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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 2014 to 30 June 2015

Report of the Secretary-General

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* For information on planned and actual outputs, see [A/70/612/Add.1](#).



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Summary

The present report and the addendum thereto contain the budget performance of the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015.

A number of Security Council decisions had an impact on the activities of the departments and offices backstopping and supporting peacekeeping operations, in particular the strengthening of the military, police and corrections capacity of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic; the revision of the strategic priorities of the African Union-United Nations Hybrid Operation in Darfur and the related refocus and streamlining of activities across its military, police and civilian components; the reduction of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) force, while maintaining an authorized troop ceiling, and the development of an exit strategy for MONUSCO jointly with the Government of the Democratic Republic of the Congo; the introduction of military observers to monitor and supervise the ceasefire in Mali, and the reprioritization of tasks under the mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali; the further drawdown of troops and the consolidation of the United Nations Stabilization Mission in Haiti; and the additional good offices and electoral assistance mandate and the further drawdown of the United Nations Mission in Liberia.

A total of \$303.3 million in gross expenditure was incurred (excluding \$20.1 million for enterprise resource planning and \$0.8 million for information and systems security), representing a budget implementation rate of 99.4 per cent, compared with \$296.3 million in 2013/14, and an implementation rate of 96.0 per cent. The average vacancy rates during the reporting period were 10.8 per cent in respect of the posts in the Professional and higher categories and 5.8 per cent in respect of the posts in the General Service category.

The overexpenditure of \$2.1 million in respect of post resources was attributable primarily to lower-than-budgeted actual vacancy rates. The underexpenditure of \$4.0 million in respect of non-post resources resulted principally from reduced requirements under general temporary assistance and consultants, official travel and other supplies, services and equipment, offset in part by overexpenditure under information technology and communication, as further explained in section III of the present report.

Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2014 to 30 June 2015)

Category	Apportionment	Expenditure	Variance	
			Amount	Percentage
Post requirements	211 023.1	213 100.6	(2 077.5)	(1.0)
Non-post requirements	94 148.0	90 189.8	3 958.2	4.2
Subtotal	305 171.1	303 290.4	1 880.7	0.6
Enterprise resource planning	20 054.7	20 054.7	–	–
Information and systems security	821.5	821.5	–	–
Gross requirements	326 047.3	324 166.6	1 880.7	0.6
Staff assessment income	25 254.5	26 123.5	(869.0)	(3.4)
Net requirements	300 792.8	298 043.1	2 749.7	0.9

Human resources incumbency performance

Category	Authorized staff ^a	Actual incumbency (average)	Vacancy rate (percentage) ^b	Budgeted vacancy rate
Posts				
Professional and higher	903	806	10.7	12.0
General service and related	427	402	5.9	6.0
General temporary assistance positions				
Professional and higher	101	82	18.8	9.0
General service and related	27	24	11.1	5.0

^a Authorized staff does not include one P-4 position and one General Service (Other level) general temporary assistance position approved for six months by the General Assembly in its resolution 69/257, adopted on 29 December 2014, on the financing of MINUSCA.

^b Based on monthly incumbency and planned strength.

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

Abbreviations

AMISOM	African Union Mission in Somalia
ICT	Information and communications technology
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MISCA	African-led International Support Mission in the Central African Republic
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OIOS	Office of Internal Oversight Services
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNOCI	United Nations Operation in Côte d'Ivoire
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNTSO	United Nations Truce Supervision Organization

I. Introduction

1. In paragraph 12 of its resolution 68/283, the General Assembly approved resources for the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015 in the amount of \$326,047,300, inclusive of the amount of \$20,054,700 for the Umoja enterprise resource planning project and \$821,500 for information and systems security, including 1,330 posts and 128 12-month general temporary assistance positions.

2. Against the amount of \$326,047,300 authorized by the General Assembly for the support account for the 2014/15 period, actual expenditure totalled \$324,166,600, resulting in an unutilized balance of \$1,880,700.

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

(a) In the Central African Republic, the continued deployment and the increase of the troop and police ceilings of MINUSCA (Security Council resolution 2212 (2015));

(b) In the Democratic Republic of the Congo, the reduction of the force, while maintaining an authorized troop ceiling, and the development of an exit strategy for MONUSCO jointly with the Government of the Democratic Republic of the Congo (Security Council resolution 2211 (2015));

(c) In South Sudan, the realignment of UNMISS to the reprioritized mandate (Security Council resolution 2155 (2014));

(d) In Mali, the inclusion of at least 40 military observers to MINUSMA to monitor and supervise the ceasefire in support of the peace agreement (Security Council resolutions 2164 (2014) and 2227 (2015));

(e) In Haiti, the further drawdown of troops and the consolidation of MINUSTAH (Security Council resolution 2180 (2014));

(f) In Liberia, the additional good offices and electoral assistance mandate and the further drawdown of UNMIL (Security Council resolutions 2190 (2014) and 2215 (2015));

(g) In the Sudan, the revision of strategic priorities and related refocus and streamlining of activities across the military, police and civilian components of UNAMID (Security Council resolution 2148 (2014)).

4. The Department of Peacekeeping Operations provided backstopping support for the following key achievements: the deployment and strengthening of MINUSCA in the Central African Republic; the continued establishment of MINUSMA and its expansion in the north of Mali; the protection of civilians and the reconfiguration of MONUSCO in the Democratic Republic of the Congo; the realignment of UNMISS to the reprioritized mandate, with a focus on the protection of civilians in South Sudan; the reprioritization and streamlining of UNAMID in Darfur; support to the promotion of inter-community dialogue in Abyei (UNISFA); support to the national authorities for the presidential elections in Côte d'Ivoire (UNOCI); support to elections and the strengthening of the national police in Haiti (MINUSTAH); the containment and aversion of the regionalization of the crisis in the Syrian Arab Republic (UNDOF),

(UNIFIL) and (UNTSO); strengthened triangular cooperation with the Security Council and troop- and police-contributing countries; strengthened partnership with and support to the African Union; strengthened partnerships with other regional and subregional organizations; joint assessments and the development of programmes with the United Nations Development Programme (UNDP) under the Department of Peacekeeping Operations-UNDP Global Focal Point for Police, Justice and Corrections to build national rule of law capacity, restore state authority and support early peacebuilding efforts. During the reporting period, a number of strategic and technical assessments were conducted to adapt missions to changing circumstances and new mandates. Reviews of MINUSMA, MONUSCO, UNMISS, UNISFA and MINUSTAH identified recommendations on mission-specific and systemic issues related to peacekeeping operations to increase the efficiency and effectiveness of field uniformed personnel. A number of initiatives were advanced during the financial period: under the guidance of the Uniformed Capabilities Development Steering Group of the Department of Peacekeeping Operations and the Department of Field Support, eight projects advanced the strategic capability development agenda of uniformed personnel in peacekeeping operations; implementation started on recommendations made by the Expert Panel on Technology and Innovation in United Nations Peacekeeping to leverage technology to enhance performance in challenging operational environments; progress continued on the development of military standards and strategic guidance for police, including policies and guidance documents, as well as training material for military units; a series of military unit manuals describing performance standards for uniformed peacekeepers was developed; a new policy on the protection of civilians and guidelines for its implementation by military components was promulgated; standard operating procedures to support the assessment of operational capabilities of police personnel prior to deployment were developed; a gender training strategy and training materials in the areas of the protection of civilians, conflict-related sexual violence and child protection were also developed.

