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

**Budget performance of the support account for peacekeeping
operations for the period from 1 July 2013 to 30 June 2014**

Report of the Secretary-General

Addendum

The present addendum contains information on planned and actual outputs relating to section II of document [A/69/653](#).



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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
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OIOS	Office of Internal Oversight Services
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
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

II. Resource performance*

A. Department of Peacekeeping Operations

1. Results-based-budgeting framework

(a) United Nations Office to the African Union

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
The Secretary-General and the Deputy Secretary-General each participate in 1 African Union summit	2	Summits
1 meeting between the United Nations Security Council and the African Union Peace and Security Council	2	Meetings The output was higher owing to the decision by the 2 Councils to postpone the meeting scheduled for the previous period until the reporting period
2 meetings of the Joint Task Force on Peace and Security	2	Meetings
12 presentations to the African Union Peace and Security Council on peacekeeping issues	19	Presentations The output was higher owing to the requirements and the agendas of the meetings, as determined by the African Union Peace and Security Council
1 meeting and 6 videoconferences between peacekeeping desks of the Secretariat and the African Union Commission	1 6	Meeting Videoconferences
12 monthly reports on cooperation in peacekeeping between the United Nations and the African Union, 52 weekly reports on developments in peacekeeping at the African Union and 12 analytical cables to the African Union on strategic peacekeeping issues	12 52 15	Monthly reports Weekly reports Analytical cables
24 meetings of the African Union Partners Group, 4 meetings of the Peace and Security Cluster of the Ten-Year Capacity-Building Programme for the African Union and 4 meetings of each of the 4 subclusters	33	Meetings with the African Union Partners Group (24), the Peace and Security Cluster of the Ten-Year Capacity-Building Programme (4) and the 4 subclusters (5) The output was lower owing to the suspension of the activities of 2 of the subclusters pending clarification on capacity-building needs

* For planned and actual indicators of achievement, see [A/69/653](#).

2 information publications to inform a broad public audience of the activities of the Office in support of the African Union	No	Deferred owing to the internal restructuring of UNOAU pursuant to the 2013 strategic review
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Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
5 annual reports on the achievements of the pillars of the African Peace and Security Architecture	5	Reports
Implementation of 3 roster databases for the military, civilian and police components of the African Standby Force in accordance with the African Standby Force road map III	3	Roster databases were implemented
12 manuals or standard operating procedures for the African Standby Force reviewed and updated	12	Standard operating procedures and manuals were reviewed and updated
18 policies or guidelines produced in support of African Union Commission capacity-building strategies in 18 peacekeeping areas	17	Policies, guidelines, procedures, rules, strategies, protocols and concept notes
Participation in 18 trainings/workshops of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations and capacity-building	18	Training sessions/workshops
Participation in 18 planning meetings or technical assessment missions of the African Union/regional economic community/regional mechanism in support of peacekeeping operations and capacity-building	19	Planning meetings and technical assessment missions
Support and guidance for the AMANI police and civilian command post exercise to test the readiness of the police and civilian components of the African Standby Force	No	Completed during the period 2012/13
15 planning meetings, 11 predeployment visits and 2 mission management trainings conducted in support of the implementation of the AMISOM mandate	18 9 No	Planning meetings Predeployment visits Mission management training sessions were postponed until the 2014/15 period owing to the changing requirements in support of AMISOM

Participation in 10 African Union/regional economic community/regional mechanism/African Standby Force training needs/capability assessments	6	Training needs/capability assessments The output was lower owing to the strategic review of the African Standby Force and, consequently, the training needs assessments
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(b) Office of the Under-Secretary-General

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
35 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping	34	Briefings
260 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	293	Briefings The output was higher owing to the additional requests received from Member States
2 briefings to the Special Committee on Peacekeeping Operations on new and developing policies and procedures on security and field occupational safety risk management	1	Briefing on security in peacekeeping missions and on field occupational safety risk management and organizational resilience/crisis management The output was lower owing to the suspension of deliberations by the Committee
1 briefing to members of the Special Committee on Peacekeeping Operations on efforts to further support the efficiency and effectiveness of field uniformed personnel	1	Briefing
5 briefings to Member States and troop-contributing countries, as requested, on issues relating to the verification and assessment of field uniformed personnel	2	Briefings The output was lower owing to the lower number of requests received from Member States
Quarterly press briefings by the Under-Secretary-General for Peacekeeping Operations and/or the Under-Secretary-General for Field Support on major peacekeeping issues and 100 media interviews, including on mission-specific topics, conduct and discipline and military, police and security issues	7 101	Press briefings Media interviews

150 outreach activities, such as conferences, exhibits, public briefings and digital campaigns, on the peacekeeping work of the United Nations; 936 posts on the peacekeeping social media platforms (728 on Twitter and 208 on Facebook); 450 articles on United Nations peacekeeping published in United Nations media	87	Outreach activities
		The output was lower owing to the prioritization of strategic events
	2,702	Posts on the peacekeeping social media platforms (673 on Facebook and 2,029 on Twitter)
	481	Articles on United Nations peacekeeping published in United Nations media
		The outputs for posts and articles were higher owing to the increased level of activity across peacekeeping operations
Prompt notifications to troop- and police-contributing countries of all casualties among uniformed personnel serving in all peacekeeping operations	Yes	Notification of 100 uniformed fatalities was made to troop- and police-contributing countries within 1.5 working hours of the receipt of a confirmed report from a peacekeeping mission
35 briefings to troop- and police-contributing countries on operational developments in peacekeeping operations	41	Briefings
		The output was higher owing to the additional requests received from Member States

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Awareness of performance requirements and standards for the United Nations peacekeeping missions conveyed in two international conferences	2	International conferences

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
15 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	14	Visits
10 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network	13	Inputs
		The output was higher owing to the additional policies developed
12 evaluations of field occupational safety risk management programmes in peacekeeping operations, the Global Service Centre and UNSOA	12	Evaluations in peacekeeping operations, the Global Service Centre and UNSOA

12 evaluations of organizational resilience management in peacekeeping operations, the Global Service Centre and UNSOA	12	Evaluations in peacekeeping operations, the Global Service Centre and UNSOA
Updated guidelines and templates for compacts and performance assessments for heads of mission and their deputies	Yes	Guidelines and templates for compacts and performance assessments were updated and distributed to all missions
4 technical assessments, in collaboration with the Department of Public Information, of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges	2	Technical assessments The output was lower owing to the reprioritization of planned activities
Training and guidance to 4 field missions on digital communication to improve the effectiveness and reach of their public information activities	Yes	Training and guidance were provided to 11 field missions at the biennial meeting of heads of public information components
Guidance document for the preparation of general and issue-specific communication strategies, in collaboration with the Department of Public Information	No	The guidance document was postponed until the 2014/15 period owing to competing priorities
Guidance document on communications in response to crises affecting peacekeeping operations	No	The guidance document was postponed until the 2014/15 period owing to competing priorities
1 workshop, in collaboration with the Department of Public Information and the Department of Field Support, for Chiefs of Public Information or senior public information officers from all peacekeeping operations to review communication strategies and their implementation	1	Workshop
Situational awareness reports on developments in peacekeeping missions every working day; alerts and detailed reports as required	Yes	250 peacekeeping briefing notes, 228 flash reports, 56 alerts and 250 detailed reports
Activation of crisis management arrangements in response to crises in peacekeeping missions	2	Crisis management mechanisms were activated
1 workshop for Chiefs of Joint Mission Analysis Centres to facilitate the sharing of experiences and best practices, provide an opportunity for the Chiefs to engage with interlocutors from United Nations Headquarters and ensure the building of dynamic professional communities	1	Workshop

4 technical assessment visits to peacekeeping missions to provide technical support to Joint Operations Centres and Joint Mission Analysis Centres	5	Technical assessment visits
Round-the-clock operations to monitor and report on developments in peacekeeping missions	Yes	The watch room monitored round-the-clock developments in peacekeeping missions
Guidelines on the digitization of documents and the management of digital document repositories in peacekeeping operations	Yes	Guidelines were developed and distributed to all missions
Implementation of a document repository for the management of code cables specific to peacekeeping operations	Yes	Implementation was completed
5 reports on reviews and assessments to support the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards in 5 peacekeeping operations, including operational performance; and follow-up reports as applicable	1	Report The output was lower owing to the need to assess and draw lessons learned from the first visit prior to conducting subsequent review visits

(c) Office of Operations

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
40 multidimensional substantive reports of the Secretary-General to the Security Council	42	Multidimensional substantive reports
40 letters from the Secretary-General to the President of the Security Council	32	Letters The output was lower owing to the lower number of senior mission leadership appointments
130 advisory notes for briefings to and engagement with Member States and peacekeeping partners	137	Advisory notes

40 consultations with troop- and police-contributing countries providing updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM and an operation in Mali	41	Consultations
50 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and support for AMISOM and an operation in Mali	54 51	Oral briefings Weekly briefing notes
Briefings/consultations in response to all requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations	Yes	All requests for briefings/consultations were addressed, including on updates on political and operational developments in all peacekeeping operations

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
4 integrated concepts of operations, in line with Security Council mandates, for new and existing peacekeeping operations requiring significant adjustments	2	Integrated concepts of operations for 2 peacekeeping missions The output was lower owing to the delay in the finalization of mission concepts for 2 peacekeeping missions

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Integrated guidance to all peacekeeping operations on strategic, policy and political operational matters	Yes	Guidance was provided to all peacekeeping missions, including through 643 official substantive communications
Progress reviews against priority results identified in integrated strategic frameworks, including challenges and recommendations, completed by 7 integrated mission task forces, in collaboration with field presences	8	Progress reviews

10 integrated assessment reports on peacekeeping operations to review and make recommendations on mission concepts, as well as approaches, challenges or opportunities in the area of mandate implementation	7	Integrated assessments for 6 peacekeeping operations and for the planning for MINUSCA The output was lower owing to the reprioritization of planned activities
35 integrated technical assessments and/or issue-specific assessment visits, which form inputs to or result in reports that provide overall guidance on and assist peacekeeping operations and support for AMISOM with planning and mandate implementation issues	25	Integrated technical assessments and/or issue-specific assessments for 12 peacekeeping operations The output was lower owing to the reprioritization of planned activities
1 workshop on integrated mission planning for at least 30 field and Headquarters personnel, conducted jointly with other departments and agencies, funds and programmes	1	Workshop for 48 field and Headquarters personnel
6 advisory notes on United Nations/African Union cooperation in peacekeeping, including the operationalization of the African Standby Force and the second triennial review of the Ten-Year Capacity-Building Programme for the African Union	8	Advisory notes
1 web-based, searchable database, “gap map”, to help identify and communicate military and police capability gaps in peacekeeping missions	No	A review of the gap list was conducted, determining that, while only limited assets remained on the list, key enabling capabilities were needed to enhance missions’ effectiveness. Thus, instead of developing a web-based “gap map”, a note was presented to Member States advising on the critical capabilities required to enhance effectiveness and performance in peacekeeping missions

(d) Office of Military Affairs

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
8 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, the protection of civilians and evolving operational requirements, to	9	Presentations

encourage support for strategic and operational courses of action in peacekeeping operations

33 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping	26	Military Staff Committee briefings
	13	Formal briefings to the Security Council and troop-contributing countries The output was higher owing to the crisis situation in South Sudan and the planning and establishment of MINUSCA
10 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	18	Strategic analysis reports were prepared on peacekeeping operations facing significant operational developments The output was higher owing to the additional analyses on the situations in the Middle East, South Sudan and the Central African Republic
24 briefings to troop-contributing countries on the military aspects of peacekeeping operations, anticipated developments, crisis situations, threat and risk assessments, changes of mandate, capability studies, operations and plans, rules of engagement, statement of force and unit requirements and force generation	33	Informal briefings to troop-contributing countries The output was higher owing to the crisis situation in South Sudan and the planning and establishment of MINUSCA

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
5 strategic military concepts of operations, statements of force requirements and rules of engagement for new or significantly adjusted peacekeeping operations	4	Strategic military concepts of operations The output was lower owing to the reprioritization of planned activities
5 military advisory briefings to existing, emerging and new troop-contributing countries on specific operational requirements for new or significantly adjusted peacekeeping operations	5	Advisory briefings
Deployment of organized key nucleus of military staff and/or military staff support team to new and existing missions for up to 90 days	Yes	A military support team was deployed to MINUSCA for 86 days upon the adoption of the Security Council resolution for the establishment of the mission

