



General Assembly

Distr.: General
12 December 2012

Original: English

Sixty-seventh session

Agenda item 146

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

Budget performance of the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012

Report of the Secretary-General

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* For information on planned and actual outputs, see A/67/635/Add.1.



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 2011 to 30 June 2012.

A number of Security Council decisions had an impact on the activities of the departments and offices backstopping and supporting peacekeeping operations, in particular the closure of the United Nations Mission in the Sudan (UNMIS) and the establishment of new missions in South Sudan (United Nations Mission in South Sudan), in the Abyei Area (United Nations Interim Security Force for Abyei), and in the Syrian Arab Republic (United Nations Supervision Mission in the Syrian Arab Republic), the support to elections in Côte d'Ivoire by the United Nations Operation in Côte d'Ivoire, in the Democratic Republic of the Congo by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo, and in Timor-Leste by the United Nations Integrated Mission in Timor-Leste, and the request for a strategic review of the United Nations Interim Force in Lebanon.

\$297.6 million in expenditure were incurred (gross, excluding \$47.2 million for enterprise resource planning), representing a budget implementation rate of 100 per cent (compared with \$284.4 million (excluding enterprise resource planning) in 2010/11, for an implementation rate of 92.7 per cent). The average vacancy rates during the reporting period were 12.7 per cent in respect of the posts in the Professional and higher categories and 7.5 per cent in respect of the posts in the General Service category, compared with the budgeted vacancy rates of 15 per cent and 14 per cent, respectively.

The overexpenditure of \$9.8 million in respect of post resources was attributable primarily to higher common staff costs and to the lower vacancy rates than budgeted. The underexpenditure of \$9.8 million in respect of non-post resources resulted principally from reduced requirements under general temporary assistance owing to higher vacancy rates than budgeted, under consultancy services for implementation of the International Public Sector Accounting Standards in the field, under information technology, as the electronic rations management system and the audit case management system were not developed or procured, and a lower level of contractual services was required for the Galaxy recruitment system, and lower expenditure than budgeted for official travel, after-service health insurance, bank charges and training fees. In addition, some purchase orders had to be deobligated in order to absorb the additional post requirements, and will be recorded in the 2012/13 financial period.

Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2011 to 30 June 2012.)

Category	Apportionment	Expenditure	Variance	
			Amount	Percentage
Post requirements	191 452.3	201 269.6	(9 817.3)	(5.1)
Non-post requirements	106 154.9	96 331.6	9 823.3	9.3
Subtotal	297 607.2	297 601.2	6.0	—
Enterprise resource planning	47 185.2	47 185.2	—	—
Gross requirements	344 792.4	344 786.4	6.0	—
Staff assessment income	29 685.0	27 789.3	1 895.7	6.4
Net requirements	315 107.4	316 997.1	(1 889.7)	(0.6)

Human resources incumbency performance

Category	Authorized staff	Actual incumbency (average)	Vacancy rate (percentage) ^a	Budgeted vacancy rate
Posts				
Professional and higher	868	757	12.7	15.0
General service and related	427	395	7.5	14.0
Temporary positions				
Professional and higher	117	91	22.2	7.0
General service and related	46	44	4.3	5.2

^a Based on monthly incumbency and planned strength.

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

Abbreviations

AMISOM	African Union Mission in Somalia
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OIOS	Office of Internal Oversight Services
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOA	United Nations Support Office for the African Union Mission in Somalia

I. Introduction

1. In paragraph 24 of its resolution 65/290, the General Assembly approved resources for the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012 in the amount of \$344,792,400, inclusive of the amount of \$47,185,200 for enterprise resource planning, including 1,295 posts listed in annex I to the resolution, and 162 general temporary assistance positions listed in annex II to the resolution. By its resolutions 65/251 and 66/237, the General Assembly also approved one temporary position (P-3) in Nairobi for the Office of Staff Legal Assistance under the support account for peacekeeping operations.

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

(a) The establishment of a new mission in South Sudan (UNMISS) (Security Council resolution 1996 (2011)) to demilitarize the Abyei Area, monitor peace and support the nascent state institutions and contribute to the protection of civilians, following South Sudan's independence;

(b) The deployment of a mission to the Abyei Area (UNISFA) (Security Council resolution 1990 (2011)) to support the protection of civilians;

(c) The closure of UNMIS in the Sudan (Security Council resolution 1978 (2011));

(d) In Côte d'Ivoire, the support to reconciliation and stabilization of the security situation following the post-electoral crisis, protection of civilians and support to legislative elections by UNOCI (Security Council resolutions 1981 (2011) and 2000 (2011));

(e) In the Syrian Arab Republic, the rapid deployment of a new monitoring mission and support to the work of the Joint Special Envoy by UNSMIS (Security Council resolution 2043 (2012));

(f) In the Democratic Republic of the Congo, priority given to the protection of civilians, and support to the conduct of national, provincial and local elections by MONUSCO (Security Council resolution 1991 (2011));

(g) In Timor-Leste, the continued building of national security capacities and assistance in the conduct of presidential and legislative elections by UNMIT (Security Council resolution 1969 (2011));

(h) In Lebanon, the analysis of ground forces and maritime assets and setting a series of benchmarks reflecting the correlation between the capacities and responsibilities of UNIFIL vis-à-vis those of the Lebanese armed forces, with a view to identifying Lebanese armed forces requirements for implementing tasks mandated in resolution 1701 (2006).

3. Key initiatives undertaken by the Department of Peacekeeping Operations were: in the context of the continued implementation of the New Horizon Initiative, a resource and capability matrix was developed to assist missions in identifying the resources and capabilities that they require to implement their protection of civilians mandates; a strategy to help peacekeeping missions establish and sequence early peacebuilding priorities and tasks was finalized; in the area of capability

development, baseline capability standards and guidance were developed under three pilot initiatives for infantry battalions included in the Infantry Battalion Manual, military staff officers and military medical support; technical guidance in the security sector reform area, as well as a toolkit for management of disarmament, demobilization and reintegration programmes and a Department of Peacekeeping Operations planning toolkit were finalized; a training-of-trainers course was provided to enhance the capabilities of countries contributing formed police units; training modules were developed and launched to improve the mentoring and advising of national counterparts; a prevention of sexual and gender-based violence standardized curriculum was rolled out to peacekeeping missions; a small civilian Justice and Corrections Standing Capacity was created to rapidly deploy to meet urgent requirements; in the effort to address capability gaps, the methods and practices to communicate resource requirements to Member States were reviewed; inter-mission cooperation was promoted through the temporary deployment of military utility and attack helicopters to meet urgent requirements; in the area of strengthening mission planning and oversight, systematic briefings to the Security Council and troop- and police-contributing countries on technical assessment missions were held; and a comprehensive evaluation was conducted on command and control within peacekeeping. Initiatives were also taken to develop a Quality Assurance Policy to ensure that only well-trained and well-equipped contingents will be deployed to peacekeeping missions.

4. Key initiatives undertaken by the Department of Field Support comprised the strengthening of the accountability framework by introducing letters of representation, which are both an internal control measure and a managerial accountability tool, to be submitted by Directors and Chiefs of Mission Support; and assistance visits to missions to review the functioning of and to coach the local committees on contracts. The Department also continued the development of the Integrated Conduct and Discipline Framework and its four pillars of integration, capacity-building, outreach, communications and information dissemination, and performance-based accountability.

5. Several improvements achieved by the Department of Field Support marked the second year of the five-year implementation timeline of the global field support strategy, as detailed in the report of the Secretary-General on progress in the implementation of the global field support strategy (A/66/591). In particular, the finalization of the first service package for a 200-person camp and the first reprofiling of the composition of the strategic deployment stocks; the identification of new functions for consideration by Member States to be transferred to the Global Service Centre; and the implementation of the standardized funding model approved by the General Assembly in UNMISS. In addition, the Department continued its review of internal processes and structures in support of the implementation of the strategy.

6. During the performance period, the Department of Management undertook key initiatives and management improvements in four areas — finance and budget, human resources, physical resources and information and communications technology — as detailed below.

7. The Office of Programme Planning, Budget and Accounts undertook the following activities: (a) the implementation of a direct interface from IMIS to the Society for Worldwide Interbank Financial Telecommunication (SWIFT); (b) the

implementation of the SWIFT File Act for transmission of files to the banks; (c) the introduction of a prepaid travel card system to replace travellers cheques; (d) the implementation of iNeed for payroll, income tax and health and life insurance; (e) entering into multi-year renewals of its commercial insurance policies and reaching out to additional markets; (f) full operation of Medicare project B, which will help in containing increases in health insurance costs; (g) preparation for the first time of extensive disclosure notes in the financial statements for peacekeeping accounts in relation to the Headquarters investment, establishing a baseline for IPSAS compliant note disclosures; and (h) monitoring of the progress of IPSAS implementation and identification of risks in peacekeeping missions that may impact successful IPSAS implementation, including determining opening balances of assets, complete and accurate recording of assets, mobilizing and training staff for IPSAS-triggered changes, and addressing the complex accounting transactions and transition arrangements under IPSAS.

8. The Office of Human Resources Management continued to address human resources reforms, administration of justice, and talent management by providing support and guidance to peacekeeping missions on human resources policies and staff administration, refocusing workforce planning and talent management, providing training support, improving performance management and deploying the learning management system in peacekeeping missions. The one-time review of contracts eligible for conversion to permanent status is nearing completion: as at 31 August 2012, 322 conversions have been implemented across the Departments of Peacekeeping Operations and Field Support and in peacekeeping missions. During the reporting period, the Office reduced the backlog of disciplinary cases, and improved the response time and efficiency in handling cases. The Inspira e-Performance was released at Headquarters and peacekeeping missions during the period and the Office conducted training for all peacekeeping missions through a focal points network. The legacy ePAS system, together with all infrastructures, will be decommissioned in the fourth quarter of 2012.

9. The Office of Central Support Services developed a procurement application for smart phone devices, which provides instant access for both existing and potential vendors to information pertaining to United Nations procurement rules, regulations and conditions. The Regional Procurement Office in Entebbe, Uganda, continued to facilitate joint planning and procurement capacity in support of regional missions through consolidated acquisition plans implemented by procurement exercises addressing both regional and international markets. In addition, the Regional Procurement Office provided cost-effective technical assistance to peacekeeping missions and standby procurement capability for start-up missions in the region. The Archives and Records Management Section continued to provide advisory services on record-keeping to peacekeeping missions. During the financial period, the Section worked with the records managers in UNOCI to ensure that the mission applied United Nations policies in its cooperation with the International Criminal Court. In addition, the Section undertook a records-disposal campaign and improved its management of electronic records through the issuance of standard operating procedures for the transfer of electronic records from peacekeeping missions to Headquarters, resulting in reduced storage costs and server charges.

