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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

Addendum

The present addendum contains information on planned and actual outputs relating to section II of document [A/70/612](#).



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Abbreviations

AMISOM	African Union Mission in Somalia
ASEAN	Association of Southeast Asian Nations
DFS	Department of Field Support
DPKO	Department of Peacekeeping Operations
ICT	Information and communications technology
IMIS	Integrated Management Information System
IPSAS	International Public Sector Accounting Standards
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
OIOS	Office of Internal Oversight Services
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOA	United Nations Support Office for the African Union Mission in Somalia

II. Resource performance*

A. Department of Peacekeeping Operations

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
35 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping	38	Briefings The output was higher owing to additional requests received from the Security Council and other legislative bodies, particularly in relation to developments in missions MINUSCA, MINUSMA and UNMISS and the work of the High-level Independent Panel on Peace Operations
290 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	300	Meetings The output was higher owing to additional requests received from Member States and other stakeholders
2 briefings to the Special Committee on Peacekeeping Operations on new and developing policies and procedures	2	Briefings
6 briefings: (1) to members of the Special Committee on Peacekeeping Operations, and (5) to Member States and troop- and police-contributing countries regarding the work of the Office of the Director, Peacekeeping Strategic Partnership	6	Briefings to members of the Special Committee on Peacekeeping Operations and Member States, in particular individual troop- and police-contributing countries of missions reviewed
Quarterly press briefings on major peacekeeping issues, and 200 media interviews, on mission-specific topics, conduct and discipline and military, police and security issues	5 226	Press briefings Media interviews The output was higher owing to the increased interest in peacekeeping operations, allegations of sexual exploitation and abuse in the Central African Republic, the ongoing conflict in South Sudan and the work of high-level panels, including the Expert Panel on Technology and Innovation in United Nations Peacekeeping and the High-level Independent Panel on Peace Operations

* For planned and actual indicators of achievement, see [A/70/612](#).

80 outreach activities, such as conferences and multimedia products, on the peacekeeping work of the United Nations and 1,000 peacekeeping-themed stories for publishing in United Nations media outlets	87	Outreach activities
	3,242	Peacekeeping-themed stories
		The output was higher owing to the high level of activity across peacekeeping operations, in particular in South Sudan, the Democratic Republic of the Congo and Mali, which warranted increased coverage through news articles and social media platforms

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Updated guidance on the structure and programmes of public information offices for new peacekeeping operations or those undergoing significant adjustments	Yes	The 2006 guidance document on communications for peacekeeping operations was updated through consultations at a workshop at Headquarters with public information offices from the field. The final document is expected to be approved by Chiefs of Public Information at the biennial meeting in early 2016 and subsequently promulgated. Specific guidance and strategies on communications were provided for the launch of MINUSCA, the crisis in UNMISS, the streamlining of UNAMID and Radio Okapi in MONUSCO as well as on issues concerning sexual exploitation and abuse in peacekeeping

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	9	Visits
5 reports that make recommendations on systemic issues that have an impact on the delivery of mandates by United Nations peacekeeping missions	5	Reports on MINUSMA, MONUSCO, UNMISS, UNISFA and MINUSTAH
10 coordination, consultation or dialogue sessions with troop- and/or police-contributing countries to identify systemic issues relating to peacekeeping operations	10	Coordination, consultation or dialogue sessions including with all troop- and/or police-contributing countries to MINUSMA, MONUSCO, UNMISS, UNISFA and MINUSTAH

1 annual conference for all Special Representatives of the Secretary-General and heads of mission of DPKO-led operations and 1 biannual conference for mission chiefs of staff	1	The eleventh seminar of Special Representatives of the Secretary-General and heads of missions of DPKO-led operations was held in March 2015
	1	The fourth biannual conference of chiefs of staff of peacekeeping operations was held in April 2015
1 workshop for chiefs of joint operations centres to align the management of individual mission joint operations centres with the strategic goals of peacekeeping and strengthen inter-mission cooperation in crisis response and 2 training courses on operations and information analysis for staff of joint operations centres and joint mission analysis centres	1	The workshop for chiefs of joint operations centres was held in June 2015
	2	Training courses for joint operations centre and joint mission analysis centre staff in partnership with the Norwegian Defence International Centre
5 visits to peacekeeping operations to provide technical support to joint operations centres and joint mission analysis centres	7	Visits to six missions, including MINUSCA, UNIFIL, UNDOF, UNOCI, UNMIL and UNMISS
Implementation of an electronic document management framework in 2 peacekeeping missions	2	Peacekeeping missions, UNIFIL and UNFICYP, implemented an electronic document management framework
4 technical assessments, in collaboration with the Department of Public Information, of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges	4	Technical assessment visits to MONUSCO, UNMISS, UNAMID and MINUSCA
Code cables of 13 peacekeeping missions, from 2009 until present, are captured into a document repository for code cables specific to peacekeeping operations	Yes	A document repository to capture and store code cables of 13 peacekeeping missions, from 2009 until present, was implemented
1 briefing to the Special Committee on Peacekeeping Operations on new and developing policies and procedures on safety, security and organizational resilience issues	1	Briefing to the Special Committee on Peacekeeping Operations on security in peacekeeping missions, field occupational safety risk management and organizational resilience/crisis management
10 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management network	10	Inputs on security policies and procedures, including critical incident stress management, Saving Lives Together, residential security risk management, security training, crisis management, gender security considerations, policy on establishing security manuals, unarmed private security services, justice registry and road safety strategy

1 field safety training course and 1 organizational resilience training course for participants from peacekeeping operations	1	Field safety training course; organizational resilience training course; each conducted for participants from peacekeeping operations
Guidance to all peacekeeping operations on digital communications and the use of social media	Yes	Digital communications guidance resource was provided to all peacekeeping operations. In addition, digital communications training was provided to MONUSCO

(b) Office of Operations

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
40 multidimensional substantive reports of the Secretary-General to the Security Council	48	Multidimensional substantive reports The output was higher owing to additional reporting requirements, including for UNISFA and two special reports, a MONUSCO strategic review and a follow-up to a UNAMID review
40 letters from the Secretary-General to the President of the Security Council	40	Letters
160 substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	231	Advisory notes The output was higher owing to the increased level of operational activities in MINUSMA, MONUSCO, UNDOF and UNMISS and to the establishment of MINUSCA
40 consultations with troop- and police-contributing countries providing updates on political and operational developments in all peacekeeping operations	38	Consultations The output was lower owing to fewer consultations with the troop- and police-contributing countries in the context of the establishment of MINUSCA
60 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM	54	Oral briefings The output was lower owing to fewer briefings requested by the Security Council, while an increased number of factual notes were submitted to the Security Council in lieu of the oral briefings
	51	Weekly briefing notes

Briefings/consultations in response to all requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM	Yes	All requests for briefings/consultations were addressed, including updates on political and operational developments in all peacekeeping operations
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Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
4 integrated concepts of operations, in line with Security Council mandates, for new and existing peacekeeping operations requiring significant adjustments	4	Integrated concepts of operations for 4 peacekeeping missions

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Integrated guidance to all peacekeeping operations on strategic, policy and political operational matters	Yes	Guidance was provided to all peacekeeping missions, including through 724 official substantive communications (code cables)
Progress reviews against priority results identified in integrated strategic frameworks, including challenges and recommendations, completed for all established integrated missions or missions in integrated settings, in collaboration with field presences	6	Integrated mission task force/integrated task force progress reviews
4 integrated strategic assessment reports on peacekeeping operations to review and make recommendations on mission concepts, as well as approaches, challenges or opportunities in the area of mandate implementation	5	Integrated strategic assessments for 4 peacekeeping operations and support for AMISOM to review benchmarks for the eventual deployment of a United Nations peacekeeping operation in Somalia

25 integrated technical assessments and/or issue-specific assessment visits, which form inputs to or result in reports that provide overall guidance on and assist peacekeeping operations and support for AMISOM with planning and mandate implementation issues	24	Integrated technical assessments and/or issue-specific assessment visits for 10 peacekeeping operations and support for AMISOM
1 workshop on integrated assessment and planning for at least 30 field and Headquarters personnel, conducted jointly with other departments and agencies, funds and programmes	1	Workshop for 48 planning officers from Headquarters and the field
1 workshop for heads of political affairs of all peacekeeping operations	1	Workshop
4 advisory notes on United Nations/African Union strategic cooperation in peacekeeping, including the operationalization of the African Peace and Security Architecture	6	Advisory notes
1 comprehensive analysis and lessons learned on cooperation between the United Nations and the African Union/regional economic communities, in coordination with UNOAU and the Department of Political Affairs	1	Comprehensive analysis and lessons learned on the transitions from African Union peace operations to United Nations peacekeeping operations in Mali and in the Central African Republic

(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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
8 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, the protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations	11	Presentations The output was higher owing to increased requests from the Member States

33 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping	38	Briefings, including 21 Military Staff Committee briefings and 17 formal briefings to the Security Council The output was higher owing to the situation in the Middle East and the Ebola crisis in West Africa
10 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	10	Strategic analysis reports
26 briefings to troop-contributing countries on the military aspects of peacekeeping operations, anticipated developments, crisis situations, threat and risk assessments, changes of mandate, capability studies, operations and plans, rules of engagement, statement of force and unit requirements and force generation, and operational aspects of the implementation of the recommendations of the Senior Advisory Group (see resolution 67/261)	25	Briefings to troop-contributing countries, including 1 briefing at the Chiefs of Defense Conference

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
5 strategic military concepts of operations, statement of force requirements and rules of engagement for new or significantly adjusted peacekeeping operations	4	Strategic military concepts of operations Completion of the remaining 1 concept of operation was delayed by 3 months
3 military advisory briefings to existing, emerging and new troop-contributing countries on specific operational requirements for new or significantly adjusted peacekeeping operations	7	Advisory briefings The output was higher owing to the additional assessment requirements on suitability of units for the Level II hospitals and briefings on the United Nations Standby Arrangements System
Deployment of a military support team/nucleus to new and existing missions for up to 90 days	Yes	A military support team was deployed to MINUSCA until September 2014 when the mission reached its full operating capability

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
14 strategic or oversight assessment reports of military components of peacekeeping operations	18	Strategic and oversight assessment reports The output was higher owing to the development of a UNAMID exit strategy
9 predeployment and assessment reports of troop-contributing country capacities	13	Predeployment and assessment reports The output was higher owing to the establishment of MINUSCA
12 updated threat assessments reports for military operations in peacekeeping settings	12	Threat assessments reports
1 conference of heads of military components of missions	2	Conferences The output was higher owing to the delay in holding the conference for 2014 during the previous financial period, resulting in the holding of two conferences during the reporting period
11 manuals on capability standards for 11 military units deployed to peacekeeping operations and 2 sets of guidelines on national support elements and on operational advisory issues	7	Manuals on capability standards developed The remaining 4 manuals had been submitted for approval and were expected to be finalized before the end of 2015
	2	Sets of guidelines The set of guidelines on national support elements was drafted and consulted with the Member States and expected to be finalized before the end of 2015. The set of guidelines on operational advisory issues was incorporated in the United Nations Infantry Battalion Manual
Establishment of a staff talks mechanism and 4 sets of joint minutes for a development agenda, with ASEAN, the African Union, NATO and the Organization for Security and Cooperation in Europe, and 1 set of joint minutes for an action plan with the European Union, on military partnership issues	4	Staff talks mechanisms were established with the African Union, European Union, NATO and the Organization for Security and Cooperation in Europe, and joint minutes were produced
	1	A joint military-to-military game plan was developed for the Office of Military Affairs and the European Union Military Staff and processed for approval and finalization before 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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
30 presentations to Member States, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of a partnership approach in the areas of the rule of law and security institutions	38	Presentations The output was higher owing to the additional requests from Member States following the adoption of Security Council resolutions 2151 (2014) on security sector reform and 2185 (2014) on policing, and to increased interest in work on countering violent extremism
Inputs to 48 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, justice and corrections, disarmament, demobilization and reintegration, mine action and/or security sector reform	50	Inputs to 50 reports
48 briefings on peacekeeping operations to legislative bodies, Member States, intergovernmental bodies, groups of friends and troop- and police-contributing countries in the areas of: police (20); justice and corrections (10); disarmament, demobilization and reintegration (10); and security sector reform (8), including on the operationalization of the global focal point arrangement for police, justice and corrections in post-conflict and other crisis situations	51	Briefings were conducted, in the areas of police (20), justice and corrections (13), disarmament, demobilization and reintegration (10), and security sector reform (8) The output was higher owing to increase in the number of briefings to Member States and Regional Organizations in connection with the negotiations on the rule of law section of the 2015 report by the Special Committee on Peacekeeping Operations
20 briefings to police-contributing countries, groups of friends and/or regional organizations on policy and training issues, special initiatives and/or cross-cutting police and other law enforcement matters in peacekeeping operations	20	Briefings

