Trainers Association conference	Ethiopia	September 2015
Senior management administration and resource training programme	United Nations Logistics Base at Brindisi, Italy	September 2015
United Nations military units training materials development workshop	United Nations Logistics Base	September 2015
Training of trainers on leadership and management	Germany	September 2015
Training recognition for predeployment training — United Nations police course	Brazil	September 2015

<i>Activity</i>	<i>Place</i>	<i>Period</i>
International Association of Peacekeeping Training Centres conference	Brazil	September 2015
Training recognition for predeployment training — United Nations staff officers	Pakistan	October 2015
Training of trainers on standardized training materials and for core predeployment training materials — civil-military cooperation	Japan	October 2015
Development of specialized training material for the United Nations Military Unit Manuals	United States	October 2015
Meeting with Office of the United Nations High Commissioner for Human Rights and the United Nations Institute for Training and Research (UNITAR) on protection-of-civilians training issues	Switzerland	October 2015
Training of trainers on leadership and management	Germany	October 2015
Combined meeting on training for common security and defence policy missions and European Union military training	Belgium	October 2015
Training of trainers on analysis, delivery and evaluation of training programmes	United States	November 2015
Training course on presentation skills and global presenter certification	United States	November 2015
Training recognition for predeployment course — United Nations police and protection of civilians	Ghana	November 2015
Training of trainers on child protection	Sweden	November 2015
Development of specialized training material for troop-contributing countries	United States	November 2015
Training recognition for predeployment training — United Nations staff officers	Serbia	November 2015
Training recognition for predeployment training — United Nations military observers	Bangladesh	November 2015
PRINCE2 Foundation training and certification for DPKO/DFS staff	United States	December 2015
PRINCE2 Practitioner training and certification for DPKO/DFS staff	United States	December 2015

<i>Activity</i>	<i>Place</i>	<i>Period</i>
Meeting with Serbian Joint Operations Command on peacekeeping training and with the Regional Service Centre on the civilian predeployment team	Serbia/Uganda	December 2015
Support to the United States Africa Command (U.S. AFRICOM) peacekeeping exercises in Africa	Gabon	December 2015
Delivery of pilot training for civilian predeployment	Regional Service Centre in Entebbe	December 2015
Support and facilitation for the Force Commanders intensive orientation course	Brazil	December 2015
Training of trainers for formed police unit on gender- and conflict-related sexual violence training materials	India	January 2016
Pilot course on conflict-related sexual violence	India	January 2016
Senior management administration and resource training programme	United Nations Logistics Base	January 2016
Training recognition on-site assessment — protection-of-civilians course	Kenya	January 2016
Core predeployment training materials — development of version 2015	United States	January 2016
Support to the United States Africa Command peacekeeping exercises in Africa	Gabon	February 2016
Training recognition for protection-of-civilians course in Finland and delivery of training for United Nations staff officers	Finland/France	February 2016
Training recognition on-site assessment — United Nations staff and logistics course	India	February 2016
International practicum on accreditation and quality improvement	United States	February 2016
Training-of-trainers course for francophone countries — United Nations staff officers	France	February 2016
United Nations validation course on the review of the core predeployment training materials for United Nations peacekeeping	Germany	March 2016
Peacekeeping operation workshop	Mexico	March 2016
Protection-of-civilians tabletop exercise in UNIFIL	UNIFIL	March 2016
Senior leadership programme	United States	March 2016

<i>Activity</i>	<i>Place</i>	<i>Period</i>
Third United Nations Military Units Manual regional seminar	Greece	March 2016
Western Accord 2016 exercise on peacekeeping sustainability	Burkina Faso	March 2016
Training recognition of United Nations experts on mission course	Bosnia and Herzegovina	March 2016
Trainer-of-trainers course to enhance United Nations capability to design, conduct and evaluate tabletop exercises for peacekeeping missions	United States	March 2016
International Computer Driving Licence accreditation	United States	April 2016
Training coordination and enhancement in UNTSO and UNDOF	UNTSO/UNDOF	April 2016
Strategic meeting on peacekeeping training issues with United Nations training institutes	Germany	April 2016
Peace and stability operations training and education workshop	United States	April 2016
All-female United Nations peacekeeping predeployment training for participants from Asia and Africa	Croatia	April 2016
Training of trainers for Bhutan military and police contingent officers	Bhutan	April 2016
Writing correspondence and reports courses for DPKO/DFS staff	United States	April 2016
Training of trainers on writing correspondence and reports and customized module for civil affairs	Regional Service Centre in Entebbe	April 2016
Training of trainers on protection of civilians for military peacekeeping trainers	Malaysia	April 2016
United Nations Military Units Manuals implementation seminar 2016	Bangladesh	April 2016
Field training certification programme development	United States	May 2016
European Association of Peace Operations Training Centres conference 2016	Italy	May 2016
Integrated Mission Training Centre workshop and training of trainers	UNIFIL/United Nations Logistics Base	May 2016
Assessment and advisory visit on United Nations peacekeeping capabilities	Egypt	May 2016

<i>Activity</i>	<i>Place</i>	<i>Period</i>
Senior management administration and resource training programme	United Nations Logistics Base	May 2016
Integrated Mission Training Centre training of trainers on supervisory skills	United Nations Logistics Base	May 2016
United Nations planners course and meeting of the Executive Committee of the International Association of Peacekeeping Training Centres	Serbia/Bosnia and Herzegovina	May 2016
United Nations national planners course	Serbia	May 2016
Assessment of the sustainability of the Peacekeeping Centre as a venue for the senior mission leaders' course	China	May 2016
Training recognition for predeployment training — United Nations police	Cameroon	May 2016
Capacity-building of the mobile training team	Benin	May 2016
Facilitation of peacekeeping operations workshop	Uruguay	June 2016
Support to the United States Africa Command peacekeeping exercises in Africa	Gabon	June 2016
Mobile training team deployment for capacity-building on United Nations peacekeeping	United Republic of Tanzania	June 2016
Training recognition for predeployment training — United Nations police	Jordan	June 2016
United Nations military units specialized training materials development workshop	United Nations Logistics Base	June 2016
Meeting and workshop with the North Atlantic Treaty Organization (NATO) on the United Nations peacekeeping training partnership	Bulgaria	June 2016
Meeting with the Ministry of Defence on return to peacekeeping support	Canada	June 2016
Delivery of senior mission leaders course	China	June 2016
Twenty-three civilian predeployment training courses	United Nations Logistics Base	June 2016

## **V. Actions to be taken by the General Assembly**

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

(a) To decide on the treatment of the unencumbered balance of \$611,300 in respect of the period from 1 July 2015 to 30 June 2016;

(b) To decide on the treatment of other revenue amounting to \$2,238,200, comprising investment revenue (\$638,900), other miscellaneous revenue (\$64,500) and cancellation of prior-period obligations (\$1,534,800), in respect of the period from 1 July 2015 to 30 June 2016.

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