10. The Office of Internal Oversight Services submitted its comprehensive report on the implementation of the pilot project for the Investigations Division designated

by the General Assembly in its resolution 63/287 (A/66/755). Despite the challenges presented in filling its staffing capacity, which is composed primarily of general temporary assistance positions, the Division continued to make efforts to decrease the vacancy rate from 28 per cent as of July 2011 to 18 per cent as of June 2012. The Investigations Division has developed a protocol to ensure the proper handling of digital evidence, to respond more effectively to cases requiring digital evidence recovery resulting in a greater timeliness of investigative products. In the Internal Audit Division, the horizontal auditing was piloted to allow activities to be benchmarked between missions and to identify good practices that can be disseminated. This approach ensured that best practices in peacekeeping missions were identified and used as additional criteria for auditing operations across peacekeeping missions and led to recommendations to replicate such practices in other missions where they do not exist. Using information and lessons from other missions, focus groups were used to identify and assess risks and develop appropriate audit responses. This will enhance the impact of audits throughout missions. In addition, horizontal auditing provided the basis for the Division to harmonize audit procedures across peacekeeping missions and hence gain efficiency in the delivery of audit services.

11. The Office of Information and Communications Technology carried out a number of important initiatives that had a direct impact on the effectiveness and efficiency of United Nations peacekeeping operations, as follows: the Office deployed the contingent-owned equipment system to four additional peacekeeping missions, to facilitate inspections of contingent-owned equipment; the fuel management solution was developed and tested on site in MINUSTAH, aiming at enhancing transparency across the fuel supply chain; the enterprise identity management system was deployed to five missions, to provide a unique identifier to each person that can be used for authentication and authorization to access enterprise applications; the Office gathered requirements and tested technical Internet performance for the readiness of the enterprise information portal, to provide a mechanism allowing self-service access to integrated information, data, knowledge and applications; and, the policy and practice database system was enhanced, to allow faster performance, self-service reporting and offline capabilities. Furthermore, the Office started developing an in-house solution for the rations management system, while continuing progress on the analysis phase of the global warden system.

12. The Department of Safety and Security has promulgated new policy guidance documents for all peacekeeping operations to increase the efficiency and effectiveness of the security management system in the field. Review and endorsement of security documents have been completed in all peacekeeping missions. There has been a significant improvement in the implementation of security risk management measures: 12 out of 14 peacekeeping missions, UNLB, the United Nations Support Base in Valencia, Spain, and the Regional Service Centre in Entebbe, Uganda, achieved 100 per cent compliance with minimum operating security standards.

II. Resource performance

Table 1

Summary of resource performance by category

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	191 452.3	201 269.6	(9 817.3)	(5.1)
II. Non-post resources				
General temporary assistance	25 048.3	22 077.9	2 970.4	11.9
Consultants	6 273.3	3 583.5	2 689.8	42.9
Official travel	12 815.1	11 632.1	1 183.0	9.2
Facilities and infrastructure	21 964.0	21 875.4	88.6	0.4
Communications	2 728.6	2 505.2	223.4	8.2
Information technology	22 708.6	21 210.7	1 497.9	6.6
Other supplies, services and equipment	14 617.0	13 446.8	1 170.2	8.0
Subtotal, category II	106 154.9	96 331.6	9 823.3	9.3
Total, categories I and II	297 607.2	297 601.2	6.0	–
Enterprise resource planning	47 185.2	47 185.2	–	–
Gross requirements	344 792.4	344 786.4	6.0	–
III. Staff assessment income	29 685.0	27 789.3	1 895.7	6.4
Net requirements, categories I-III	315 107.4	316 997.1	(1 889.7)	(0.6)

Table 2

Summary of resource performance by department/office

(Thousands of United States dollars)

Department/office	Apportionment	Expenditure	Variance	
			Amount	Percentage
Department of Peacekeeping Operations	101 338.6	105 189.6	(3 851.0)	(3.8)
Department of Field Support	65 884.4	68 313.4	(2 429.0)	(3.7)
Department of Management	88 336.0	85 409.9	2 926.1	3.3
Office of Internal Oversight Services	27 366.6	24 825.3	2 541.3	9.3
Executive Office of the Secretary-General	967.5	961.0	6.5	0.7
Administration of justice	2 379.7	2 379.7	–	–
Office of Staff Legal Assistance	96.8	148.0	(51.2)	(52.9)
Office of the United Nations Ombudsman and Mediation Services	1 879.8	1 717.7	162.1	8.6
Ethics Office	1 149.0	1 129.1	19.9	1.7
Office of Legal Affairs	3 484.2	3 189.9	294.3	8.4

<i>Department/office</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Department of Public Information	716.5	675.2	41.3	5.8
Department of Safety and Security	3 801.7	3 442.5	359.2	9.4
Advisory Committee on Administrative and Budgetary Questions	206.4	219.9	(13.5)	(6.5)
Subtotal	297 607.2	297 601.2	6.0	–
Enterprise resource planning	47 185.2	47 185.2	–	–
Gross requirements	344 792.4	344 786.4	6.0	–

Table 3
Other income and adjustments

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>
Interest income	883.4
Other/miscellaneous income	111.3
Cancellation of prior-period obligations	2 141.3
Prior-period adjustments	(1.1)
Total	3 134.9

13. Against the amount of \$344,792,400 approved by the General Assembly for the support account for the period 2011/12, actual expenditures totalled \$344,786,400, resulting in an unutilized balance of \$6,000. The average vacancy rates during the reporting period were 12.7 per cent in respect of the posts in the Professional and higher categories and 7.5 per cent in respect of the posts in the General Service category, compared with the budgeted vacancy rates of 15 per cent and 14 per cent, respectively.

14. The unutilized balance of \$6,000 consisted of overexpenditure in respect of post resources offset by underexpenditures in respect of non-post resources.

15. The overexpenditure of \$9.8 million in respect of post resources was attributable primarily to: (a) higher common staff costs resulting principally from the rotation of seconded military officers in the Department of Peacekeeping Operations, and the increased number of staff members retiring and separating from the Organization in the Department of Field Support; and (b) lower vacancy rates than budgeted, principally in the Department of Peacekeeping Operations, the Department of Field Support and the Department of Management. In order to absorb the additional post requirements, a number of purchase orders in the amount of \$1.7 million had to be deobligated, mainly under communications and information technology, with the expenditure recorded in the 2012/13 financial period.

16. The unencumbered balance under general temporary assistance was attributable primarily to: (a) higher vacancy rates than budgeted in the Investigations Division of OIOS, owing to difficulties in the recruitment for

investigators in Nairobi, Vienna and peacekeeping operations; (b) recruitment delays in the Departments of Management and Field Support.

17. The unutilized balance under consultants was attributable primarily to the Department of Management, with: (a) the non-hiring during the period of a consulting firm for implementation of IPSAS in field missions as a result of the need to coordinate the overall progress of the implementation of IPSAS in the Secretariat; (b) further utilization of internal resources, supplemented by individual consultants for implementation of IPSAS in field missions; and (c) fewer requirements for consultancy services to review bid protest cases of unsuccessful vendors, as a result of fewer receivable cases than anticipated.

18. The unutilized balance under official travel was attributable primarily to OIOS, with: (a) the postponement of the Investigation Division's staff retreat pending approval of the new organizational structure of the Division; (b) lower travel costs to conferences; (c) reduced regional and within-mission travel owing to security concerns in Somalia, South Sudan and the Syrian Arab Republic. The unencumbered balance was also attributable to the Department of Safety and Security, with: (a) a reprioritization of activities owing to the crises in Côte d'Ivoire, Darfur and the Syrian Arab Republic, resulting in the cancellation of numerous planned visits; and (b) the planned visits to UNAMID and UNMISS did not take place owing to difficulties in obtaining visas to the region.

19. The unutilized balance under communications was attributable primarily to the fact that one purchase order under the Department of Peacekeeping Operations had to be deobligated in order to absorb the additional post requirements. The expenditure has been recorded in the 2012/13 financial period.

20. The unutilized balance under information technology was attributable primarily to: (a) the failure to receive proposals from vendors to develop an electronic rations management system; (b) the low usage of the Galaxy recruitment system, which required a lower level of contractual services; and (c) the non-procurement by OIOS of the software for the case management system owing to deficiencies identified in the testing phase. Furthermore, purchase orders had to be deobligated in the Departments of Management and Peacekeeping Operations in order to absorb the additional post requirements.

21. The unutilized balance under the other supplies, services and equipment was attributable primarily to: (a) lower expenditure than budgeted for after-service health insurance owing to a one-month premium holiday granted for one of the Headquarters-based medical plans and a lower increase than planned in costs for health plans based elsewhere in the world; (b) lower bank charges than budgeted, owing to the full implementation of SWIFT for processing payments; and (c) lower training fees in the Department of Peacekeeping Operations as some training associated costs were offered to be covered by Member States.

A. Department of Peacekeeping Operations

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Approved</i>	<i>Expenditure</i>	<i>Authorized staffing</i>	<i>Average incumbency</i>
101 338.6	105 189.6	508	447

1. Results-based-budgeting framework

(a) United Nations Office to the African Union

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 A framework is approved to assist the African Union in enhancing its peace and security architecture in the areas of early warning, conflict prevention, borders and elections	Achieved. A workplan for the peace and security cluster of the 10-year capacity-building programme was approved by the cluster in May 2012 as a framework to assist the African Union in enhancing its peace and security architecture in these areas, among others
1.2 Action plans for each of the three subclusters of the peace and security cluster of the 10-year capacity-building programme for the African Union are updated to reflect the recommendations of the review of the programme	Achieved. A comprehensive Action Plan for the peace and security cluster, including the three (now four, with the emergency preparedness and response) subclusters, was adopted by the cluster in May 2012, and published by the Regional Coordination Mechanism in June 2012. This Plan incorporates the recommendations of the programme review of November 2010
1.3 Coordination efforts increase among all capacity-building collaborating entities of the African Union through the participation of donor organizations	Achieved. Coordination efforts have increased among all capacity-building collaborating entities of the African Union. On the United Nations side, within the peace and security cluster of the 10-year capacity-building programme, which met 6 times during the period compared with 4 times during the previous period, a majority of cluster members attended each meeting. In addition to the United Nations membership, the cluster has now been opened to non-United Nations members. UNOAU attendance and participation at the monthly African Union Partners' Group, which brings together all donor organizations supporting the African Union, has increased as the office became operational
1.4 African Union legislative bodies approve the first African Union mediation strategy for Africa	Not achieved. African Union legislative bodies have not yet approved the African Union mediation strategy for Africa, owing to ongoing discussions on the institutional framework of the strategy
1.5 The United Nations-African Union work programme on mediation is updated	Achieved. The African Union-United Nations work programme on mediation has been fully and regularly updated; concept notes have been prepared for activities planned for the fall of 2012, including lessons-learned workshops and the establishment of an African Union working group on conflict prevention

1.6 The United Nations-African Union Joint Task Force on Peace and Security continues to meet twice annually on strategic issues of mutual concern

Achieved. The United Nations-African Union Joint Task Force on Peace and Security continues to meet twice annually. In addition, monthly videoconferences with the members of the Joint Task Force have been launched

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

2.1 Finalization of the third road map for the African Standby Force, incorporating lessons learned from phase 2 (and the Amani Africa exercise)

Achieved. The third African Standby Force road map is finalized, incorporating the lessons learned from Amani II, and was approved by the fifth Ordinary Meeting of the African Union Specialized Technical Committee on Defence, Safety and Security on 26 October 2011

2.2 Support for AMISOM attains the level of 12,000 military personnel for the first phase, as approved by the Security Council in its resolution 1964 (2010)