6 briefing notes on developments in disarmament, demobilization and reintegration in field operations	6	Briefing notes
1 multi-donor report on mine action covering activities in up to 10 field operations	Yes	According to the 2014 annual report of the Mine Action Service

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
8 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialists and rapidly deployable capacities needed in the areas of the rule of law and security institutions, and on the global focal point arrangement for police, justice and corrections	10	Briefings The output was higher owing to additional requests from Member States for briefings on the global focal point arrangement, and on security sector reform following the adoption of Security Council resolution 2151 (2014)
14 technical or strategic support, review or assessment reports on the implementation of police, justice and corrections, and security sector reform activities of mandates, where applicable	14	Reports
11 end-of-assignment reports on lessons learned and best practices, as well as the identification of ongoing support (4 police, 3 justice and 3 corrections components) for new or existing peacekeeping operations	11	End-of-assignment reports, on policing (4), justice (4) and corrections (3)
34 briefings/presentations to Member States on police issues in peacekeeping operations	40	Predeployment briefings to Member States on standards for deployment, reimbursement mechanisms, verifications and assessment processes for formed police units and predeployment training standards The output was higher owing to the requirement to inform Member States on progress in MINUSCA and the situation in Mali

2 outreach exercises aimed at multiple non-United Nations target groups related to generic job openings in the area of disarmament, demobilization and reintegration	2	Outreach exercises
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Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
5 new or revised police operational plans, standard operating procedures and concepts of operations for 5 police components of peacekeeping operations	7	Concepts of operations and operational plans revised for police components in 7 peacekeeping missions
Qualified instructors from 9 peacekeeping operations and assessed police officers and members (and equipment) of formed police units from 47 police-contributing countries	Yes	111 assessment for mission service and assessment for operational capability instructors certified in 2 workshops and 47 readiness exercises undertaken to qualify personnel/equipment for deployment
2 guidance materials and training tools for justice and corrections personnel	2	Guidance materials and training tools
1 standard operating procedure, 1 study on lessons learned and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration	1	Guidance note
6 co-chaired videoconferences with inter-agency groups on disarmament, demobilization and reintegration to develop guidance and share best practices and information	6	Videoconferences
1 pilot training course for 25 police planners of peacekeeping operations	1	Pilot training course for 26 police planners
1 guidance material on security sector reform	1	Integrated technical guidance note
2 technical assessment missions to provide technical assistance to field operations in the areas of physical security, stockpile management and improvised explosive devices	3	Technical assessment missions
1 conference of heads/senior officers of field-based security sector reform components to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination	1	Conference of security sector reform chiefs and advisers

14 technical or strategic support, review or assessment reports (7 justice and 7 corrections) on the implementation of rule-of-law mandates in peacekeeping operations	14	Technical review and assessment reports (7 justice and 7 corrections)
4 visits and 6 videoconferences to increase Standing Police Capacity service delivery to field missions	6	Visits
	6	Conference calls
1 review report of the capability and service delivery alignment of the Standing Police Capacity to field missions	1	Review conducted and report issued, entitled "Programme evaluation of the Standing Police Capacity of the Police Division, DPKO"

(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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
2 informal briefings to the Special Committee on Peacekeeping Operations and 10 bilateral briefings to Member States, as requested, on peacekeeping partnerships and related issues	2	Informal briefings to the Special Committee on Peacekeeping Operations
	8	Bilateral informal briefings to Member States
12 briefings, and a report to the Special Committee on Peacekeeping Operations, on priority policy and reform issues, including capability development and training, the protection of civilians, early peacebuilding in peacekeeping operations, civil affairs, peacekeeping partnerships, child protection, gender, conflict-related sexual violence, HIV/AIDS and transitions	1	Report to the Special Committee
	12	Informal briefings to the Special Committee, including 3 briefings on the work of the High-level Independent Panel on Peace Operations
	12	Bilateral briefings to Member States on issues pertaining to the high-level review of peace operations, strategic force and police generation, protection of civilians and women, peace and security
		The output was higher owing to increased requests by the Special Committee
7 briefings to Member States and think tanks on the status and future of the implementation of the New Horizon initiative and cross-cutting thematic issues, including the protection of civilians, capability development, gender mainstreaming and conflict-related sexual violence	11	Briefings
		The output was higher owing to the high interest of Member States, partners, policy institutes and think tanks

4 opening statements by the Under-Secretaries-General for Peacekeeping Operations and Field Support during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	4	Opening statements
4 briefings to the Security Council and/or the Security Council Working Group on Peacekeeping Operations, on cross-cutting thematic issues, such as the protection of civilians, child protection, gender and conflict-related sexual violence	7	Briefings The output was higher owing to the greater interest by the Security Council in the safety and security of peacekeepers, the protection of civilians and the work of the Independent High-level Panel on Peace Operations
5 workshops/briefings for technical experts from Member States and partners to develop new or updated guidance, training and policy on Security Council resolution 1325 (2000), key roles of civil affairs officers, knowledge management, child protection and emerging policy issues	15	Briefings/workshops The output was higher owing to the greater interest by Member States and partners

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
1 mechanism established for the identification and potential provision of forms of support from the European Union in the planning and early deployment of peacekeeping operations	Yes	Guidelines for United Nations-European Union joint planning for the launching of European Union operations in support of United Nations operations were established A proposal for the facilitation of the early deployment of European Union rapid response capacities in support of United Nations peacekeeping was being developed

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues that have an impact on peacekeeping	12	Presentations and speeches

10 briefings to international financial institutions, international and regional organizations and non-governmental organizations, as requested, on peacekeeping partnerships and related issues	15	<p>Briefings</p> <p>The output was higher owing to the additional requests from non-governmental organizations for updates on the implementation of the United Nations policy on integrated assessment and planning</p>
2 joint initiatives or pilot projects to be undertaken with the World Bank in 2 peacekeeping operations (1 each)	2	<p>Joint initiatives with the World Bank, including (i) assessment of the economic impact of the deployment of MINUSMA, with a view to maximizing the benefits of the Mission to the communities and the local economy, and (ii) deployment of a partnership adviser by UNMISS and the World Bank to lead development of an action plan for closer joint cooperation in support of national efforts towards peacebuilding and longer-term development, as well as the future implementation of a “New Deal” compact</p>
1 guidance note regarding collaboration between United Nations peacekeeping operations and UNDP on peacekeeping issues	No	<p>Instead, the work was redirected towards joint lessons learned after the issuance of the policies on transitions in the context of mission drawdown and withdrawal and the policy on integrated assessment and planning with a view to refine guidance and provide improved backstopping support to United Nations presences on the ground</p>
6 evaluation reports, comprising 4 mission-focused and 2 thematic evaluations	5	<p>Evaluation reports, comprising 4 mission-focused evaluation reports and 1 thematic report</p> <p>The output was lower owing to the postponement of evaluation of the Integrated Operation Team until the report of the High-level Independent Panel on Peace Operations was concluded</p>
6 discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping	24	<p>Discussion papers and keynote speeches</p> <p>The output was higher mainly owing to the support to the high-level review of peace operations. Over 15 multi-stakeholder concept notes, discussion papers, background documents and discussion summaries on cross-cutting thematic areas were coordinated and prepared, including for the Panel’s regional consultations, stakeholder workshops, thematic retreats and internal meetings</p>
6 reports on lessons learned across missions with regard to policy reform and operational issues in line with departmental priorities	6	<p>Reports on lessons learned</p>
3 additional communities of practice for peacekeeping operations launched	3	<p>Additional communities of practice</p>

1 technical guidance material developed on cross-cutting peacekeeping issues, such as gender, the protection of civilians, and so forth	3	Technical guidance materials The output was higher owing to the need for improved and updated guidance on cross-cutting peacekeeping issues
16 field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to sexual violence in conflict, quick-impact projects, civil affairs, the protection of civilians, gender and HIV/AIDS	26	Field-based technical reports The output was higher owing to increased requests from field missions for operational support and unforeseen technical subjects, such as information gathering and analysis, and a high-level strategic review of MONUSCO
3 workshops for mission thematic advisers and focal points for the purpose of knowledge-sharing and training	3	Workshops were held on issues pertaining to gender, women's protection and best practices
35 e-newsletters to peacekeeping operations on new knowledge management reports, such as end-of-assignment reports, Headquarters and mission-developed guidance and lessons learned studies	16	e-newsletters
	3	iSeek articles
	7	Video messages from senior leaders on conflict-related sexual violence The output was lower owing to the revised outreach strategy more tailored to individual clients. Specific newsletters were produced on the United Nations police and on gender issues in peacekeeping for senior mission leaders
3 training-of-trainers courses for 72 peacekeeping trainers from Member States, 8 training recognition visits, 3 mobile training support activities, and training development in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations	3	Training-of-trainers courses for 76 peacekeeping trainers
	10	Training recognition visits
	4	Mobile training support activities, and training development in support of predeployment training
Peacekeeping-specific training courses on senior leadership, management and administration for 120 peacekeeping personnel, including 2 senior mission leaders' courses, 2 senior leadership programmes and 1 Senior Mission Administration and Resource Training programme	2	Senior mission leaders courses delivered to 53 participants from Member States and peacekeeping missions
	2	Senior leadership programmes delivered to 22 peacekeeping personnel
	1	Senior Mission Administration and Resource Training programme delivered to 38 peacekeeping personnel

1 workshop for integrated mission training centre personnel of all peacekeeping operations and 5 training activities and 20 predeployment courses for 320 civilian peacekeeping personnel	1	Workshop
	7	Training activities
	26	Predeployment courses for 414 civilian peacekeeping personnel
		The output was higher owing to the surge in recruitment, particularly during the MINUSCA start-up phase
1 policy on training and 1 technical guideline on the design, delivery and evaluation of training, including a training evaluation tool	1	Criteria for participation and evaluation of training-of-trainers courses
	1	Practical guide on peacekeeping training evaluation published
3 technical and methodological initiatives to support Member States, missions, DPKO and DFS offices and other partners, for the development and delivery of specialized and substantive training curricula and materials for peacekeeping personnel with a view to improving the planning, management, support and conduct of peacekeeping operations	3	Development workshops in support of training materials for conflict-related sexual violence, child protection and specialized military unit training
2 peacekeeping predeployment training standards produced and made available to all peacekeeping training institutions	1	Peacekeeping predeployment training standards developed on conflict-related sexual violence
		Core predeployment training was yet to be completed owing to the need for coordination with other departments and agencies. It is expected to be completed in December 2015

B. United Nations Office to the African Union

1. Results-based-budgeting framework

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
The Secretary-General and Deputy Secretary-General each participate in 1 African Union summit	2	Summits
1 meeting between the United Nations Security Council and the African Union Peace and Security Council	1	Meeting

2 meetings of the Joint Task Force on Peace and Security	2	Meetings
24 presentations to the African Union Peace and Security Council on peacekeeping issues	24	Presentations
1 high-level consultative meeting with the United Nations Office for West Africa and the United Nations Regional Office for Central Africa	1	Meeting
1 meeting and 6 video teleconferences between peacekeeping desks of the Secretariat and the African Union Commission	1 8 4	Meeting Videoconferences Teleconferences
1 annual joint UNOAU-African Union retreat aimed at assessing progress achieved in the implementation and further refining of the joint strategy for peacekeeping	1	Joint working session on workplans was held which replaced the joint retreat
12 monthly reports on cooperation in peacekeeping between the United Nations and the African Union, 52 weekly reports on developments in peacekeeping at the African Union and 12 analytical cables on strategic peacekeeping issues of the African Union	16 52 13	Reports on AU-UN cooperation Weekly reports Analytical cables
24 meetings of the African Union Partners Group; 4 meetings of the Peace and Security Cluster of the Ten-Year Capacity-Building Programme; and 4 meetings of each of the 4 subclusters	24 2 2 4	Meetings of the African Union Partners Group Meetings of the Peace and Security Cluster Meetings of the African Peace and Security Architecture subcluster Meetings of Early Warning subcluster
		The output was lower owing to the Peace and Security Cluster meetings being overtaken by the Regional Coordination Mechanism preparations to succeed the Ten-Year Capacity-Building Programme
2 information publications and 1 public information event to inform a broad public audience of the United Nations-African Union strategic partnership and the activities of the Office in support of the African Union	Yes	2 booklets and 1 publication as well as brochures and posters were produced. 1 photo exhibition and video projection were also held