5. The Department of Field Support provided services to more personnel in more challenging environments, with more diverse mandates than ever before. The Department continued the implementation of the global field support strategy, which entered its fifth and final year of implementation with significant achievements. In particular, the strategy tools and principles contributed to the planning and early deployment of MINUSCA. The global field support strategy also provided a sound framework for strengthening United Nations field support for contemporary challenges. The tools and approaches that underpin the model are being deployed to support new missions and to help to overcome support challenges, often in extreme settings. The strategy enabled peacekeeping missions to achieve greater efficiency through: (a) more realistic start-up budgets and increased budget delivery; (b) the availability of materials in the strategic deployment stocks that accelerated the work on the infrastructure of new missions through modular camp designs, and the deployment of mission support teams from the United Nations Global Service Centre; (c) the creation of economies of scale through shared services, which reduced the average number of support and security staff for every 1,000 mission personnel from 136 to 106 between 2010/11 and 2014/15. The Department of Field Support continued the implementation of the integrated conduct and discipline framework, as well as the initiatives under the strengthened programme of action for sexual exploitation and abuse.

6. The Department of Management provided backstopping support to undertake the following key activities: IPSAS-compliant financial statements for the period from 1 July 2014 to 30 June 2015 were prepared for all active and closed peacekeeping missions; an IPSAS-benefit realization plan was provided to peacekeeping missions, followed by training at the United Nations Logistics Base at Brindisi, Italy, providing an overview of IPSAS-benefit categories, including benefits tracking and reporting mechanisms; the Umoja centralized payment structure was implemented, which allowed United States dollars cross-border payments to be processed centrally by Headquarters; the troop contribution management application was implemented at UNMISS and initiated at MINUSCA; the electronic fuel management system was implemented at MINUSMA, UNMIL and MONUSCO; the rations management system entered into the pilot stage; and the comprehensive e-mail gateway filtering system was deployed to increase the efficiency of the United Nations e-mail system and to protect critical and sensitive United Nations information systems from e-mail-based security threats. A long-term air charter request-for-proposal pilot exercise was successfully concluded in March 2015, laying the foundation for enhanced efficiency through effective international competition. In conjunction with the implementation of Umoja, visibility over systems contracts was enhanced, leading to streamlined procurement processes. The key initiatives in this area also included: the implementation of electronic tendering options; a comprehensive review of the file classification plans and retention schedules both for the Departments of Peacekeeping Operations and Field Support and peacekeeping operations; the provision of a tailored procurement strategy, which is an essential component of the global field support strategy. Further, the Department of Management conducted outreach missions and virtual career fairs in collaboration with other United Nations agencies, funds and programmes to attract candidates from underrepresented countries, including women, for positions in peacekeeping operations. With respect to the Ebola crisis, various support mechanisms were incorporated for the peacekeeping mission staff affected in the regions, including online pre-departure briefings, a 24/7 hotline for staff and family and a robust counselling facility. In addition, work on the operationalization of the mobility framework adopted in 2013/14 continued, as did the enhancement and streamlining of various human resource processes.

7. In OIOS, the Internal Audit Division commenced the implementation of a web-based audit management system to facilitate the comprehensive management of the audit life cycle, including monitoring and following up on audit recommendations that would enhance efficiencies within OIOS and throughout the Secretariat. In conjunction, the Division continued to review and improve its audit methodology and established performance metrics to enhance internal control over audit processes by better measuring the outcomes and impact of its activities. The Division was also in the process of developing a methodology and building skills for the conduct of performance audits. The Inspection and Evaluation Division completed a report on the standing police capacity and a report on sexual exploitation and abuse in peacekeeping operations. In addition, it commenced four evaluations and reviews on logical frameworks; the results of national police capacity-building by MINUSTAH, MONUSCO and UNOCI; integration between peacekeeping operations and the United Nations country teams in MINUSTAH, MONUSCO and UNOCI; and senior leadership training in the Departments of Peacekeeping Operations and Field Support. The Investigations Division provided training on investigation standards and prohibited conduct, as well as a comprehensive induction programme for newly recruited OIOS investigators. It developed a framework for the provision of training

and other professional development initiatives for OIOS investigators. It also developed an investigation reference guide covering types of misconduct and issues that arise during investigations. The Division completed the updating of its manual and released a procedure on prohibited conduct investigations. Lastly, the Division successfully deployed the new case management system.

II. Results-based-budgeting framework

A. Department of Peacekeeping Operations

(a) Office of the Under-Secretary-General

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Access for Member States to key peacekeeping and field support public information materials in the 6 official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels	Achieved. Key public information materials were made available in all 6 official languages on the United Nations peacekeeping website

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
100 per cent compliance on the part of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information	No new mission was initiated during the reporting period. Support for all existing missions continued to be compliant

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
100 per cent compliance on the part of 12 field operations with records and information management standards	Achieved. Baseline standards, including the implementation of the Peacekeeping File Classification Scheme and the Peacekeeping Operations Retention Schedule, within records and archive processes, were met by 12 field operations (MINURSO, MINUSCA, MINUSMA, MINUSTAH, MONUSCO, UNAMID, UNFICYP, UNIFIL, UNMIL, UNMISS, UNOCI and UNISFA)
Development of a general and/or issue-specific communications strategy by 4 multidimensional peacekeeping operations	Development of: 1 strategy for MINUSCA related to sexual abuse and exploitation cases; 1 strategy for UNAMID streamlining efforts; 1 strategy for MINUSMA following the Gao incident and subsequent negative media reports in relation to the mission

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

Achieved. MINUSMA, MONUSCO, UNMISS, UNISFA and MINUSTAH accepted the findings and recommendations made on systemic issues related to peacekeeping operations to support the efficiency and effectiveness of field uniformed personnel

(b) Office of Operations

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

Planned indicators of achievement

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

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

Actual indicators of achievement

Achieved. The Security Council incorporated all recommendations for major adjustments to peacekeeping operations

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

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

Planned indicators of achievement

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

Actual indicators of achievement

Achieved. Planning processes were completed or were ongoing, in line with time requirements/mission priorities, including: the deployment of MINUSCA; the continued establishment of MINUSMA and its expansion in the north; the strategic review and reconfiguration of MONUSCO; the realignment of UNMISS to the reprioritized mandates; the reprioritization and streamlining of UNAMID; the reconfiguration of UNOCI; the consolidation of MINUSTAH; and a joint African Union-United Nations mission to review benchmarks for the eventual deployment of a United Nations peacekeeping operation in Somalia

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

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

Actual indicators of achievement

Integrated strategic frameworks were revised for 2 peacekeeping operations (MINUSTAH and UNAMID). Meanwhile, the development of a new integrated strategic framework for MINUSCA was pending owing to the fluid situation on the ground. An integrated strategic framework for UNMIK was being updated, while those for UNMISS and UNOCI were pending the outcome of future assessments and transition planning