Achieved. The AMISOM troop strength surpassed 12,000 in early June 2012 and reached 16,569 at the end of June 2012. Authorized troop levels were however increased to 17,731 in February 2012 (Security Council resolution 2036 (2012))

2.3 The African Union completes the plan for the future phases of AMISOM deployment

Achieved. UNOAU played a key role in the development of the Joint African Union-United Nations Strategic Concept for future operations in Somalia in January 2012, endorsed by the Security Council in its resolution 2036 (2012) in February 2012, and related documents

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

3.1 Achievement of 85 per cent post incumbency

Achieved. 96.5 per cent post incumbency as at 30 June 2012

3.2 Complete relocation of UNOAU to headquarters of the United Nations Economic Commission for Africa

Not achieved. Construction of the new office facility of the Economic Commission for Africa was delayed, owing to a shortage of cement and cash flow issues on the part of the main contractor. Completion is now scheduled for February 2013 and relocation for March/April 2013

3.3 100 per cent completion of the infrastructure renovations and reconstruction projects required to enable UNOAU to meet minimum operating security standards

Achieved. All-risk mitigation measures recommended in the Security Risk Assessment for the office, in compliance with the minimum operating security standards, were implemented

3.4 Full compliance with minimum operational security standards/minimum operating residential security standards for UNOAU premises and facilities

Achieved. Security Risk Assessment for the office was conducted, as were inspections of all staff residences. All risk mitigation measures in compliance with minimum operating security standards/minimum operating residential security standards were implemented

(b) Office of the Under-Secretary-General

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Access for Member States to all public information documentation related to peacekeeping and related field support issues within 24 hours of issuance	Achieved. All public information documentation related to peacekeeping and field support issues were made available on the peacekeeping operations website within 24 hours of issuance
1.2 All troop- and police-contributing countries are informed of casualties among uniformed personnel within 1.5 working hours of receipt of an initial report from a field operation	Achieved. Troop- and police-contributing countries were informed of fatalities of uniformed personnel within 1.5 working hours of receipt of a confirmed report from peacekeeping missions

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 4 multidimensional peacekeeping operations develop general and issue-specific communications strategies	Partially achieved. UNMISS: a short-term issue-specific strategy after the crisis in Jonglei; MONUSCO: media relations strategy on the clashes between M23 rebels and Government forces; UNMIL: digital media strategy. Thematic: African media strategy There was not sufficient time to develop a general and issue-specific communications strategy for a fourth peacekeeping mission in view of the complexity and amount of time involved in developing the African media strategy during the reporting period
3.2 100 per cent compliance by field operations with DPKO/DFS field safety standards	Not achieved. Compliance of field operations with field safety standards could not be assessed in the absence of approved field safety policy/guidance. Senior management of the Departments of Peacekeeping Operations, Field Support and Political Affairs approved the policy and guidance on 12 November 2012
3.3 100 per cent compliance by 2 additional field operations with organizational records management and information management standards	Achieved. Baseline standards, including the implementation of the Peacekeeping File Classification Scheme and the Peacekeeping Operations Retention Schedule, were met by 2 additional missions (UNMISS and MONUSCO). As planned, the total number of missions in compliance is 7 (UNMISS, MONUSCO, UNFICYP, MINUSTAH, UNIFIL, UNMIL and UNMIT)
3.4 All peacekeeping operations have a Joint Operations Centre functioning in compliance with DPKO/DFS standards	Achieved. There are Joint Operations Centres (or cells which fulfil some of the primary functions associated with an operations centre) established in all peacekeeping operations in compliance with Department of Peacekeeping Operations/Department of Field Support standards

(c) Office of Operations

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

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

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Fulfilment of Security Council time requirements for the establishment of new peacekeeping operations or the adjustment of existing ones or support for AMISOM (100 per cent)	Achieved. 7 planning processes were completed in line with time requirements/mission priorities, including: the closure of UNMIS; respective deployments of UNISFA, UNMISS and UNSMIS; the UNAMID uniformed personnel review; the UNIFIL strategic review; the MINUSTAH drawdown of its post-earthquake surge and ongoing consolidation

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Issuance of integrated strategic frameworks for field operations	Achieved. New or updated integrated strategic frameworks were issued for 2 field operations (MONUSCO and UNOCI). The integrated strategic framework for UNMIK was updated during the reporting period. The UNMISS integrated strategic framework was under development during the reporting period. All other integrated missions had integrated strategic frameworks already in place
3.2 Implementation of 16 bilateral or multilateral field programmes in collaboration with peacekeeping partners and other entities	Achieved. 18 bilateral or multilateral field programmes were planned and implemented (MINUSTAH, MONUSCO, UNAMID, UNISFA, UNMIL, UNMISS, UNMIT). The higher achievement was attributable to changes to political and operational dynamics on the ground

(d) Office of Military Affairs

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Security Council resolutions incorporate 80 per cent of recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Achieved. 26 Security Council resolutions, concerning 15 existing missions and for United Nations support to AMISOM, and 2 new missions incorporated 90 per cent of recommendations on military issues

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Military plans for new or significantly adjusted peacekeeping operations produced within 7 days of the adoption of the relevant Security Council resolution	Achieved. Military plans for MINUSTAH, UNISFA, UNMISS, UNOCI, UNSMIS and United Nations support to AMISOM were drafted and produced within the 7-day period
2.2 Issuance of formal requests for troop pledges for new or significantly expanded peacekeeping operations within 5 days of the development of the relevant military plans	Achieved. Formal requests for troop pledges were issued within 5 days of the development of military plans

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Implementation by peacekeeping operations of all recommendations contained in the end-of-assignment reports of heads of military components (100 per cent)	Partially achieved. 94 per cent of recommendations of end of assignment reports for the heads of military components of MINURSO, MINUSTAH and UNIFIL have been implemented. All of the recommendations for MINUSTAH and UNIFIL reports were implemented. However, 1 of the 3 military-related recommendations from the MINURSO report cannot be implemented owing to the need to increase reconnaissance with the use of helicopter, which would result in more flight time

(e) Office of Rule of Law and Security Institutions

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Security Council resolutions reflect the activities to be carried out by police, justice and corrections officers (100 per cent)	Achieved. 8 Security Council resolutions reflect justice and corrections activities to be carried out by peacekeeping operations. 17 Security Council resolutions reflect policing and other law enforcement activities to be carried out by peacekeeping operations

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

Achieved. 8 Security Council resolutions incorporate references to mine action and/or explosive remnants of war, 8 on security sector reform and 6 on disarmament, demobilization and reintegration

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

2.1 Initial operating capacity of police components of new field operations established within 60 days, with core headquarters and operational command structures in place and concept of operations completed

Achieved. UNMISS and UNISFA initial operating capacity was achieved within 45 days; United Nations police concept of operations was developed

2.2 Compliance with the number of days specified for initial/surge deployment of police to new and expanding field operations (after the adoption of the relevant Security Council resolution)

Achieved. UNISFA and UNMISS deployment were within 30 days of the Security Council resolution

2.3 Deployment of core mine action personnel within 30 days of the adoption of the relevant Security Council resolution

Although no Security Council resolutions requiring rapid deployment of mine action personnel were adopted during the reporting period, the mine action component was transferred from UNMIS and thus became operational when UNMISS was established on 9 July 2011

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

3.1 Contingency mine action plans for 2 peacekeeping operations developed or updated

Achieved. Mine action plans for 5 peacekeeping operations were updated (MINURSO, MONUSCO, UNAMID, UNIFIL, UNOCI), in addition 2 plans were developed and implemented for UNISFA and UNSMIS

3.2 Integrated plans for police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components developed for 3 peacekeeping operations

Achieved. The MINUSTAH exit strategy and drawdown workplan; the United Nations Transitional Framework for MONUSCO and the Transition Plan for UNMIT; joint justice programmes for UNMIL, UNOCI and MONUSCO. The higher achievement is a result of the evolution of certain peacekeeping operations

3.3 Vacancy rate for police in field operations is reduced from 25 per cent to 20 per cent

Achieved. Of the 16,621 authorized strength in field operations as at 30 June 2012, 14,217 officers were deployed, which represents a 16 per cent vacancy rate

(f) Policy, Evaluation and Training Division

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

Planned indicators of achievement

Actual indicators of achievement

1.1 Endorsement by the Special Committee on Peacekeeping Operations, and by the Security Council (in terms of thematic issues), of all recommendations of the Secretary-General on United Nations peacekeeping (100 per cent)

Achieved. The Secretary-General submitted his annual report to the Special Committee on Peacekeeping Operations in December 2011 (A/66/619). The Special Committee approved its report (A/66/19) in September 2012, which provided Member States guidance on all major policy issues set out in the Secretary-General's report. The Security Council has held peacekeeping-related thematic debates which did draw from and build upon recommendations put forward by the Secretary-General and his representatives

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

2.1 Formal commitment by the European Union to the standard planning and operational arrangements for the provision of support to peacekeeping operations

Partially achieved. The European Union endorsed a broad range of proposals to enhance the European Union support to United Nations peacekeeping. In key areas, for example, military support, these proposals will result in standard planning and operational arrangements between the European Union and the United Nations

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

3.1 Training standards are available to all troop- and police-contributing countries and field operations

Achieved. Peacekeeping training standards for civilian, military and police personnel are available to all troop- and police-contributing countries for the predeployment training, to Department of Peacekeeping Operations and Department of Field Support offices for the technical and specialized training, and to field missions for the induction and ongoing training

3.2 100 per cent of new or revised official peacekeeping guidance documents are available to all peacekeeping staff in the field on the peace operations Intranet policy and practice database

Achieved. All new and revised guidance materials such as policies, standard operating procedures and guidelines, as well as knowledge management materials are available to missions through the POINT Intranet

3.3 100 per cent of missions with mandates relating to child protection and gender incorporate those perspectives into new and revised plans

Achieved. Missions with mandates relating to gender incorporate gender perspectives into their plan. The Mission Gender Action Plan provides the framework for integrating gender aspects into each mission component workplan and activities, as well as for training the military and civilian components and briefing heads of missions. The Child Protection Implementation Plan provides the framework for integrating child protection aspects into policy and guidelines

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Posts			
Professional and higher	363	312	13.9
General service and related	122	115	5.8
Temporary positions			
Professional and higher	17	14	15.2
General Service and related	6	6	4.2

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	75 019.7	80 036.0	(5 016.3)	(6.7)
II. Non-post resources				
General temporary assistance	4 092.5	3 911.9	180.6	4.4
Consultants	641.2	581.9	59.3	9.2
Official travel	5 375.8	5 287.6	88.2	1.6
Facilities and infrastructure	944.8	853.3	91.5	9.7
Communications	2 016.8	1 862.2	154.6	7.7
Information technology	10 962.2	10 797.3	164.9	1.5
Other supplies, services and equipment	2 285.6	1 859.4	426.2	18.6
Subtotal, category II	26 318.9	25 153.6	1 165.3	4.4
Gross requirements, categories I and II	101 338.6	105 189.6	(3 851.0)	(3.8)

4. Analysis of variances¹

	<i>Variance</i>	
Post resources	(\$5 016.3)	(6.7%)

22. The additional requirements were attributable primarily to: (a) higher common staff costs resulting principally from the rotation of seconded military officers, which required additional expenditures such as assignment grant, repatriation grant, and relocation grant, along with higher expenditures for education grant, and commutation of annual leave; and (b) the lower average vacancy rates than budgeted for Professional and General Service and related posts. The actual average vacancy rates during the reporting period were 13.9 per cent for Professional posts and 5.8 per cent for General Service posts, compared with planned rates of 15 per cent and 14 per cent, respectively.