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
5 annual reports on the achievements of the pillars of the African Peace and Security Architecture	5	Reports
12 manuals or standard operating procedures for African Union-led peacekeeping operations and the African Standby Force reviewed and updated	12	Manuals and standard operating procedures
18 policies or guidelines produced in support of African Union Commission strategies in 18 peacekeeping areas	18	Policies and guidelines in 18 peacekeeping areas
Participation in 18 trainings/workshops of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations and capacity-building	18	Trainings and workshops
Participation in 36 planning meetings or technical missions of the African Union/regional economic community/regional mechanism in support of peacekeeping operations and the implementation of agreed policies	36	Planning meetings and technical missions
Support and guidance for the AMANI Africa II field training exercise to test the readiness of the African Standby Force, and for the planning, deployment and management of the potential enhanced AMISOM and Somalia National Forces operations	Yes	The actual output included 52 weekly AMANI Africa core planning meetings; ad hoc thematic meetings on communications and media strategy, strategic lift, life support and exercise timelines; and meetings on the planning and management of AMISOM. The office participated in the AMISOM meetings, which included weekly African Union operations briefings and monthly African Union Partners Group meetings
Participation in 10 African Union-regional economic community/regional mechanism technical missions in support of the operationalization of the African Standby Force	10	Meetings

C. Department of Field Support

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
96 briefings to the General Assembly and its subsidiary bodies, the Security Council and regional organizations on resource management and field support issues	96	Briefings
10 presentations on resource management and field support issues at conferences, seminars and other public forums	10	Presentations
7 visits to Member States to discuss resource management and field support issues	7	Visits
Annual progress report to the General Assembly on the implementation of the global field support strategy	1	Fifth annual progress report on the implementation of the global field support strategy (A/69/651)
69 consolidated responses to the reports of the United Nations oversight bodies and 16 consolidated reports on the status of the implementation of some 981 recommendations made by the oversight bodies	48	Consolidated responses The output was lower owing to fewer reports issued by the oversight bodies
	51	Consolidated reports on the status of implementation of all of the 1,141 oversight body recommendations The output was higher owing to the change in reporting responsibilities. The Department now also reports on the status of implementation of recommendations assigned to field operations, whereas in the past, it only reported on the status of implementation of recommendations assigned to DPKO/DFS at Headquarters
4 reports containing the findings and recommendations made by boards of inquiry	3	Reports The output was lower owing to a surge in boards of inquiry cases at United Nations Headquarters, which required resources to be redirected towards the convening of the boards

12 briefings to Member States and non-governmental organizations about the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	24	Briefings The output was higher owing to closer follow-up with Member States for disciplinary case management purposes and follow-up on the proposals in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/69/779)
2 meetings of the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse	4	Meetings including a retreat of the Inter-Agency Standing Committee Task Team on Accountability to Affected Populations and Prevention of Sexual Exploitation and Abuse in Geneva The output was higher owing to the reconfiguration of the Inter-Agency Standing Committee Task Force on Protection from Sex and Exploitation and Abuse and the Task Force on Accountability to Affected Populations and Prevention to an Inter-Agency Standing Committee Task Team to examine how sexual exploitation and abuse issues could be addressed as a separate workplan within the Task Team

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
2 comprehensive mission support plans prepared	1	Mission support concepts and plans
14 briefings to permanent missions on support services delivered to field missions	13	Briefings

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
7 visits to field operations to provide direction to mission leadership on resource management and mission support issues related to mission mandate implementation	7	Visits
24 consultations with heads of mission on resource management and mission support issues related to mandate implementation	24	Consultations

2 technical assessment visits to field operations to prepare mission support plans	2	Visits
28 consultations with chiefs and directors of mission support to review and assess their performance	28	Consultations
3 outreach visits to expand the candidate pool for senior mission appointments and meet organizational objectives for gender and geographical distribution	3	Targeted outreach visits
Strategic risk management guidance provided to field operations, based on the analysis of the findings and recommendations contained in 133 reports of the oversight bodies	Yes	Strategic guidance was provided for 15 self-assessment reviews conducted by peacekeeping operations, based on all the 122 reports produced by the oversight bodies
Some 981 oversight and 383 board of inquiry recommendations recorded in the oversight and board of inquiry tracking systems	1,141	Oversight recommendations The output was higher owing to the increase in recommendations issued by the oversight bodies
	303	Board of inquiry recommendations The output was lower owing to fewer recommendations issued by the boards of inquiry
2 workshops for audit focal points and board of inquiry officers in field operations on ways to improve the follow-up of oversight and board of inquiry recommendations	2	Workshops for 22 focal points and 23 board of inquiry officers from 12 peacekeeping missions
3 operational reviews of internal control frameworks at missions	2	Operational reviews The output was lower owing to the reprioritization to follow up and report on the status of implementation of critical recommendations assigned to field operations by the United Nations oversight bodies, an activity that was not previously performed by DFS
2 operational reviews of the board of inquiry procedures at missions	No	The output was lower owing to the reprioritization to revise the standard operating procedure on boards of inquiry
3 visits to peacekeeping operations to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other forms of misconduct	3	Visits

Analysis of investigation reports and referral for appropriate disciplinary actions by the United Nations or Member States regarding some 300 allegations of misconduct reported to have been committed in peacekeeping operations	167	Investigation reports analysed The output was lower owing to the change in the counting method from number of individual allegations reviewed to number of investigation reports reviewed. The modification was required to enhance case management functionalities. However, for comparison purposes, it has been established that each investigation report would relate to an average of 1.5 allegations. In addition, the lower number of allegations was a result of the positive impact of activities undertaken over previous periods to address issues of misconduct
Recording in the misconduct tracking system and tracking of investigations of some 250 category I and 700 category II allegations of misconduct	191 499	Category I allegations Category II allegations The outputs were lower owing to the increased awareness of mission personnel regarding conduct and discipline matters
Daily average review of 10 staff selection cases submitted for clearance prior to the issuance of an appointment to a peacekeeping operation	10	Selected staff candidates were processed/cleared daily, on average In addition, the Office also supported approximately 300 ad hoc screening requests per month. The work was expanded to include individually selected police and military personnel, justice and corrections personnel, United Nations Volunteers and officials in senior leadership positions to be deployed in field missions
Approximately 200 active delegations of procurement authority managed in the field, including those to directors and chiefs of mission support	205	Active delegations were managed
A joint review with the Department of Management of the exercise of the delegation of procurement authority and field procurement procedures	Yes	The review was completed and the revised delegation to the Under-Secretary-General of DFS was expected to be issued before the end of 2015
Provision of strategic guidance on acquisition planning to field missions on the basis of the ongoing review of annual mission plans and periodic updates of the plans	Yes	A new template for acquisition planning, including guidelines, was issued. In addition, quarterly updates of the field missions acquisition plans were reviewed
1 workshop for chief procurement officers from field operations on the delegation of procurement authority, acquisition planning and issues relating to the Committee on Contracts review	1	Annual Chief Procurement Officer Conference

30 letters of representation reviewed for compliance with accountability measures in all areas of mission support	30	Letters of representation
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(b) Field Budget and Finance Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Resource implications for 6 proposals to the Security Council with significant financial and field support implications	1	Proposal analysed on resource implications The output was lower owing to the lower number of proposals carrying financial implications
Liability of the United Nations for all contingent-owned equipment reimbursement claims and death and disability compensation claims assessed and calculated for all relevant field operations	2,661	Claims for contingent-owned equipment reimbursement were processed
	348	Letters-of-assist claims were processed
	129	Death and disability compensation claims were processed
Provision of advice on the contingent personnel and equipment reimbursement frameworks and death and disability compensation matters to all relevant field operations and permanent missions to the United Nations of troop- and police-contributing countries	Yes	Official confirmation and advice were provided to all field operations and relevant troop- and police-contributing countries on contingent-owned equipment and issues related to death and disability compensation eligibility
Negotiations completed for up to 10 memorandums of understanding regarding new contingents deployed to new and/or existing missions and amendments to up to 369 existing memorandums with respect to the reimbursement of contingent-owned equipment	28	Memorandums of understanding were negotiated and completed The output was higher owing to MINUSMA and MINUSCA, for which 17 and 5 new memorandums of understanding, respectively, were finalized/signed
	227	Amendments were completed and 87 amendments were ongoing
30 briefings to permanent missions, and other delegations of Member States with regard to memorandums of understanding and the contingent personnel and equipment reimbursement frameworks, including 6 predeployment visits to troop- and police-contributing countries	31	Briefings, including 2 predeployment visits

Quarterly reports to troop- and police-contributing countries on gaps in required contingent-owned equipment and the status of memorandums of understanding and claims for reimbursement for contingent-owned equipment	Yes	Quarterly verification reports identifying contingent-owned equipment gaps were provided. All requests for amendments to memorandums of understanding related to contingent-owned equipment gaps were processed
Implementation of amendments to the contingent-owned equipment manual based on decisions adopted by the 2014 Working Group and the General Assembly	Yes	All recommendations endorsed by the General Assembly in its resolution 68/282 were reflected in the revised contingent-owned equipment Manual (A/C.5/69/18). The government claims and memorandums of understanding system database was updated to reflect new rates of reimbursement for major equipment and self-sustainment
Implementation of a revised personnel reimbursement framework for troop- and police-contributing countries, including the preparation of comprehensive guidance material	Yes	A revised personnel reimbursement framework was implemented, including revised troop costs, deductions for missing or non-functional equipment and risk premiums. The guidelines, in draft form, were in the approval process and were anticipated to be promulgated by May 2017
4 quarterly briefings to Member States on policies and procedures relating to contingent personnel and equipment reimbursement and death and disability compensation and letters of assist	4	Quarterly briefings

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of 4 resource plans and cost estimates for the implementation of new or expanding field operations mandated by the Security Council	1	Resource plans and cost estimates for MINUSMA The output was lower owing to the lower number of new or expanding peacekeeping missions during 2014/15
Direct support for the establishment of field financial and budgetary functions in new or restructured field operations	Yes	Direct support provided to MINUSCA financial and budgetary functions

A comprehensive review of the application of the standard funding model in MINUSMA	Yes	In line with the request of the General Assembly in its resolutions 66/243 A and 68/259 A, the Secretariat conducted a lessons-learned review of the standard funding model. The results were presented to the Assembly in the third annual report of the Secretary-General on the implementation of the global field support strategy (A/67/633), and the performance report of MINUSMA provided information on the utilization of the measures (A/69/593). The Assembly, in its resolution 69/307, did not recommend the standard funding model as a mainstream tool for use in formulating budgets of start-up missions
Negotiations completed for memorandums of understanding for up to 10 contingents deployed to new field operations	Yes	Memorandums of understanding were negotiated and completed The output was higher owing to MINUSMA and MINUSCA, for which 17 and 5 new memorandums of understanding, respectively, were finalized/signed

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
6 cross-cutting analytical reports on major resourcing elements and 15 integrated resource indicator scorecards in peacekeeping operations to improve cost-effectiveness in field resourcing	3	Cross-cutting staffing report for all missions and 2 analytical reports on comparable mission costs The output was lower owing to the complexity of the analytical reports prepared
	14	Scorecards for peacekeeping operations The output was lower owing to a scorecard not being produced for MINUSCA as a new mission
12 visits to provide on-site support to field operations, including strategic guidance and the development of major resourcing priorities, analysis of major cost efficiencies, and the implementation of financial administration initiatives	5	Visits The output was lower owing to the improved positions of the missions that no longer required the support visits and to delays in obtaining visas. In the latter instances, videoconferences and other communications were used in lieu of the visits
1 review of major resourcing standards, as well as updated pricing and asset distribution methodology	1	Annual review completed and resourcing standards issued
Analysis and impact of the major resourcing aspects of up to 3 major, multidimensional projects with implications for field operations	2	Analysis completed on major cost drivers in missions

6 joint comprehensive civilian staffing reviews	6	Reviews
Support of 6 field missions and 2 service centres (the Regional Service Centre in Entebbe and the Global Service Centre) for the re-engineering of financial processes and staffing requirements, including the implementation of shared services entities	Yes	Support to the Regional Service Centre in Entebbe and 12 missions was provided
Assessment of job descriptions for all field financial positions with due regard to shifting requirements in the implementation of Umoja, the service centres and IPSAS	Yes	Review of field job descriptions for all field financial positions was ongoing
Administration of the residual affairs of 7 liquidating field missions, including follow-up on outstanding and disputed payments, reconciliation and closure of remaining bank accounts, and compliance with outstanding administrative requirements	2	Liquidating missions Field financial statements for MINURCAT and UNMIT were reported The output was lower owing to the liquidation of 4 peacekeeping missions, the United Nations Operation in Burundi, the United Nations Mission in Sierra Leone, the United Nations Mission in Ethiopia and Eritrea and the United Nations Observer Mission in Angola, which was completed in the prior year
Establishment of the annual resource proposal for and analysis and monitoring of the annual costs of contingent personnel and equipment reimbursement in all relevant field operations	Yes	A tool to analyse contingent-owned equipment quantity against actual deployment was developed Analysis of the deductions to personnel reimbursement related to missing and/or non-functional contingent-owned equipment was also conducted on a quarterly basis
Negotiation of 12 agreements with the United Nations Volunteers programme in regard to the services of United Nations Volunteers deployed to field operations	12	Agreements negotiated and completed