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

All missions fulfilled major milestones as defined in and mandated by the Security Council resolutions, except UNMIL, whose drawdown was put on hold owing to the Ebola crisis

(c) Office of Military Affairs

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

Planned indicators of achievement

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

Actual indicators of achievement

Achieved. 26 Security Council resolutions incorporated 98 per cent of recommendations on military issues

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

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

Planned indicators of achievement

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

Actual indicators of achievement

Achieved. Military plans for MINUSCA, UNMISS, UNOCI and UNIFIL were prepared within 7 days of the adoption of the relevant Security Council resolution

Headquarters military personnel are prepared for deployment to peacekeeping operations established within 15 days of a Security Council resolution or related decision

Achieved. With respect to the transfer of authority from MISCA to MINUSCA, readily deployable military personnel were maintained and deployed to MINUSCA within the 15-day period following the adoption of Security Council resolution 2149 (2014)

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

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

Actual indicators of achievement

89 per cent of military-related recommendations were implemented. 131 recommendations were processed and 116 recommendations were implemented. The implementation of the remaining 15 recommendations related to the UNIFIL military capability study was ongoing and was expected to be completed by the end of 2015

(d) Office of Rule of Law and Security Institutions

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

Planned indicators of achievement

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

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

Actual indicators of achievement

Achieved. 19 Security Council resolutions included references to activities to be carried out by the United Nations Police. The contribution of police activities to United Nations peace operations was further highlighted in Security Council resolution 2185 (2014) on policing

10 Security Council resolutions reflected justice and corrections activities carried out by United Nations justice and corrections officers

Achieved. 11 Security Council resolutions incorporated references to disarmament, demobilization and reintegration, 7 included references to security sector reform and 6 to mine action, explosive remnants of war and/or weapons and ammunition management

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

Planned indicators of achievement

Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 28 days of the adoption of the relevant Security Council resolution

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

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

Actual indicators of achievement

Achieved. Standing Police Capacity personnel were deployed within the 28-day period to the Gao/Kidal areas of MINUSMA following authorization to extend its presence to the north and to MINUSCA as an advance police team following authorization to take over from the African Union

Achieved. The justice and corrections Standing Capacity personnel were deployed to 5 peacekeeping operations within the 30-day period

Achieved. Mine action and security sector reform personnel were deployed to MINUSCA within the 30-day period following the transition of authority

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components reflected in 5 integrated mission plans	Achieved. Police, justice and corrections, mine action and disarmament, demobilization and reintegration components were reflected in 5 integrated mission plans, and security sector reform component was reflected in 4 integrated mission plans
Vacancy rate for police in field operations reduced from 16 per cent to 15 per cent	Achieved. The overall vacancy rate for police components was 15 per cent in field operations as at 30 June 2015
Contingency mine action plans developed or updated for 3 peacekeeping operations	Achieved. Mine action components adopted or updated contingency plans for 3 peacekeeping operations

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided	Achieved. All formal and informal requests for information were provided
The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations will include an overview on all key policy matters related to peacekeeping operations	Achieved. The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/69/642) responded to the recommendations and requests for information contained in the 2014 report of the Special Committee (A/68/19)

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
The European Union provides enabling or support capacities to the early deployment of 1 new or significantly adjusting peacekeeping operation	Achieved. The European Union military operation in the Central African Republic (EUFOR RCA) provided support to MISCA until its transition to a United Nations peacekeeping operation and provided the bridging capacities required on the ground until the full deployment and operationalization of the military component of MINUSCA

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
100 per cent of training standards are available to all troop- and police-contributing countries and peacekeeping operations	Achieved. All peacekeeping training standards for civilian, military and police personnel were available to all Member States for predeployment training and to peacekeeping operations for induction and ongoing training

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

Achieved. All new and revised guidance materials, including policies, standard operating procedures and guidelines and knowledge management materials, were available to all staff in peacekeeping operations through the policy and practice database

B. United Nations Office to the African Union

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

Planned indicators of achievement

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

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

100 per cent implementation of the agreed targets associated to peacekeeping, of the joint strategy for an enhanced United Nations-African Union partnership in peace and security

Actual indicators of achievement

Achieved. Consultative mechanisms with the African Union on peacekeeping issues were implemented at all 4 levels, including 2 bilateral meetings held between the Secretary-General and/or Deputy Secretary-General and the Chairperson of the African Union Commission on the margin of the African Union summits

Achieved. 2 consultative mechanisms of 1 meeting per month in the Peace and Security Cluster of the Ten-Year Capacity-building Programme and the African Union Partners Group were implemented with 2 key groups, including United Nations agencies and African Union partners

Achieved. 1 consultative mechanism with the African Union Peace and Security Council was established and 20 consultative meetings were held on conflict prevention, horizon scanning and enhanced partnership

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
5 pillars of the African Peace and Security Architecture are operational and the benchmarks of the African Standby Force road map III are achieved	Achieved. All 5 pillars of the African Peace and Security Architecture were operational. All benchmarks for the 2014/15 period under the African Standby Force road map III were achieved, in accordance with the revised calendar. The African Standby Force was in the final phase of its planned operationalization by December 2015 and the AMANI AFRICA II exercise was concluded in November 2015
Implementation of 18 capacity-building strategies related to peacekeeping for the African Union Commission within the framework of the African Peace and Security Architecture	Achieved. 18 capacity-building strategies were implemented. The implementation of the capacity-building strategies included initiatives for the review and development of policy documents, participation in training implementation and curriculum review workshops
100 per cent implementation of the AMANI Africa II cycle in accordance with the African Standby Force road map III	The AMANI Africa II field training exercise was conducted in October and November 2015 and the African Standby Force road map calendar was adjusted accordingly, with approximately 20 per cent of the associated activities of the AMANI Africa II cycle being rescheduled to the third quarter of 2015 or later. The remaining 80 per cent of the activities were completed as originally scheduled
All ongoing African Union peacekeeping operations are fully operational within their authorized mandates	Achieved. AMISOM and the Regional Task Force on the Lord's Resistance Army continued to be fully operational within their authorized mandates. The African Union mission against Ebola in Liberia, Sierra Leone and Guinea (African Union Support to the Ebola Outbreak in West Africa) became fully operational during the reporting period. The Multinational Joint Task Force was deployed by the decision of the African Union Peace and Security Council, at its 484th meeting, to fight against the Boko Haram terrorist group and was authorized for a strength of up to 7,500 military and other personnel, which was subsequently increased to 10,000 troops
African Union and AMISOM develop and implement new concepts of operations and operational plans for additional capabilities within the envisaged mandate	Achieved. Following the joint African Union-United Nations benchmarking review of April 2015 and subsequent Security Council resolution 2232 (2015), the African Union, with the support of the United Nations and other international partners, reviewed and developed a new concept of operations defining AMISOM operations for the following 18 months