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
14 strategic or oversight assessment reports on military components of peacekeeping operations	19	Strategic and oversight assessment reports The output was higher owing to the crisis situation in South Sudan and the planning for and establishment of MINUSCA
12 predeployment and assessment reports of troop-contributing country capacities	16	Predeployment and assessment reports The output was higher owing to the establishment of MINUSCA
12 updated threat assessment reports for military operations in peacekeeping settings	16	Threat assessment reports The output was higher owing to the additional assessments required with respect to the situation in the Central African Republic
1 conference of heads of military components from all peacekeeping operations	No	The conference was postponed until the 2014/15 period owing to the high turnover of heads of the military components of United Nations peacekeeping missions
1 guidance material to troop-contributing countries on international humanitarian law; 2 guidance materials on the use of force during civil disturbances and on the use of interpreters in the context of military components of peacekeeping missions; and 1 comprehensive report on military capability gaps	No	The guidance materials on international humanitarian law and on the use of force during civil disturbances were postponed until the 2014/15 period owing to the reprioritization of planned activities
	1	Guidance material on the use of interpreters in the context of military components of peacekeeping missions was incorporated into volume II of the <i>United Nations Infantry Battalion Manual</i>
	1	Comprehensive report on military capability gaps

(e) Office of Rule of Law and Security Institutions

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 presentations to Member States, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of a partnership approach in the areas of the rule of law and security institutions	35	Presentations to Member States, intergovernmental bodies and other partners The output was higher owing to the increased departmental efforts to strengthen coordination and partnerships in this area

Inputs to 40 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, justice and corrections, disarmament, demobilization and reintegration, mine action and/or security sector reform	41	Reports
48 briefings on peacekeeping operations to legislative bodies, Member States, intergovernmental bodies, groups of friends and troop- and police-contributing countries in the areas of police (20), justice and corrections (10), disarmament, demobilization and reintegration (10) and security sector reform (8), including on the operationalization of the global focal point arrangement for police, justice and corrections in post-conflict and other crisis situations	52	Briefings were conducted, in the areas of police (23), justice and corrections (10), disarmament, demobilization and reintegration (10) and security sector reform (9)
Presentations to 4 Member States to increase strategic awareness about all police issues in peacekeeping operations and to encourage contributions from police officers to peacekeeping operations	6	Member States received specific presentations The output was higher owing to the additional briefings requested by Member States
18 briefings to police-contributing countries, groups of friends and/or regional organizations on policy and training issues, special initiatives and/or cross-cutting police and other law enforcement matters in peacekeeping operations	18	Briefings
6 briefing notes on developments in disarmament, demobilization and reintegration in field operations	6	Briefing notes
Multi-donor report on mine action covering activities in up to 8 field operations	Yes	According to the 2014 annual report of the Mine Action Service
Report of the Secretary-General to the General Assembly on assistance in mine action	Yes	Report of the Secretary-General to the General Assembly on assistance in mine action (A/68/305)

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
8 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialists and rapidly deployable capacities needed in the areas of the rule of law and security institutions, and on the global focal point arrangement for police, justice and corrections	10	Briefings The output was higher owing to the additional briefings requested
11 end-of-assignment reports on lessons learned and best practices, as well as the identification of ongoing support (4 police, 3 justice and 3 corrections components) for new or existing peacekeeping operations	11	End-of-assignment reports, on police (3) and justice and corrections (8)
30 briefings to Member States on police issues in peacekeeping operations, including on requirements for the rapid deployment of highly qualified police personnel	45	Briefings The output was higher owing to the additional briefings requested by Member States
2 assessments of mine action components of new or reconfigured peacekeeping operations	2	Assessments

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
1 conference of heads of police components from all peacekeeping operations	1	Conference
2 conferences of heads of rule of law and security institutions components in the field to provide guidance, exchange information, share best practices, review strategic objectives, enhance coordination and ensure clarity as to their roles and responsibilities	2	Conferences

3 strategic notes in the areas of the rule of law and security institutions, including the prioritization of early peacebuilding tasks and transition plans in peacekeeping operations where relevant, strategic coordination with UNDP, other United Nations entities and Member States on the global focal point arrangement for police, justice and corrections	3	Strategic notes
45 technical or strategic support, review or assessment reports on the implementation of rule of law and security institutions mandates, including through the global focal point arrangement for police, justice and corrections where applicable (10 police; 7 justice and 7 corrections; 6 security sector reform; 7 disarmament, demobilization and reintegration; 8 mine action), and review programmes in peacekeeping operations where relevant, including from 1 joint inter-agency assessment for disarmament, demobilization and reintegration	39	Reports, on police (8), justice (4), corrections (6), security sector reform (7), disarmament, demobilization and reintegration (7) and mine action (7) The output was lower owing to the reprioritization of planned activities for UNMISS and MONUSCO and for the establishment of MINUSCA
New or updated police operational plans, standard operating procedures and concepts of operations for 5 police components of peacekeeping operations, as appropriate	7	Planning documents The output was higher owing to the additional requirements for UNMISS and MINUSMA
Individual police officers and/or members and equipment of formed police units of 47 Member States certified for deployment to peacekeeping operations through assessment/selection and testing, and inspection sessions	56	Police-contributing countries The output was higher owing to the need for specialized francophone and robust capacities following the establishment of MINUSMA and MINUSCA
2 guidance materials and training tools for justice and corrections personnel	3	Guidance materials
1 standard operating procedure, 1 study on lessons learned and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration	3	Guidance/guidelines/workshop
6 co-chaired videoconferences with inter-agency groups on disarmament, demobilization and reintegration to develop guidance and share best practices and information	6	Videoconferences

1 pilot training module on security sector reform for peacekeeping experts based on 1 integrated technical guidance note on security sector reform	1	Training module
1 training course for 25 security sector reform practitioners on security sector issues, including experts from the United Nations roster of security sector reform experts	1	Training course for 25 security sector reform practitioners
1 training course for 25 defence sector reform practitioners, including experts from the United Nations roster of security sector reform experts	1	Training course for 54 defence sector reform practitioners
1 report on lessons learned and best practices in security sector reform, including defence sector reform elements	1	Report on lessons learned
1 technical assessment mission to provide technical assistance to field operations in the areas of physical security and stockpile management	1	Technical assessment mission
1 joint inter-agency assessment mission to review the transition of mine action programme ownership from the United Nations to national authorities	No	The planned mission did not take place owing to the reprioritization of planned activities
5 visits to Member States contributing to the United Nations roster of security sector reform experts, in particular those underrepresented in the roster	5	Visits to Member States

(f) Policy, Evaluation and Training Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
3 presentations to Member States in their capitals to advise on cross-cutting and emerging policy issues in peacekeeping	7	Presentations The output was higher owing to the additional requests from Member States during visits to national capitals in relation to other matters

2 informal briefings to the Special Committee on Peacekeeping Operations and 10 bilateral briefings to Member States, as requested, on peacekeeping partnerships and related issues	2	Informal briefings
13 briefings, and a report to the Special Committee on Peacekeeping Operations, on priority policy and reform issues, including capability development and training, the protection of civilians, command and control, early peacebuilding in peacekeeping operations, civil affairs, peacekeeping partnerships, child protection, gender, conflict-related sexual violence, HIV/AIDS and transitions	21	Briefings
		The output was higher owing to the additional briefings requested by the Special Committee
	1	Report
7 briefings to Member States and think tanks on the status and future of the implementation of the New Horizon initiative and cross-cutting thematic issues, including the protection of civilians, capability development, gender mainstreaming and conflict-related sexual violence	7	Briefings
4 opening statements by the Under-Secretaries-General for Peacekeeping Operations and Field Support during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	4	Opening statements
4 briefings to the Security Council on the protection of civilians, child protection, HIV/AIDS, gender and conflict-related sexual violence	4	Briefings
5 workshops/briefings for technical experts from Member States and partners to develop new or updated guidance, training and policy on Security Council resolution 1325 (2000), key roles of civil affairs officers, knowledge management, child protection and emerging policy issues	8	Workshops/briefings
		The output was higher owing to the additional requests received from Member States and partners

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Implementation of actions to be taken by the Department of Peacekeeping Operations and the Department of Field Support under the action plan to enhance European Union support for United Nations peacekeeping operations	Yes	Submission of a list of capabilities required to enhance the performance of United Nations peacekeeping operations Implementation of the modalities of United Nations-European Union coordination during planning for the deployment of the respective operations in the Central African Republic; finalization of modalities on cooperation in the fields of lessons learned, concepts and training; and exchange of draft proposals for a framework agreement on cooperation on support issues

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
5 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues that have an impact on peacekeeping	5	Presentations/briefings
10 briefings to international financial institutions, international and regional organizations and non-governmental organizations, as requested, on peacekeeping partnerships and related issues	12	Briefings
Agreement with the World Bank on joint initiatives or pilot projects to be undertaken in 2 peacekeeping operations	2	UNMISS and MINUSMA, together with the World Bank, undertook joint studies of the socioeconomic impact of the missions' deployment to the country, with a view to maximizing benefits for the local economy, encouraging early peacebuilding efforts and identifying recommendations for the missions' ongoing deployment
1 guidance note regarding collaboration between United Nations peacekeeping operations and UNDP on peacekeeping issues	No	Instead, the work was redirected towards UNDP lessons learned after the issuance of the policy on transitions in the context of mission drawdown and withdrawal and the policy on integrated assessment and planning

6 evaluation reports, comprising 4 mission-focused and 2 thematic evaluations	6	Evaluations were conducted, of which 4 were mission-focused and 2 were thematic
6 discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping	6	Discussion papers/speeches
6 reports on lessons learned across missions with regard to policy, reform and operational issues in line with the New Horizon initiative and other departmental priorities	6	Lessons-learned papers
3 additional communities of practice for peacekeeping operations and 1 review of the functions of civilian and military best practices officers	11	Communities of practice The output was higher owing to the additional requests for the creation of communities of practice to facilitate the drafting and consultation process with respect to the United Nations military units manual
1 technical guidance material developed on cross-cutting peacekeeping issues	1	Revision and updating of the policy and standard operating procedure on guidance development. The development of new guidance was not necessary
16 technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to sexual violence in conflict, quick-impact projects, civil affairs, the protection of civilians, gender and HIV/AIDS	14	Technical reports
1 operational guidance on the implementation of Security Council resolutions 1820 (2008), 1888 (2009) and 1960 (2010) disseminated to peacekeeping missions	No	The consultation period was extended to allow for harmonization with other guidance being developed on related issues. The guidance is expected to be completed by March 2015
3 workshops for mission thematic advisers and focal points for the purpose of knowledge-sharing and training	3	Workshops
Quarterly summary of key lessons learned and best practices for senior management in peacekeeping operations and 35 e-newsletters to peacekeeping operations on new knowledge management products	4 15	Quarterly summaries of key lessons and best practices E-newsletters The output was lower owing to a revised outreach approach more tailored to individual clients

3 training-of-trainers courses for 75 peacekeeping trainers from Member States, 6 training recognition visits, 2 mobile training support activities, and training development in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations	4	Training-of-trainers courses for 100 peacekeeping trainers from Member States
	7	Training recognition visits
	9	Mobile training support activities and training development The outputs were higher for training-of-trainers courses, mobile training support activities and training development owing to the additional requests from Member States
Peacekeeping-specific training courses on senior leadership, management and administration for 120 peacekeeping personnel, including 2 senior mission leaders' courses, 2 senior leadership programmes and 1 Senior Mission Administration and Resource Training programme	1	Senior mission leaders' course for 5 peacekeeping personnel
	2	Senior leadership programmes for 18 peacekeeping personnel
	1	1 Senior Mission Administration and Resource Training programme delivered to 30 peacekeeping personnel The output was lower owing to the reprioritization of activities based on the availability of resources
1 workshop for integrated mission training centre personnel of all peacekeeping operations and 4 training activities, including evaluation, monitoring and delivery, to provide support and policy guidance on training to peacekeeping operations, and 24 predeployment courses for 400 civilian peacekeeping personnel	1	Workshop
	4	Training activities
	23	Predeployment courses for 353 civilian peacekeeping personnel
Technical and methodological support to Member States, missions, Department of Peacekeeping Operations and Department of Field Support offices and other partners, for the development and delivery of specialized and substantive training curricula and materials for peacekeeping personnel with a view to improving the planning, management, support and conduct of peacekeeping operations	Yes	Guidelines on the design, delivery and evaluation of training were developed and disseminated to peacekeeping missions
3 peacekeeping predeployment training standards produced and made available to all peacekeeping training institutions	3	Peacekeeping predeployment training standards were produced and made available to all peacekeeping training institutions