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

	<i>Variance</i>	
General temporary assistance	\$180.6	4.4%

23. The unencumbered balance was attributable mainly to higher vacancy rates than budgeted in the Professional category. The actual average vacancy rate for the period was 15.2 per cent (Professional category) compared with 7.0 per cent budgeted.

	<i>Variance</i>	
Consultants	\$59.3	9.2%

24. The reduced requirements were attributable mainly to the suspension of the end-of-mission evaluation and impact assessments of the mine action programme in the Sudan/UNMIS owing to security concerns in the field.

	<i>Variance</i>	
Official travel	\$88.2	1.6%

25. The reduced requirements were attributable primarily to: (a) the fact that services from the Mobile Training Support Team of Integrated Training Service were not requested by Member States; (b) the training of Member States on the Peacekeeping Community of Practices was embedded into other training programmes resulting in lower travel expenditures; (c) the cancellation of two staff exchanges with peacekeeping missions owing to difficulties in obtaining the required entry visas.

26. The unutilized balance was offset partly by unplanned activities for which provision had not been made: (a) predeployment visits and visits to AMISOM troop-contributing countries in relation to negotiations of memorandums of understanding; (b) participation at the contingent-owned equipment conference of the Department of Field Support; (c) a capacity-building planning workshop for the Economic Community of West African States Standby Force in Abuja; (d) support to assessments and planning efforts and revisions of evolving requirements of military components of the peacekeeping operations in Somalia and the Syrian Arab Republic. Moreover, higher-than-budgeted costs of air tickets owing to travel on short notice contributed to offsetting the unutilized balance.

	<i>Variance</i>	
Facilities and infrastructure	\$91.5	9.7%

27. The reduced requirements were attributable primarily to the lower rental cost of photocopiers as a result of a new contract implemented for multifunctional printers. The unutilized balance was offset partly by higher actual rental charges than budgeted for the premises occupied by UNOAU in the office building of the Economic Commission for Africa.

	<i>Variance</i>	
Communications	\$154.6	7.7%

28. The reduced requirements were attributable to the fact that one purchase order had to be deobligated in order to absorb the additional post requirements. The expenditure has been recorded in the 2012/13 financial period.

	<i>Variance</i>	
Information technology	\$164.9	1.5%

29. The reduced requirements were attributable to the fact that two purchase orders had to be deobligated in order to absorb the additional post requirements. The expenditure has been recorded in the 2012/13 financial period.

	<i>Variance</i>	
Other supplies, services and equipment	\$426.2	18.6%

30. The reduced requirements were attributable primarily to the following: (a) lower training fees, as some costs related to the training-of-trainers courses for uniformed personnel conducted in support of Member States were offered to be covered by Member States; (b) some training was provided in house by the Office of Human Resources Management courses; (c) the planned relocation of UNOAU to the new office space of the Economic Commission for Africa did not take place during the reporting period owing to delays in the construction project; the relocation is now scheduled for March/April 2013.

31. The unutilized balance was offset partly by the late payment in 2011/12 of the balance of the contract relating to the Rule of Law Indicators Project, for which resources were approved in the 2010/11 period.

B. Department of Field Support

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Approved</i>	<i>Expenditure</i>	<i>Authorized staffing</i>	<i>Average incumbency</i>
65 884.4	68 313.4	448	394

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Positive comments by the legislative bodies and the General Assembly on the Department's work and the phased implementation of the global field support strategy	Partially achieved. The General Assembly, in its resolution 66/264, recalled section VII of resolution 65/289, which included positive comments
1.2 Endorsement by the General Assembly of recommendations of the Secretary-General on measures to reform support for United Nations peacekeeping (100 per cent)	Partially achieved. The General Assembly partially approved the transfer of specific functions to the Global Service Centre. These functions included: information and communications technology asset management; financial systems technical support; global education grant processing; and field contracts management
1.3 Conduct and discipline is addressed in all reports of the Secretary-General to the Security Council on peacekeeping operations, as appropriate (100 per cent)	Achieved. Information on conduct and discipline was included in 9 reports of the Secretary-General to the Security Council

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Comprehensive support package for AMISOM in place within Security Council-mandated timelines for African Union deployments	Achieved. The support package for AMISOM had been provided in line with Security Council resolution 2036 (2012)

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 All allegations of serious misconduct are recorded by all peacekeeping operations in the misconduct tracking system within 7 days of receipt	Partially achieved. In May 2012, all missions were instructed to provide monthly data certifying that all allegations of serious misconduct were being recorded in the misconduct tracking system within 7 days of their receipt, along with details on, and reasons for, any late entries. Data will therefore be available, from June 2012 onward, to provide statistics on compliance
3.2 Action taken on reports from boards of inquiry on incidents resulting in death and disability, within 120 days of receipt	Partially achieved. Of 69 reports dealing with death and disability, all the recommendations in 27 reports have been fully implemented. The outstanding recommendations in the remaining 42 reports are mainly on policy matters, and actions to implement them are ongoing. Actions on the reports were taken within 120 days

(b) Field Budget and Finance Division

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

Planned indicators of achievement

Actual indicators of achievement

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

Achieved. All contingent-owned equipment claims were processed within 3 months

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

2.1 Decrease in the number of days to submit budget proposals to Member States for new and expanding missions (after adoption of a related Security Council resolution) (90 days)

Partially achieved. The number of days to submit budget proposals to Member States for new and expanding missions (UNISFA, UNMISS and UNSOA), after the adoption of the related Security Council resolution, remained stable at 90. However, the number of days to submit the initial funding proposal for UNSMIS to the Advisory Committee on Administrative and Budgetary Questions subsequent to the adoption of Security Council resolution 2042 (2012) was 11 days

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

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

Achieved. Efficiency targets and other cost-reduction measures totalling in excess of \$370 million were identified in the 2012/13 budget proposals for all peacekeeping operations (5 per cent of budgeted resources)

(c) Field Personnel Division

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

Planned indicators of achievement

Actual indicators of achievement

2.1 Missions meet the projected incumbency rates set in the context of approved mission plans and budgets for field operations in a start-up, expansion or transition phase, through the use of established rosters of pre-endorsed candidates

Not achieved. The 3 missions (UNISFA, UNMISS, UNSMIS) in a start-up phase were not able to meet the projected incumbency rates for international posts

UNISFA: The actual incumbency rate was 60 per cent. The variance was attributable to difficulties in acquiring visas, which placed limitations on the deployment of international staff

UNMISS: The actual incumbency rate was 77.5 per cent. The variance was attributable to difficulties in attracting candidates, owing to the severe hardship conditions on the ground

UNSMIS: The actual incumbency rate was 29.4 per cent after a short term existence. The variance was attributable in part to difficulties in obtaining visas and in recruiting Arabic-speaking candidates

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

3.1 Stable field operations maintain or exceed an incumbency rate of 85 per cent within the constraints of the missions' human resources management scorecard, through the use of established rosters of pre-endorsed candidates

Partially achieved. As at 30 June 2012, 11 out of 12 stable missions maintained or exceeded an 85 per cent incumbency rate for international civilian personnel, mainly through the use of established rosters.

MINUSTAH had a lower incumbency rate of 76 per cent, owing to the implementation of a recruitment freeze beginning December 2011 in preparation for the mission's planned phased downsizing, which commenced in July 2012

(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

Actual indicators of achievement

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

Achieved. The Security Council was provided with up-to-date cartographic services on a daily basis. Satellite imagery and analysis maps and information were given to the panels of experts within 3 days of request

1.2 Full compliance with memorandums of understanding signed during the reporting period with troop- and police-contributing countries in respect of major equipment and categories of self-sustainment reviewed and cleared during predeployment visits (100 per cent)

Achieved. Full compliance, with 33 memorandums of understanding signed during the period

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Identification and deployment, within 90 days of Security Council mandates, of strategic deployment stocks and other logistics equipment to support start-up teams and initial troop or police deployments	Achieved. Equipment from strategic deployment stocks was deployed within 90 days to 3 new missions (UNISFA, UNMISS and UNSMIS) that were established during the period
2.2 Aviation assessments conducted within 30 days and action plans developed within 90 days of the adoption of a Security Council mandate (100 per cent)	Achieved. Aviation assessments and action plans for UNMISS were carried out within the established time frames

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Increase in the rate of compliance with recommendations from aviation safety assistance visits to missions	Achieved. The rate of compliance for the period was 88 per cent, compared with 86 per cent during the previous period
3.2 Increase in the number of passengers transported for intra-mission travel using commercial aircraft under long-term contracts to peacekeeping missions	Achieved. The optimization of the intra-mission travel supported by the Transportation and Movements Integrated Control Centre, and provided under the regional flight schedule with airliners used regionally, led to an increase in the number of passengers by 2 per cent
3.3 Increase in the number of troops rotated by regional air support assets	Not achieved. The number of troops rotated during the period was 19,818, compared with 54,641 during the prior period. The initial aircraft variant provided to the missions during the reporting period did not have sufficient capability to effectively and efficiently rotate troops and meet operational and Member States' requirements. Accordingly, this variant has been replaced at the end of the reporting period. It is anticipated that the new larger-capacity aircraft will allow a greater number of troops, comparable with the numbers of previous years, to be rotated using this regional asset
3.4 Increase in the physical verification of inventories of non-expendable property in field operations	Achieved. Physical verification of non-expendable property for the period was at 98 per cent, compared with 97 per cent during the previous period
3.5 Increase in the rate of reconciliation of discrepancies and in the accuracy of property management records in field operations	Achieved. 91 per cent reconciliation for the period, compared with 83 per cent during the previous period

3.6 Improved management of road safety and workshop safety practices of missions and decrease in the rate of accidents in missions	Achieved. The rate of accident was reduced to 1.52 accidents per 100,000 km. A new road safety manual has been drafted and expected to be promulgated by December 2012. Guidelines for workshop safety were distributed to all field missions
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(e) Information and Communications Technology Division

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
2.1 Communications links established for new missions within 24 hours of arrival of the communications and information technology equipment in the mission	Achieved. Communications links were established, and information and communications technology equipment was installed for UNSMIS within 24 hours. UNMISS and UNISFA already had a presence in the area of operations

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Positive feedback from field missions on information and communications technology support and services provided by the Division	Achieved. Field missions and clients at Headquarters provided a positive rating for the information and communications technology support and services received
3.2 60 per cent of field mission personnel surveyed are satisfied with the information and communications technology services provided by the Division	Achieved. 82 per cent of field mission respondents rated most information and communications technology services as satisfactory or very satisfactory

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Posts			
Professional and higher	253	222	12.2
General service and related	171	154	10.2
Temporary positions			
Professional and higher	19	13	32.5
General Service and related	5	5	1.7

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	59 417.8	62 444.7	(3 026.9)	(5.1)
II. Non-post resources				
General temporary assistance	3 826.5	3 142.6	683.9	17.9
Consultants	289.5	385.4	(95.9)	(33.1)
Official travel	2 325.6	2 325.2	0.4	–
Other services, supplies and equipment	25.0	15.5	9.5	38.0
Subtotal, category II	6 466.6	5 868.7	597.9	9.2
Gross requirements, categories I and II	65 884.4	68 313.4	(2 429.0)	(3.7)

4. Analysis of variances¹

	Variance	
Post resources	(\$3 026.9)	(5.1%)

32. The additional requirements were attributable primarily to: (a) the lower average vacancy rates than budgeted for Professional and General Service and related posts. The actual average vacancy rates during the reporting period were 12.2 per cent for Professional posts and 10.2 per cent for General Service posts, compared with budgeted rates of 15 per cent and 14 per cent, respectively; and (b) higher common staff costs resulting principally from an increased number of staff members retiring and separating from the Organization, which required additional expenditures such as relocation grant and repatriation grant, with further expenditures incurred for the recruitment of their replacement necessitating recruitment travel, assignment grant and relocation grant.