C. Department of Field Support

(a) Office of the Under-Secretary-General

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Positive comments from the legislative bodies and the General Assembly on the global field support strategy and its phased implementation (100 per cent)	Achieved. General Assembly resolution 69/307 welcomed the progress achieved and the benefits realized, including those related to shared services, in the implementation of the global field support strategy
Endorsement by the General Assembly of all recommendations of the Secretary-General on measures to reform support for United Nations peacekeeping	While the General Assembly endorsed the recommendation by the Secretary-General to give the Regional Service Centre at Entebbe, Uganda, operational and managerial independence, including the submission of a budget proposal and a direct reporting line to the Department of Field Support, other proposals, including the use of the standard funding model and the expansion of shared services through the establishment of a second shared services centre, were not endorsed
Conduct and discipline is addressed in all reports of the Secretary-General to the Security Council on peacekeeping operations, as appropriate	Achieved. Information on conduct and discipline was included in the 10 relevant reports of the Secretary-General to the Security Council, as required

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Comprehensive mission support plans are developed to enable the United Nations to mount new or expanded field operations within the timelines prescribed by the Security Council (100 per cent)	Achieved. Comprehensive mission support concepts and plans were put in place to enable the United Nations to support field operations within the timelines prescribed by the Security Council

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the misconduct tracking system	94 per cent of allegations were recorded in the misconduct tracking system within 7 days of receipt. Reports from peacekeeping missions show that out of the 690 allegations recorded in the misconduct tracking system during the reporting period, there were delays in entering 42 allegations, mainly owing to delayed reporting within the mission. This was addressed by further guidance sent to peacekeeping missions in September 2014

Incoming board of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the board of inquiry tracking system

Achieved. Action was taken on all 192 incoming board of inquiry reports, which were reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the board of inquiry tracking database

(b) Field Budget and Finance Division

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

Planned indicators of achievement

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

Security Council informed of the resource and field support implications during the consideration of new or expanded field operations

Actual indicators of achievement

Achieved. The average processing time for contingent-owned equipment was maintained at 90 days from the receipt of verification reports for certification

Achieved. The Security Council was informed of the resource implications for all new and expanded field operations

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

Planned indicators of achievement

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

Actual indicators of achievement

No new mission was established during the reporting period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

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

Actual indicators of achievement

Achieved. The cost of uniformed personnel deployed was reduced from \$73,900 in 2013/14 to \$72,900 in 2014/15 (1 per cent)

(c) Field Personnel Division

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

Planned indicators of achievement

Peacekeeping missions in a start-up, expansion or transition phase meet the incumbency target rates specified in the Compact at the end of the reporting period for their staffing table authorization of international civilian personnel

Actual indicators of achievement

The only peacekeeping mission in start-up phase was MINUSCA, which achieved the recruitment plan target of 80 per cent of selections before 31 December 2014. However, owing to delays in the onboarding of selected candidates, the incumbency rate was 64.2 per cent as at 30 June 2015 for its international civilian personnel

Increased number of arrivals of civilian personnel in peacekeeping missions as a result of selections from the roster (1,300)	The number of arrivals of civilian personnel selected from the roster in peacekeeping missions was 1,170 The output was lower owing to the decline in the number of recruitments in peacekeeping missions from the previous budget cycle
Increase of 3 per cent in the total number of women on the rosters of candidates endorsed by the central review bodies	Achieved. The total number of women on the rosters of endorsed candidates increased from 24 per cent to 27 per cent during the period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
All stable peacekeeping operations achieve the annual average incumbency target rates specified in the Compact for their staffing table authorization of national and international civilian personnel	The stable peacekeeping missions MINURSO, MINUSMA, MINUSTAH, MONUSCO, UNOCI, UNFICYP, UNMIK, UNMIL, UNMISS and UNSOA were not able to meet their target incumbency rates, mainly owing to security issues, upcoming retrenchment exercises or a change in mission priorities. The actual incumbency rates of those peacekeeping missions were, on average, 6 per cent higher than their target rates specified in the Compact

(d) Logistics Support Division

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
No negative comments are contained in the legislative reports on the work of the Division with Member States and troop- and police-contributing countries (100 per cent)	Achieved. No negative comments were contained in legislative reports

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments	Achieved. Logistics equipment worth approximately \$44 million was shipped to MINUSCA within 90 days of the Security Council mandate to support the start-up team

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Verification of 100 per cent of property, plant and equipment and financial inventory held in peacekeeping operations against relevant IPSAS accounting standards and 100 per cent reconciliation of missing items	99.8 per cent of property and plant and equipment inventory and 99.9 per cent of financial inventory held in peacekeeping operations, including 100 per cent of financial inventory in strategic deployment stocks, were verified against relevant IPSAS accounting standards and 99.9 per cent of reconciliation of missing items were completed
Increase in the rate of reconciliation of discrepancies and the accuracy of property management records in field operations to 99 per cent	92.2 per cent reconciliation of discrepancies related to property record accuracy compared with 95.1 per cent in 2013/14 The lower output was attributable primarily to the underperformance of MINUSCA, UNOCI and UNAMID
Increase in compliance of active peacekeeping operations with established light passenger vehicle holding policies to 90 per cent	Achieved. 92.5 per cent compliance with established light passenger vehicle holding policies, representing an increase of 3 per cent from the previous financial year
Rate of evaluation of vendors through the new surface transport supplier appraisal system maintained at 100 per cent	Achieved. The rate of evaluation of vendors through the supplier appraisal system was maintained at 100 per cent
Implementation of all recommendations of the Board of Auditors regarding the management of field logistics outstanding from the previous period (100 per cent)	Achieved. All recommendations relating to the Division contained in the report of the Board of Auditors (A/68/5 (Vol. II)) were implemented. Outstanding recommendations contained in the following report (A/69/5 (Vol. II)) were being reviewed by the Board of Auditors
Decrease in the technical pre-qualification of potential air vendors processing time to 6 months for all cases	Out of 13 vendors reviewed, 11 cases took less than 6 months. In the remaining 2 cases, delays were due to incomplete documentation submitted by the air carrier
Decrease in the invoice certification processing time to 14 days	Data were not available owing to the transition from IMIS to Umoja

(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 indicators of achievement</i>	<i>Actual indicators of achievement</i>
The Security Council is provided, within 3 days of request, with up-to-date geospatial information service data, satellite imagery and thematic analysis maps relating to matters in question	Achieved. The Security Council was provided with up-to-date geospatial information services within 3 days of request for daily consultation meetings

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

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

Communications links established within 24 hours of arrival of the ICT equipment in new peacekeeping operations

No new peacekeeping mission was established during the period

Provision of up-to-date global digital spatial data and maps to the Security Council, within 9 days of its request

Achieved. The Security Council and the departments and offices of the Secretariat were provided with up-to-date global digital spatial data and maps within 9 days of their request

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

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

80 per cent satisfaction rate with ICT services provided by the Division to peacekeeping operations

65 per cent satisfaction rate with ICT services was reported

The output was lower owing to survey responses marked “neutral” not being counted as “satisfaction”. However, the overall satisfaction rate was higher than the long-term industry average for client satisfaction, where ICT services satisfaction is at around 60 per cent

D. Department of Management

(a) Office of the Under-Secretary-General

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

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

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

Achieved. 97.1 per cent of the respondents to a survey distributed to the members of the Bureau of the Fifth Committee and the coordinators of the work of the Committee during the sixty-ninth session of the General Assembly indicated “satisfied” or higher

The remaining 3 per cent of the respondents were either unsure of how to rate certain services or were dissatisfied with issues outside the purview of the secretariat of the Fifth Committee and the Committee for Programme and Coordination. As such, they were not counted towards the “achieved” rating