B. Department of Field Support

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
95 briefings to the General Assembly, legislative bodies, the Security Council and regional organizations on resource management and field support issues	96	Briefings
10 presentations on peacekeeping resource management and field support issues, at conferences, seminars and other public forums	10	Presentations
8 visits to Member States to discuss resource management and field support issues	8	Visits
Annual progress report, including proposals, to the General Assembly on the implementation of the global field support strategy	Yes	Fourth annual progress report on the implementation of the global field support strategy (A/68/637 and Corr.1)
49 consolidated responses to the reports of the United Nations oversight bodies and 10 consolidated reports on the status of the implementation of some 1,000 recommendations made by the oversight bodies	42	Consolidated responses The output was lower owing to the lower number of reports issued by the oversight bodies
	46	Consolidated reports on the status of the implementation of all of the 1,139 oversight body recommendations The output was higher owing to changes in the reporting structure from a semi-annual to a quarterly basis
4 reports containing the findings and recommendations made by boards of inquiry	2	Reports The output was lower owing to a surge in United Nations Headquarters Boards of Inquiry cases, which required resources to be redirected towards coordinating the convening of those boards

10 briefings to Member States and non-governmental organizations on the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	17	Briefings The output was higher owing to closer follow-up with Member States for disciplinary case management purposes
2 meetings of the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse	2	Task Force meetings

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
12 briefings to permanent missions on the support services delivered to AMISOM	12	Briefings
3 comprehensive mission support plans prepared	3	Mission support concepts and plans prepared

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 visits to field operations to provide direction to mission leadership on resource management and mission support issues related to mission mandate implementation	10	Visits
24 consultations with heads of mission on resource management and mission support issues related to mandate implementation	24	Consultations
10 visits to the field to review progress on the implementation of the global field support strategy	10	Visits
28 consultations with Chiefs/Directors of Mission Support to review and assess performance	28	Consultations
3 outreach visits to expand the candidate pool for senior mission appointments, with particular attention to meeting the organizational objectives relating to gender and geographical distribution	3	Outreach visits

Strategic risk management guidance provided to field operations, based on the analysis of the findings and recommendations contained in 116 reports of the oversight bodies	Yes	Strategic guidance was provided for 15 self-assessment reviews conducted by peacekeeping operations, based on all of the 84 reports produced by the oversight bodies
2 workshops for audit focal points and board of inquiry officers in field operations on ways to improve the follow-up of audit recommendations	2	Workshops were conducted for 27 audit focal points from 11 peacekeeping operations
3 visits to field operations to conduct a review of their internal control frameworks, based on high-risk areas identified in reports of oversight bodies	1	Visit The output was lower owing to the reprioritization of planned activities
3 visits to field operations to review board of inquiry procedures and provide guidance on noted weaknesses and to review outstanding recommendations and assist with their closure	3	Visits
3 visits to peacekeeping operations to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other forms of misconduct	2	Visits The output was lower owing to the postponement of 1 visit, which was carried out in August 2014
Analysis of the relevant investigation reports and referral for appropriate disciplinary action by the United Nations or Member States of some 300 allegations of misconduct reported to have been committed in peacekeeping operations	230	Allegations of misconduct, as substantiated through investigation reports, were processed and referred to Member States, the Office of Legal Affairs, the Office of Human Resources Management or UNDP for disciplinary action The output was lower owing to the increased awareness of mission personnel regarding conduct and discipline matters
Recording in the misconduct tracking system and tracking of the investigations of some 250 category I and 700 category II allegations of misconduct	205 497	Category I allegations Category II allegations The outputs were lower owing to the increased awareness of mission personnel regarding conduct and discipline matters
Review of an average of 10 staff selection cases submitted for clearance before appointment in a peacekeeping operation per day	10	Candidates were processed/cleared daily, on average

Monitoring of approximately 200 delegations of procurement authority to staff assigned to peacekeeping operations	209	Active delegations were managed
2 visits to field operations to advise on the exercise of the delegation of procurement authority	2	Visits

(b) Field Budget and Finance Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Liability of the United Nations for all contingent-owned equipment reimbursement claims and death and disability compensation claims assessed and calculated for all relevant field operations	2,815	Claims for contingent-owned equipment reimbursement were processed
	291	Letter-of-assist claims were processed
	135	Death and disability compensation claims were processed
Advice on contingent-owned equipment reimbursement and death and disability compensation matters to all field operations and permanent missions of troop- and police-contributing countries	Yes	Official confirmation and advice were provided to all field operations and relevant troop- and police-contributing countries on contingent-owned equipment and issues related to death and disability compensation eligibility
Negotiations completed for up to 10 memorandums of understanding regarding new contingents deployed to existing missions and amendments to up to 30 existing memorandums with respect to the reimbursement of contingent-owned equipment	20	Memorandums of understanding were negotiated and completed
	129	The output was higher owing to the deployment of additional contingents in UNMIL, UNOCI, UNIFIL and UNDOF
		Amendments
		The output was higher owing to the implementation of General Assembly resolution 67/261, on rates of reimbursement to troop-contributing countries, as well as to changes in mission mandates
10 briefings to permanent missions and other delegations of Member States with regard to contingent-owned equipment and memorandums of understanding and 4 predeployment visits to troop- and police-contributing countries	29	Briefings to Member States
		The output was higher owing to the additional requests from Member States
	6	Predeployment visits
		The output was higher owing to the establishment of MINUSCA

Updates of online reports on the status of claims for reimbursement for contingent-owned equipment and letters of assist, as well as memorandums of understanding accessible by all Member States at the end of each quarter	Yes	A website on government claims and memorandums of understanding was established and was updated at the end of each quarter
Organization of the 2014 Working Group on Contingent-Owned Equipment, including the collation and distribution of survey data and working papers from up to 30 Member States	Yes	The 2014 Working Group on Contingent-Owned Equipment was convened in January 2014
Amendments to the contingent-owned equipment manual based on decisions adopted by the 2014 Working Group and legislative bodies	No	The recommendations of the 2014 Working Group on Contingent-Owned Equipment were approved by the General Assembly in its resolution 68/282 on 30 June 2014. Amendments to the contingent-owned equipment manual are expected to be finalized by January 2015
4 quarterly briefings to Member States on policies and procedures relating to the reimbursement of contingent-owned equipment and death and disability compensation	4	Quarterly briefings
Consolidated report to the General Assembly on the 2012/13 performance and 2014/15 resource requirements of the Regional Service Centre in Entebbe	Yes	Presented in the context of the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (A/68/731)
Resource implications for 4 proposals to the Security Council with significant financial implications	5	Resource implications were provided to the Security Council

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of 3 resource plans and cost estimates for the implementation of new or expanding peacekeeping operations mandated by the Security Council	3	New or revised budgets in support of expanded Security Council mandates (UNMISS, UNISFA, UNSOA)
	2	Requests were made to the Advisory Committee on Administrative and Budgetary Questions to enter into commitments in support of new operations mandated by the Security Council (MINUSCA)
	1	Trust fund was established in support of MINUSCA
	14	Donor contribution agreements were negotiated

Implementation of a revised standard funding model for the start-up of 1 peacekeeping operation	1	Revised standard funding model was implemented for MINUSMA
Direct support for the establishment of field financial functions in 2 new or restructured field operations	1	Direct support provided for the establishment of field financial functions in MINUSCA
Negotiations completed for memorandums of understanding regarding up to 10 contingents deployed to new field operations	44	Negotiations on memorandums of understanding with troop-contributing countries were completed The output was higher owing to the start-up of MINUSCA and MINUSMA

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Cross-cutting assistance and regulatory advice to all field operations on the formulation of budget proposals and performance reports, the maintenance and preparation of financial accounts and field processes and the management of available resources	Yes	Coordinated specific and cross-cutting analysis of strategic resourcing and budget proposals for 15 peacekeeping operations, leading to the formulation of mission-specific strategic guidance and funding proposals Completed a review of roles and responsibilities across field operations for trust funds Developed and implemented a terms-of-reference template for trust funds across field operations
Comparative analysis of and management reports on major resourcing elements in all field operations to improve cost-effectiveness in field resourcing	Yes	Reports were issued covering areas of aircraft deployment; disarmament, demobilization and reintegration programme costs; analysis of light passenger vehicles; trend analysis on the mine action programme; and analysis of spare parts expenditures across peacekeeping operations and other major cost drivers in peacekeeping operations
Strategic guidance on major resourcing priorities to guide the development of annual budget proposals by all field operations	Yes	Strategic guidance was provided to missions through the review of priorities and the issuance of strategic guidance and briefing notes
Quarterly monitoring and analysis of the development and implementation of major resource efficiency projects across field operations	Yes	Quarterly monitoring and analysis of the development and implementation of major resource efficiency group projects across field operations at the division level and through the civilian staffing review steering committee
Analytical support and research papers prepared for 6 meetings of the resource efficiency group of the Department of Field Support	6	Analytical support and research papers prepared

Standard resource allocation and prices for all field operations	Yes	Issuance of updated standard cost ratio manual
Analysis and input of the resourcing aspects of 3 major, multidimensional projects with implications for field operations	3	Establishment of resourcing for MINUSMA, MINUSCA and trust funds in support of MINUSCA
Input to the re-engineering of financial processes and staffing requirements in 8 field missions, including the implementation of the Regional Service Centre in Entebbe	9	Inputs were provided for the re-engineering of the financial processes of 8 field missions and the Regional Service Centre in Entebbe, along with the staffing configuration
8 advisory notes, 6 training courses and monthly monitoring to support the implementation of IPSAS in all field operations	4	Memorandums were issued
	16	Faxes were issued
		The memorandums and faxes were issued in lieu of the advisory notes
	6	Training courses
	26	Field monitoring team visits to field missions
	30	Reports from teams supporting IPSAS-compliant 2013/14 financial closing in peacekeeping operations
	400	Monthly IPSAS project monitoring status reports received from missions were reviewed
Coordination of 2 major consultative meetings of all field operations in support of the implementation of IPSAS	2	Major consultative meetings
Expert assessment of 300 applicants for field finance and budget posts advertised in Inspira	245	Assessments conducted The output was lower owing to the lower-than-expected number of applicants successfully passing the written tests
Requests to the Controller for the delegation of approving and certifying authority to 100 officers in the field operations	350	Requests to the Controller The output was higher owing to the higher number of recruitment actions and movements of staff between missions
Administration of the residual affairs of 5 liquidating missions, including follow-up on outstanding and disputed payments, the reconciliation and closure of remaining bank accounts and compliance with outstanding administrative requirements	3	Liquidating missions The output was lower owing to the completion of the administrative liquidation of 3 missions during the previous reporting period

Establishment, analysis and monitoring of the annual costs of contingent-owned equipment reimbursement in all field operations	Yes	Establishment, analysis and monitoring of the annual costs of contingent-owned equipment reimbursement in all field operations
10 visits to provide on-site support to field operations, including the development of mission budget priorities and the implementation of significant financial administration initiatives	10	Visits
Negotiation of 12 agreements with the United Nations Volunteers programme with regard to the services of United Nations Volunteers deployed to field missions	12	Agreements negotiated and completed

(c) Field Personnel Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
A workforce plan, including an analysis of supply and demand, forecast requirements, projected future trends and identified capacity gaps in the roster	Yes	Analysed current and anticipated requirements for civilian capacities across field missions on an ongoing basis, and mapped capacity gaps in the roster, in close collaboration with the Department of Political Affairs, the Department of Peacekeeping Operations, the Department of Public Information, the Office of the United Nations High Commissioner for Human Rights and field missions. A yearly schedule of generic job openings was developed and disseminated among staff and partners
Maintenance of 450 rosters across 24 occupational groups with at least 2,500 additional candidates endorsed by the central review bodies available for immediate selection against mission vacancies	450 2,175	Rosters were maintained across 24 occupational groups Additional candidates were endorsed by the central review bodies The output was lower owing to the priority given to completing the past generic job openings and the field service generic job opening
Increase of 3 per cent in the total number of women on the rosters of candidates endorsed by the central review bodies	3 per cent	Increase representing 24 per cent of all clearances during the reporting period, compared with 21 per cent in 2012/13