(c) Field Personnel Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Maintenance of a workforce plan, including an analysis of supply and demand, forecast requirements, projected future trends and identified capacity gaps in the roster	Yes	Civilian capacities across field missions were analysed and capacity gaps in the roster were mapped. A biannual schedule of generic job openings for 2015 was developed and disseminated among staff and partners

Maintenance of current rosters across 25 job families with at least 1,500 candidates endorsed by the central review bodies available for immediate selection against mission vacancies	Yes 1,500	Rosters maintained for 25 job families Additional candidates were endorsed by the field central review bodies
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Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Direct strategic advisory, performance measurement and monitoring of all 72 delegated human resources management authorities in field operations	Yes	Direct strategic advice was given to all delegated human resources management authorities through development of dashboards at the global, regional and mission level for monitoring field missions' strategic and operational human resources performance indicators
Engagement with 15 Member States to develop outreach initiatives through consultations and 2 regional outreach visits	81 2	Member States Regional outreach visits The output was higher owing to the initiative to organize biannual troop- and police-contributing country round tables
Transfer of specific human resources-related support material into Inspira and new and updated online human resources-related training materials and evaluation modules in Inspira	Yes	E-learning module from the e-Cornell platform was transferred to Inspira, and new e-learning modules were developed
2,000 field personnel provided with career guidance, career planning answers to mobility- and career-related queries	Yes	Career support was provided to more than 2,000 field personnel; such support was prioritized to peacekeeping missions that were downsizing
Visits to 3 peacekeeping missions (UNAMID, UNMIL and UNOCI) to deliver on-site required and requested advice and technical support, including locally recruited national staff management and international staff, as they go through transitions such as the deployment of Umoja, process changes, staffing reviews, downsizing and drawdown	Yes	Visits to 3 peacekeeping missions (UNOCI, UNAMID and MONUSCO) and the Regional Service Centre in Entebbe, Uganda
Direct personnel administrative support for 72 functionalities for operations without delegated human resources management authority for 6,736 international staff	6,555	International staff 34,035 personnel actions were processed in IMIS. 6,555 (19.3 per cent) of those actions were processed at Headquarters on behalf of missions, while 27,480 (80.7 per cent) of them were processed in the field where the authority had been delegated

3 staff management relations meetings with the Field Joint Negotiation Committee, which is a recognized staff-management body	2	Meetings of the Field Joint Negotiation Committee and 1 bilateral meeting with the Field Staff Union
2,000 help desk requests fulfilled for information management services related to field human resources	2,060	Help desk requests fulfilled. Support provided in areas such as user access requests for IMIS, Umoja, Inspira, Nucleus, Citrix; Nucleus system processing support and human resources reporting requests
A human resources data warehouse for reporting purposes to be used by field missions	Yes	Human resources data warehouse was updated by integrating critical Umoja and Inspira data to allow for continued human resources data reporting
Development of 1 report and of 1 data view, each for field staffing, recruitment (applications, selections and rosters), onboarding, turnover and gender balance, using the new data warehouse and business intelligence toolkit to be used by field missions	Yes	The updated human resources data warehouse produced overall approximately 170 reports, including on gender balance among senior staff, turnover, vacancy rate trends and roster status
1 web-based community of practice available for 100 field-based human resources management practitioners	1	Web-based community for 100 human resources management practitioners in the field
1 IPSAS compliance review of benefits and entitlements reporting	1	IPSAS compliance review
6 joint comprehensive civilian staffing reviews	6	Joint comprehensive civilian staffing reviews were conducted in peacekeeping missions (MONUSCO, UNISFA, MINUSTAH, UNDOF, UNMIK and the Regional Service Centre in Entebbe)

(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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
12 logistical and technical support briefings to permanent missions and troop- and police-contributing countries	12	Briefings
10 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and to advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment	10	Predeployment visits

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Maintenance of 100 active logistics-related system contracts available to field operations	100	System contracts
6 mission-specific force requirements reviewed and/or generated	6	Mission-specific force requirements
1 standards guidance document for field implementation of the recommendation of the Senior Advisory Group on rates of reimbursement to troop-contributing countries and related issues on the management of contingent-owned equipment	1	Technical guidance document
3 working group meetings with multinational partners to identify and establish functional arrangements within areas of logistics cooperation in the field	3	Working group meetings
Maintenance of 4 global systems contracts for medical equipment and consumables, drugs and pharmaceuticals and blood and blood products	4	Global systems contracts
Establishment and maintenance of 1 contract to support waste management efforts in field missions	No	Priority was given to develop a waste management policy. A contract will be initiated following promulgation of the policy during the next performance cycle
4 technical assessment mission reports for peacekeeping operations	4	Technical assessment visits

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
16 aviation safety assessment reports in field aviation activities and 1 technical assessment report to be approved for a commercial vendor	10	Aviation safety assessment visits The output was lower owing to the reprioritization of resources to operator assessment visits as well as other exigencies in the context of the MINUSCA start-up
	4	Operator assessment reports

DPKO and DFS aviation safety manual reviewed and promulgated to incorporate updates of aviation industry and peacekeeping best practices	No	Revision pending the approval of the DPKO and DFS policy on aviation safety, which will define the manual's content. The review of the manual will be initiated during the next performance cycle
10 meetings with troop- and police-contributing countries to address memorandum of understanding shortfalls as identified in mission-specific contingent-owned equipment and memorandum of understanding management review boards	10	Meetings
4 technical medical assessment reports in field operations and medical predeployment visits to 2 troop- and police-contributing countries	1 3	Technical medical assessment report Predeployment visits to 3 troop- and police-contributing countries
Preparation of IPSAS-compliant financial reports on assets for incorporation into the financial statements of the Organization	Yes	IPSAS-compliant financial reports were prepared and submitted
4 (quarterly) reports produced on compliance by troop- and police-contributing countries and the United Nations with signed contingent-owned equipment memorandums of understanding	4	Quarterly status reports
Contingent-owned equipment guideline updated in accordance with the approved recommendations of the 2014 Working Group on Contingent-Owned Equipment	Yes	The guideline was developed and was in the process of approval
3 technical site visits for fuel installations and facilities	No	The visits did not take place owing to the re-prioritization of resources to overall improvement of logistics support
Update for 3 operational manuals in the areas of fuel operations, rations and contingent-owned equipment	1	Contingent-owned equipment manual updated The output was lower owing to delays in aligning the manuals for rations and fuel with the requirements of electronic rations and electronic fuel management systems
Maintenance of 1 multi-year, long-term contract for a widebody passenger aircraft to support strategic troop movements in support of global troop rotations in peacekeeping operations	1	Multi-year, long-term contract
Development and implementation of 1 comprehensive guideline on optimal life expectancy of light passenger vehicles and trucks	1	Guideline for light passenger vehicles was developed and implemented. The guideline for trucks was under development

1 review of light passenger vehicle holdings in all peacekeeping operations	Yes	Light passenger vehicle holdings in all peacekeeping operations were reviewed on a monthly basis
12 inspections and assessments of potential and existing air vendors and aircraft-operating field missions	3	Inspections and assessments The output was lower owing to the reprioritization of resources to develop a cadre of aviation evaluators from existing aviation staff in the field
3 aviation modules of the Field Support Suite deployed to all aircraft-operating field missions	4	Aviation modules
4 (quarterly) performance reports on the implementation of property management directives and IPSAS compliance	4	Quarterly performance reports
4 engineering assessment reports in field operations on the progress of construction and engineering projects and the effectiveness of goods and services obtained under system contracts	2	Engineering assessment reports The output was lower owing to the reprioritization of resources to develop a comprehensive governance guideline for major construction projects, promulgated with effect from 1 October 2014
Continued development of a comprehensive water policy and a waste management policy	Yes	Development of the policies continued The waste management policy was to be promulgated by the third quarter of 2015 and the water policy was expected to be issued by the second quarter of 2016
Continued revised aviation equipment catalogue and production of digital maps for all airfields in support of peacekeeping operations	Yes	The aviation equipment catalogue was reviewed continuously. Digital maps were under development by the Information and Communications Technology Division

(e) Information and Communications Technology Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
3 analysis reports on international boundaries to enhance the knowledge base regarding international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery	3	Analysis reports 11 queries were received from Member States and United Nations agencies on international boundary issues for which guidance was provided

Analysis and coordination of Second Administrative-level Boundaries data from 10 Member States

7

Analysis and coordination of Second Administrative-level Boundaries data from 7 Member States

The output was lower owing to the lack of relevant data sets in the responses received from the Member States

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
ICT support and geospatial support for new peacekeeping operations in response to newly established Security Council mandates	No	No new mission was established
Updated geospatial database (or United Nations map) on 2 priority areas for peacekeeping operations	4	Priority areas

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
ICT support for the call centre, field network and field applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOA	Yes	ICT support was provided to all peacekeeping operations and UNSOA
4,900 audio and videoconferencing services provided to field operations, including technical and day-to-day operational support	5,800	Audio and videoconferencing services The output was higher owing to growing recognition of the use of videoconferencing as an effective way of conducting meetings
Statements of work and technical evaluation for 7 planned systems contracts and monitoring and administration of 35 existing contracts for ICT services and equipment	7	Statements of work and technical evaluation
	35	Existing systems contracts
17 disaster recovery plans for field operations tested and updated and 4 disaster recovery reconstitution exercises	7	Disaster recovery plans
	3	Disaster recovery reconstitution exercises The output was lower owing to the competing work priorities in peacekeeping missions

Optimized existing ICT systems and infrastructure in all peacekeeping operations and UNSOA

Yes

The following solutions were implemented during the reporting period:

- (a) The Field Support Suite check-in/check-out module was implemented at 5 peacekeeping missions. It standardized and automated the administrative actions related to checking in/out all categories of mission personnel and ensured all steps were completed
- (b) The Field Support Suite module for administration of national staff was developed and deployed to all peacekeeping missions. It enabled the missions to self-manage contractual information of national staff
- (c) The Office of Military Affairs Mission staffing tool was deployed to all peacekeeping missions. The tool automated and streamlined the process of staffing military posts in field missions, including the online clearance and interfacing with the Conduct and Discipline Unit and the Medical Services Division
- (d) The United Nations Police Human Resources Management System (HERMES) was implemented in all peacekeeping missions with police capacity. The system streamlined and automated the recruitment process and, in conjunction with existing systems, it provided an easy tracking tool for the Member States, the Conduct and Discipline Unit, the Medical Unit, the Travel Unit and field missions to improve coordination of recruitment and deployment activities
- (e) The interfaces between the Field Support Suite and Umoja for travel requests and travel claims were deployed
- (f) The Field Support Suite modules for the Aviation Information Management Suite were implemented in 5 peacekeeping missions. The module streamlined the core business processes in the Air Transport Section of DFS, the Strategic Air Operations Centre of UNLB and mission air operations sections and provided essential information on crew management, insurance costs and flight information through integration of maps produced by the Geospatial Information Service
- (g) The education grant request processing solution was updated, and it was implemented in the Regional Service Centre in Entebbe and its client missions. The update enabled mission personnel to submit their requests online and view the status of their grant

Statement of work and technical evaluation of 1 systems contract for the provision of geospatial information systems value-added products and administration of 3 existing system contracts for the provision of geospatial information systems software and satellite imagery	1	Statement of work and technical evaluation
	3	Existing systems contracts

D. Department of Management

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of technical and substantive secretariat support to 110 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly	164	Meetings, including 27 formal and 137 informal meetings
	36	In addition, a significant number of informal-informal consultations on peacekeeping matters were held and supported
	33	Draft resolutions/decisions were prepared and adopted by the Fifth Committee
	33	Reports of the Fifth Committee were adopted by the General Assembly
Preparation of notes on the programme of work and the status of documentation and preparation of 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee	Yes	Programme of work updated on an ongoing and as-needed basis, prior to, during and at the close of each session
	27	Procedural notes prepared on peacekeeping-related items
Maintenance and updating of the web pages of the Fifth Committee relating to peacekeeping matters	Yes	2 websites maintained and updated on an ongoing basis, including weekly and daily updates of the public website during sessions and the organization, presentation and maintenance of 3,160 pages of supplementary information on peacekeeping-related issues for the Fifth Committee e-Room