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Average processing time for Headquarters Committee on Contracts cases is 7.5 business days	Achieved. The average processing time within the secretariat of the Headquarters Committee on Contracts was 2.8 days The main reason for the shorter processing time was the high number of requests that required immediate processing
90 per cent of members of local committees on contracts trained in the relevant mandatory basic training	Achieved. 91 per cent of members of local committees on contracts trained in the mandatory basic training
Stabilization of Umoja Extension I in the pilot mission following deployment on 1 July 2014 and successful deployment of relevant Umoja Extension I functionality across peacekeeping operations before June 2015	Achieved. An integration of the Umoja Foundation and Extension I solutions was successfully piloted at MINUSTAH. The Umoja integration added human resources, travel, payroll and benefits functionalities to the Foundation functionalities. With the deployment of human resources and payroll functionality in MINUSTAH, 7 instances of the Progen payroll system were retired. The roll-out of the Umoja real estate functionality was completed in all United Nations Secretariat entities
Review and respond to all management evaluation requests filed by peacekeeping staff members within 45 days	83 per cent of management evaluation requests filed by peacekeeping staff members were reviewed and responded to within 45 days
Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, i.e., a remedy was found or the original decision was overturned (40 per cent)	Achieved. 70 per cent of management evaluation requests filed were resolved at the management evaluation stage

(b) Office of Programme Planning, Budget and Accounts**Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping**

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met	Achieved. All 47 reports produced by the Office were submitted by the deadlines
No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	The Advisory Committee on Administrative and Budgetary Questions stressed that all proposals for staffing changes at MONUSCO should be fully substantiated and justified, expressed concern regarding the quality of the report and written responses by UNAMID, in addition to the timeliness of its submissions, and noted that the overview report should serve to highlight the most important recent policy developments that have a cross-cutting impact across different peacekeeping operations

	The Advisory Committee also noted that on occasion, there was a lack of clarity and transparency in the explanations provided
Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt	Written responses to follow-up questions were submitted to the Fifth Committee and the Advisory Committee on average no later than 5 working days after their receipt. Delays were due primarily to the late submission of material by client departments and, in particular, where such information had to be collated from raw data
A positive audit opinion of the United Nations Board of Auditors on the peacekeeping financial statements	Achieved. An unqualified opinion was issued on the 2013/14 financial statements
Financial statements are available to the Board of Auditors within 3 months of the end of the financial period	Achieved. Financial statements for the 2014/15 period were released on 30 September 2015
Monthly status of contributions available online by the end of the following month	Achieved. Monthly reports were available online to Member States and users in the Secretariat through the contributions web portal

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Banking operations set up within 3 months of the establishment of new peacekeeping operations	Achieved. Banking operations were set up in the Central African Republic during the fiscal period following the one in which MINUSCA was established

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Revision of standard operating procedures developed to support IPSAS accounting and reporting	Achieved. IPSAS-compliant financial statements for the period from 1 July 2014 to 30 June 2015 were prepared for all active and closed peacekeeping missions
Liabilities for troops and formed police units do not exceed 3 months	As at 30 June 2015, liabilities for troops and formed police units did not exceed 3 months for 10 of 13 active peacekeeping operations with troops. Liabilities for troops and formed police units as at 30 June 2015 were paid up to February 2015 for UNDOF, up to December 2014 for UNFICYP and up to August 2014 for MINURSO owing to cash insufficiency
90 per cent of respondents to client surveys rate the guidance provided by the Peacekeeping Financing Division on budgetary policies and procedures as at least good or very good	No dedicated client survey was conducted for the Peacekeeping Financing Division

Payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States

90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation

90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation

Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service are provided within 30 working days of the receipt of the request (100 per cent)

100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions

Requests for financial delegation of authority are approved and processed within 2 weeks of receipt of required supporting documentation (100 per cent)

Peacekeeping support accounts investment pool rate of return equal to or above the 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)

100 per cent of payments requested for peacekeeping accounts processed within two business days

No service support disruption for financial and budget information systems users

Achieved. Payments for troops and contingent-owned equipment were processed quarterly

Overall, 83 per cent of payments were processed by the target date, compared with 85 per cent during the prior year. 100 per cent of payroll payments were processed on time, 60 per cent of staff separations were processed within 30 working days, and 89 per cent of education grants were processed within 30 working days. The delays were attributable to the significant resources dedicated to support the testing, preparation and implementation of Umoja extension 1 and clusters 3 and 4 deployment throughout the period

Achieved. 90 per cent of vendor and travel claims were processed within 30 working days

Achieved. 59 contracts were reviewed, and guidance and advice with regard to insurance provisions and indemnity clauses in complex peacekeeping contracts were provided within 30 working days

Achieved. 100 per cent of communications to Member States regarding contributions were processed within 30 working days

Achieved. 100 per cent of appropriately justified requests were approved and processed within 2 weeks of receipt

Achieved. The rate of return on peacekeeping investments was 0.72 per cent compared with the benchmark of 0.01 per cent

Achieved. 100 per cent of payments were processed within two business days

Achieved. The Umoja cluster 1 and 2 post-implementation phase was supported without disruption to the legacy systems

(c) Office of Human Resources Management

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

Planned indicators of achievement

Actual indicators of achievement

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

Achieved. Access to human resources insight was offered to all Member States and, during the reporting period, 140 Member States (representing 331 users) gained access to the system

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

Planned indicators of achievement

Actual indicators of achievement

100 per cent of 14 peacekeeping operations and UNSOA achieve the targets set out in the strategic indicators of the human resources management scorecard

As at 30 June 2015, achievements related to the 6 strategic indicators specified in the human resources management scorecard for 14 peacekeeping operations and UNSOA were as follows:

- 3 peacekeeping missions achieved the vacancy rate targets for international staff, which were based on a budgeted vacancy rate range
- 6 peacekeeping missions achieved the vacancy rate targets for national staff, which were based on a budgeted vacancy rate range
- 3 peacekeeping missions achieved the target, based on improvement over the prior year, for representation of women in senior positions
- 2 peacekeeping missions achieved the target, based on improvement over the prior year, for representation of women in non-senior professional positions
- 2 peacekeeping missions achieved the target, based on improvement over the prior year, for representation of women in General Service and related positions
- 0 peacekeeping missions achieved the target, based on 100 per cent completion of performance evaluations within 3 months of the end of cycle. Peacekeeping missions achieved between 71 and 99 per cent completion of performance evaluations

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

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

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

Achieved. Responses to all 582 mission medical evacuation requests and urgent medical clearances were provided on the same day

(d) Office of Central Support Services

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

Planned indicators of achievement

Actual indicators of achievement

Archival material for all liquidating missions is available at Headquarters to the Organization, Member States and the general public

Achieved. 113 linear feet of records were catalogued and were made available for consultation

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

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

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

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

Achieved. Standard office accommodation was provided to all new and existing staff and contracted personnel at Headquarters. Temporary office space was also provided when required

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

Achieved. 99.3 per cent of vendor registration applications were reviewed within the 2-month period

The output was higher owing to the use of a new vendor registration level system and the implementation of a new functionality of United Nations Global Marketplace