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Direct strategic advisory and performance measurement of all 38 delegated human resources management functions (including recruitment, travel and administration of contracts, salaries, allowances, benefits, claims and entitlements) in field operations	Yes	Direct strategic advice was provided to 38 delegated human resources management functions
Direct personnel administrative support for 79 functionalities for operations without delegated human resources management authority for 6,736 international staff and travel for 1,891 military observers and 16,775 police personnel	6,885	International staff; 37,310 personnel actions were processed in IMIS (6,312 (17 per cent) of those actions were processed at Headquarters on behalf of missions, while 30,998 (83 per cent) of them were processed in the field where that authority had been delegated)
	612	Travel requests were processed on behalf of 1,237 military observers
	439	Travel requests were processed on behalf of 1,652 police personnel
		The output was lower owing to the processing of travel requests in peacekeeping operations where that authority had been delegated
Organization of 3 meetings of the Field Joint Negotiation Committee and participation in the annual Staff-Management Coordination Committee meeting to improve staff-management relations	1	Meeting of the Field Joint Negotiation Committee The output was lower owing to turn over in management preventing the Field Staff Union and management from finding mutually agreeable dates
2,000 field personnel provided with career guidance, career planning answers to mobility- and career-related queries through e-mail, phone calls and field visits, including town hall and individual meetings	Yes	Career support was provided to more than 2,000 field personnel; such support was prioritized for peacekeeping missions that were downsizing or reconfiguring
2 career path models in human resources and administration (senior administrative staff)	No	Owing to competing priorities, the career path models in human resources and administration are scheduled to be completed by June 2015
Engagement with 15 Member States to develop outreach initiatives through individual Member State consultations and regional approaches, with 2 regional outreach visits	15	Engagement with Member States, including through the wide dissemination of generic and position-specific job openings and 2 outreach visits, 1 regional outreach workshop and participation in 1 virtual career job fair

Implementation of special measures to improve gender participation in the field workforce	Yes	Creation of a pool of qualified women interested in competing for director-level positions in field operations. As a result, more than 700 curricula vitae from 101 countries were received, and 64 candidates from 30 countries were recommended Participation in 1 job fair for Women in Aviation International to advocate applications by women
Development of 5 business intelligence reports and models for the monitoring of the field staffing process	1	Operational dashboard was developed The output was lower owing to the reprioritization of activities
Certification of 75 per cent of human resources management practitioners within the Department and in the field, including the Regional Service Centre in Entebbe and the Global Service Centre	78.5 per cent	Certification

(d) Logistics Support Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Maintenance of 100 active logistics-related system contracts available to field operations	100	Headquarters-managed systems contracts were maintained
6 mission-specific force requirements reviewed and/or generated	6	Mission-specific force requirements were reviewed
1 standards guidance document for contingent capabilities development in alignment with the New Horizon initiative	1	United Nations military units manual was developed
3 working group meetings with multinational partners to identify and establish functional arrangements in areas of logistics cooperation in the field	3	Working group meetings with multinational partners
Maintenance of 25 engineering-related systems contracts for field operations	25	Headquarters-managed engineering-related systems contracts were maintained
6 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and advise Member States about the sufficiency of and/or shortfalls in major equipment and self-sustainment	6	Predeployment visits

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
16 aviation safety assessment visits to field operations with aircraft and to the Regional Aviation Safety Offices and 6 air operator assessment visits to United Nations-registered air carriers as part of the safety oversight functions of the Aviation Safety Section	9 1	Aviation safety assessment visits Air operator assessment visit The output was lower owing to the reprioritization of planned activities as a result of the evolving situation in existing missions and the focus given to the new mission MINUSCA
4 meetings with troop- and police-contributing countries to address memorandums of understanding shortfalls identified in mission-specific contingent-owned equipment and memorandum of understanding management review boards	10	Meetings The output was higher owing to operational requirements
5 technical medical assessment reports in field operations and medical predeployment visits to 2 troop- and police-contributing countries	2 4	Technical medical assessment visits The output was lower owing to the reprioritization of planned activities Predeployment visits The output was higher owing to the increased requirements as a result of the start-up of the new mission MINUSCA
4 engineering assessment reports in field operations to review the progress of construction and engineering projects and to monitor the effectiveness of goods and services obtained under system contracts	No	The assessments could not be conducted owing to the reprioritization of planned activities
Promulgation of revised property management key performance indicators	Yes	7 new IPSAS-related key performance indicators on property management were promulgated and incorporated into the performance management framework for United Nations property
Update of 2 manuals/guidelines covering property management and the management of contingent-owned equipment	2	Manuals/guidelines were updated
Development of guidelines for field missions to provide Headquarters with information to monitor the status, development and management of mission construction projects of high value or of a	Yes	Guidelines were developed for the governance of major construction projects in field missions

critical nature, from budgeting and contracting to construction and completion		
6 technical site visits for fuel installations and facilities	No	The planned output was not delivered owing to the reprioritization of planned activities
Fuel operations manual updated	No	The planned output was not delivered owing to the reprioritization of planned activities
Revised aviation equipment catalogue and production of digital maps for all airfields in support of peacekeeping operations	Yes No	Revision of the aviation equipment catalogue The production of digital maps for airfields was rescheduled for the 2014/15 period owing to the assessment of new available technologies
Standard operating procedures for the liberty usage of United Nations-owned vehicles developed and implemented in 10 field missions	Yes	Issuance and implementation of standard operating procedures for the liberty usage of United Nations-owned vehicles in all peacekeeping missions
Development and implementation of 1 comprehensive guideline on the optimal life expectancy of all categories of vehicles	1	Guideline on calculating the life expectancy of vehicles in field missions was developed and implemented
Development and implementation of 1 guideline for the evaluation of surface transport suppliers (goods and services)	1	Guideline for the evaluation of surface transport suppliers was developed and circulated to all peacekeeping missions for implementation
5 logistics and technical support briefings to permanent missions and troop- and police-contributing countries	10	Briefings The output was higher owing to the increased number of requests received from permanent missions and troop- and police-contributing countries
7 briefings at conferences and to troop- and police-contributing countries on the medical support concept in peacekeeping operations	7	Briefings

(e) Information and Communications Technology Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
1 analysis report on boundary crisis responses, including the status of disputed boundaries, treaties, maps and satellite imagery	5	Analysis reports The output was higher owing to additional requests

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Information and communications technology support for new peacekeeping operations in response to newly established Security Council mandates	Yes	Integrated mission planning process guidelines for the start-up of new missions and the information and communications technology rapid deployment team in Brindisi, Italy, to support missions were applied; the replenishment of strategic deployment stocks was undertaken
3 versions of the global digital map at varied required scales	2	Global digital map The output was lower owing to the reprioritization of planned activities
3 technical specifications and procedures for improving the geometric and content accuracy of the global digital map, and validation against operational field data and information	2	Manuals were drafted, and procedures are being phased in over time to ensure a consistent approach The output was lower owing to the reprioritization of planned activities

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Information and communications technology support for the call centre, field network and field applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOA	Yes	Information and communications technology support was provided to all peacekeeping operations and UNSOA
4,800 audio and videoconferencing services provided to field operations, including technical and day-to-day operational support	5,910	Audio and videoconferencing services The output was higher owing to the increased use of audio and videoconferencing services
Statements of work and technical evaluation for 7 planned systems contracts and monitoring and administration of 35 existing contracts for information and communications technology services and equipment	Yes	Statements of work and technical evaluations for 7 systems contracts as well as monitoring and administration of 35 existing systems contracts
17 disaster recovery plans for field operations tested and updated and 4 disaster recovery reconstitution exercises	15 11	Disaster recovery plans were tested and updated Disaster recovery reconstitution exercises The output was higher owing to the additional requests from field missions

Redesigned, virtualized and optimized existing information and communications technology systems and infrastructure for peacekeeping operations and UNSOA to ensure a stable foundation with which to support Umoja- and IPSAS-related imperatives and improve responsiveness and resilience, as well as develop and deploy data collection interfaces	Yes	<p>The following solutions were implemented during the reporting period:</p> <p>(a) The web-based Umoja statistics dashboard was developed and implemented to provide automated monitoring of Umoja usage and implementation progress</p> <p>(b) The information and communications technology for development reporting and business intelligence capacity assisted in the collection, analysis, cleansing and migration of multiple data sets as part of the implementation of Umoja</p> <p>(c) Field Support Suite offline forms were deployed to provide a tool for the entry of Umoja transactions offline</p> <p>(d) The standard Field Support Suite modules for travel authorization and reimbursement of expenses were deployed to replace multiple pre-existing localized or manual/paper-based processes</p> <p>(e) A standard electronic telephone billing solution was developed and deployed to facilitate the recording, approval, certification and cost recovery process for all calls originated by United Nations telecommunications assets</p>
Partially automated geographical reference data from 2 field missions with geographical information systems for analysis and crisis monitoring	2	Partially automated geographical reference data from MINUSMA and UNOCI

C. Department of Management

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of technical and substantive secretariat support to 110 formal and informal meetings of the Fifth Committee	153	Formal and informal meetings of the Fifth Committee on peacekeeping matters were held, and advice on procedures was provided

on peacekeeping matters, including advice on procedures, 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly		In addition, a significant number of informal consultations on peacekeeping matters were held and supported, including after hours and on weekends
	40	Draft resolutions/decisions were prepared and adopted by the Fifth Committee
	34	Reports of the Fifth Committee were adopted by the General Assembly
Preparation of notes on the programme of work and the status of documentation and preparation of 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee	Yes	The programme of work was updated on an ongoing and as-needed basis, prior to, during and at the close of each session
	47	Procedural notes were prepared on peacekeeping-related items
		The output was higher owing to the higher than planned number of formal meetings held
Maintenance and update of the web pages of the Fifth Committee relating to peacekeeping matters	Yes	2 websites were maintained and updated on an ongoing basis, including weekly and daily updates of the public website during sessions and the organization, presentation and maintenance of 4,162 pages of supplementary information on peacekeeping-related issues on the Fifth Committee eRoom

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
90 Headquarters Committee on Contracts meetings and 20 Headquarters Property Survey Board meetings	92	Headquarters Committee on Contracts meetings
	17	Headquarters Property Survey Board meetings
		The lower output was owing to the turnover of the Headquarters Property Survey Board membership; however, despite the fact that there were fewer meetings, more cases were handled per meeting, resulting in no backlog
Review of 600 procurement actions and 250 disposal actions per fiscal period	512	Procurement actions were received and reviewed
	273	Disposal actions were received and reviewed
Organization of 20 training courses for members of local committees on contracts and local property survey boards in field operations	23	Training courses

Registration of 200 staff for the online training resource of the Headquarters Committee on Contracts and of 200 staff for the online training resource of the Headquarters Property Survey Board	298	Staff members registered for the online training resource of the Headquarters Committee on Contracts
	67	Staff members registered for the Property Survey Board online resource The output was lower owing to the fact that fewer staff members registered for the resource in the expectation that the implementation of IPSAS would result in changes to property management procedures and, consequently, revisions to the content of the online resource
4 assessment visits to field operations to monitor and assess the performance of local committees on contracts	3	Assessment visits It was determined that the assessment visit to UNISFA would not be carried out, owing to logistical and security concerns
Provision of services to the secretariat of the Award Review Board, including the review of 10 cases and the organization of 1 workshop on industry best practices	2	Bid protest cases were received and reviewed The lower output was owing to the receipt of fewer cases The workshop was not held because, as a result of the low number of cases received, it was determined that it would not be cost-effective to organize a workshop
Predeployment educational materials supporting the preparation of staff for Umoja implementation at the pilot site (UNIFIL) and 3 peacekeeping deployment hubs under Umoja cluster 1	Yes	Predeployment of educational materials at UNIFIL and three deployment hubs under cluster 1
2 Umoja predeployment workshops at the pilot site (UNIFIL) and 3 peacekeeping deployment hubs under Umoja cluster 1	Yes	2 Umoja predeployment workshops were organized at UNIFIL 3 Umoja predeployment workshops were organized in 3 locations
Provision of 300 reasoned decisions on behalf of the Secretary-General on whether the request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested administrative decision complies with the applicable rules and regulations	321	Reasoned decisions were provided
Provision of 15 reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members	24	Reasoned decisions were provided The output was higher owing to the higher number of requests for management evaluations

Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and issuance of guidance based on lessons learned	6	Systemic issues were identified, and guidance based on lessons learned was issued
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(b) Office of Programme Planning, Budget and Accounts

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
30 reports on budget performance and budget estimates for 12 active peacekeeping operations and UNSOA; 1 report on budget performance for UNMIT, 1 report on budget performance for UNSMIS, 1 report on the disposition of assets for UNMIS and 1 final performance report for MINURCAT	26	13 reports on budget performance and 13 reports on budget estimates for active field operations
	2	Commitment authorities for MINUSCA and UNMISS
	1	Budget report for MINUSMA
	2	Revised budgets for UNDOF and UNISFA
	2	Budget performance reports for UNMIT and UNSMIS
	1	Disposition of assets report for UNMIS; the final performance report for MINURCAT is expected to be submitted to the General Assembly at its seventieth session
1 report on the updated financial position of closed peacekeeping operations	1	Report on the updated financial position of 25 closed peacekeeping operations
8 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report, support account for peacekeeping operations and UNLB	9	Reports and notes
19 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 12 active peacekeeping operations and UNSOA, budget performance for UNMIT and UNSMIS, final performance report for MINURCAT, disposition of assets report for UNMIS, UNLB and the support account for peacekeeping operations	23	Supplementary packages were provided for 14 active field operations, the 2013/14 budget for MINUSMA, the 2013/14 revised budget for UNDOF and UNISFA, budget performance for UNMIT and UNSMIS, the 2013/14 commitment authority for MINUSCA and the disposition of assets report for UNMIS, UNLB and the support account for peacekeeping operations

Review and coordination of responses to follow-up questions from legislative bodies on 12 active peacekeeping operations and UNSOA, UNLB, MINURCAT, UNMIS, UNMIT, UNSMIS, the support account and cross-cutting issues	3,113	Pages of written responses to questions raised: 2,252 pages of responses to questions from the Advisory Committee on Administrative and Budgetary Questions and 861 pages of responses to questions from the Fifth Committee
A set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions	Yes	IPSAS-compliant financial statements for the 2013/14 period were prepared
Status of contributions available online, including summary information and outstanding assessed contributions	Yes	Status of contributions, including summary information, has been available online to Member States and Secretariat users through the contributions web portal
Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions	Yes	Systems were updated, maintained and operated. Local area network administration continued to be provided and support streamlined
Maintenance of finance-related reference tables in IMIS; development and enhancement of ad hoc applications	Yes	IMIS and finance reference tables were maintained. Data collection tools for Umoja were created

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of assistance to the peacekeeping operations in the selection of banks to provide the required banking services	Yes	Assisted MINUSMA, UNSOA and MONUSCO in the selection of banks to provide the required banking services

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Monitoring of 144 delegations of financial authority for field operations	Yes	Approved delegations of financial authority for incoming staff and immediately revoked delegations for outgoing staff, ensuring that there was no duplication
Monitoring of audit recommendations pertaining to accounting and budgetary aspects of field operations	Yes	Reviewed and analysed audit observations and recommendations and requested follow-up actions to relevant divisions, where necessary
Provision of guidance and assistance in the preparation of the required data to determine the preliminary IPSAS opening balances	Yes	IPSAS closing instructions were issued to directors/chiefs of mission support at all peacekeeping missions. Following the issuance of the closing instructions, an IPSAS financial statement preparation workshop was held; in addition, the IPSAS team provided guidance

		and support on questions raised regarding IPSAS opening balances, dry run and closing balances
Deployment of an instructor-led, intermediate and advanced training course on IPSAS	Yes	255 staff were trained at the instructor-led intermediate IPSAS training sessions, and 95 staff were trained at the advanced IPSAS training workshop
Policy guidance provided to 12 peacekeeping operations and UNSOA, UNLB and 11 Headquarters departments and offices on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies, and establishment of related trust funds	Yes	Instructions were provided for the preparation of the 2012/13 performance reports and 2014/15 budgets for 13 active field operations, UNLB and the support account and for the 2013/14 and 2014/15 budgets for MINUSMA, UNMIT and UNSMIS performance reports and MINURCAT disposition-of-assets report. In addition, one high-level briefing was provided for Headquarters departments and offices on the preparation of budget proposals for the support account. Additional policy guidance was provided on an ongoing basis
Visits to 4 peacekeeping operations to provide strategic advice and on-site assistance on budgetary and financial issues	4	Visits to peacekeeping missions and the Global Service Centre
Visits to 4 peacekeeping operations to advise peacekeeping operations finance staff on treasury policies and procedures, cash management and banking-related issues	4	Visits to peacekeeping missions
500 funding authorizations and 26 staffing table authorizations for peacekeeping operations, UNSOA, UNLB, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis	515 36	Funding authorizations Staffing table authorizations The output was higher owing to the additional allotments for trust funds and the commitment authorities/revised budgets for MINUSCA, UNDOF and UNISFA
60 financial reports and other financial communications to donors for peacekeeping trust funds	14	Financial reports and other financial communications The output was lower owing to the lower number of requests made by donors
Organization and conduct of videoconferences with peacekeeping operations, UNSOA and UNLB, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	Yes	Videoconferences were held with all active field operations during the budget review process In addition, high-level review meetings related to budget and performance issues with respect to the support account were held
Training of personnel in 1 peacekeeping operation on the funds monitoring tool	No	Training on the funds monitoring tool was suspended because the tool was phased out following the implementation of Umoja in peacekeeping operations

Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters	Yes	<p>Policy guidance and advice on compliance with IPSAS were provided on a continuous basis through the review of monthly accounts and bilateral communications. In preparation for the transition to Umoja, the new general ledgers and accounting procedures were explained to field missions</p> <p>Advice concerning insurance policies was provided on an ongoing basis</p>
Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings	Yes	<p>Guidance was provided at the IPSAS financial statements workshop for finance officers of peacekeeping missions on audit findings related to IPSAS opening balances, and on-site assistance was provided to peacekeeping missions on the new accounting procedures for Umoja and the closing of accounts</p> <p>In addition, clarification and guidance were provided on various topics on an ad hoc basis</p>
Processing of 20,000 payments to Member States, staff and vendors	18,503	Payments were processed
Processing of 10,000 education grant claims and advances	12,132	Education grant claims and advances were processed
Negotiation and administration of 12 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	12	Policies covering peacekeeping operations were negotiated, put into place and administered
Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	Yes	All eligible international staff members who chose to enrol and all national staff members were provided with health insurance coverage for themselves and their dependants. Life insurance coverage was provided on an optional basis to all eligible staff
Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims	170	Claims were reviewed by the Advisory Board on Compensation Claims
Processing of 3,500 investment settlements for peacekeeping operations in accordance with industry standards	2,988	<p>Investment settlements were processed in accordance with industry standards</p> <p>The lower output was owing to the aggregation of overnight term deposits</p>
Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments	Yes	28 assessment calculations and 15 credit calculations were completed and communicated to Member States in a timely manner. Comprehensive reminder letters regarding unpaid assessments were sent to Member States

Processing of 3,000 receipts from Member States for contributions for peacekeeping operations, and maintenance of accurate and up-to-date unpaid contributions records	2,773	Receipts were issued to Member States for peacekeeping operations, and contributions records were maintained
Effective servicing of the Committee on Contributions by timely provision of all requested data	Yes	All 10 documents, 50 conference papers and additional information requested by the Committee were provided in a timely manner
Delegation to field finance officers of the authority to act as approving officers	Yes	Requests for approving authority were processed
United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines	Yes	United States dollar funds of peacekeeping accounts were invested in accordance with United Nations approved guidelines
Execution of approximately 2,800 electronic fund transfers, 900 foreign exchange purchases and 1,000 investment settlements	2,070 853 567	Electronic fund transfers Foreign exchange purchases Investment settlements
Execution of approximately 83,000 payroll payments to approximately 8,000 members funded from peacekeeping accounts	Yes	Execution of approximately 80,000 payroll payments to approximately 7,900 staff members funded from peacekeeping accounts
Recording of approximately 2,300 incoming payments for \$7 billion to peacekeeping accounts; and transfer of approximately 650 remittances for \$2.8 billion to peacekeeping bank accounts	3,148 1,000	Deposit documents were recorded, for a total amount of \$8.3 billion, to peacekeeping accounts Remittances, for a total amount of \$2 billion, were transferred to peacekeeping bank accounts
Processing of approximately 350 bank signatory amendments for peacekeeping bank accounts	241	Bank signatory amendments for peacekeeping bank accounts were processed
Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions	Yes	Systems were updated, maintained and operated. Local area network administration continued to be provided and support streamlined
Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications	Yes	Charts of accounts and other finance-related reference tables were maintained and ad hoc applications developed and maintained
Enhanced financial management reports	Yes	Continuous enhancement of financial reports to meet user requirements

(c) Office of Human Resources Management

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Annual report on the composition of the Secretariat, including staff demographics for field operations	1	Report of the Secretary-General on the composition of the Secretariat: staff demographics (A/68/356)
Online reports for Member States on human resources information for field operations, including support for 400 users in the permanent missions	4,754	Online reports, including support for 332 users from 137 Member States

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Guidance to 12 peacekeeping operations and UNSOA on the exercise of delegated authority for human resources management, including through mission support visits	12	Peacekeeping operations and UNSOA received guidance
Clearance and certification of 120 chief administrative officers and chief civilian personnel officers in field operations and all Professional officers with responsibilities for personnel administration and for performing human resources functions in the Department of Field Support and in field operations	31	Designation cases with respect to chief administrative officers, directors of mission support and chief human resources officers were concluded The lower output was owing to the lower number of requests received as a result of the streamlined clearance and certification process
6-8 outreach missions to identify candidates for field operations	7	Outreach missions were conducted In addition, the Office enhanced its presence on social media sites, including through a virtual careers fair, to broaden its outreach worldwide and engage directly with individuals who could not attend the live outreach sessions
Human resources management scorecard reporting for all field operations including Management Performance Board	13	Field operations were covered by scorecard reporting and Management Performance Board

Provision of guidance using instructional manuals and other tools to support peacekeeping operations on the implementation of the Inspira talent management system	Yes	Direct advice and support were provided as needed to the Field Personnel Division on staffing matters and recruitment processes in Inspira Additional instructional guidance materials were distributed to peacekeeping missions
Conduct of comprehensive and interim salary surveys for MONUSCO, UNDOF, UNIFIL, UNSOA and UNMIK; issuance of revised salary scales for the General Service and the National Professional Officer category, as applicable	4	Comprehensive salary surveys were conducted
	8	Owing to the situation in the Syrian Arab Republic (UNDOF), the comprehensive salary survey was postponed until 2014/15
	18	Interim salary surveys were concluded for 8 peacekeeping mission locations, and salary scales for the General Service and the National Professional Officer categories were reviewed and/or revised on the basis of the results of the salary surveys for 9 duty stations. In addition, special measures for locally recruited staff members were reviewed, approved and monitored for UNDOF, UNMISS and UNSOA, and a mission subsistence allowance review for uniformed personnel was undertaken for MINUSMA
Review and approval of up to 50 generic job profiles for usage within field operations and in accordance with the upcoming implementation of Umoja	12	Generic job profiles were approved for field operations The lower output was owing to the need for extensive consultation with the Department of Field Support on the development of new generic job profiles and to ensure that they were classifiable at the respective grade levels Furthermore, the Department of Field Support, in consultation with the Office of Human Resources Management, is currently reconsidering its approach to the classification of field posts, which may not necessarily entail the development of additional generic job profiles; work on finalizing additional generic job profiles has been placed on hold pending a decision on how to proceed with the project
Provision of policy advice on matters affecting mission staff, including on policy framework development, contractual modalities, harmonization of conditions of service, and liaison within the International Civil Service Commission and the field group; contribution to interdepartmental development of a new mobility framework	Yes	Provision of daily advice on the full range of human resources policy matters relating to staff in peacekeeping operations, including issues relating to salaries, allowances, benefits, leave, appointments, travel, termination and exceptions to staff rules and policies Participation in 2 meetings of the Human Resources Network, 2 meetings of the field group, 2 meetings of the International Civil Service Commission working group for the classification of field duty stations according to conditions of life and work, and 2 sessions of the Commission; contribution to the further development of the mobility framework