	Variance	
General temporary assistance	\$683.9	17.9%

33. The unencumbered balance was attributable mainly to higher vacancy rates than budgeted for Professional temporary positions. The actual average vacancy rate for the period was 32.5 per cent (Professional category), compared with 7.0 per cent budgeted.

	Variance	
Consultants	(\$95.9)	(33.1%)

34. The additional requirements were attributable to activities for which resources had not been proposed, and for which external consultants were hired: (a) the evaluation of the Logistics Support Division and the Field Budget and Finance Division business processes to ensure their alignment with the objectives and goals of the global field support strategy; and (b) the assessment of the efficiency of the

current and proposed aircraft sourcing methodology. In addition, the settlement by the Logistics Support Division of a previously contested obligation contributed to the higher requirements.

35. The overexpenditure was offset partly by the postponement of the consultancy for the aviation quality assurance and technical compliance, owing to conflicting priorities. The third party verification and ISO 9001 certification for quality management standards will be conducted in 2012/13.

	<i>Variance</i>	
Other supplies, services and equipment	\$9.5	38%

36. The unencumbered balance was attributable to the fact that generic job openings were not advertised in various print media during the reporting period, owing to delays in receiving the necessary information from the missions.

C. Department of Management

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved staffing</i>	<i>Average incumbency</i>
135 521.2	132 595.1	291	275

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination	Achieved The survey was distributed to the Bureau members and to the coordinators of the sixty-sixth session of the Fifth Committee. All Bureau members and 23 out of the 27 coordinators responded. Overall, 94 per cent of the responses indicated satisfaction or above

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Reduce the average processing time of 7.5 business days for Headquarters Committee on Contracts cases	Achieved. The average processing time was 5.4 business days

3.2 Increase the proportion of members of local committees on contracts trained in the relevant mandatory basic training to 90 per cent	Achieved. 92 per cent of members of local committees on contracts were trained
3.3 95 per cent of implemented management support projects meet expectations to enable efficient and effective peacekeeping	Achieved. Successful acceptance of all redesigned Umoja processes owned by the Department of Field Support and the Department of Peacekeeping Operations
3.4 Review and respond to all management evaluation cases filed by peacekeeping staff members within 45 days	Achieved. Response in the form of a non-receivable decision, moot decision, management evaluation or settlement within 45 days
3.5 Maintain the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, i.e., a remedy was found or the original decision was overturned	Achieved. From 262 management evaluation requests, 27 were filed with the United Nations Dispute Tribunal, which represented 10.1 per cent

(b) Office of Programme Planning, Budget and Accounts

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met: 30 December 2011 for all performance reports and the report on closed field operations; 31 January 2012 for active field operations on the normal budget preparation cycle; 29 February 2012 for the support account and UNLB	Partially achieved. Of 42 reports on the financing of peacekeeping operations, 39 reports (93 per cent) were submitted by the target dates and 3 budget reports (MINUSTAH, MONUSCO and UNOCI) were submitted after the target date owing to the necessity of extensive consultations
1.2 Positive feedback from the Advisory Committee on Administrative and Budgetary Questions and the General Assembly on the format and presentation of peacekeeping budgets, performance reports and other related reports	Achieved. Positive comments on the quality and presentation of reports as indicated in the reports of the Advisory Committee on Administrative and Budgetary Questions, while noting further areas for improvement (A/66/718, para. 33; A/66/779, para. 27)
1.3 Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt	Partially achieved. Written responses to follow-up questions were submitted to the Fifth Committee and the Advisory Committee on average no later than 5 working days after their receipt. Delays were experienced and resulted primarily from late submission of material by client departments and, in particular, where such information had to be collated from raw data, and from a significant increase in the number of questions received (from 1,013 in 2010/11 to 1,589 in 2011/12)

1.4 Positive opinion of the United Nations Board of Auditors on the peacekeeping financial statements	Achieved. An unqualified opinion was issued on the 2010/11 financial statements. The audit opinion on the financial statements for the 2011/12 financial period is expected to be issued in January 2013
1.5 Financial statements are available to the Board of Auditors within 3 months of the end of the financial period	Achieved. Financial statements for the 2011/12 period were released on 30 September 2012
1.6 Monthly status of contributions available online by the end of the following month	Achieved. Monthly reports were available online through the Contributions Web Portal

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

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

3.1 Liabilities for troops and formed police units do not exceed 3 months	Partially achieved. As at 30 June 2012, liabilities for troops and formed police units did not exceed 3 months for 8 of 12 active peacekeeping operations with troops. Liabilities for troops and formed police units as at 30 June 2012 were paid up to February 2012 for UNFICYP, up to January 2012 for UNMISS, and up to August 2011 for UNMIT and MINURSO, owing to cash insufficiency
3.2 90 per cent of respondents to client surveys rate the guidance provided by the Peacekeeping Financing Division on budgetary policies and procedures as at least good or very good	In a client satisfaction survey conducted by the Department of Management, in the areas of budgeting, 46 per cent of respondents rated the timeliness, and 51 per cent rated the quality of guidance provided by the Peacekeeping Financing Division in preparation of peacekeeping mission budgets as “good” or “very good”. In the same survey, 45 per cent of respondents rated the timeliness, and 48 per cent rated the quality of guidance provided by the Peacekeeping Financing Division about peacekeeping budgetary procedures and processes during budget implementation as “good” or “very good”
3.3 Processing of payments to troop-contributing countries within the required time frames and in accordance with payment instructions provided by Member States	Achieved. Payments for troop and formed police unit costs as well as self-sustainment and contingent-owned equipment claims were processed quarterly
3.4 90 per cent of the Headquarters payments to international staff in field operations are processed within 30 working days of the receipt of supporting documentation	Partially achieved. 100 per cent of payroll payments were processed on time; 74 per cent of staff separation payments were processed within 30 working days, owing to a significant increase (175 per cent) in the number of claims processed; 87 per cent of education grants claims were processed within 30 working days
3.5 90 per cent of payments of invoices to vendors and travel claims from staff are processed within 30 working days of the receipt of supporting documentation	Achieved. 90 per cent of vendor payments and 94 per cent of manual travel claims payments were processed within 30 working days; 100 per cent of automated travel claims were processed within 30 working days

3.6 Provision of advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service within 30 working days of the receipt of the request	Achieved. 27 insurance contracts were reviewed and guidance and advice on insurance provisions and indemnity clauses in complex peacekeeping contracts were provided within 30 days
3.7 95 per cent of communications to Member States for contributions processed within 30 days after the adoption of resolutions and related instructions by the Peacekeeping Financing Division	Achieved. 100 per cent of communications were processed within 30 days after the adoption of General Assembly resolutions and receipt of related instructions
3.8 Requests for delegation of authority are approved and processed within 2 weeks	Achieved. Of a total of 58 requests for approving authority, only 1 request was not processed within 2 weeks, owing to an error made in drafting the delegation memorandum
3.9 100 per cent of payments requested for peacekeeping accounts processed within 2 business days	Achieved
3.10 Peacekeeping support account investment pool rate of return is equal to or above the 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Achieved. The rate of return was 0.85 per cent, compared with the benchmark of 0.04 per cent
3.11 100 per cent availability of service support to users	Achieved. Service support to users had no single point of failure, with multiple backup of technical resources implemented
3.12 Percentage of respondents to client surveys rate the service provided and the ease of access to financial information as at least good or very good	Achieved. 92.5 per cent of respondents to the survey rated the service as "good" or "very good" in terms of the quality of the applications being developed, responsiveness to business needs and the provision by the service desk of remote support and access to information

(c) Office of Human Resources Management

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

Planned indicators of achievement

Actual indicators of achievement

1.1 Member States have access to online reports on human resources information for field operations	Achieved. 274 users representing 121 Member States are currently using the online reporting tool HR Insight
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Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations*Planned indicators of achievement**Actual indicators of achievement*

3.1 100 per cent compliance of 14 field operations with standards specified in new human resources management scorecard in exercising delegated authority for human resources management

Partially achieved. As at 30 June 2012, achievements relating to the 6 strategic indicators specified in the human resources management scorecard were as follows for 13 peacekeeping operations:

- 3 peacekeeping operations achieved the vacancy rate targets, which were based on a 20 per cent improvement compared with 30 June 2011, towards the ultimate target of 10 per cent
- 1 peacekeeping operation achieved the target for representation of women in all categories
- 1 peacekeeping operation achieved the target of representation of women in senior positions (P-5, D-1, D-2)
- 87.7 per cent of staff in peacekeeping operations are from troop- and/or police-contributing countries
- The staffing timeline measurement is pending deployment of Inspira to the field
- The compliance with the security training indicator is pending the launch of the e-Learning Management module of Inspira

3.2 Respond to 100 per cent of mission medical evacuation requests and urgent deployment requests for medical clearance on the same day

Achieved. Responded to all 1,336 mission medical evacuation requests and all urgent medical clearances on the same day

3.3 Respond to all requests for pre-mission health assessment, including mental health

Achieved. Responded to all 364 pre-mission health assessments, 176 psychological consultations and 249 mental health screenings

3.4 Continuous orientation and hands-on training on e-Performance training conducted in 100 per cent of field operations

Achieved. With the roll-out of the Inspira e-Performance module in April 2012, continuous orientation and hands-on training on e-Performance were made available in all peacekeeping missions

3.5 Implementation of the new learning policy of 5 days of training per staff for 20 per cent of staff in field operations

Not achieved. Pending establishment of an enterprise learning management system, there is no existing mechanism to track/monitor the compliance of this policy for staff in peacekeeping operations. The expected timeline of the roll out of the enterprise learning management system to all peacekeeping missions is beyond 2013/14

3.6 Continuous implementation of the Voluntary Initiative Network Exchanges II across 8 job networks, with 30 per cent of all applicants from field operations

Not achieved. The Voluntary Initiative Network Exchanges II has been suspended and the Office of Human Resources Management, in collaboration with the Field Personnel Division of the Department of Field Support, has developed a comprehensive mobility proposal for Headquarters and field operations staff, under consideration by the General Assembly