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

Achieved. The average time for review of local procurement authority requests was 6.7 days

Reduction in the average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases (28 days)

Achieved. The average time for submission of local committee on contracts cases improved from 24.7 days during the previous period to 20.5 days

Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (90 per cent)

Achieved. 90 per cent of the respondents to the survey sent to peacekeeping missions regarding the quality and effectiveness of Headquarters pouch services rated those services as "satisfactory" or better

Positive feedback in surveys of users of travel and transportation services (95 per cent)

Achieved. 95 per cent of users of travel and transportation services provided positive feedback in surveys

(e) Office of Information and Communications Technology

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
99 per cent availability to Headquarters and all peacekeeping operations of established ICT infrastructure at Headquarters and existing enterprise information systems	Achieved. Headquarters and all peacekeeping operations had 99.9 per cent availability of established ICT infrastructure, and existing enterprise information systems were available at Headquarters and all peacekeeping operations
98 per cent accuracy of profile information for peacekeeping staff in the global warden system	Funding was reprogrammed by the Office owing to additional requirements for the development and enhancement of systems, such as Unite Docs and Unite Connections, in direct support of Umoja The Department of Safety and Security and the Department of Peacekeeping Operations were collaborating on the implementation of the warden system

E. Office of Internal Oversight Services

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

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

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Acceptance of 95 per cent of recommendations issued by the Internal Audit Division	Achieved. 100 per cent of the 401 recommendations issued in audit reports were accepted
Acceptance of 95 per cent of evaluation and inspection recommendations	92 per cent of the 10 recommendations contained in evaluation reports were accepted
100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed	Achieved. 100 per cent of the 236 matters relating to peacekeeping operation investigations were reviewed

6 per cent of investigations completed during the financial period will generate advisory notes addressing oversight issues in peacekeeping operations issued to the Department of Field Support and mission management, as well as to the Department of Management

70 per cent of investigations completed during the financial period are finalized within 12 months or less

Personnel from 70 per cent of peacekeeping missions are trained in basic investigative techniques

50 per cent reduction in the backlog of investigation cases

Achieved. 7 per cent (5 cases) of the 66 completed investigations resulted in advisory notes

39 per cent (26 cases) of the 66 investigations were completed in 12 months or less

The lower output was attributable to: (a) high vacancy rates at the mission locations of the Investigation Division; (b) increased focus on the completion of backlog cases; and (c) delays in finalizing cases owing to lack of evidentiary support

Personnel from 59 per cent of the peacekeeping missions were trained

The output was lower owing to the decision to suspend the delivery of the United Nations Investigator Standard Training Course and the workshop on prohibited conduct investigations, pending decisions by the Management Committee

30 per cent of the 33 investigation cases were completed

The lower output was attributable to: (a) high vacancy rates at the mission locations of the Investigation Division; and (b) delays in finalizing cases owing to lack of evidentiary support

F. Executive Office of the Secretary-General

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

Planned indicators of achievement

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

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

Actual indicators of achievement

Achieved. 96 per cent of the reports of the Secretary-General to the Security Council and 100 per cent of the reports of the Secretary-General to the General Assembly were submitted on or before the deadline

Achieved. 97 per cent of documents were reviewed and returned within 4 days or less. A longer period of time was required when a more extensive review of a document was needed owing to the sensitivity of its content

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

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

Achieved. 52 notes were provided to the Department of Peacekeeping Operations on matters related to peacekeeping

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

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

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

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

Achieved. The Office provided timely substantive and/or statistical information for 3 reports, including (a) the eighth activity report of the Office of Administration of Justice; (b) the report of the Secretary-General on the administration of justice at the United Nations; and (c) the report of the Internal Justice Council on the administration of justice at the United Nations

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

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

Achieved. All advice and representation of staff were provided in a timely manner. 4 requests for extension of time before the Tribunals were made for the staff represented by the Office, for reasons outside the control of the Office

Increase in the percentage of peacekeeping cases represented by the Office of Staff Legal Assistance (70 per cent of cases filed by peacekeeping missions expected to be represented by the Office of Staff Legal Assistance)

The Office of Staff Legal Assistance represented peacekeeping staff in the field and regional service centres in 58 new cases before the United Nations Dispute Tribunal and 7 cases before the United Nations Appeals Tribunal, representing 66 per cent of the total number of new cases before the Tribunals compared with 88 and 10 cases respectively during the previous period

Increase in the percentage of cases related to peacekeeping resolved informally (30 per cent of cases resolved informally related to peacekeeping operations)

44 cases related to peacekeeping were resolved informally, representing 29.1 per cent of the total 151 cases

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

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Informal conflict resolution services provided to 3 per cent of eligible staff in peacekeeping operations	Achieved. Informal conflict resolution services were provided to 3.6 per cent of eligible staff in peacekeeping operations

H. Ethics Office

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Enhanced ethical awareness, as reflected by the consistent number of requests for ethics advice/guidance	Achieved. 171 requests for ethics advice/guidance were received
Full compliance with the financial disclosure programme	Achieved. The rate of compliance was 100 per cent
All requests for protection against retaliation are evaluated within 14 days	Achieved. All requests were evaluated within 14 days

I. Office of Legal Affairs

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus claims made against the Organization (less than 40 per cent of amounts originally claimed)	Achieved. Claims arising out of peacekeeping operations totalling \$3.71 million were resolved by arbitral awards or by approved settlements in the total amount of \$280,000, representing 7.6 per cent of the amount claimed and a reduction of 92.4 per cent in actual liability compared with that claimed
Absence of instances arising out of peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained	Achieved. Privileges and immunities were maintained in all agreements concerning peacekeeping-related matters reviewed by the Office of Legal Affairs and, unless waived, were maintained in all legal proceedings involving the Organization or its officials and concerning peacekeeping-related matters

J. Department of Public Information

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
90 per cent of surveyed peacekeeping operations indicate overall satisfaction with the quality of public information support	Achieved. 100 per cent of the 13 missions that responded to the survey rated the level of support provided as “very good” or “satisfactory”
60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets	Achieved. 60 per cent of the stories distributed were broadcast by 5 regionally represented media outlets

K. Department of Safety and Security

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Implementation of 100 per cent of the Department’s security standards, policy, guidelines, directives, procedures and recommendations of security management reviews of field operations	Achieved. The Department’s security standards, policy, guidelines, directives, procedures and recommendations of security management reviews of field operations were being implemented on an ongoing basis by peacekeeping missions
Full implementation of the security risk management process in all peacekeeping missions, including an up-to-date security level system, security risk assessments, minimum operating security standards and security plans	Achieved. All peacekeeping missions and service centres fully implemented the security risk management process, including the review of their security risk assessments, security plans, minimum operating security standards and security procedures

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

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
100 per cent of reports of the Advisory Committee are submitted within the deadline	Achieved. 100 per cent of reports of the Advisory Committee were submitted within the deadline
100 per cent of the reports of the Advisory Committee are free of error	97 per cent of the reports of the Advisory Committee were submitted free of error

