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

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

Report of the Secretary-General

Addendum

The present addendum contains information on planned and actual outputs relating to section II of document [A/71/726](#).



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Abbreviations

AMISOM	African Union Mission in Somalia
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
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
UNSOS	United Nations Support Office 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>
80 outreach activities, such as conferences, exhibits and public briefings on peacekeeping, and 1,000 peacekeeping-themed stories, digital campaigns and multimedia products for publishing on United Nations media outlets	91 1 847	Outreach activities Peacekeeping-themed stories published on United Nations media outlets The outputs were higher owing to an increased level of activity, interest and crisis communications requirements across peacekeeping operations, in particular in the Central African Republic, the Democratic Republic of the Congo, Mali, South Sudan and Western Sahara, which warranted increased coverage through digital campaigns and multimedia products and stories published on United Nations media outlets. Greater effort was placed on strengthening United Nations peacekeeping social media channels, including launching the United Nations peacekeeping Instagram account in May 2016
290 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	322	Meetings The output was higher owing to additional requests received from Member States and other stakeholders
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	37	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

* For planned and actual indicators of achievement, see [A/71/726](#).

4 briefings to the Special Committee on Peacekeeping Operations on new and developing policies and procedures, including 1 briefing on safety, security and organizational resilience and 1 briefing on efforts to further support the efficiency and effectiveness of field uniformed personnel	4	Briefings, including on security in peacekeeping operations, field occupational safety risk management, organizational resilience/crisis management and crisis management guidance, as well as on support for mission-level joint operations centres and joint mission analysis centres With respect to the efficiency and effectiveness of field uniformed personnel, the Special Committee on Peacekeeping Operations decided to postpone a briefing on systemic issues in peacekeeping until the next session
40 briefings to troop- and police-contributing countries on operational developments in peacekeeping operations	77	Briefings to troop- and police-contributing countries concerning situational and operational developments in peacekeeping operations The output was higher owing to additional requests received from troop- and police-contributing countries
Quarterly press briefings on major peacekeeping issues and 150 media interviews, including on mission-specific topics, conduct and discipline and military, police and security issues	11 200	Press briefings on major peacekeeping issues Media interviews and press briefings The output was higher owing to increased media interest in conduct and discipline issues, activities in francophone peacekeeping operations and the Leaders' Summit on Peacekeeping

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 online training module on the use and administration of the peacekeeping operations intranet to facilitate access to internal information in new peacekeeping operations	1	Training module was developed to support the administration of the peacekeeping operations intranet
Updated guidance on the structure and programmes of public information offices for new peacekeeping operations or those undergoing significant adjustments	Yes	Guidance was provided to all peacekeeping operations as part of the draft updated policy for public information and strategic communications in the field

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>
Dissemination of digital records management framework to peacekeeping missions and updated guidance on digital communications and use of social media	Yes	A digital records management framework was disseminated to all peacekeeping operations via the intranet Guidance on digital communications and the use of social media was part of the updated policy for public information and strategic communications in the field, which was shared with all missions
15 evaluations on the implementation of security policies in peacekeeping missions	15	Evaluations on the implementation of security policies conducted jointly with the Department of Safety and Security
Evaluations of field occupational safety risk management and implementation of organizational resilience management in all peacekeeping missions	Yes	Evaluations of field occupational safety risk management and organizational resilience management completed through continuous engagement with all peacekeeping operations by means of code cables requesting evaluation reports, and through support for field focal points for field occupational safety and organizational resilience
1 field safety training course and 1 organizational resilience training course for peacekeeping staff	1 1	Field safety training course Organizational resilience training course
Development of 1 online training module on information sensitivity in peacekeeping operations	1	Online training module on information sensitivity in peacekeeping operations was developed and disseminated
1 workshop for chiefs of joint mission analysis centres to align the management of individual mission joint mission analysis 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 2	Workshop for chiefs of joint mission analysis centres Training sessions were held for chiefs and mission staff of joint operations centres and joint mission analysis centres, 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	8	Visits to 6 missions to review progress, provide support and give feedback on the implementation of policies and guidelines