3.7 Proactive and appropriate response to incidents of staff misconduct and to appeals made by staff in the field against administrative decisions	Achieved. The Administrative Law Section handled the processing of 116 disciplinary matters arising in peacekeeping missions and handled 142 appeals filed by staff in peacekeeping operations, including representing the administration before the Dispute Tribunal and involvement in informal resolution of appeals
3.8 Positive feedback from peacekeeping field operations on the services provided by the Human Resources Policy Service	The Human Resources Policy Service liaises on a daily basis with the Department of Field Support and field missions on policy issues. There is informal and formal correspondence but no surveys or specific feedback were available.
3.9 Provision of timely legal and policy advice to senior field personnel	Achieved. Ongoing provision of policy guidance in support of the Department of Field Support on administrative cases and decisions, including in respect of compliance with applicable rules and regulations
3.10 Development of generic job profiles in key functional areas for use in field operations	Partially achieved. 12 generic job profiles were reviewed and approved. The lower achievement was attributable to the extensive consultative process with all parties concerned. The Office of Human Resources Management has closely collaborated with the Department of Field Support in developing generic job profiles and in streamlining field functional titles to be entered in Inspira as job codes and provided advice on more than 50 cases of functional title/job code. More than 50 new submissions have been associated against the 83 generic job profiles approved for peacekeeping operations

(d) Office of Central Support Services

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

Planned indicators of achievement

Actual indicators of achievement

1.1 Archival material for all liquidating field operations is available at Headquarters to the Organization, Member States and the general public	Achieved. 1,705 linear feet of records were catalogued and available for consultation. 4,500 linear feet of short-term value records were disposed according to policy, hence avoiding unnecessary storage costs
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Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

Planned indicators of achievement

Actual indicators of achievement

3.1 55 per cent of field operations employ standard policies, tools and technical standards for records management	Achieved. 70 per cent of peacekeeping operations met minimum records management standard requirements
3.2 Standard office accommodations are provided for new and existing support account-funded personnel (staff and contracted personnel) at Headquarters	Achieved. Standard office accommodation provided to all posts and temporary positions and contracted personnel at Headquarters

3.3 Review 90 per cent of the vendors' registration applications within 2 months of the submission of the application	Not achieved. 85.1 per cent of the vendors' registration applications were reviewed within 2 months The lower achievement was the result of staff vacancies
3.4 Positive feedback on surveys of field operations regarding the provision of mail services	Achieved. 90 per cent of the respondents to the survey sent to field missions regarding the quality and effectiveness of the Headquarters pouch service rated the service as satisfactory or better
3.5 Positive feedback in surveys of users of travel and transportation services	Achieved. 85 per cent of surveyed users rated the services as "good"

(e) Office of Information and Communications Technology

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 99 per cent availability of existing information and communications technology infrastructure and enterprise information systems for all peacekeeping missions	Achieved. All peacekeeping operations had 99 per cent availability of information systems such as iSeek, Official Documents System, Galaxy, ePAS, IMIS, Help Desk ticketing and identity management system
3.2 70 per cent of surveyed field personnel are fully satisfied with information and communications technology enterprise services	Achieved. 71 per cent of surveyed users in field operations were satisfied with information and communications technology services
3.3 Utilization of the project and application portfolio management modules of ePortfolio by all field operations (100 per cent)	Achieved. The ePortfolio system has been implemented and is available to all field missions

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Posts			
Professional and higher	145	136	6.0
General Service and related	95	94	1.6
Temporary positions			
Professional and higher	31	25	18.1
General Service and related	20	20	0.8

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	33 055.1	35 352.5	(2 297.4)	(7.0)
II. Non-post resources				
General temporary assistance	7 203.5	6 483.9	719.6	10.0
Consultants	3 835.6	1 246.6	2 589.0	67.5
Official travel	2 135.4	2 071.8	63.6	3.0
Facilities and infrastructure	20 818.1	20 820.6	(2.5)	(0.0)
Communications	482.7	482.7	–	–
Information technology	11 103.5	9 929.1	1 174.4	10.6
Other supplies, services and equipment	9 702.1	9 022.7	679.4	7.0
Subtotal, category II	55 280.9	50 057.4	5 223.5	9.4
Total, categories I and II	88 336.0	85 409.9	2 926.1	3.3
Enterprise resource planning	47 185.2	47 185.2	–	–
Gross requirements	135 521.2	132 595.1	2 926.1	2.2

4. Analysis of variances¹

	Variance	
Post resources	(\$2 297.4)	(7.0%)

37. The increased requirements were attributable mainly to lower vacancy rates than budgeted (the actual average vacancy rates were 6.0 per cent for posts in the Professional and higher category and 1.6 per cent for General Service and related posts, compared with budgeted vacancy rates of 15 per cent and 14 per cent, respectively), offset in part by lower common staff costs than budgeted.

	Variance	
General temporary assistance	\$719.6	10.0%

38. The unencumbered balance was attributable mainly to: (a) a higher vacancy rate than budgeted for Professional and higher posts (the actual average vacancy rate for the period was 18.1 per cent for Professional and higher posts, compared with a budgeted rate of 7 per cent); and (b) the fact that no replacement for maternity/sick leave was needed during the period, offset in part by higher common staff costs than budgeted.

39. The unencumbered balance was also offset in part by additional requirements attributable to activities of the Office of Information and Communications Technology for which resources had not been proposed and for which additional temporary positions were filled: (a) the improvement of enterprise information and communications technology management (strategic planning and policy development,

information and communications technology performance management, information and communications technology portfolio management); and (b) support for the delivery of the fuel management and rations management systems.

	<i>Variance</i>	
Consultants	\$2 589.0	67.5%

40. The reduced requirements were attributable primarily to: (a) the non-hiring during the period of a consulting firm for implementation of IPSAS in field missions as a result of the need to coordinate the overall progress of the implementation of IPSAS in the Secretariat; (b) further utilization of internal resources, supplemented by individual consultants for implementation of IPSAS in field missions; and (c) the fact that fewer consultancy services were required to review bid protest cases of unsuccessful vendors, as a result of the fact that there were fewer receivable cases than anticipated.

41. The unutilized balance was offset in part by additional consulting services in relation to the provision of better human resources support services to staff members, the development of human resources administration web pages relevant to staff in the field, and the development of a user guide for the roll-out of the e-Performance system in peacekeeping missions.

	<i>Variance</i>	
Official travel	\$63.6	3.0%

42. The reduced requirements were attributable primarily to: (a) savings achieved by combining trips, when feasible, and leveraging resources in the Regional Procurement Office in Entebbe, to organize business seminars in Africa; (b) the cancellation of the procurement assistance visit to UNMIS, owing to its closure and the fact that the planned visit to MINUSTAH was conducted late in the period 2010/11; (c) the cancellation of the joint budget workshop with the Field Budget and Finance Division/Department of Field Support for peacekeeping staff as a result of reprioritization of work; and (d) the rescheduling of the Chief Finance Officers workshop to the 2012/13 financial period to synchronize with the revised Umoja and IPSAS implementation schedules.

43. The unutilized balance was offset in part by: (a) additional requirements in relation to the meeting of the Staff Management Committee in Arusha, United Republic of Tanzania, on the Secretary-General's proposal on a mobility framework in the Secretariat; and (b) additional requirements in relation to the meetings in New York of the Senior Advisory Group established by the General Assembly in its resolution 65/289.

	<i>Variance</i>	
Information technology	\$1 174.4	10.6%

44. The unencumbered balance was attributable mainly to: (a) the failure to receive proposals from vendors to develop an electronic rations management system; (b) the low usage of the Galaxy Recruitment System, which required contractual services for maintenance only; and (c) purchase orders had to be

deobligated in order to absorb the additional post requirements, and have been recorded in the 2012/13 financial period.

45. The unutilized balance was offset in part primarily by activities for which resources had not been budgeted: (a) additional analysis required to assess the integration of the Enterprise Information Portal with the Umoja enterprise resource planning system, as well as with the peace operations intranet; (b) development and deployment of Service Management to peacekeeping missions and development of the Situation Centre field solution; and (c) the final portion of the financial settlement with the vendor of the fuel management system.

	<i>Variance</i>	
Other supplies, services and equipment	\$679.4	7.0%

46. The reduced requirements were attributable to: (a) lower expenditure than budgeted for after-service health insurance owing to a one-month premium holiday granted for one of the Headquarters-based medical plans and a lower increase than planned in costs for health plans based elsewhere in the world; and (b) lower bank charges than budgeted, owing to the full implementation of SWIFT for processing payments.

D. Office of Internal Oversight Services

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved staffing</i>	<i>Average incumbency</i>
27 366.6	24 825.3	153	121

1. Results-based-budgeting framework

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Positive feedback from the General Assembly, including the Fifth Committee and Special Committee on Peacekeeping Operations, on OIOS reports	<p>The General Assembly took note of the reports of the Office of Internal Oversight Services on peacekeeping operations (A/66/286 (Part II)), on the audit of the implementation of the global field support strategy (A/66/714) and the comprehensive report on the implementation of the pilot project designated by the General Assembly in its resolution 63/287 on the structure of the Investigations Division of OIOS (A/66/755)</p> <p>The General Assembly also took note of the following evaluation reports: Programme evaluation of the United Nations Stabilization Mission in Haiti (A/66/740) and Programme evaluation of performance and achievement of results: United Nations peacekeeping activities in the Democratic Republic of the Congo (A/66/741)</p>

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

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

Achieved. 100 per cent of the 239 recommendations issued were accepted

3.2 Acceptance of 90 per cent of evaluation and inspection recommendations

Achieved. 100 per cent of the 13 recommendations issued were accepted

3.3 Completion of 320 matters received for intake and possible investigations into possible instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement on matters relating only to peacekeeping operations

Achieved. 446 matters relating to peacekeeping operations were reviewed.

The higher number was attributable to a higher number of cases received

3.4 70 advisory notes issued incidental to investigations to assist with and provide advice on prevention of fraud and other acts of misconduct as well as waste of resources and abuse of authority and mismanagement

Achieved. 88 advisory notes were issued

The higher achievement was attributable mainly to the clearance of new certifying officers in peacekeeping missions

3.5 United Nations personnel trained on basic investigation techniques

Achieved. 105 United Nations personnel were trained

The higher number of participants was attributable to an increased demand for training sessions

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Posts			
Professional and higher	70	54	23.6
General Service and related	27	23	15.4
Temporary positions			
Professional and higher	43	32	25.4
General Service and related	13	12	7.7

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	16 065.0	15 553.9	511.1	3.2
II. Non-post resources				
General temporary assistance	8 382.1	7 124.4	1 257.7	15.0
Consultants	408.0	502.6	(94.6)	(23.2)
Official travel	1 603.5	970.4	633.1	39.5
Facilities and infrastructure	175.6	182.7	(7.1)	(4.0)
Communications	139.7	66.0	73.7	52.8
Information technology	454.2	294.4	159.8	35.2
Other supplies, services and equipment	138.5	130.9	7.6	5.5
Subtotal, category II	11 301.6	9 271.4	2 030.2	18.0
Gross requirements, categories I and II	27 366.6	24 825.3	2 541.3	9.3

4. Analysis of variances¹

	Variance	
Post resources	\$511.1	3.2%

47. The unencumbered balance was attributable primarily to the higher vacancy rates than budgeted, primarily in relation to resident auditors of the Internal Audit Division in peacekeeping missions. The actual average vacancy rates for the period were 23.6 per cent for Professional posts and 15.4 per cent for General Service posts, compared with budgeted rates of 15 per cent and 14 per cent, respectively.