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of the communications and engagement strategy to all peacekeeping missions and offices and departments funded from the support account, which outlines how information will be progressively disseminated in order to support staff in the transition to Umoja	Yes	The Umoja communication plan for each deployment phase was aligned with the six-month predeployment (realization) plan to support the deploying entities in their communications
Provision of educational materials and clear guidelines to end users and managers to support the preparation for Umoja, implementation to cluster 3, including the design and delivery of training and support materials such as job aids and user quick guides, leveraging the official website and iSeek as well as direct communications to field missions and individuals	Yes	Checklists of monthly communication activities were disseminated through Unite Connections to the deployment coordinators at the entities, detailing actions to take on a monthly basis to prepare their staff for Umoja. The Umoja calendar of events was also created to centralize Umoja meetings, workshops and videoconferences on Unite Connections
Organization of 90 meetings of the Headquarters Committee on Contracts and 20 meetings of the Headquarters Property Survey Board	95	Meetings of the Headquarters Committee on Contracts
	19	Meetings of the Headquarters Property Survey Board Based on the number of cases received, 19 meetings were sufficient to process all cases
Review of 500 procurement actions and 250 disposal actions	546	Procurement actions
	221	Disposal actions The planned output was based on the estimated number of cases received by the Headquarters Committee on Contracts and the Headquarters Property Survey Board. During the reporting period, all cases received were processed
4 field assessment visits to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	4	Field assessment visits
18 training courses on committees on contracts and property survey boards in support of peacekeeping missions	16	Training courses on committees on contracts The output was lower owing to the reprioritization of planned activities based on availability of approved resources

200 additional staff enrolled for the online training resources on the committees on contracts and property survey boards	201	Additional staff enrolled
Review of 7 procurement challenges by independent high-level experts	3	Procurement challenges were reviewed 8 cases were submitted, but the output was lower owing to 3 cases not being eligible, 1 case being withdrawn and 1 case being resolved outside the award review board process
Provision of 236 reasoned decisions on behalf of the Secretary-General on whether the request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested administrative decision complies with the applicable rules and regulations	1,009	Reasoned decisions were provided The output was higher owing to increased requests. 637 staff members submitted requests related to the outcome of one large Field Service category recruitment exercise that involved 28 generic job openings for over 30,000 applicants
Provision of 30 reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members	49	Reasoned decisions were provided The output was higher owing to increased requests from staff from downsizing field missions
Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned	8	Systemic issues identified and guidance based on lessons learned was issued

(b) Office of Programme Planning, Budget and Accounts

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
28 reports on budget performance and budget estimates for 13 active peacekeeping operations and UNSOA; 3 reports on the disposition of assets for MINURCAT, UNMIT and UNSMIS; and 1 final performance report for UNMIS	32	15 reports on budget performance and 17 reports for 14 active field operations and UNSOA The output was higher owing to the 2 additional revised budget reports for UNMISS and UNAMID and establishment of MINUSCA resulting in 3 reports on budget estimates and budget performance
	3	Disposition of assets report for MINURCAT, UNMIT and UNSMIS
	1	Final performance report for UNMIS
	4	Notes on financial arrangement for UNOCI, UNMIL, MINUSMA and MONUSCO

1 report on the updated financial position of closed peacekeeping operations	1	Report on the updated financial position of 25 closed peacekeeping operations
9 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report, the support account for peacekeeping operations and UNLB	8	Reports and notes
20 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 13 active peacekeeping operations and UNSOA, disposition of assets reports for MINURCAT, UNMIT and UNSMIS, and final performance report for UNMIS, UNLB and the support account for peacekeeping operations	23	Supplementary packages were provided for 14 active field operations and UNSOA, UNLB and the support account, as well as for the disposition of assets reports for MINURCAT, UNMIT and UNSMIS and the final performance report for UNMIS The output was higher owing to the 3 additional revised budget reports for UNMISS and UNAMID, and budget for MINUSCA
Review and coordination of responses to follow-up questions from legislative bodies on 13 active peacekeeping operations and UNSOA, UNLB, MINURCAT, UNMIS, UNMIT, UNSMIS, the support account and cross-cutting issues	2,911	Pages of written responses to questions raised, including 2,092 pages of responses to follow-up questions from the Advisory Committee on Administrative and Budgetary Questions and 819 pages of responses to follow-up questions from the Fifth Committee
A set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions	Yes	IPSAS-compliant financial statements for the 2014/15 period were released on 30 September 2014
Status of contributions available online, including summary information and outstanding assessed contributions	Yes	Status of contributions including summary information was made available online to Member States and 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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of assistance to the peacekeeping operations in the selection of banks to provide the required banking services	Yes	Assisted MINUSCA in the selection of banks to provide required banking services

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of guidance on IPSAS benefits realization	Yes	A videoconference session was delivered to the Director/Chief Mission Support to present the structure of the benefits realization plan, the reporting responsibilities, procedures and tracking requirements

		A training session was held in Brindisi with the participation of over 40 chiefs and key finance officers to provide an overview of the benefit categories envisaged in the benefits realization plan and present practical aspects regarding the IPSAS benefits tracking and reporting mechanism
Provision of guidance on sustaining IPSAS compliance in the missions	Yes	<p>Direct guidance on specific issues was provided through weekly videoconferences, “en suite” support in the Regional Service Centre in Entebbe, UNMIL, MINURSO and UNOCI and a workshop for chief and key finance officers in Brindisi</p> <p>The IPSAS team provided ongoing guidance and support on policy and accounting treatment queries</p>
Monitoring of the delegation of financial authority to field operations	Yes	Approved delegations of financial authority for incoming staff and immediately revoked delegations for outgoing staff, ensuring there was no duplication
Monitoring of audit recommendations pertaining to accounting and budgetary aspects of field operations	Yes	Reviewed and analysed audit observations and recommendations and requested follow-up actions to relevant divisions, where necessary
Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters	Yes	Policy guidance and advice on compliance with IPSAS were provided on a continuous basis through the review of monthly accounts and bilateral communications. Assistance was provided on the post conversion of the financial system to Umoja and the new general ledgers and accounting procedures were explained to field missions
Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit finding	Yes	<p>An IPSAS financial statements workshop was held in the Regional Service Centre in Entebbe for finance officers of peacekeeping missions in order to give guidance on audit findings related to IPSAS opening balances. 4 staff from the Office provided on-site assistance to peacekeeping missions for the new accounting procedures in Umoja and the closing of 30 June 2014 accounts</p> <p>Clarification and guidance were provided on various topics on an ad hoc basis</p>
Processing of 20,000 payments to Member States, staff and vendors	17,062	Vendor payments alone were processed
Processing of 10,000 education grant claims and advances	11,844	Education grant claims and advances were processed
Negotiation and administration of 12 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	12	Policies covering peacekeeping operations were negotiated, put in place, and administered

Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	Yes	All eligible international staff members who chose to enrol and all national staff members were provided health insurance coverage, including for their dependants. Life insurance coverage was provided on an optional basis to all eligible staff
Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims	Yes	88 commercial insurance claims were presented to insurers and reviewed, processed and/or settled under the respective insurance policies; 95 claims were reviewed by the Advisory Board on Compensation Claims and its Secretariat
Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments	Yes	36 assessment calculations and 13 credit calculations were completed and communicated to Member States in a timely manner. Comprehensive reminder letters regarding unpaid assessments were sent to Member States
Processing of 3,500 investment settlements for peacekeeping operations in accordance with industry standards	2,801	Investment settlements were processed in accordance with industry standards The output was lower owing to the aggregation of overnight term deposits
Processing of 3,000 receipts from Member States for contributions for peacekeeping operations, and maintenance of accurate and up-to-date unpaid contributions records	3,300	3,300 receipts were issued to Member States for peacekeeping operations, and contribution records were maintained
Effective servicing of the Committee on Contributions by timely provision of all requested data	Yes	All 15 documents, 65 conference room papers and additional information requested by the Committee were provided in a timely manner
Delegation to field finance officers of the authority to act as approving officers	Yes	All 70 requests for approving authority were processed
Policy guidance provided to 13 peacekeeping operations and UNSOA, UNLB and 11 Headquarters departments and offices on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies, and establishment of related trust funds, through, among other things, the organization of a workshop in cooperation with representatives from the Field Budget and Finance Division of DFS for budget staff from the field operations and a briefing for Headquarters departments and offices on the preparation of budget proposals for the support account	Yes	Instructions were provided for the preparation of the 2013/14 performance reports and the 2015/16 budgets for 14 active field operations and UNSOA, UNLB and the support account, as well as 1 final performance report for UNMIS and 3 disposition of asset reports for MINURCAT, UNMIT and UNSMISS. In addition, a briefing was provided for Headquarters departments and offices on the preparation of budget proposals for the support account. Additional policy guidance was provided on an ongoing basis. However, the workshop with DFS was deferred

Visits to 4 peacekeeping operations to provide strategic advice and on-site assistance on budgetary and financial issues	No	Visits to peacekeeping operations were deferred until the 2015/16 reporting period owing to other priorities
500 funding authorizations and 27 staffing table authorizations for peacekeeping operations, UNSOA, UNLB, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis	1,009 40	Funding authorizations Staffing table authorizations, including 27 for peacekeeping operations and 13 for Headquarters departments and offices Output was higher owing to additional allotments for trust funds and the mission requirements for MINUSCA, UNAMID, UNMIL, UNMISS and UNSOA
20 financial reports and other financial communications to donors for peacekeeping trust funds	2	Financial reports and other financial communications The output was lower owing to the lower number of requests made by donors
Organization and conduct of videoconferences with peacekeeping operations, UNSOA and UNLB, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	Yes	Videoconferences were held with all active field operations during the budget review process High-level review meetings relating to budget and performance issues for the support account were also held
United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines	Yes	United States dollar funds of peacekeeping accounts were invested in accordance with United Nations approved guidelines
Execution of approximately 2,400 electronic fund transfers, 900 foreign exchange purchases and 850 investment settlements	2,350 928 446	Electronic fund transfers Foreign exchange purchases Investment settlements The output was lower owing to the aggregation of overnight term deposits, low trading volume in the fixed income market and a low interest rate environment
Execution of approximately 80,000 payroll payments to approximately 7,500 staff members funded from peacekeeping accounts	76,194 7,645 105,194	Payroll payments Staff members International payments were processed on behalf of the missions The significant increase in payments was a result of implementation of Umoja's centralized payment structure whereby United States dollar cross-border payments formerly processed locally by mission staff were now processed centrally by Headquarters

Recording of approximately 2,900 incoming payments for \$6.4 billion to peacekeeping accounts; and transfer of approximately 800 remittances for \$2.8 billion to peacekeeping bank accounts	3,030	Deposit documents were recorded, for a total amount of \$7.6 billion, to peacekeeping accounts
	800	Weekly replenishments for a total amount of \$1.5 billion were processed to house bank accounts managed by peacekeeping missions
Processing of approximately 200 bank signatory amendments for peacekeeping bank accounts	217	Bank signatory amendments for house bank accounts managed by peacekeeping missions were processed
Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control and local area network administrative functions	Yes	Systems were updated, maintained and operated. Additional support was provided to the post-implementation phase of Umoja clusters 1 and 2, including master data management and global treasury banking support
Maintenance of charts of accounts and other finance-related reference tables; development and enhancement of ad hoc applications	Yes	Charts of accounts for IMIS and finance reference tables were maintained. Support was also provided to master data management of Umoja that included development of data collection tools for data conversion
Enhanced financial management reports	Yes	Numerous financial reports for Umoja were enhanced and replaced legacy reports

(c) Office of Human Resources Management

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Annual reports on the composition of the Secretariat, including staff demographics, consultants and individual contractors for field operations	Yes	Annual report of the Secretary-General on the composition of the Secretariat: staff demographics (A/69/292) and addendum: gratis personnel, retired staff and consultants and individual contractors (A/69/292/Add.1)
Online reports for Member States on human resources information for field operations, including support for 300 users in the permanent missions and ad hoc reports on human resources in response to requests from Member States	5,632	Online reports, including support for 331 users from 140 Member States

Expected accomplishment 3.1: Increased efficiency and effectiveness of field operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of policy advice on matters affecting mission staff, including on pertinent policy frameworks and development, conditions of service in the field, and liaison within the International Civil Service Commission and the Human Resource Network's Field Group	Yes	<p>Provision of daily advice on the full range of human resources policy and conditions of service matters relating to staff in peacekeeping operations</p> <p>Participation in 2 sessions of the International Civil Service Commission; 3 meetings of the Working Groups of the Commission on the comprehensive review of the compensation package; 2 meetings of the Commission to review the hardship classification of field duty stations; and 2 meetings of the Human Resources Network's Standing Committee on Field Duty Stations</p> <p>Development of administrative guidelines for the management of staff in Ebola-affected countries and liaison with the International Civil Service Commission on exceptional flexible measures in support of Ebola-affected countries</p> <p>Contribution to the development of policy on the managed mobility framework</p>
Provision of legal advice to address administrative law issues, representation of the Administration before the Dispute Tribunal (New York, Nairobi and Geneva) and processing of disciplinary matters referred for action by DFS	Yes	Legal advice was provided to the peacekeeping missions, DFS and DPKO. 190 disciplinary matters arising in the peacekeeping missions and 148 appeals filed by staff in peacekeeping operations were handled, including representation of the Administration before the Dispute Tribunal and involvement in informal resolution of appeals
Conduct of comprehensive salary surveys in MINURSO, UNISFA and MINUSTAH and conduct of approximately 15 interim salary surveys as requested by the duty stations. Review of approximately 32 salary scales for the General Service and National Professional Officer categories	2 8 20	<p>Comprehensive salary surveys</p> <p>Interim salary surveys</p> <p>Salary scales for General Service and National Officer categories were reviewed for all locations where either an interim or a comprehensive survey took place during the reporting period</p> <p>Overall, 17 salary scales were revised, while 3 scales were unchanged</p>
Monitoring and review of the special measures pertaining to local salaries that are currently in place for UNSOA and UNMISS	Yes	The special measures were continuously reviewed. While the special measures in UNMISS remained in place, the special measures were discontinued in UNSOA in view of the results of the comprehensive salary survey for Somalia undertaken in February 2015