Provision of legal advice to address administrative law issues, representation of the Administration before the Dispute Tribunal (New York, Nairobi and Geneva) and processing of disciplinary matters referred for action by the Department of Field Support	Yes	Legal advice to address administrative law issues was received by peacekeeping missions, the Department of Peacekeeping Operations and the Department of Field Support; 146 disciplinary matters relating to peacekeeping missions and 103 appeals filed by staff in peacekeeping operations were handled, including representation of the Administration before the Dispute Tribunal and involvement in the informal resolution of appeals
Online training, guidance and user support on the e-performance tool made available for all staff in field operations	Yes	Continuous orientation and hands-on online training on e-performance (36 training sessions) were provided, and relevant policies were made available to field operations
Provision of guidance, advice and support on performance management to all staff in field operations through videoconferences, WebEx, briefings and teleconferences	Yes	Relevant policies were made available to field operations, and advice was provided to 80 focal points at peacekeeping missions. In addition, 50 online training sessions were organized, and 450 staff from 10 peacekeeping missions participated
Development of tools to support geographical and functional mobility across the Secretariat, including peacekeeping missions	Yes	A proposal for managed mobility, which includes options for functional and geographic mobility, was approved by the General Assembly at its sixty-eighth session
Provision of 2,800 consultations and guidance on various human resources-related issues with respect to the staff members of peacekeeping operations	2,880	Consultations and guidance were provided. The number of queries related to separation-related entitlements increased owing to the increasing number of terminations due to post abolishments, civilian staff reviews and reconfigurations of field missions. Consultation on eligibility for conversion to a continuing appointment was a new area, for which policy clarification and individual review were required
Provision of administrative support for approximately 300 requests related to the termination of appointments owing to health reasons or abolishment of posts, agreed termination, abandonment of posts, outside activities, special leave with full/half pay, waiver of privileges and immunities, administrative reviews and appeals and exceptions to staff rules and regulations	280	Requests for administrative support were reviewed and considered or recommended for approval, decline, exception or alternative proposals
Formulation and review of United Nations policies on health care, development of preparedness plans for public health and other emergencies (for example, pandemics, emerging infectious diseases and mass casualty incidents), so as to promote and maintain staff health	Yes	Guidance, policy and information on public health and other emergency issues were provided

Provision of advice on technical and professional aspects of the functioning of the entire mission medical support system, through the evaluation and monitoring of 72 United Nations civilian medical units and provision of professional oversight to 19 chief medical officers	Yes	Ongoing medical technical oversight and support were provided to 19 chief medical officers and all 72 civilian medical units at peacekeeping missions
Technical clearance of 200 curricula vitae of candidates for medical positions in field operations	84	Curricula vitae of candidates were reviewed and cleared The lower output was owing to the lower demand for review as a result of the selection of a greater number of candidates from rosters
1 regional meeting of chief medical officers for the updating of medical and medico-administrative policies, training in emergency response and mass casualty preparedness planning	1	Regional meeting of chief medical officers was organized
3 on-site assessments of field mission medical facilities in response to requests, and of 1 regional medical evacuation centre linked to peacekeeping missions	No	On-site assessments of the medical facilities of field missions were not conducted, as no requests were received from field missions
	1	Regional medical evacuation centre in Senegal was visited and assessed, and recommendations were made regarding its use for missions in the region
Medical clearance of 7,000 mission staff/candidates, military observers and civilian police for recruitment/assignment/travel; 5,000 pre-mission briefings and medical consultations; 1,500 immunizations and issuance of medical kits for staff travelling to field operations	5,058	Medical clearances The output was lower owing to the generally lower demand from peacekeeping operations due to the closing or downsizing of missions during the period
	1,984	Pre-mission briefings and medical consultations The output was lower owing to the fact that a greater number of staff were redeployed from missions
	1,365	Immunizations and issuance of medical kits
400 pre-mission psychological assessments and consultations, 12 mission-readiness and wellness workshops for Headquarters staff planning to work in field missions	249	Pre-mission psychological assessments and consultations The output was lower owing to the lower demand for assessments and consultations
	12	Mission-readiness and wellness workshops
Certification of sick leave for 1,300 staff of peacekeeping missions, the Department of Peacekeeping Operations and the Department of Field Support	1,787	Sick leave certifications

Advice to the United Nations Joint Staff Pension Fund on 40 disability pension cases for staff of peacekeeping missions, the Department of Peacekeeping Operations and the Department of Field Support, and advice on 400 medical compensation claims for civilian staff, military observers, civilian police and troops	15 77	Pension disability cases Medical compensation claims The output was lower owing to the change in the methodology for tracking cases to align with the workload statistics in the EarthMed system
Development of standardized procedures and guidelines for emergency medical and mass casualty incident preparedness and response for 3 peacekeeping operations (UNAMID, UNMISS and UNIFIL)	No	Standardized procedures and guidelines were not developed owing to vacancies in the Medical Services Division
Implementation of electronic medical records and occupational health management system (EarthMed) in 2 peacekeeping operations (UNOCI and UNMISS) and support for the system in 4 peacekeeping operations (UNLB, UNMIK, MINUSTAH and UNIFIL)	1	The EarthMed system was implemented at UNOCI The EarthMed system was not implemented at UNMISS owing to the security situation in South Sudan
Provision of product enhancement support for Inspira to all field operations	Yes	Product enhancement support was provided
Provision of support on Inspira for more than 24,000 peacekeeping field personnel	Yes	The Inspira Technical Support Centre provided user support to approximately 24,000 users, including field missions
Online human resources reports for human resources practitioners in peacekeeping operations, including support for field operations users	925	Human resources report service requests on peacekeeping operations were processed
Customization and roll-out of online learning courses and other web-based training materials, as part of the Inspira system, for all peacekeeping operations	Yes	Customization and roll-out of online learning courses and other web-based training materials were completed
Help desk support and training associated with more than 100 IMIS human resources queries per week from field operations	Yes	More than 800 service requests were processed and resolved annually In addition, according to statistics, the average service resolution time decreased, and the quality of the service provided was good, according to feedback from users

(d) Office of Central Support Services

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Identification of archival records at UNMIL for immediate and future transfer to United Nations Headquarters	175	Approximately 175 linear feet of archival records at UNMIL were identified for future transfer to Headquarters
50,000 pages of peacekeeping archives posted on the United Nations website for public consultation	406,377	Pages of archival records from the United Nations Protection Force were digitized for access on the Archives and Records Management Section website The output was higher owing to the fact that a specialized vendor company was hired to conduct bulk scanning
1,000 reference responses to the Organization and Member States regarding peacekeeping archives	858	Reference responses

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Implementation of a records management programme in adherence to United Nations record-keeping requirements at UNMIL and guidance on transferring digital archives from MINUSTAH to Headquarters for preservation	Yes	On-site technical assistance was prioritized for MINUSMA to train local personnel in responding to requests for records from the International Criminal Court
1 workshop on records, information and archives for peacekeeping operations personnel at the Regional Service Centre in Entebbe	1	Workshop on digital information and records management was organized
Office accommodation and related support services provided in accordance with United Nations standards to all staff and contractors funded from the support account at Headquarters	Yes	Office accommodations were provided, including office space for ad hoc requirements for peacekeeping activities

Issuance of 2,000 purchase orders, 230 systems contracts including amendments and 440 regular contracts including amendments in support of peacekeeping operations	1,570 353	Purchase orders Regular contracts The output was lower owing to the implementation of the Department of Field Support directive to use assets from the strategic stocks deployment at UNLB and to reallocate assets from downsizing missions to existing missions before ordering new items
Organization of business seminars in 36 locations for developing countries and countries with economies in transition and training of 10 staff from chambers of commerce on procedures for vendor registration	251 22	Systems contracts Business seminars were organized in 22 locations in countries with developing economies or economies in transition The output was lower owing to: (a) the postponement of seminars until 2014/15 by national organizers and (b) the cancellation of seminars as a result of safety conditions in certain regions
Follow-up on applications for registration in the United Nations Global Marketplace with all vendors that participated in business seminars within 1 month	15 Yes	Staff from chambers of commerce or similar government agencies of Member States were trained Upon the conclusion of business seminars, approximately 2,300 vendors that had participated were contacted by the vendor registration and management team at Headquarters for follow-up within 1 month
73 new international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment, modularization (enabling capacities in the context of the global field support strategy), vehicles, armoured vehicles, airport specialized vehicles and material handling equipment, including all related spare parts and after-sale service, fuel, including turn-key contracts, rations, general supplies, medical and security equipment and services and information technology and communications requirements	85	New international tenders were launched The output was higher owing to the increased demand from MINUSMA and MINUSCA
254 new international tenders launched in support of peacekeeping missions in relation to passengers and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services	217	New international tenders were launched

25 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched,	15	Bidders' conferences
participation in 7 trade and industry fairs to ensure that competition is maximized	6	Contract negotiations
and participation in the rations contract management conference of the Department of Field Support at UNLB	4	Site visits
	9	Trade and industry fairs
Review of 250 local procurement authority requests and 160 local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded	192	Local procurement authority requests were reviewed
	94	Local committee on contracts requests were reviewed
		The output was lower owing to the fact that the Regional Procurement Office in Entebbe conducted a greater number of mission-specific solicitations, which led to fewer requests for local procurement authority, and to the new delegated procurement authority introduced in 2012/13 for the Department of Field Support, which increased the types of core requirements, thus increasing the missions' delegated procurement authority
Organization of an air carrier workshop for the existing vendors and new applicants on revised solicitation and registration methods and the reviewed draft contract	1	Air carrier conference was organized, with 200 participants
		Participants were briefed on the change in solicitation methodology from invitation to bid to request for proposal for long-term air charter requirements
7 procurement assistance visits (UNDOF, UNLB, UNISFA, MINURSO, UNFICYP, MONUSCO and UNOCI)	5	Procurement assistance visits were conducted
		The output was lower owing to the safety conditions at peacekeeping missions
Administration and management of 270 established high-value and complex systems contracts (26 vehicles contracts,	33	Vehicles contracts
77 contracts on fuel, rations and supplies,	86	Contracts on fuel, rations and supplies
34 engineering contracts, 10 long-term freight-forwarding, logistics-related and ship charter contracts, 95 long-term air charter and aviation-related contracts	32	Engineering contracts
and 28 information technology and communications contracts) in support of peacekeeping operations	100	Long-term freight-forwarding, air charter and aviation-related contracts
	34	Information technology and communications contracts
35 staff trained in supply and value chain management, contracting for fuel, food rations, vehicles, sea charter, air charter and other specialized training courses	50	Staff were trained
		The output was higher owing to the fact that additional staff members attended 2 in-house specialized training courses

80 staff at Headquarters and field operations enrolled in external professional procurement certification courses, including online courses and webinars	20	Staff at Headquarters
	51	Staff at field operations
100 staff in Headquarters and field operations trained in procurement courses offered at the online Procurement Training Campus	545	Staff were trained in 4 different online training modules, and 819 certificates were issued
Market surveys and review of 104 letters of assist/Headquarters Committee on Contracts cases from the Department of Field Support for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and maritime services in support of peacekeeping missions	135	Letters of assist. Headquarters Committee on Contracts cases were reviewed, and market surveys were conducted
Performance of 350 cargo insurance requests in support of inter-mission shipments, including preparation of monthly reports for the Insurance and Disbursements Service, 20 mission cargo insurance claims handled in consultation with the Travel and Transportation Section and 30 shipping authorizations and import customs clearances performed for United Nations property shipped between missions and New York	288	Cargo insurance requests
	6	Mission cargo insurance claims
	68	Import clearances and other shipping authorizations
Performance of due diligence for requests for sole-source procurement based on proprietary nature of goods and services to ensure internal control, including performance of market research related to information technology and communications requirements from missions	Yes	174 sole-source procurement requests were processed
Screening and delivery of incoming and outgoing mail and valises to the Department of Peacekeeping Operations, the Department of Field Support and all peacekeeping missions	982,140	Pieces of postal and courier mail were processed
	49,812	Pounds of pouch mail were processed
	670	Valises were screened, inspected and delivered
Negotiation or renegotiation of 39 airline agreements to reduce costs to field missions	44	Airline agreements were negotiated