48. The unencumbered balance was offset in part by higher common staff costs than budgeted, mainly as a result of the additional hardship allowance for personnel serving in non-family duty stations.

	Variance	
General temporary assistance	\$1 257.7	15.0%

49. The unencumbered balance was attributable to the difficulties encountered in the recruitment of candidates meeting the requirements of the Investigations Division, in particular for Professional and higher positions for investigators in Nairobi, Vienna and peacekeeping missions and the fact that no temporary replacement for maternity leave or sick leave was required during the period.

	<i>Variance</i>	
Consultants	(\$94.6)	(23.2%)

50. The additional requirements were attributable to the engagement of seven consultants to design and implement new oversight processes under the change management initiative of the Office.

51. The additional requirements were offset in part by: (a) reduced requirements for specialized investigative skills as a result of a lower number of investigations requiring skills such as handwriting and DNA analysis, as well as for forensic-related consultancies owing to the availability of internal capacity; and (b) the non-hiring of the computer-assisted auditing techniques consultant, owing to a delay in the selection process.

	<i>Variance</i>	
Official travel	\$633.1	39.5%

52. The reduced requirements were attributable primarily to: (a) the postponement of the Investigation Division's staff retreat pending approval of the new organizational structure of the Division; (b) lower travel costs incurred in relation to the Chief Resident Auditors annual conference in New York and the Resident Auditors conference in Entebbe owing to the use of economy class by most staff; (c) the use of available United Nations flights during the Resident Auditors conference in Entebbe; (d) reduced regional and within-mission travel because of security concerns in Somalia, South Sudan and the Syrian Arab Republic; (e) a refocus of the audit workplan on emerging risks such as a horizontal audit of contingent-owned equipment and procurement-related activities that required less travel.

53. The high vacancy rates in the Office and the use of telecommunications technology also contributed to the reduced requirements.

	<i>Variance</i>	
Communications	\$73.7	52.8%

54. The reduced requirements were attributable to lower expenditure for communications equipment and services, mainly as a result of the higher-than-budgeted vacancy rates.

	<i>Variance</i>	
Information technology	\$159.8	35.2%

55. The reduced requirements were attributable to the fact that the software for the case management system was not procured, owing to deficiencies identified in the testing phase in field missions. In addition, the Office did not hire an archives and records management contractor, as the activity was completed by using internal staff resources.

E. Executive Office of the Secretary-General

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved staffing</i>	<i>Average incumbency</i>
967.5	961.0	5	5

1. Results-based-budgeting framework

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 Increased percentage of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date	Partially achieved. 87.5 per cent of the Secretary-General's reports to the Security Council and 87.7 per cent of the Secretary-General's reports to the General Assembly were submitted by the due date
1.2 All documents (e.g., reports, talking points, statements, letters and speeches) are reviewed by the Executive Office of the Secretary-General and returned to the lead department within a maximum of 4 days	Achieved. Documents were reviewed and returned in 4 days or less, unless a more extensive review was needed owing to the sensitivity of the content

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Provision of 200 notes from the Secretary-General or senior officials of the Executive Office of the Secretary-General to the Department of Peacekeeping Operations	Achieved. 51 notes were provided. The lower number of notes than projected is attributable to the fact that provision of guidance and information exchange are increasingly done through meetings and forums, including the Senior Management Group, the Policy Committee and other institutional means such as task forces established to monitor rapidly evolving political situations

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Posts			
Professional and higher	3	3	5.6
General Service and related	2	2	—
Temporary positions			
Professional and higher	—	—	—
General Service and related	—	—	—

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	850.8	844.6	6.2	0.7
II. Non-post resources				
General temporary assistance	91.8	91.5	0.3	0.3
Facilities and infrastructure	2.5	2.5	—	—
Communications	8.4	8.4	—	—
Information technology	14.0	14.0	—	—
Subtotal, category II	116.7	116.4	0.3	0.3
Gross requirements, categories I and II	967.5	961.0	6.5	0.7

F. Administration of justice

1. Cost-sharing arrangement

Approved	Expenditure	Approved posts	Average incumbency
2 379.7	2 379.7	—	—

2. Office of Staff Legal Assistance

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

Approved	Expenditure	Approved staffing	Average incumbency
96.8	148.0	1	1

(a) Human resources incumbency performance

Category	Authorized staff	Actual incumbency (average)	Vacancy rate (percentage) ^a
Posts			
Professional and higher	—	—	—
General Service and related	—	—	—
Temporary positions			
Professional and higher	1	1	—
General Service and related	—	—	—

^a Based on monthly incumbency and planned strength.

(b) Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	—	—	—	—
II. Non-post resources				
General temporary assistance	96.8	148.0	(51.2)	(52.9)
Subtotal, category II	96.8	148.0	(51.2)	(52.9)
Gross requirements, categories I and II	96.8	148.0	(51.2)	(52.9)

(c) Analysis of variances¹

	Variance	
General temporary assistance	(\$51.2)	(52.9%)

56. The increased requirements were attributable to the continuation of one general temporary assistance position for the period from 1 January to 30 June 2012, approved by the General Assembly in its resolution 66/237 in the context of the report of the Secretary-General on administration of justice at the United Nations (A/66/275 and Corr.1). No provision had been made for the additional six months, as the resolution was approved during the reporting period, in December 2011.

3. Office of the United Nations Ombudsman and Mediation Services

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

Approved	Expenditure	Approved staffing	Average incumbency
1 879.8	1 717.7	9	7

(a) Results-based-budgeting framework**Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations**

Planned indicators of achievement	Actual indicators of achievement
3.1 Response and first action taken within 30 days from the time of receipt of inquiries in 100 per cent of cases	Not achieved. Initial action was taken within 30 days in 95 per cent of the cases. The delays were caused by an increase of 228 cases received compared with 2009/10

(b) Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Posts			
Professional and higher	5	5	–
General Service and related	2	–	87.5
Temporary positions			
Professional and higher	1	1	–
General Service and related	1	1	50.5

^a Based on monthly incumbency and planned strength.

(c) Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	1 191.3	1 157.2	34.1	2.9
II. Non-post resources				
General temporary assistance	294.1	254.3	39.8	13.5
Consultants	182.0	129.4	52.6	28.9
Official travel	158.8	153.2	5.6	3.5
Facilities and infrastructure	1.5	1.5	–	–
Communications	9.4	9.4	–	–
Information technology	10.8	7.3	3.5	32.4
Other supplies, services and equipment	31.9	5.4	26.5	83.1
Subtotal, category II	688.5	560.5	128.0	18.6
Gross requirements, categories I and II	1 879.8	1 717.7	162.1	8.6

(d) Analysis of variances¹

	<i>Variance</i>	
Posts	\$34.1	2.9%

57. The unencumbered balance was attributable to the fact that the two Field Service posts approved for the Office in the field remained vacant for more than 10 months. The balance was offset partly by the fact that the 5 Professional posts approved for the Office were encumbered during the whole period, whereas a 15 per cent vacancy rate was budgeted.

	<i>Variance</i>	
General temporary assistance	\$39.8	13.5%

58. The unencumbered balance was attributable to the fact that one of the two General Service temporary positions approved for the Office remained vacant for 8 months.

	<i>Variance</i>	
Consultants	\$52.6	28.9%

59. The reduced requirements were attributable to the temporary internal restructuring to improve the utilization of the on-call service delivery programme.

	<i>Variance</i>	
Information technology	\$3.5	32.4%

60. The reduced requirements were attributable to the inadvertent charge of information technology expenditure to non-peacekeeping accounts.

	<i>Variance</i>	
Other supplies, services and equipment	\$26.5	83.1%

61. The reduced requirements were attributable to the fact that the production of the Ombudsman information brochure was delayed to the 2012/13 financial period.

G. Ethics Office

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved staffing</i>	<i>Average incumbency</i>
1 149.0	1 129.1	2	2

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Ethical awareness is increased as number of requests for ethics advice and guidance increases	Achieved. 126 instances of advice were provided as compared with 105 in the previous period
3.2 Achieve full compliance with the financial disclosure programme	Achieved. 99.9 per cent compliance rate
3.3 Increased number of outreach and training sessions	Achieved. 44 outreach sessions were provided

3.4 Requests for protection against retaliation are evaluated within 45 days

Achieved. All requests were evaluated within 45 days

2. Human resources incumbency performance

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

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	—	—	—	—
II. Non-post resources				
General temporary assistance	257.2	345.8	(88.6)	(34.4)
Consultants	792.0	705.4	86.6	10.9
Official travel	68.5	72.3	(3.8)	(5.5)
Facilities and infrastructure	1.0	0.9	0.1	10.0
Communications	2.8	2.8	—	—
Information technology	3.1	1.9	1.2	38.7
Other supplies, services and equipment	24.4	—	24.4	100.0
Subtotal, category II	1 149.0	1 129.1	19.9	1.7
Gross requirements, categories I and II	1 149.0	1 129.1	19.9	1.7

4. Analysis of variances¹

	<i>Variance</i>	
General temporary assistance	(\$88.6)	(34.4%)

62. The increased requirements were attributable to the recording in 2011/12 of charges related to the prior period, and to higher common staff costs than budgeted.

	<i>Variance</i>	
Consultants	\$86.6	10.9%

63. The reduced requirements were attributable to a lower cost than budgeted for the review of staff files in connection with the Financial Disclosure Programme, as a result of the renegotiation of the contract with the external consulting firm providing the service.

	<i>Variance</i>	
Information technology	\$1.2	38.7%

64. The reduced requirements were attributable to the fact that the move of the Office to its new location was delayed. In the current location, the Office shares information technology equipment at no cost.

	<i>Variance</i>	
Other supplies, services and equipment	\$24.4	100.0%

65. The reduced requirements were attributable to the fact that the Office used its website to disseminate brochures and that the planned training for staff of the Ethics Office did not take place owing to scheduling issues.

H. Office of Legal Affairs

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved staffing</i>	<i>Average incumbency</i>
3 484.2	3 189.9	18	17

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Liabilities arising in peacekeeping operations and activities are minimized to the maximum extent possible with respect to claims made against the Organization	Achieved. Claims arising out of peacekeeping operations totalling \$38.6 million were resolved by arbitral award or approved settlement in the amount of \$12 million, representing 31.0 per cent of the amounts claimed, and a reduction of 69 per cent in actual liability from that claimed
3.2 Absence of instances arising in peacekeeping operations in which, unless waived, status and privileges and immunities of the Organization 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

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Posts			
Professional and higher	13	13	3.2
General Service and related	2	2	–
Temporary positions			
Professional and higher	3	2	25.0
General Service and related	–	–	–

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	2 641.5	2 640.8	0.7	–
II. Non-post resources				
General temporary assistance	600.9	357.0	243.9	40.6
Consultants	75.0	32.2	42.8	57.1
Official travel	33.1	31.8	1.3	3.9
Facilities and infrastructure	9.0	9.0	–	–
Communications	35.9	34.2	1.7	4.7
Information technology	85.3	81.4	3.9	4.6
Other supplies, services and equipment	3.5	3.5	–	–
Subtotal, category II	842.7	549.1	293.6	34.8
Gross requirements, categories I and II	3 484.2	3 189.9	294.3	8.4

4. Analysis of variances¹

	<i>Variance</i>	
General temporary assistance	\$243.9	40.6%

66. The reduced requirements were attributable to the fact that no temporary replacement for maternity leave or sick leave was required during the period, and to a higher vacancy rate than budgeted (the average actual vacancy rate was 25 per cent, whereas the budgeted vacancy rate was 7 per cent).