Review and approval of up to 20 generic job profiles for use within field operations	No	In preparation for the managed mobility exercise, no new generic job profiles were created. Instead, the resources were shifted to improve and streamline existing job profiles for jobs in the Political, Peace and Humanitarian Network, which will be included in the managed mobility exercise in 2016
Online training, guidance and user support on the e-Performance tool for all staff in field operations	Yes	The e-Performance web page was made available to all staff in peacekeeping missions. In addition a new version of the Performance Management and Development Learning Programme for Managers and Supervisors, a mandatory training programme, was rolled out to all integrated mission training cells. A community of trainers was created in Unite Connections so that integrated mission training cell staff could access new training materials, video tutorials and facilitator's notes
Provision of guidance, advice and support on performance management to all staff in field operations, through videoconferences, WebEx, briefings and teleconferences	Yes	Relevant guidance was provided to 40 focal points through WebEx. The Office also offered users support via e-mail, with approximately 80 replies per month
Development of tools to support geographic and functional mobility across the Secretariat, including peacekeeping missions	Yes	An implementation team on the mobility framework was established to implement both streams, vacancy and managed reassignment, by 1 January 2016
Provision of 2,800 consultations on peacekeeping staff member cases related to contractual administration, entitlements and benefits	2,870	Consultations and guidance were provided to ensure the appropriate and consistent application of staff regulations and rules, policies and best practices A large number of consultations were also provided in relation to continuing appointment conversions, with the first exercise being completed in September 2014
Provision of administrative support for approximately 300 requests related to the termination of appointments for various reasons, including health (disability) or abolishment of posts, agreed termination, abandonment of posts, outside activities, special leave with full/half pay, waiver of privileges and immunities, administrative reviews and appeals and exceptions to staff rules and regulations	313	Requests for administrative support were reviewed and considered or recommended for approval, decline, exception or alternative proposals
Review and formulation of 5 policies relevant to staff health	7	Policies relevant to staff health formulated The output was higher owing to additional policies developed for activities in response to the Ebola outbreak addressing all affected peacekeeping missions

Implementation of 1 new oversight management tool for the governance of system-wide health care	No	The implementation of the new oversight management tool was postponed owing to the change in priority of the Office under the Ebola crisis response
8 WebEx-based continuous medical education sessions for medical personnel in the field	9	WebEx education sessions
Organization of 1 regional meeting of chief medical officers	No	The meeting was postponed to October 2015
3 reports on on-site assessments of field mission medical facilities as per requests, and 1 regional medical evacuation centre linked to peacekeeping missions	4	Reports on on-site assessments of field mission medical facilities
	2	Reports on regional medical evacuation centres
Medical clearance of 5,500 mission staff/candidates, military observers and civilian police for recruitment/assignment/travel; 3,500 pre-mission briefings and medical consultations; 1,200 immunizations and issuance of medical kits for staff travelling to field operations	10,433	Medical clearances
	2,884	The output was higher owing to increased requests from military personnel deployed to new field operations
	1,651	Pre-mission briefings and medical consultations
		Immunizations and issuance of medical travel kits
8 mission readiness and resilience workshops for Headquarters staff planning to work in field missions; and conduct of psychosocial assessment and training in 2 peacekeeping missions (MINURSO and UNIFIL)	16	Mission readiness and resilience workshops
		The output was higher owing to the increase in demand from staff members
	2	Psychosocial assessment and training were conducted at UNMIL and the United Nations Global Support Centre
		UNMIL was prioritized for post-Ebola stress and downsizing. The United Nations Global Support Centre was also prioritized to address several pending issues, including the management of high-level emergencies in the peacekeeping missions and collaboration with missions for future joint training on predeployment workshops
Certification of sick leave for 1,500 staff of peacekeeping missions, the Department of Peacekeeping Operations and the Department of Field Support	1,792	Sick leave certifications

Provision of guidance on the implementation of the Inspira talent management system using instructional manuals and other tools to support peacekeeping operations	Yes	Updated Inspira manuals for applicants and recruiters and delivered training on staffing matters for recruiters in the peacekeeping missions The Office, in cooperation with DFS, delivered training at the Regional Service Centre in Entebbe on staffing matters related to the field to refresh and enhance their knowledge on the eligibility and evaluation process
Provision of help desk support, application development, maintenance and production support for Inspira, the talent management system, for use in all field operations (Inspira Support Centre)	Yes	Over 200 change requests to Inspira were implemented and over 50,000 service and support requests were processed
Ad hoc reports on human resources in response to requests from all peacekeeping missions	Yes	1,393 human resources reports from peacekeeping missions were requested and processed
Help desk support and training associated with an average of 400 IMIS human resources queries per year from field operations	Yes	The IMIS Service Desk resolved more than 1,300 service requests from field operations through DFS and DPKO during the reporting period

(d) Office of Central Support Services

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Identification of archival records at MINUSTAH for immediate transfer to Headquarters	Yes	Approximately 202 linear feet of records at MINUSTAH were identified for transfer to Headquarters
50,000 pages of peacekeeping archives posted on the United Nations Internet website for public consultation	286,140	Pages of archives from the United Nations Emergency Force, United Nations Operation in the Congo, United Nations Observer Mission in El Salvador, United Nations Protection Force and United Nations Assistance Mission for Rwanda were made available on the United Nations website The output was higher owing to the additional capacity provided by contractual services to conduct bulk scanning

1,000 reference responses to the Organization and Member States regarding peacekeeping archives	573	Reference responses The output was lower owing to the increased availability of peacekeeping records, which are readily accessible and downloadable on the Archives and Records Management Section website. As a consequence requests through e-mails or in person decreased
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Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Implementation of a records management programme in compliance with United Nations record-keeping requirements at MONUSCO and UNIFIL	Yes	On-site technical assistance was prioritized for MINUSTAH and UNOCI While both missions had a records management programme in place for paper records, support was provided on the electronic record-keeping aspect of the programme, as the missions were downsizing
Office accommodation and related support services provided in accordance with the United Nations standards to staff and contractors who are funded from the support account at Headquarters	Yes	Office accommodations and related support services such as adequate furniture and infrastructure were provided to staff from the support account at Headquarters and to temporary personnel on an ad hoc basis
Issuance of 2,000 purchase orders, 250 systems contracts including amendments and 300 regular contracts including amendments in support of peacekeeping operations	2,110	Purchase orders
	232	Systems contracts
	444	Regular contracts
Organization of business seminars in 40 locations (30 of which are for developing countries and countries with economies in transition) and training of 10 staff from government agencies or chambers of commerce on procedures for vendor registration	54	Business seminars were held, 33 of which took place in countries with developing economies or economies in transition The output was higher owing to the success in outreach activity and high interest of Member States in holding the business seminars
	23	Representatives from chambers of commerce or similar government agencies of Member States were trained in procedures for vendor registration and United Nations procurement processes
Follow-up on applications for registration in the United Nations Global Marketplace within 1 month with all vendors that participated in business seminars	Yes	3,991 companies attended the business seminars and follow-up on applications for registration in the United Nations Global Marketplace was sent to participants

Launch of 301 new international tenders and negotiations of 6 new contracts for proprietary goods, in support of peacekeeping operations (passenger and cargo movements, long-term air and sea charters, freight forwarding, logistics and specialized aviation-related services, the entire range of engineering support and equipment, modularization, vehicles, specialized vehicles, ground handling and material-handling equipment, including all related spare parts and after-sale services, fuel, including turn-key contracts, ration packs, general supplies, and security equipment)	347	New international tenders were launched
	4	New contracts were negotiated and established for proprietary goods
		The combined output of tenders and contracts was higher owing to the high demand for procurement services in support of peacekeeping operations
22 site visits, bidders' conferences and contract negotiations prior to contract award for new tenders launched, and participation in 5 trade and industry fairs and aviation workshops to ensure that competition is maximized, with additional focus on the diversification of aviation vendors. Participation in the rations contract management conference for DFS at UNLB	31	Bidders' conferences, contract negotiations and site visits
	8	Trade and industry fairs
Review of 200 local procurement authority requests and of 75 local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded	216	Local procurement authority requests were reviewed
	86	Local committee on contracts requests were reviewed
Launching of revised solicitation methodology for all long-term air chartering services using request for proposal and revised contract templates for more efficient measures of best value for money for the Organization	Yes	The revised solicitation methodology for long-term air chartering services was launched with the issuance of a pilot request for proposal exercise, which was successfully concluded in March 2015 and yielded positive results in terms of increased value for money to the Organization and more effective international competition. In April 2015, the Office organized an aviation conference to share the outcome and lessons learned from the pilot request for proposal exercise, as well as the next steps for full-scale implementation

9 procurement assistance visits (MINUSMA, MINURSO, UNFICYP, MONUSCO, UNAMID, MINUSTAH, UNIFIL, UNOCI and UNLB); 1 on-site compliance review (Regional Procurement Office in Entebbe)	1 7	On-site compliance review at Headquarters Procurement assistance visits (MONUSCO, UNAMID, MINUSTAH, UNSOA, UNMISS, UNISFA and UNMIK) The output was lower owing to the operational requirements and reprioritization of planned activities. The Ebola crisis impacted the deliverables as a number of peacekeeping locations could not host the visits
Administration and management of 285 established high-value and complex systems contracts (30 vehicles contracts, 75 contracts on fuel, rations and supplies, 34 engineering contracts, 10 long-term freight-forwarding, logistics-related and ship charter contracts, 100 long-term air charter and aviation-related contracts, 36 ICT contracts) in support of peacekeeping operations	292 34 88 37 107 26	Established high-value and complex systems contracts Vehicles contracts Fuel, rations and supplies contracts Engineering contracts Long-term freight-forwarding, air charter and aviation-related contracts Information and communications technology contracts
100 staff at Headquarters and in field operations trained in procurement courses offered at the Procurement Training Campus	624 1,755	New enrolments at the Procurement Training Campus Certificates issued to staff on completion of the 7 different online training courses The output was higher owing to the launch of 3 new online courses, including contract management, in the second half of 2014
60 staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and webinars	32	New staff members were enrolled in external professional procurement certification courses at the diploma level The output was lower as only 32 staff members from Headquarters and missions passed the Chartered Institute of Purchasing and Supply selection test conducted by the Office to receive funding for the training course
Market surveys, assistance to DFS on commercial negotiations and review of 117 letters of assist/Headquarters Committee on Contracts cases from DFS for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions	125 100	Market surveys Letters of assist/Headquarters Committee on Contracts cases from DFS were reviewed

Handling of 285 cargo insurance and disputed claim requests in support of shipments between missions, handling of 7 mission cargo insurance claims and carrying-out of 68 shipping authorizations and import customs clearances for United Nations property shipped between missions and New York, resolution of 9 legal disputes with vendors on liquidated damages handled in consultation with the Office of Legal Affairs, in line with the ongoing risk management efforts of the Procurement Division, the Logistics Support Division and the Office of Legal Affairs, aimed at reducing legal claims and settlements under ship charters	228	Cargo insurance and disputed claim requests
	7	Mission cargo insurance claims
	73	Shipping authorizations and import customs clearances
	3	Legal disputes were either resolved or closed. There are 6 ongoing disputes which are under review/discussions with the Office of Legal Affairs and DFS
Screening and delivery of incoming and outgoing mail and valises to DPKO, DFS and all peacekeeping missions	752,157	Pieces of postal and courier mail were processed
	50,150	Pounds of pouch mail were processed
	423	Valises were screened, inspected and delivered
Negotiation or renegotiation of 40 airline agreements to reduce costs in field missions	45	Airline agreements
7,500 travel authorization inspections	7,484	Travel authorizations
Entitlement calculation of 350 lump-sum home leave travel requests for DPKO and DFS at Headquarters	362	Lump-sum travel requests
Issuance of 5,600 United Nations travel documents and visas	5,145	United Nations travel documents and visas The output was lower owing to the change in validity of the United Nations laissez-passer to 5-years, rendering it necessary only for those staff members who had not travelled prior to the effective date of October 2012 to obtain a new security-enhanced electronic laissez-passer
Arrangement of 6,000 shipment consignments (registrations) of personal effects	1,164	Shipments The output was lower as the handling of inbound shipments was transferred from Headquarters to peacekeeping missions