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

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Security Council resolutions reflect the specific range of activities to be carried out by human rights officers	Achieved. 3 Security Council resolutions on UNAMID, UNMISS and MINUSCA reflected the specific range of activities to be carried out by human rights officers on promotion and protection, monitoring, investigations, mainstreaming and combating impunity
Security Council resolutions incorporate all recommendations and specific actions related to human rights (2014/15: 100 per cent)	Achieved. 3 Security Council resolutions adopted on UNAMID, UNMISS and MINUSCA incorporated all recommendations and specific actions related to human rights, including promotion and protection, monitoring, investigations, mainstreaming and combating impunity
Increase in number of requests from Member States for briefings and documented reports on human rights	Achieved. 33 briefings and documented reports were provided by the Office to the Security Council and Member States on matters related to human rights in peacekeeping operations

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Deployment of human rights officers, including specialist functions, within time frame required for the establishment of new peacekeeping operations or in response to surge capacity needs	No new mission was established during the reporting period

Expected accomplishment 3.1: Increased efficiency or effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
3 mission concepts, strategic frameworks, budget and planning are updated to reflect human rights priorities	Achieved. The Office contributed to the updating of the concept of operations, conflict drivers and budget exercises for MINUSMA, MINUSCA and MONUSCO to reflect human rights priorities
Human rights advice and content are increasingly integrated into peacekeeping policies, training and inductions for civilian, military and police personnel	Achieved. Human rights advice and content were integrated into new and updated peacekeeping policies and training materials

III. Resource performance

A. Financial resources

Table 1

Summary of resource performance by category

(Thousands of United States dollars; budget year is from 1 July 2014 to 30 June 2015)^a

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	211 023.1	213 100.6	(2 077.5)	(1.0)
II. Non-post resources				
General temporary assistance	21 569.7	20 615.5	954.2	4.4
Consultants	4 635.3	3 450.7	1 184.6	25.6
Official travel	10 402.5	9 237.9	1 164.6	11.2
Facilities and infrastructure	23 315.4	22 892.0	423.4	1.8
Communications	2 146.2	2 400.2	(254.0)	(11.8)
Information technology	15 761.0	17 076.2	(1 315.2)	(8.3)
Other supplies, services and equipment	16 317.9	14 517.3	1 800.6	11.0
Subtotal, category II	94 148.0	90 189.8	3 958.2	4.2
Total, categories I and II	305 171.1	303 290.4	1 880.7	0.6
Enterprise resource planning	20 054.7	20 054.7	—	—
Information and systems security	821.5	821.5	—	—
Gross requirements	326 047.3	324 166.6	1 880.7	0.6
III. Staff assessment income	25 254.5	26 123.5	(869.0)	(3.4)
Net requirements, categories I-III	300 792.8	298 043.1	2 749.7	0.9

^a Minor differences between the numbers provided in the table above and those provided in volume II of the financial statements for the year ended 30 June 2015 are due to rounding.

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

<i>Department/office</i>	<i>Apportionment</i>	<i>Expenditure</i>	<i>Variance</i>	
			<i>Amount</i>	<i>Percentage</i>
Department of Peacekeeping Operations	93 133.7	95 542.3	(2 408.6)	(2.6)
United Nations Office to the African Union	6 873.2	6 802.7	70.5	1.0
Department of Field Support	67 392.8	67 456.2	(63.4)	(0.1)
Department of Management	90 264.1	89 567.5	696.6	0.8
Office of Internal Oversight Services	31 093.0	27 865.5	3 227.5	10.4
Executive Office of the Secretary-General	1 040.4	1 173.7	(133.3)	(12.8)
Administration of justice	3 025.0	3 025.0	–	–
Office of Staff Legal Assistance	172.9	173.2	(0.3)	(0.2)
Office of the United Nations Ombudsman and Mediation Services	1 883.7	1 760.5	123.2	6.5
Ethics Office	956.2	804.3	151.9	15.9
Office of Legal Affairs	3 673.8	3 769.0	(95.2)	(2.6)
Department of Public Information	758.7	649.3	109.4	14.4
Department of Safety and Security	3 679.6	3 529.7	149.9	4.1
Advisory Committee on Administrative and Budgetary Questions	206.5	261.7	(55.2)	(26.7)
Office of the United Nations High Commissioner for Human Rights	1 017.5	909.8	107.7	10.6
Subtotal	305 171.1	303 290.4	1 880.7	0.6
Enterprise resource planning	20 054.7	20 054.7	–	–
Information and systems security	821.5	821.5	–	–
Gross requirements	326 047.3	324 166.6	1 880.7	0.6

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

<i>Category</i>	<i>Amount</i>
Interest income	567.4
Other/miscellaneous income	78.2
Cancellation of prior-period obligations	1 658.2
Prior-period adjustments	24.5
Total	2 328.3

B. Analysis of variances¹

	<i>Variance</i>	
General temporary assistance	\$954.2	4.4%

8. The reduced requirements were attributable primarily to the higher vacancy rates of 18.8 per cent for the Professional and higher categories and 11.1 per cent for the General Service and related categories, compared with the budgeted rates of 9 per cent and 5 per cent respectively.

9. The underexpenditure was offset in part by additional requirements in the Department of Management to fund the peacekeeping share (45 per cent) of the costs related to the operationalization of the mobility and career development framework in the amount of \$909,023. The cost-sharing basis between the programme budget and the support account was based on the total global population eligible to participate in the framework. Based on the composition of the Secretariat set out in the report of the Secretary-General (A/69/292), this ratio was 55:45 for the programme budget and the support account respectively.

	<i>Variance</i>	
Consultants	\$1 184.6	25.6%

10. The reduced requirements were attributable primarily to the Department of Management, with fewer consultants engaged in relation to IPSAS implementation, as a result of high IPSAS field consultant turnover rates and the transition of the team from the implementation stage to the sustainability stage; and to the Department of Peacekeeping Operations, owing to the use of in-house resources instead of the originally planned consultants and the postponement of training as a result of staff assignments related to the Ebola response.

	<i>Variance</i>	
Official travel	\$1 164.6	11.2%

11. The reduced requirements were attributable to: (a) the Department of Peacekeeping Operations, owing to the lower-than-budgeted airfare costs and savings resulting from efforts to reduce travel costs by shortening the duration of and combining travel; (b) the Department of Field Support, as a result of the rescheduling of travel owing to staff assignments in relation to the establishment of the United Nations Mission for Ebola Emergency Response (UNMEER); (c) the Department of Management, owing to travel plans being postponed and reduced travel costs for business seminars; (d) OIOS, owing to reduced travel by combining meetings and conferences and to the reprioritization of workshop activities on investigator standards and prohibited conduct pending a decision by the Management Committee; and (e) the Department of Safety and Security, owing to the reprioritization of personnel resources to provide support to urgent security incidents involving UNDOF and UNAMID and to the rescheduling of assessments in MINUSCA for operational reasons.

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

	<i>Variance</i>	
Communications	(\$254.0)	(11.8%)

12. The additional requirements were attributable primarily to the Department of Peacekeeping Operations and the Department of Field Support, with higher-than-budgeted commercial communication services, including mobile service, desktop phones and videoconferencing charges, offset in part by reduced requirements for the replacement of standard communication equipment.