	<i>Variance</i>	
Consultants	\$42.8	57.1%

67. The decreased requirements were attributable to fewer specialized consultant services required in connection with peacekeeping-related legal matters, offset in

part by additional requirements to contract a consultant to assist in the selection of candidates for positions of Legal Advisers and Legal Officers in the field.

I. Department of Public Information

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved staffing</i>	<i>Average incumbency</i>
716.5	675.2	4	3

1. Results-based-budgeting framework

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 50 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets	Achieved. Approximately 60 per cent of the stories distributed were broadcast by 5 regionally represented media outlets

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Surveyed peacekeeping operations indicate overall satisfaction with the quality of public information support	Achieved. 100 per cent of the 11 missions which responded to the survey indicated the level of support as very good or satisfactory

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Posts			
Professional and higher	3	2	19.4
General Service and related	1	1	—
Temporary positions			
Professional and higher	—	—	—
General Service and related	—	—	—

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	575.0	586.4	(11.4)	(2.0)
II. Non-post resources				
Consultants	50.0	–	50.0	100.0
Official travel	68.6	49.3	19.3	28.1
Facilities and infrastructure	2.0	2.0	–	–
Communications	6.3	6.3	–	–
Information technology	8.8	20.1	(11.3)	(128.4)
Other supplies, services and equipment	5.8	11.1	(5.3)	(91.4)
Subtotal, category II	141.5	88.8	52.7	37.2
Gross requirements, categories I and II	716.5	675.2	41.3	5.8

4. Analysis of variances¹

	Variance	
Post resources	(\$11.4)	(2.0%)

68. The increased requirements were attributable to the higher common staff costs than budgeted, offset in part by higher vacancy rates than budgeted (the average actual vacancy rate for Professional posts was 19.4 per cent, whereas the budgeted vacancy rate was 15 per cent).

	Variance	
Consultants	\$50.0	100.0%

69. The non-utilization of the resources was attributable to: (a) the fact that the content management system was postponed pending completion of the full introduction of the recently approved Secretariat-wide content management system platform and the reformulation of requirements; and (b) the non-hiring of consultants to conduct a workshop for senior field public information personnel, as internal capacity was used.

	Variance	
Official travel	\$19.3	28.1%

70. The reduced requirements were attributable to the cancellation of two field assessment visits as a result of a vacancy in the Peace and Security Section, and the fact that work had to be reprioritized to provide communications support to the newly established UNSMIS.

	<i>Variance</i>
Information technology	(\$11.3) (128.4%)

71. The increased requirements were attributable to additional requirements for webcast hosting and storage.

	<i>Variance</i>
Other supplies, services and equipment	(\$5.3) (91.4%)

72. The increased requirements were attributable to requirements for printing copies of the United Nations magazine *Year In Review*, *United Nations Peace Operations 2011*, for which no provision was made in the budget.

J. Department of Safety and Security

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved staffing</i>	<i>Average incumbency</i>
\$3 801.7	\$3 442.3	18	15

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3.1 Implementation of the Department's recommendations on security standards, policy, guidance, directives, plans, procedures and security management reviews by field operations	<p>Not achieved. 68 per cent implementation rate (152 recommendations). 32 per cent of the recommendations are ongoing (72 recommendations) and are expected to be finalized by the end of 2012</p> <p>The lower percentage was attributable to the nature of the recommendations and the time required for full implementation. The implementation of many recommendations requires more than one period, owing to necessary planning procurement and installation actions. This is especially acute when missions are in transition or crisis</p> <p>Of the 11 areas of United Nations security management system policies, guidelines and instructions promulgated during the budget period, 8 have been fully implemented by all peacekeeping missions</p>
3.2 All personnel on security management teams in field operations are trained	<p>Not achieved. 68 per cent of personnel on security management teams in field operations were trained. The lower implementation rate is attributable to scheduling conflicts and the operational requirements of security management team members</p>

2. Human resources incumbency performance

<i>Category</i>	<i>Authorized staff</i>	<i>Actual incumbency (average)</i>	<i>Vacancy rate (percentage)^a</i>
Posts			
Professional and higher	13	10	19.9
General Service and related	5	5	3.3
Temporary positions			
Professional and higher	—	—	—
General Service and related	—	—	—

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	2 636.1	2 653.5	(17.4)	(0.7)
II. Non-post resources				
Official travel	1 045.8	670.5	375.3	35.9
Facilities and infrastructure	9.0	2.9	6.1	67.8
Communications	25.2	31.8	(6.6)	(26.2)
Information technology	65.1	65.2	(0.1)	(0.2)
Other supplies, services and equipment	20.5	18.6	1.9	9.3
Subtotal, category II	1 165.6	789.0	376.6	32.3
Gross requirements, categories I and II	3 801.7	3 442.5	359.2	9.4

4. Analysis of variances¹

	<i>Variance</i>	
Post resources	(\$17.4)	(0.7%)

73. The increased requirements were attributable primarily to higher common staff costs than budgeted and lower vacancy rates than budgeted in General Service posts, offset in part by higher vacancy rates than budgeted in Professional posts. The actual average vacancy rates for the period were 19.9 per cent for Professional posts and 3.3 per cent for General Service posts, compared with budgeted rates of 15 per cent and 14 per cent, respectively.

	<i>Variance</i>	
Official travel	\$375.3	35.9%

74. The reduced requirements were attributable to: (a) a reprioritization of activities owing to the crises in Côte d'Ivoire, Darfur and the Syrian Arab Republic, as a result of which the planned visits to MINUSTAH, the United Nations Support

Base in Valencia, UNDOF, UNIFIL and UNFICYP were not conducted; (b) the planned training and non-training visits to UNAMID and UNMISS did not take place, owing to difficulties in acquiring visas to the region; and (c) the planned training in MINUSTAH and MONUSCO did not take place, owing to the unavailability of mission staff as a result of operational requirements and difficulties in travelling to the missions' headquarters from other local cities.

	<i>Variance</i>	
Facilities and infrastructure	\$6.1	67.8%

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

	<i>Variance</i>	
Communications	(\$6.6)	(26.2%)

76. The increased requirements were attributable to the roaming charges of staff travelling to the missions.

K. Advisory Committee on Administrative and Budgetary Questions secretariat

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Approved</i>	<i>Expenditure</i>	<i>Approved staffing</i>	<i>Average incumbency</i>
\$206.4	\$219.9	1	1

1. Results-based-budgeting framework

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
1.1 100 per cent of reports of the Advisory Committee submitted in accordance with required deadline	Achieved
1.2 100 per cent of reports of the Advisory Committee submitted are error free	Achieved. 100 per cent of reports of the Advisory Committee were submitted error free

2. Human resources incumbency performance

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

^a Based on monthly incumbency and planned strength.

3. Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2011 to 30 June 2012)

<i>Category</i>	<i>Approved apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
I. Post resources	–	–	–	–
II. Non-post resources				
General temporary assistance	202.9	218.5	(15.6)	(7.7)
Facilities and infrastructure	0.5	–	0.5	100.0
Communications	1.4	1.4	–	–
Information technology	1.6	–	1.6	100.0
Subtotal, category II	206.4	219.9	(13.5)	(6.5)
Gross requirements, categories I and II	206.4	219.9	(13.5)	(6.5)

4. Analysis of variances¹

	<i>Variance</i>	
General temporary assistance	(\$15.6)	(7.7%)

77. The increased requirements were attributable to higher common staff costs than budgeted.

	<i>Variance</i>	
Facilities and infrastructure	\$0.5	100.0%

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

	<i>Variance</i>	
Information technology	\$1.6	100.0%

79. No expenditure for information technology was recorded during the financial period.

III. Activities of the Integrated Training Service

Core training activities in 2011/12

<i>Activity</i>	<i>Location</i>	<i>Period</i>
United Nations training-of-trainers course	Germany	July 2011
Training recognition for predeployment training	Peru	July 2011
Senior mission administration and resource training programme workshop	UNLB-Brindisi	July 2011
Development of training material on protection of civilians	Sweden	July 2011
Training recognition for predeployment training	Sweden	August 2011
Mobile training support for predeployment training	Kenya	August 2011
Training recognition for predeployment training	Ecuador	September 2011
Training recognition for predeployment training	United States	September 2011
Development of training material on United Nations Staff Officers	Kenya	September 2011
Training recognition for predeployment training	Argentina	October 2011
Training support to missions	UNIFIL	October 2011
Training support to missions	UNFICYP	October 2011
Senior mission leaders' course	Spain	October 2011
Senior leadership programme	United Nations Headquarters	October 2011
United Nations training-of-trainers course	Argentina	November 2011
United Nations training-of-trainers course	India	December 2011
Senior mission administration and resource training programme workshop	UNLB-Entebbe	December 2011
Annual Joint Mission Analysis Centre training course	Norway	December 2011
Mobile training support for predeployment training	UNMISS	January 2012
Development of training material on United Nations infantry battalions	Austria	February 2012
United Nations training-of-trainers course	Ghana	March 2012
Training recognition for predeployment training	Canada	March 2012
Senior mission administration and resource training programme workshop	UNLB-Brindisi	March 2012

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Disarmament, demobilization and reintegration training-of-trainers course	UNMISS	March 2012
Child protection training	UNLB-Brindisi	March 2012
United Nations training-of-trainers course	Botswana	April 2012
Mobile training support for predeployment training	Indonesia	April 2012
Conduct and discipline workshop	UNLB-Brindisi	April 2012
Records management workshop	UNLB-Entebbe	April 2012
United Nations police planners' course	United States	April 2012
Integrated mission training centres workshop	Italy	May 2012
Senior mission leaders' course	Rwanda	May 2012
Policy and best practices workshop	United States	May 2012
United Nations training-of-trainers course	Bangladesh	June 2012
Senior leadership programme	United Nations Headquarters	June 2012
Senior security sector reform workshop	United States	June 2012
Board of Inquiry workshop	UNLB-Brindisi	June 2012
Movement Control training conference	United States	June 2012
Criminal Law and Judicial Advisory Section workshop	Germany	June 2012
United Nations Fuel Operations workshop	United States	June 2012
Validation workshop for training modules on integrating gender in peacekeeping operations	United States	June 2012
Civilian predeployment training course (24 courses)	UNLB-Brindisi	July 2011-June 2012

IV. Actions to be taken by the General Assembly

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

(a) To decide on the treatment of the unencumbered balance of \$6,000 in respect of the period from 1 July 2011 to 30 June 2012;

(b) To decide on the treatment of other income amounting to \$3,134,900, comprising interest income (\$883,400), other miscellaneous income (\$111,300), cancellations of prior-period obligations (\$2,141,300) and prior-period adjustments (\$1,100), in respect of the period from 1 July 2011 to 30 June 2012.