(e) Office of Information and Communications Technology**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Connectivity to the network and infrastructure support for access to existing enterprise systems, for example, the Intranet and the integrated management information system, and to secure communications, including voice and video calls	Yes	Connectivity to all enterprise applications including Umoja was provided to all cluster 1, 2 and 3 duty stations
Implementation of the contingent-owned equipment application, the customer relationship management solution for troop contribution management, in the remaining peacekeeping operations	Yes	All peacekeeping missions deployed the contingent-owned equipment application, except MINUSCA, where it was established after the 2014/15 support account budget formulation period
Implementation and support of the electronic fuel management application in 2 peacekeeping operations	3	Peacekeeping operations
Development of an electronic rations management solution	Yes	The solution was developed and the pilot was started in MINUSMA
Development of and provision of support for the enterprise identity management application to users at Headquarters	Yes	Additional features were developed and support for the enterprise identity management application was provided to users at Headquarters
Provision of round-the-clock application support for the contact database application to users at Headquarters	Yes	Application support was provided 24 hours a day, 7 days a week
Development of the global warden system to include profiles of all peacekeeping personnel	No	As the Department of Safety and Security and DPKO were collaborating on the implementation of the system, the funding was reprogrammed by the Office to support the additional requirements for development and enhancement of systems, such as Unite Docs and Unite Connections in direct support of Umoja

E. Office of Internal Oversight Services

1. Results-based-budgeting framework

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
OIOS reports specifically requested by the General Assembly	No	No specific report was requested by the General Assembly
Annual report to the General Assembly on peacekeeping oversight results	1	Annual report (A/69/308 (Part II))

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
8 audit reports by United Nations Headquarters auditors	10	Audit reports
52 audit reports by resident auditors located in peacekeeping missions	70	Audit reports The output was higher owing to the change in reporting format from consolidated report to separate reports for all thematic audits (horizontal audits)
5 horizontal audit reports by auditors at United Nations Headquarters and peacekeeping missions	No	Horizontal audit reports The horizontal audit report was replaced by separate reports for all thematic audits. Summary results of the thematic audits were included in the OIOS annual report (A/69/308 (Part II))
1 annual meeting of chief resident auditors for work planning	1	Annual meeting of chief resident auditors
1 meeting of resident auditors/assistants for professional development	1	Meeting of resident auditors/assistants
1 evaluation report addressing aspects of performance in individual peacekeeping missions	1	Evaluation report carried over from 2013/14 period Evaluation report for 2014/15 was delayed and ongoing owing to the shortage in human resources as a result of staff turnover

2 thematic evaluation or inspection reports addressing cross-cutting strategic priorities or topics	1	Thematic evaluation report carried over from 2013/14 period Thematic evaluations reports for 2014/15 were not completed owing to the scope of the report and the shortage in human resources as a result of staff turnover An additional thematic evaluation was undertaken during 2014/15 as requested by DPKO and DFS
350 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action	414	Reviews and analysis
10 advisory notes issued regarding the oversight of peacekeeping operations	5	Advisory notes
28 backlogged investigation cases completed	40	Backlog investigation cases The output was higher owing to the continued focus and attention given during the performance period to the completion of cases beyond the 12-month target
1 training session for programme managers in peacekeeping missions on basic investigative techniques	2	Training sessions, including 1 workshop on prohibited conduct investigations and 1 training course on United Nations investigator standards, were conducted
1 yearly review of the investigation policy and policy guidance and/or promulgation of additional policies/guidance on investigation techniques	1	Complete review of guidance materials, including updating the investigations manual

F. Executive Office of the Secretary-General

1. Results-based-budgeting framework

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of advice for approximately 125 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues	93	Reports to the Security Council (51) and the General Assembly (42) The output was lower owing to the prioritization of ad hoc emergency briefings to the Security Council to address the deteriorating situation on the ground. Frequency of certain reports was changed from quarterly to biannually

Provision of advice for approximately 1,600 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council	2,066	Talking points pertaining to peacekeeping were reviewed The output was higher owing to the deteriorating situations in the Syrian Arab Republic, Yemen and the Central African Republic
	18	Presentations by the Secretary-General to the Security Council on peacekeeping-related matters The output was higher owing to the emergency briefings to the Security Council
Provision of advice for 225 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues	209	Letters related to peacekeeping matters were reviewed The output was lower owing to the frequent bilateral meetings between the Secretary-General and the heads of State and Government. The Secretary-General was able to relay the information bilaterally

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Comments and guidance to peacekeeping missions, DPKO and DFS on the Secretary-General's reports on peacekeeping missions provided within 5 days	Yes	Guidance was provided to DPKO and DFS within 4 working days in most cases. A longer time was required when the complexity or sensitivity of the issues necessitated an extensive review
Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days	Yes	Out of the total of 93 reports to the General Assembly and the Security Council, advice was provided within 5 days except in one instance that required an extensive review owing to the complexity and sensitivity of the content

G. Administration of justice

1. Results-based-budgeting framework

(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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of updated statistics and other information with respect to administration of justice issues in peacekeeping missions for inclusion in annual reports of the Secretary-General to the General Assembly on administration of justice at the United Nations and activity reports of the Office of Administration of Justice	Yes	Updated statistics and other information was provided

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of full services including legal advice and, as required, representation in 400 peacekeeping-related cases by 2 designated Office of Staff Legal Assistance Legal Officers	393	Peacekeeping-related cases, including legal advice on 242 cases and 151 representations
Visits to 4 peacekeeping missions to meet with staff members, staff associations, administration officials and legal representatives for the administration, to impart knowledge of the United Nations system of internal justice and duties and responsibilities under the staff rules, to manage expectations through the provision of timely legal advice, to facilitate good relations and development of professional trust, and to encourage and facilitate informal dispute resolution	2	Visits The output was lower owing to the reprioritization of activities based on availability of approved resources
Informal resolution of 30 per cent of peacekeeping-related cases	29	Per cent of peacekeeping-related cases 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 outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of full services in at least 500 ombudsmen and mediation cases, including through ombudsmen and mediators who are on call	784	Cases The output was higher owing to the higher usage of the informal system by staff members
Cross-cutting tracking and analysis of 500 cases to identify contributing factors to conflict and systemic issues for regular upward feedback with a view to organizational improvement	784	Cases The output was higher owing to the higher usage of the informal system by staff members
Provision of an annual report to the General Assembly that includes information on systemic issues	Yes	Report of the Secretary-General on the activities of the Office (A/69/126)
11 regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness	11	Visits to peacekeeping missions
8 visits to provide services within the mission area by the Regional Ombudsman in Kinshasa (MONUSCO)	8	Visits
8 visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNMISS, UNAMID and UNISFA)	8	Visits
Outreach and awareness-raising activities to enhance conflict competence through videoconferencing; bimonthly updates to the Office's website; production and distribution of electronic and print informational materials (2,000 brochures, 300 folders and 200 posters); and 40 presentations/workshops for staff and managers	Yes	More than 40 outreach and awareness-raising activities were conducted for staff in peacekeeping operations, including the distribution of electronic and print material (2,000 brochures, 500 folders and 500 posters). The website of the Office was updated on a bimonthly basis

H. Ethics Office

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Response to 85 enquiries from field missions	171	Responses The output was higher owing to the increased outreach and awareness-raising activities
Administration of approximately 1,650 financial disclosure filings or declarations of interest from peacekeeping personnel	1,625	Financial disclosure forms or declarations of interest
Four outreach visits to peacekeeping missions (UNMISS, MINUSMA, MINUSTAH and MONUSCO) and conduct of 20 outreach and briefing sessions	8	Visits to 8 peacekeeping missions The output was higher owing the Office's efforts to maximize allocated travel funds by combining visits to peacekeeping operations located in the same region. This enhanced engagement with multiple peacekeeping operations resulting in an increase in service requests
Development of 1 e-learning module on ethics topics aimed at peacekeeping mission staff with supervisory responsibility and 1 specialized in-person ethics education module	1	E-learning module The module covers a broad range of ethics issues and is applicable to all peacekeeping staff. The training also covers issues intended for the specialized in-person education module
Deployment of a leadership dialogue training project in field missions	No	The training project was deployed in October 2015

I. Office of Legal Affairs

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis, regarding:	Yes	See remarks concerning particular outputs

70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules	79	Memorandums and accompanying legal texts and drafts concerning the legislative aspects of peacekeeping operations
250 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements, as well as general questions of public international law, rules of engagement and measures to counter piracy), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements	279	Institutional and operational arrangements
95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international nature in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth and other commissions and boards of inquiry in the context of peacekeeping operations	171	<p>Memorandums, correspondence and other written and verbal communications with international criminal tribunals</p> <p>The output was higher owing to the requests for cooperation with the European Union Special Investigative Task Force in Kosovo</p>
25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law	55	<p>Memorandums and other written and verbal communications concerning investigations into allegations of such violations</p> <p>The output was higher owing to the requests for cooperation with the European Union Special Investigative Task Force in Kosovo</p>
495 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements	635	<p>Draft contracts, memorandums, advice on negotiations and related communications with United Nations offices and vendors on commercial aspects of peacekeeping operations</p> <p>The output was higher owing to the higher demand for legal services from missions on logistical activities</p>
25 instances of advice on claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or officials	63	<p>Instances involving claims arising from peacekeeping operations for which legal research, analysis, advice and settlement negotiations were required</p> <p>The output was higher owing to the claims of force majeure from contingent-owned equipment transport service providers, which has prompted the Office to work with DFS and DM to revise contracting forms and practices for such services</p>

15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	21	Memorandums and related documents and advice on financial questions
2 arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies	19	<p>Legal representation and support for ongoing arbitral proceedings and for other judicial or administrative proceedings arising out of or related to the Organization's peacekeeping operations</p> <p>The output was higher owing to the civil actions filed in the courts of Italy against the United Nations by former individual contractors of UNLB</p>
50 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	71	<p>Instances of maintaining privileges and immunities, including legal correspondence and related representation</p> <p>The output was higher owing to the civil actions filed in the courts of Italy against the United Nations by former individual contractors of UNLB</p>
20 instances of advice related to accountability, including internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities	67	<p>Memorandums and other correspondence relating to accountability issues</p> <p>The output was higher owing to the expert review of the United Nations response to addressing sexual exploitation and abuse in peacekeeping missions</p>
175 instances of advice on personnel matters, including interpretation and application of the staff regulations and rules, issues relating to the rights and obligations of staff members, benefits and allowances	193	Memorandums and related documents and advice concerning personnel matters
20 cases representing the Secretary-General before the United Nations Appeals Tribunal	17	Answers, appeals and other submissions to the United Nations Appeals Tribunal in cases arising out of peacekeeping operations
240 instances of advice on matters and cases under the system for the administration of justice	274	<p>Instances of advice and coordination on matters and cases under the system for the administration of justice</p> <p>The output was higher owing to the higher-than-expected requirements for coordination necessary to deal with the increased number of applications to the United Nations Dispute Tribunal cases filed by missions undergoing restructuring, such as UNMIL and MONUSCO</p>

50 legal aspects of security, including the promulgation and application of the Security Handbook	62	Memorandums and related documents and advice
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J. Department of Public Information

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
25 broadcast quality stories per month on topics related to peacekeeping produced and distributed by UNifeed through its website and through the Associated Press Television News global video wire, which reaches more than 1,000 broadcast points (over 560 broadcasters) globally, and through Reuters and Eurovision	25	Stories per month on UNifeed
Monthly uploading and hosting of 8 peacekeeping-related web videos on United Nations Web TV and on the United Nations Channel on YouTube; production of 5 feature stories per year on peacekeeping topics for the <i>UN in Action</i> series and distribution to broadcasters worldwide	8 5	Videos per month, totalling 97 videos, were uploaded Short feature stories were produced
Production of 2 in-depth reports on peacekeeping topics for the Department's monthly magazine	2	Feature video stories were produced and distributed
Production of video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed	Yes	Videos of briefings and presentations to the Security Council were produced for and posted on the United Nations Web TV website
Provision, in collaboration with DPKO, of strategic advice and backstopping support to 13 peacekeeping operations	14	Peacekeeping operations The output was higher owing to the establishment of MINUSCA
Field visits to 3 peacekeeping operations (UNMIL, UNOCI and UNISFA) to provide communications advice and support in situ	4	Field visits (MINUSMA, MINUSTAH, UNAMID and MONUSCO) The destinations of the visits were adjusted in consultation with DPKO