7,500 travel authorization inspections	6,485	Travel authorizations were inspected The output was lower owing to the new delegation of authority assigned for the Regional Service Centre in Entebbe for the travel authorization issuances of MONUSCO and UNISFA
Entitlement calculation of 350 lump-sum home leave travel requests for the Department of Peacekeeping Operations and the Department of Field Support at Headquarters	379	Lump-sum travel requests were processed
Issuance of 9,500 United Nations travel documents and visas	11,081	United Nations travel documents and visas were issued The output was higher owing to the production surge resulting from the new, security-enhanced electronic United Nations laissez-passer system
Arrangement of 7,000 shipment consignments (registrations) of personal effects	4,033	Shipments were arranged The output was lower owing to the fact that the inbound shipments for UNMISS and UNAMID, which were formally handled by Headquarters, are now processed by the missions

(e) Office of Information and Communications Technology

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Connectivity to the network and infrastructure support for access to existing enterprise systems, for example, the intranet and the integrated management information system, and to secure communications, including voice and video calls	Yes	Connectivity to all enterprise applications, including Umoja, was provided to all field operations. The Office uses 2 tools to monitor the access layers of the network that verifies user connectivity
Implementation of the contingent-owned equipment application/customer relationship management solution for troop-contribution management in 2 peacekeeping operations	2	Peacekeeping missions
Provision of application support to the United Nations Operations Crisis Centre 24 hours a day, 7 days a week	Yes	Application support was provided 24 hours a day, 7 days a week

Implementation of an electronic fuel management system in 2 peacekeeping operations	3	Peacekeeping missions
Development of an electronic rations management solution	Yes	Electronic rations management solutions were developed and tested
Provision of application support for enterprise systems, including, where necessary, business process re-engineering to fully benefit from the enterprise identity management system	Yes	Provision of application support for enterprise systems, including re-engineering of the authentication process to allow Umoja to realize benefits from the access control of the enterprise identity management system
Extension of the global warden system to include profiles of all peacekeeping personnel	No	Further work was required for the development of detailed business requirements with a view to the extension of the global warden system
Implementation of the enterprise information portal in 4 peacekeeping operations, to include presence awareness and geolocation of staff	Yes	The enterprise information portal system is available to all peacekeeping missions

D. Office of Internal Oversight Services

1. Results-based-budgeting framework

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
OIOS reports specifically requested by the General Assembly	No	No specific report was requested by the General Assembly
Annual report to the General Assembly on peacekeeping oversight results	1	Report on the activities of the Office of Internal Oversight Services on peacekeeping operations for the period from 1 January to 31 December 2013 (A/68/337 (Part II))

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
8 audit reports by United Nations Headquarters auditors	9	Audit reports
40 audit reports by resident auditors located in peacekeeping missions	49	Audit reports

		The output was higher owing to the fact that a greater number of resident audit reports was needed to compensate for the fewer horizontal audit reports prepared
6 horizontal audit reports by auditors at United Nations Headquarters and peacekeeping missions	5	Audit reports The lower output was attributable to delays in starting one of the horizontal audits
1 annual meeting of chief resident auditors for work planning and professional development	1	Annual meeting of chief resident auditors
1 meeting of resident auditors/assistants for professional development and team-building	1	Meeting of resident auditors/assistants
1 evaluation report addressing aspects of performance in individual peacekeeping missions	1	Programme managers' report (on the evaluation of flexibility and adaptability in peacekeeping operations of the United Nations Interim Force in Lebanon) was prepared
2 thematic evaluation or inspection reports addressing cross-cutting strategic priorities or topics	1	Report on the evaluation of the implementation and results of protection of civilians mandates in the United Nations (A/68/787) An inception paper for the second thematic evaluation report, entitled "Evaluation of protection against sexual exploitation and abuse by United Nations and related personnel in peacekeeping operations", was internally released in December 2013. The finalization of that report was deferred pending the completion of processes and fact-finding undertaken by evaluated departments
400 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action	282	Reviews and analysis The lower number of reviews was attributable to the lower number of cases received from peacekeeping operations
10 advisory notes issued regarding the oversight of peacekeeping operations	10	Advisory notes
28 backlog investigation cases completed	62	Backlog investigation cases were completed, including 21 that had been brought forward from 2013 and 41 that had become backlog cases during 2013/14 The higher output was attributable to the increased attention given to the completion of backlog cases

1 training session for programme managers from all peacekeeping missions on basic investigation techniques	5	Training courses were conducted for personnel from 7 peacekeeping missions
1 yearly review of the investigation policy and policy guidance and/or promulgation of additional policies/guidance on investigation techniques	2	Internal reviews were conducted

E. Executive Office of the Secretary-General

1. Results-based-budgeting framework

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of advice for approximately 125 reports of the Secretary-General to the Security Council and the General Assembly on peacekeeping issues	55 89	Reports to the General Assembly Reports to the Security Council The output was higher owing to the increase in the number of peacekeeping missions (the Central African Republic and Mali)
Provision of advice for approximately 1,600 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council	1,942	Talking points pertaining to peacekeeping were reviewed The output was higher owing to the meetings between the Secretary-General and interlocutors on peacekeeping issues related to the Central African Republic, Mali and the situation in the Syrian Arab Republic
Provision of advice for 225 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues	12 190	Presentations by the Secretary-General to the Security Council Letters related to peacekeeping matters were reviewed within 2 days The output was lower owing to the handling of many urgent peacekeeping issues during meetings through talking points, instead of through formal correspondence

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Comments and guidance to peacekeeping missions, the Department of Peacekeeping Operations and the Department of Field Support on the Secretary-General's reports on peacekeeping missions provided within 5 days	Yes	Guidance is usually provided to the Department of Peacekeeping Operations and the Department of Field Support within 4 working days, although a longer time period may be required when the complexity or sensitivity of the issue necessitates a more extensive review
Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days	Yes	With respect to the 144 reports to the General Assembly and the Security Council, advice was provided after the 5-day period in 7 instances. A longer time period is required when a more extensive review is needed owing to the complexity or sensitivity of the content

F. Office of the United Nations Ombudsman and Mediation Services**1. Results-based-budgeting framework****Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of full services in at least 500 ombudsmen and mediation cases, including through on-call ombudsmen and mediators	771	Cases The higher output was attributable to the continued higher usage of the informal system by staff members and managers
Cross-cutting tracking and analysis of 500 cases to identify contributing factors to conflict and systemic issues for regular upward feedback with a view to organizational improvement	771	Cases The output was higher owing to the continued higher usage of the informal system by staff members and managers
Provision of an annual report to the General Assembly, including information on systemic issues	Yes	Report of the Secretary-General on the activities of the Office (A/68/158)
13 regular and ad hoc visits to peacekeeping operations that are not covered by the regional ombudsmen to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness	13	Visits to 13 peacekeeping missions

8 visits to provide services within the mission area by the Regional Ombudsman in Kinshasa (MONUSCO)	10	Visits The output was higher owing to the increased need for informal conflict resolution services
8 visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNMISS, UNAMID and UNISFA)	11	Visits The output was higher owing to the increased need for informal conflict resolution services
Outreach and awareness-raising activities, including to enhance conflict competence, through bimonthly updates of the website and the development, production and distribution of electronic and print informational material (2,000 brochures, 500 folders and 500 posters)	Yes	More than 40 outreach and awareness-raising activities were conducted for staff in peacekeeping operations, including the distribution of electronic and print material (2,000 brochures, 500 folders and 500 posters). The website of the Office was updated on a bimonthly basis

G. Ethics Office

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Response to 85 enquiries from field missions	141	Ethics enquiries were responded to
Administration of approximately 1,660 financial disclosure filings or declarations of interest from personnel in peacekeeping missions	1,700	Financial disclosure forms or declarations of interest were received and administered
4 official visits to peacekeeping missions (UNMIL, UNMISS, MINUSTAH and MONUSCO)	5	Visits to 5 peacekeeping missions
Completion of preliminary review of 6 protection against retaliation cases	9	Protection against retaliation cases were completed
Design, production and dissemination to all peacekeeping missions of 1 new ethics poster	1	Ethics poster was designed and produced. Distribution is scheduled for the first quarter of 2015
1 workshop on ethics and compliance guidance at the Regional Service Centre in Entebbe	1	Workshop on ethics and compliance guidance

2 new ethics training modules/ programmes for peacekeeping staff	No	The ethics modules were developed as part of a 4-module online ethics awareness training course that was launched in September 2014 owing to extensive technical consultation with the Office of Human Resources Management
1 evaluation to assess the organizational culture with regard to ethics and integrity in peacekeeping missions	1	Evaluation
Completion of 12 due diligence reviews for corporate compliance/business ethics in connection with procurement issues	12	Due diligence reviews for corporate compliance/business ethics

H. Office of Legal Affairs

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis, regarding the following:	Yes	See remarks below concerning particular outputs
70 legislative aspects of peacekeeping missions, including their governance and the applicability of United Nations regulations and rules	75	Memorandums and accompanying legal texts and drafts concerning the legislative aspects of peacekeeping operations
250 institutional and operational arrangements (for example, status-of-forces agreements, status-of-mission agreements and similar agreements, as well as general questions of public international law, rules of engagement and measures to counter piracy), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements	338	Institutional and operational arrangements. The higher output was attributable to the higher demand for legal services, including with respect to the establishment of MINUSCA and special arrangements related to MINUSMA, MONUSCO and UNMISS

95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international character in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth and other commissions and boards of inquiry in the context of peacekeeping operations	89	Memorandums, correspondence and other written and verbal communications with international criminal tribunals in connection with their activities
25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law	40	Memorandums, and other written and verbal communications concerning investigations into allegations of such violations The higher output was attributable to the higher demand for legal services
495 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets and air and sea charter arrangements	810	Draft contracts, memorandums, advice on negotiations and related communications with United Nations offices and vendors on commercial aspects of peacekeeping operations The higher output was attributable to the higher demand for legal services
25 instances of advice on claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or officials	126	Legal research, analysis and advice on claims and settlement negotiations The higher output was attributable to the higher demand for legal services
15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	37	Memorandums and related documents and advice on financial questions The higher output was attributable to the impact of revisions to the Financial Regulations and Rules and the roll-out of IPSAS to the peacekeeping missions
2 arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and quasi-judicial and administrative bodies	2	Legal representation and support for ongoing arbitral proceedings and for other judicial or administrative proceedings arising out of or related to the Organization's peacekeeping operations
50 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and administrative bodies	85	Instances of maintaining privileges and immunities, including legal correspondence and related representation The higher output was attributable in part to cooperation with national authorities, including the provision of documents and testimonial evidence by United Nations officials, in matters arising from peacekeeping activities

20 instances of advice relating to accountability issues, including internal and external investigations, conduct and discipline matters relating to peacekeeping personnel, allegations of criminal conduct and the Organization's cooperation with and referrals of matters to the authorities of Member States	63	Memorandums and other correspondence relating to accountability issues The higher output was attributable to the increased demand for legal services in connection with the expert review of the Organization's response in addressing sexual exploitation and abuse in peacekeeping missions
175 instances of advice on personnel matters, including interpretation and application of the staff regulations and rules, issues relating to the rights and obligations of staff members, benefits and allowances	190	Memorandums and related documents and advice concerning personnel matters
20 cases representing the Secretary-General before the United Nations Appeals Tribunal	18	Answers, appeals and other submissions to the United Nations Appeals Tribunal in cases arising out of peacekeeping operations
240 instances of advice on matters and cases under the system for the administration of justice	262	Instances of advice and coordination on matters and cases under the system for the administration of justice
50 legal aspects of security, including the promulgation and application of the Security Handbook	59	Memorandums and related documents and advice

I. Department of Public Information

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
25 stories per month on topics related to peacekeeping produced and distributed by satellite through the Associated Press Television News global video wire, which reaches more than 1,000 broadcast points (over 560 broadcasters) globally, and through Reuters and Eurovision	43	Stories per month on UNifeed The higher output was attributable to the breaking news on conflicts around the world, including in the Central African Republic and South Sudan
Reformatting and uploading to the web of 30 peacekeeping-related stories per month in broadcast quality for download by broadcasters from the Department's UNifeed website	30	Stories were reformatted and uploaded onto the UNifeed website