	<i>Variance</i>	
Information technology	(\$1 315.2)	(8.3%)

13. The additional requirements were primarily attributable to the Department of Management, with (a) additional requirements for information technology services to enhance Inspira to support the increase in users by incorporating additional service capacity and upgrading the software licence version; (b) additional requirements to conduct an ICT assessment of the status of ICT systems, assets, workforce and resources in line with General Assembly resolution 69/262; and (c) additional requirements related to multiprotocol label switching services for a high-performance, reliable network to run Umoja.

14. The additional requirements also included expenditures of \$320,567 related to the provision of support to the High-level Independent Panel on Peace Operations by the Department of Peacekeeping Operations. Agreements for additional extrabudgetary resources amounting to approximately \$309,735 to cover the expenditure were signed; the funds are expected to be available to offset the recorded expenditures during the 2015/16 budget cycle, with the balance of approximately \$10,832, which relates to information technology equipment provided to the Panel and the Panel secretariat.

	<i>Variance</i>	
Other supplies, services and equipment	\$1 800.6	11.0%

15. The reduced requirements were attributable primarily to: (a) the Department of Management, with reduced requirements for after-service health insurance owing to a lower-than-budgeted actual increase in the premiums of the various United Nations health insurance plans and one-month premium holiday granted for one of the Headquarters-based medical plans in May 2015; with further reductions owing to the lower-than-budgeted service charges by banks to the support account; and (b) the Department of Peacekeeping Operations, with lower-than-budgeted expenditures under public affairs for campaign materials, photo exhibits, printing and production and lower expenditures for training, as a result of access to training facilities and services being provided by Member States for significantly reduced fees or gratis.

IV. Activities of the Integrated Training Service

Core training activities in 2014/15

<i>Activity</i>	<i>Place</i>	<i>Period</i>
Senior mission administration and resource training programme workshop	United Nations Logistics Base	August 2014
Symposium entitled “Technology and peacekeeping: Exploring new partnerships — Future challenges and opportunities for strategic partnership”	United Nations Logistics Base	September 2014
Training recognition for predeployment training — course for United Nations staff officers	China	September 2014
Predeployment training support for formed police units	India	September 2014
United Nations senior mission leaders’ course	Switzerland	October 2014
Training support to mission — conflict-related sexual violence	MINUSCA	October 2014
Training recognition for predeployment training — United Nations military observers	Brazil	October 2014
Mobile training support for in-mission training	UNOCI	October 2014
Training recognition for predeployment training — United Nations staff officers	Australia	October 2014
Training recognition for predeployment training — United Nations military observers	Pakistan	November 2014
Training recognition for predeployment training — United Nations staff officers	Croatia	November 2014
Training recognition for predeployment training — United Nations civil-military cooperation	Jordan	November 2014
Training recognition for predeployment training — United Nations staff officers	Austria	November 2014
Mobile training support for in-mission training	UNAMID	November 2014
Training recognition for predeployment training — United Nations staff officers	Guatemala	November 2014
Training recognition for predeployment training — United Nations Police	Romania	December 2014
Predeployment training support for formed police units	India	January 2015
Senior mission administration and resource training programme workshop	United Nations Logistics Base	January 2015

<i>Activity</i>	<i>Place</i>	<i>Period</i>
Training support to mission	MONUSCO	February 2015
Training support to mission	MINURSO	February 2015
Dissemination of guidelines on the design, delivery and evaluation of training	United States	March 2015
Senior leadership programme	United States	March 2015
United Nations training-of-trainers course on the protection of civilians	Austria	March 2015
United Nations child protection training materials for police development	United Nations Logistics Base	March 2015
Core predeployment training materials	United Nations Logistics Base	March 2015
Training architecture project workshop	United Nations Logistics Base	March 2015
Mobile training support for predeployment training	Cameroon	April 2015
Senior mission administration and resource training programme workshop	United Nations Logistics Base	April 2015
Support to the Americas conference on peacekeeping operations	Uruguay	May 2015
Integrated mission training centres workshop	United Nations Logistics Base	May 2015
Training-of-trainers for integrated mission training centres	United Nations Logistics Base	May 2015
Specialized training material on conflict-related sexual violence	United States	May 2015
Mobile training support for predeployment training	Mexico	May 2015
Development of training materials on information sensitivity in peacekeeping	United States	May 2015
Training recognition for predeployment training — United Nations Police course	Spain	June 2015
Enhancing the participation of Western Balkan countries in United Nations peacekeeping	Bosnia and Herzegovina	June 2015
United Nations training-of-trainers on conflict-related sexual violence	Regional Service Centre at Entebbe, Uganda	June 2015
United Nations training-of-trainers on conflict-related sexual violence	UNISFA	June 2015

<i>Activity</i>	<i>Place</i>	<i>Period</i>
United Nations senior mission leaders' course	Egypt	June 2015
Organizational resilience management system training	United Nations Logistics Base	June 2015
Senior leadership programme	United States	June 2015
United Nations consultation workshop on conflict-related sexual violence	United Nations Logistics Base	June 2015
United Nations military units training materials development workshop	United Nations Logistics Base	June 2015
Training support to Mission	MINUSCA	June 2015
Peacekeeping training evaluation tool	United States	June 2015
Civilian predeployment training courses (26 courses)	United Nations Logistics Base	July 2014-June 2015
Development of training material on community capacity-building	United States	June 2015
Development of training materials on global accountability and human resources	United States	June 2015
Translation of peacekeeping special training material into official United Nations languages	United States	June 2015

V. Actions to be taken by the General Assembly

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

(a) To decide on the treatment of the unencumbered balance of \$1,880,700 in respect of the period from 1 July 2014 to 30 June 2015;

(b) To decide on the treatment of other income and adjustments amounting to \$2,328,300 comprising interest income (\$567,400), other miscellaneous income (\$78,200), cancellation of prior-period obligations (\$1,658,200) and prior-period adjustments (\$24,500), with respect to the period from 1 July 2014 to 30 June 2015.

VI. Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly in its resolution 68/283

A/68/861

*Request/recommendation**Action taken to implement request/recommendation*

Based on the information contained in table 8 of its report, the Advisory Committee is not convinced that all departments and offices have started implementing the measures introduced by the General Assembly in the relevant resolutions on air travel. The Committee recommends that the General Assembly request the Secretary-General to provide detailed information with respect to the financial impact on the travel requirements under the support account in the performance report for 2014/15 and in future budget proposals. (para. 55)

Official travel under the support account continued to be an essential instrument of the departments and offices in carrying out their mandated backstopping support to peacekeeping missions in various field locations. In order to increase the efficiency of official travel resources, various efforts were made to minimize the cost without compromising the main programme outputs, including by combining travel and utilizing videoconferences and teleconferences whenever possible. Efforts were made to ensure compliance with the 16-day purchase rule articulated in administrative instruction [ST/AI/2013/3](#) through regular dissemination of the rule to staff as well as requirements for a written explanation for non-compliance with the 16-day rule. Given that the support account budget for the 2014/15 period was already based on the travel estimates prepared under the policy introduced by the General Assembly in its resolution 67/254 A and subsequently promulgated in [ST/AI/2013/3](#) in August 2013, the financial impact of the policy could not be ascertained for the reporting period.