Organization and facilitation of a 1-week specialized training course, in cooperation with the DPKO and DFS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	Yes	A 3-day workshop was held to update the operational policy and guidance for public information in peacekeeping operations, replacing the original one-week training course
Hosting, updating and maintenance, in collaboration with DPKO, of approximately 500 web pages on the peacekeeping website in English, including substantive revisions as required, of approximately 150 Headquarters-hosted web pages for 13 peacekeeping operations	500 150 14	Web pages on the peacekeeping website Headquarters-hosted web pages Peacekeeping operations The output was higher owing to the establishment of MINUSCA
Coordination of maintenance of the peacekeeping website in the other 5 official languages of the United Nations	Yes	Coordinated the daily maintenance of the peacekeeping website in the six official languages of the United Nations
Serving as mission focal point, in conjunction with DPKO and DFS, for the UNLB-hosted Content Management System introduced for local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance cost for the mission	Yes	Served as the focal point for maintenance and trouble shooting in support of the web-based content management system in field missions. Strategic direction, guidance and support were provided to the development of a new content management system and template for missions
In consultation with DPKO and DFS, updating of the policy and guidance manual for public information in United Nations peacekeeping operations, as required by a policy change or new developments in media techniques and technology	Yes	The new draft of the revised operational policy and guidance for public information in peacekeeping operations incorporates new developments in media techniques and technology. The finalization and approval of the updated policy and guidance manual was expected by December 2015
Outreach to 50 troop-contributing and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to their major media outlets, government agencies and permanent missions, and through United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations	35	Troop- and police-contributing countries The output was lower owing to the outreach efforts being focused and consolidated to include a smaller number of countries

K. Department of Safety and Security

1. Results-based-budgeting framework

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
23 visits to review security management arrangements for 14 peacekeeping missions, the Global Service Centre and the Regional Service Centre in Entebbe, and reports with recommendations for each	20	Visits to 13 peacekeeping missions, UNLB and the Regional Service Centre in Entebbe The output was lower owing to the reprioritization of personnel resources to support the hostage incidents involving UNDOF peacekeepers and a UNAMID helicopter air crew
Provision of briefings to security management teams in all field missions on security management, United Nations Security Management System policies and emerging security issues/threats	Yes	Briefings to the security management teams on security management, United Nations security management system policies and emerging issues/threats were provided during the security assistance and compliance visits
Continual review of the security risk management process (security level system, security risk assessment, minimum operating security standards, security plan, security budget, etc.) of 14 peacekeeping missions, the Global Service Centre and the Regional Service Centre; provision of advice and guidance on mandate-enabling security risk management measures to senior mission officials	18	Security risk assessment reports were reviewed for 14 peacekeeping missions and UNSOA, the Regional Service Centre in Entebbe, the United Nations Logistics Base in Brindisi and the United Nations Support Base in Valencia
Provision of training on security management: facilitation of “designated official training” for the newly appointed heads of mission; provision of targeted security-related training during field visits to staff and senior managers in field missions based on gap analysis; organization and implementation of an annual workshop for 20 senior security personnel from 14 peacekeeping missions, the Global Service Centre and the Regional Service Centre	10	“Designated official training” sessions were conducted for newly appointed heads of mission
	396	Peacekeeping mission personnel and senior managers were trained
	1	Annual workshop for 20 senior security personnel

Compilation of 261 security inputs for the Department's daily security report delivered to United Nations security management system security focal points (including peacekeeping), and regular provision of significant security incident reports on all peacekeeping missions, the Global Service Centre and the Regional Service Centre	312	Daily security inputs were compiled The output was higher owing to the new requirement for weekend reporting
Facilitation of the standardization, assessment and implementation of physical security measures in the premises of peacekeeping missions through the provision of systemic oversight and guidance, development of design concepts and specifications, and training; consolidation of research and guideline documents determining physical security needs and addressing designs and/or specifications pertaining to specific vulnerabilities	Yes	The output was implemented in the context of the exercise which was financed through the programme budget for 2014-2015. A network of 40 experts, a website on specifications of security related items, and guidelines on physical security measures to mitigate earthquakes and active shooter scenarios were established. The Department also provided basic physical security training in regional workshops for security professionals
5 strategic threat assessments or strategic security threat information liaison visit reports on 5 peacekeeping operations	5	Strategic threat information liaison visits were undertaken to 5 peacekeeping missions
Coordination, monitoring and enhancement of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of joint mission analysis centres, security information operations centres and security information coordination units in peacekeeping missions	Yes	Threat assessment results and strategic security threat information were disseminated to DPKO and DFS for coordination, monitoring and enhancement of technical standard operating procedures
Review and updating, as necessary, of 8 training modules and 27 lessons learned on the analysis of security threat information for joint mission analysis centres, security information operations centres and security information coordination units and development of best practices for all field missions	8 27	Training modules Lessons learned
Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts supporting improved analysis, situational awareness and reporting on peacekeeping missions	2 39	Security analysis process and practice courses Security information analysts trained

Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on the use of force; the use of lethal and less lethal tactical measures; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; first aid/cardiopulmonary resuscitation and automated external defibrillator training, emergency trauma bag training and supervisor leadership training (5 peacekeeping missions, approximately 150 personnel); and basic security training, including physical security; access control; screening procedures; and surveillance detection (3 peacekeeping missions, approximately 150 personnel)	6 232	Peacekeeping operations Personnel
Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions	Yes	20 firearms training officers and instructors were assessed and certified
5 evaluation reports and assistance provided for security training units, facilities and equipment in 5 peacekeeping missions to ensure quality and consistency of instructors and of the management and delivery of security training modules	3	Evaluation reports on 3 peacekeeping missions were provided The output was lower owing to the deferment of evaluation in MINUSCA for operational reasons, and reprioritization of planned activities
Provision of needs assessment and stress management sessions for staff in 6 peacekeeping missions, and deployment of stress counsellors to provide emergency critical incident stress management, needs assessment and technical services on crisis response in 4 peacekeeping missions	4 5	Needs assessment and stress management sessions were provided to staff in 4 peacekeeping missions The output was lower owing to the postponement of the visit to MINUSMA, and to difficulty in acquiring travel documents for UNAMID Stress counsellors were deployed to 4 peacekeeping missions The output was higher owing to MINUSCA, which the Critical Incident Stress Management Unit visited twice to provide assistance to staff affected by the volatile situation in the Central African Republic

Training and certification on critical incident stress prevention and management for 10 counsellors in peacekeeping operations; and 3 peer helper workshops for 30 staff in 3 peacekeeping missions	11	Counsellors were trained and certified
	1	Peer helper workshop was held in 1 peacekeeping mission
	11	Staff were trained as peer helpers The planned peer helper workshops in MINUSTAH and MONUSCO were both replaced by change management training for 27 staff in MINUSTAH and 6 staff in MONUSCO owing to the restructuring and downsizing of the two missions
Provision of technical guidance to 7 senior counsellors from peacekeeping missions, and technical support and advice to Headquarters managers on the psychosocial aspects of crises, as well as coordination of the provision of counselling services and subsequent follow-up on all staff who need special measures/services, through the review and assessment of affected staff and the provision of recommendations on case management	9	Counsellors from 9 peacekeeping missions received technical supervision and guidance
	Yes	Technical advice and recommendations on case management relating to staff issues were provided to DFS senior managers concerning staff in peacekeeping missions, including assistance in technical assessments and interviews for hiring of stress counsellors

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

1. Results-based-budgeting framework

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of substantive and technical advice and support to approximately 135 meetings of the Advisory Committee	190	Meetings The output was higher owing to the complexity of issues presented to the Advisory Committee for consideration
Production of approximately 32 reports	30	Reports The output was lower owing to the reduction in the number of thematic reports on peacekeeping submitted to the Advisory Committee
Scheduling of meetings: flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports	Yes	Meetings were conducted in accordance with a schedule that was sufficiently flexible to accommodate all reports submitted to the Advisory Committee for consideration

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

1. Results-based-budgeting framework

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
8 regular country reports of the Secretary-General to the Security Council include recommendations on human rights, including on transitional justice	8	Country reports
1 periodic report on sexual violence in conflict under the monitoring, analysis and reporting arrangement established pursuant to Security Council resolution 1960 (2010) is issued for MINUSMA	1	Report
1 regular report of the Secretary-General on protection of civilians reflecting trends and patterns of human rights violations against civilians emanating from the conflict in Mali and recommendations on measures to protect civilians from further serious human rights violations	1	Report
1 briefing to the Security Council on protection of civilians in Mali reflects trends in serious human rights violations and recommendations for protections against further serious violations	1	Briefing
2 briefings to troop-contributing and police-contributing countries providing updates on good practices and innovations regarding cooperation between human rights components and blue helmets related to protection from human rights violations	No	The briefings could not take place owing to the capacity constraints of human resources at the senior level
2 consultations with host States to discuss human rights functions and structures during and following a peacekeeping operation	No	The consultations could not take place owing to the capacity constraints of human resources at the senior level

6 briefings to Member States, regional organizations and groups of friends/contact groups on human rights developments in countries with a peacekeeping mission	11	Briefings The output was higher owing to briefings to the Security Council on MINUSMA, MINUSTAH, MONUSCO and UNMISS, and to the Member States during bilateral meetings, as well as to the African Union and European Union during workshops
1 briefing to United Nations departments, agencies, funds, programmes, regional organizations on human-rights-related issues and activities in peacekeeping missions	Yes	In lieu of the 1 planned briefing, the Office organized several instances to discuss human-rights-related issues and activities in peacekeeping missions within the Secretariat

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
2 strategic and technical assessments to establish human rights needs for new mandated missions and participate in mission planning exercises	No	No new mission was established during the reporting period
1 predeployment mission to establish human rights components for new missions, contribute to new mission planning processes and assist mission leadership with the identification of human rights priorities, and provide start-up human rights induction to newly deployed personnel	No	No new mission was established during the reporting period

Expected accomplishment 3.1: Increased efficiency or effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Technical review and clearance for 10 reports from human rights components prior to their transmission to national authorities	8	Reports Lower output owing to a decrease in the number of human rights public reports produced by peacekeeping operations
6 technical assessments and operational support visits to peacekeeping operations, including those going into transition and drawdown, to review progress, analyse mandate, structure and resource implications, and provide input to mission leadership and direction to the human rights component with regard to mandate implementation	6	Technical assessments and operational support visits to 4 peacekeeping operations

1 annual meeting of heads of human rights components of peace operations to share lessons learned on mandate and policy implementation and to develop strategies to strengthen the integration of human rights into peacekeeping operations	No	The meeting could not take place owing to the capacity constraints of human resources at the senior level. Alternative meetings with some heads took place during other group events
Quarterly consultations on strategic human rights priorities and planning in support of human rights components, notably for start-up and transition processes	2	Consultations The output was lower owing to the capacity constraints of human resources at the senior level
3 consultations on policy development, training and mandate implementation are held in New York by Geneva-based staff	2	Consultations during visits to New York and Addis Ababa in relation to United Nations support to African Union peacekeeping operations were conducted
4 DPKO specialized predeployment training materials for military and police personnel are supplemented with human rights content; 3 human rights training sessions are delivered as part of DPKO predeployment training-of-trainers courses organized for police and military personnel; and 2 specialized training courses on human rights for military peacekeeping personnel (40 participants) are organized jointly with troop-contributing countries, peacekeeping operations and DPKO	4 1 3	Predeployment training materials Human rights training session as part of the DPKO predeployment training-of-trainers courses The output was lower owing to the reprioritization of resources to support piloting of a human rights training course by the Kofi Annan International Peacekeeping Training Centre in Accra Specialized training courses on human rights for military peacekeeping personnel
2 consultations organized to provide human rights operational guidance to peacekeeping military and police personnel	2	Consultations were organized through visits to MINUSCA and MINUSMA to provide human rights operational guidance
1 standard induction package is provided to human rights components to enable them to deliver effective human rights inductions to military and police personnel, as relevant to mandate and functions	3	Standard induction packages The output was higher owing to the provision of induction packages to newly appointed heads of human rights components in MINUSCA, MONUSCO and UNMIK
Quarterly advice is provided to the human rights component of MINUSMA in the context of support for national authorities in their engagement with processes of the Human Rights Council (such as the universal periodic review), special procedures and treaty bodies	Yes	Quarterly advice was provided on support to the authorities in implementation of the recommendations of the human rights mechanisms and their reporting obligations

Monthly support is provided to the human rights component of MINUSMA to conduct research and provide human rights information to enable the carrying-out of risk assessments, including through country desk specific research in human rights databases, reports, field presence archives, and other relevant information for the implementation of the human rights due diligence policy

Yes

Monthly support was provided

1 video for training purposes featuring human rights examples, tools and good practices in preventing and responding to human rights crises in the context of mandates to protect civilians

No

Video

The concept of the video was developed; however the resources were reprioritized for the printing of “Human rights due diligence policy on United Nations support to non-United Nations security forces: guidance note”, and the reprinting of United Nations police and military good practices reports