Production of 7 feature stories per year on peacekeeping topics for distribution to broadcasters worldwide	9	Feature stories
Production of video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed	2	Videos were produced
Provision, in collaboration with the Department of Peacekeeping Operations, of strategic guidance, advice and backstopping support to 12 peacekeeping operations	13	Peacekeeping operations were guided and supported
Field visits to 3 peacekeeping operations to provide communications guidance and support in situ (UNAMID, MINUSTAH and UNFICYP)	4	Field visits In addition, the Department was involved in Headquarters communications planning for the newly created MINUSCA and the 2 downsizing missions, MINUSTAH and UNOCI
Organization and facilitation of a one-week specialized training course, in cooperation with the Departments of Peacekeeping Operations and Field Support, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	Yes	Organization and facilitation of a one-week specialized training course
Hosting, updating and maintaining, in collaboration with the Department of Peacekeeping Operations, of approximately 500 web pages on the peacekeeping website in English, including substantive revisions, as required, of approximately 130 Headquarters-hosted web pages for 12 peacekeeping operations (MINURSO, MINUSTAH, MONUSCO, UNAMID, UNDOF, UNFICYP, UNIFIL, UNISFA, UNMIK, UNMIL, UNMISS and UNOCI)	Yes	Updating and maintenance, in cooperation with the Department of Peacekeeping Operations, of approximately 500 web pages in English on the United Nations peacekeeping website, including 160 Headquarters-hosted web pages for 13 peacekeeping operations
Coordination of maintenance of the peacekeeping website in all of the official languages of the United Nations	Yes	Daily coordination of the maintenance of the 6 language versions of the peacekeeping site
Serving, in conjunction with the Department of Field Support, as mission focal point for the UNLB-hosted Content Management System introduced for local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance cost for the mission	Yes	In collaboration with the Department of Peacekeeping Operations and the Department of Field Support, served as focal point for maintenance and troubleshooting in support of the web-based Content Management System in field missions. In addition, initiated and coordinated the development of the locally hosted mission website for the newly established MINUSCA

Updating, in consultation with the Departments of Peacekeeping Operations and Field Support, of the policy and guidance manual for public information in United Nations peacekeeping operations, as required by a policy change and new developments in media techniques and technology	No	Work on the new edition of the policy and guidance manual is ongoing; the document will be completed in 2014/15 The delay was owing to the fact that priority was given to a number of crises and emergency situations, including in the Central African Republic, Mali and South Sudan, as well as to the vacancies in the Peace and Security Section
Outreach to 50 troop- and police-contributing countries on mission activities by means of press releases, photographs, posters and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations	34	Media outreach activities to troop- and police-contributing countries were conducted The output was lower owing to the fact that the Department is increasingly working with the field missions to ensure that they establish direct outreach contacts to troop- and police-contributing countries, including through United Nations information centres

J. Department of Safety and Security

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
20 visits to review security management arrangements for 14 peacekeeping missions, the Global Service Centre (the United Nations Logistics Base at Brindisi and the United Nations Support Base in Valencia) and the Regional Service Centre in Entebbe, and reports containing recommendations for each. Provision of briefings to security management teams in all field missions on security management, United Nations security management system policies and emerging security issues/threats	23 Yes	Visits were conducted to review security management arrangements for 15 peacekeeping missions and 2 service centres Briefings to the security management teams on security management, United Nations security management system policies and emerging issues/threats were provided during the security assistance and compliance visits
Review of the security risk management process (security risk assessment, minimum operating security standards,	15	Security risk assessment reports were reviewed and endorsed for 13 peacekeeping missions and 2 service centres

security plan, security budget, et cetera) of 14 peacekeeping missions, the Global Service Centre and the Regional Service Centre in Entebbe; and provision of daily substantive security briefings and guidance on threats and mandate implementation to senior field personnel		Owing to the crisis situations faced by the newly established missions in the Central African Republic and Mali (MINUSCA and MINUSMA), the security risk assessment reports for those missions are still in the process of development, review and endorsement
Provision of training on security management: certification of 72 peacekeeping mission security personnel in the security certification programme; annual workshop for 20 senior security personnel from 14 peacekeeping missions, the Global Service Centre and the Regional Service Centre in Entebbe; facilitation of “designated official” security training for the newly appointed heads of missions	134	Peacekeeping mission security personnel were trained
	1	The output was higher owing to the demand from field operations for the training and certification of a greater number of mission security personnel in the security certification programme, local security assistance and hostage incident management
	9	Annual workshop for 20 senior security personnel
	9	“Designated official” security training and orientation briefings were conducted for newly appointed heads of missions
Compilation of 261 security inputs for the daily security report for peacekeeping and United Nations security management system security focal points and regular provision of significant security incident reports on all peacekeeping missions and UNSOA in crisis situations	261	Daily security inputs were compiled
		Significant security incident reports were provided online to all peacekeeping missions
6 strategic threat assessments or strategic security threat information liaison visit reports on 6 peacekeeping operations	4	Strategic security threat information liaison visits were undertaken to 4 peacekeeping missions
		The lower output was attributable to the reprioritization of planned activities based on the available travel resources and conflicts in operation schedules
Coordination, monitoring and enhancement of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of joint mission analysis centres, security information operations centres and security information coordination units in peacekeeping missions	Yes	Revised security threat information generation and dissemination architectures were developed for MINUSCA, UNMISS and MINUSMA. These architectures were mapped to enhance security threat information management, and the standardization of such architectures across all missions is under way
Development of 8 training modules and 27 lessons on the analysis of security threat information for joint mission analysis centres, security information operations centres and security information coordination units and development of best practices for all field missions	No	The output was not achieved owing to the reprioritization of planned activities based on available resources

Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts supporting improved analysis, situational awareness and reporting on peacekeeping missions	2 26	Security analysis process and practice courses were conducted Security information analysts were trained The lower output was attributable to the reduction in the size of the classes owing to the lack of available instructors
Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on use of force; use of lethal and less lethal tactical measures; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; first aid/cardio-pulmonary resuscitation and automated external defibrillator training, emergency trauma bag training and supervisor leadership training (5 peacekeeping missions, approximately 300 personnel); and basic security training, including on physical security, access control, screening procedures and surveillance detection (5 peacekeeping missions, approximately 200 personnel)	299 6	Personnel were trained Peacekeeping operations
Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions	Yes	12 firearms training officers and instructors were assessed and certified
6 evaluation reports and assistance provided for security training units, facilities and equipment in 6 peacekeeping missions to ensure quality and consistency of instructors and of the management and delivery of security training modules	5	Evaluation reports on 5 peacekeeping missions were provided The output was lower owing to the reprioritization of planned activities based on the available resources
Provision of needs assessment and stress management sessions for staff in 7 peacekeeping missions and rapid deployment of stress counsellors to provide emergency critical incident stress management, needs assessment and technical services on crisis response in 4 peacekeeping missions	7 2	Needs assessment and stress management sessions were provided to 672 personnel at 6 peacekeeping missions Stress counsellors were rapidly deployed to 2 peacekeeping missions The output was lower owing to the reprioritization of planned activities based on the available resources, as well as difficulty in acquiring visas for UNAMID

Training and certification on critical incident stress prevention and management for 15 counsellors in peacekeeping operations; and 3 peer helper workshops for 30 staff in 3 peacekeeping missions	15	Counsellors were trained and certified
	11	Staff were trained as peer helpers at 1 peacekeeping mission The planned peer helper workshop at MONUSCO was replaced by 2 training-of-trainers workshops on change management to meet the needs of the Mission; 20 staff were trained as trainers on change management
Provision of technical guidance to 10 senior counsellors from peacekeeping missions, and technical support and advice to Headquarters managers on the psychosocial aspects of crises, as well as coordination of the provision of counselling services and subsequent follow-up for all staff who need special measures/services through the review and assessment of affected staff and the provision of recommendations on case management	10	Counsellors from 10 peacekeeping missions received technical guidance
	Yes	Technical support and advice were provided to the Department of Peacekeeping Operations and the Department of Field Support at Headquarters, especially on the hiring of qualified stress counsellors in the newly created missions in the Central African Republic and Mali

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

1. Results-based-budgeting framework

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Substantive servicing of meetings: provision of substantive and technical advice and support to approximately 112 meetings of the Advisory Committee	166	Meetings The output was higher owing to the complexity of the issues presented to the Advisory Committee for consideration
Parliamentary documentation: production of approximately 20 reports	24	Reports The output was higher owing to the increase in the number of peacekeeping operations
Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports	Yes	Meetings were conducted in accordance with a schedule that was sufficiently flexible to accommodate all reports submitted to the Advisory Committee for consideration

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

1. Results-based-budgeting framework

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
8 regular country reports submitted by the Secretary-General to the Security Council include recommendations on human rights, including in the areas of transitional justice, human rights compliance on the part of judicial, police and prison authorities, security sector reform, detention, sexual violence in conflict, protection of victims and witnesses and protection of civilians in conflict and crisis situations	2	Reports The output was lower owing to the reprioritization of planned activities based on the availability of resources
1 annual report of the Secretary-General on sexual violence in conflict reflects human rights trends and includes information on patterns of sexual violence; 2 periodic reports on sexual violence in conflict are issued under the monitoring, analysis and reporting arrangements established pursuant to Security Council resolution 1960 (2010)	1	Report
One regular report of the Secretary-General on the protection of civilians reflects trends and patterns of violations against civilians emanating from the conflict and includes recommendations on protection needs	1	Input was provided for the report of the Secretary-General on civilian capacity in the aftermath of conflict
1 briefing to troop- and police-contributing countries providing updates on good practices and innovations relating to cooperation between human rights components and blue helmets in the area of protection against human rights violations	No	The planned output was not delivered owing to the reprioritization of planned activities based on the availability of resources
1 consultation with host States to discuss human rights functions and structures during and following a peacekeeping operation	No	The planned output was not delivered owing to the reprioritization of planned activities based on the availability of resources

5 briefings to Member States, regional organizations and groups of friends/contact groups on human rights developments in countries with peacekeeping missions	2	Briefings The output was lower owing to the reprioritization of planned activities based on the availability of resources
1 briefing to United Nations departments, agencies, funds, programmes, regional entities on human-rights-related issues and activities in peacekeeping missions	No	The planned output was not delivered owing to the reprioritization of planned activities based on the availability of resources

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Once a year participate in strategic assessment missions, predeployment missions and/or start-ups to contribute from a human rights perspective to needs assessments, assist with the establishment of human rights priorities and human rights components advanced teams and provide start-up human rights induction briefings to newly deployed personnel	1	Participation

Expected accomplishment 3.1: Increased efficiency or effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
3 operational visits and participation in technical assessment missions, with priority accorded to new missions and those going through a transition, to review progress and provide input to mission leadership and direction to the human rights component regarding mandate implementation	3	Participation in technical assessment missions
1 annual meeting of heads of human rights components of peacekeeping operations on lessons learned relating to policy implementation and to advance integration of human rights in peacekeeping contexts	No	The planned output was not delivered owing to the reprioritization of planned activities based on the availability of resources
Briefing and start-up package provided to 3 new human rights chiefs	3	Start-up packages were provided to 3 new human rights chiefs

Human rights content is provided for 4 DPKO specialized predeployment training materials for military and police personnel	5	Human rights content was provided for 5 DPKO specialized predeployment training materials
3 human rights training courses are delivered as part of Department of Peacekeeping Operations predeployment training-of-trainers for police and military personnel	1	Human rights training course The output was lower owing to the reprioritization of planned activities based on the availability of resources
Training package on human rights for military peacekeepers is finalized and printed for distribution	No	The package was advanced during the reporting period and is expected to be finalized in 2015
3 specialized training courses on human rights for military peacekeeping personnel (60 participants) are organized jointly with peacekeeping missions and troop-contributing countries	1	Support was provided to a regional peacekeeping training centre for the development of a human rights course The output was lower owing to the reprioritization of planned activities based on the availability of resources
1 human rights training course is provided to the Standing Police Capacity (30 participants) at UNLB	1	Human rights training course for 30 participants
1 consultation is organized on human rights operational guidance for military personnel	1	Consultation
Briefing materials and start-up packages are provided to human rights components to support briefings to the force commanders, police commissioners and other senior uniformed personnel on human rights integration requirements	Yes	Briefing materials and start-up packages were updated and developed
5 visits to New York for consultations with Department of Peacekeeping Operations/Department of Field Support partners on integration of human rights in peacekeeping missions	5	Visits