		The output was higher owing to additional visits to MINUSCA, UNFICYP and UNSOS to deploy Sage, the mission-wide information management and incident tracking and analysis system for situational awareness and reporting. Technical deployment support, user training and mission-wide implementation guidance were provided to the missions
3 technical assessments of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges	3	Technical assessment visits, to MONUSCO (2) and MINUSCA, on the focus and structure of the missions' public information offices
4 reports on systemic issues relating to peacekeeping operations and on strengthening the peacekeeping partnership	4	Reports, comprising 3 from Middle East reviews and 1 on conduct and discipline in MINUSCA. In addition, a note was issued on managerial and oversight issues in MINUSCA
10 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management network	11	Inputs on security policies and procedures, comprising first response (medical trauma); saving lives together; residential security risk management; security training; security crisis management; gender security considerations; security manual policy; unarmed private security services; duty of care; local cost-shared budgets; and road safety strategy

(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	43	Multidimensional substantive reports The output was higher owing to additional reporting requirements, including special reports on the strategic review and assessment of MINUSCA, UNAMID, UNMISS and UNOCI
40 letters from the Secretary-General to the President of the Security Council	40	Letters
140 substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	209	Substantive advisory notes The output was higher owing to the increased interaction with Member States and peacekeeping partners and the increased level of operations in MINUSCA, MINUSMA and UNMISS

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 in the context of the adjustment of MINUSMA and UNOCI
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, as well as on the strategic partnership with the African Union	54	Oral briefings The output was lower owing to fewer briefings requested by the Security Council
	51	Weekly briefing notes prepared and submitted to the Security Council
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

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 or mission concepts, in line with Security Council mandates, for new and existing peacekeeping operations requiring significant adjustments	4	Integrated concepts of operations, including mission concepts, for 4 peacekeeping operations (MINUSMA, UNOCI, UNMIK and UNISFA). For UNMIK and UNISFA, no significant adjustments were required in response to the findings of the planning process

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 operations, including through 715 official substantive communications (code cables) providing policy, political, operational and crisis management advice, and operational and procedural guidelines for the conduct of official functions and mission operations

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	Yes	<p>6 missions had up-to-date integrated strategic frameworks, and integrated task forces reviewed the progress made against priority results identified in integrated strategic frameworks</p> <p>3 missions were in the process of developing and updating their frameworks, and integrated task forces reviewed the progress on the ground achieved by these United Nations integrated presences</p>
Advice and support to 4 planning processes on the implementation of the integrated assessment and planning policy	4	Advice and support was provided to assessment and planning processes in 4 peacekeeping operations (MINUSCA, MINUSMA, UNMISS and UNOCI)
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 assessments were conducted for 11 missions and support for AMISOM and UNOAU
4 integrated strategic assessment reports on peacekeeping operations to review and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	5	<p>Integrated strategic assessments of field operations were conducted for 4 missions (MINUSCA, MINUSMA, UNMISS and UNOCI), and a joint African Union-United Nations assessment was conducted for UNAMID</p> <p>The output was higher owing to the changing operational environment in those missions</p>
5 advisory notes on United Nations/African Union strategic cooperation in peacekeeping, including the operationalization of the African Peace and Security Architecture and the triangular United Nations/African Union/European Union cooperation	11	Advisory notes and code cables, comprising 3 advisory notes on United Nations-African Union strategic cooperation and 8 advisory code cables to UNOAU on enhancing cooperation between the United Nations and the African Union
1 progress review of the operationalization of the African Standby Force, in coordination with UNOAU, the Department of Political Affairs and other partners	No	UNOAU, also representing the Office, participated in the review of the African Standby Force

(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>
10 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, comprising 6 to Member States and 5 to regional organizations (African Union, European Union, NATO (2) and Military Legal Committee of the Americas) The output was higher owing to the increased number of requests from Member States
33 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping	42	Briefings, comprising 22 Military Staff Committee briefings and 20 formal briefings to troop-contributing countries, delivered The output was higher owing to the operational situations in MINUSMA and MONUSCO and the operational implications in MINURSO, as well as the introduction of the peacekeeping capabilities readiness system
12 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	42	Strategic analysis reports The output was higher owing to the security situations in the Middle East, the Sahel, the Great Lakes and Somalia
26 briefings to troop-contributing countries on 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 resolutions 67/261 and 68/281)	28	Briefings to troop-contributing countries delivered The output was higher owing to the operational implications for the troop-contributing countries in MINURSO

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	2	Concepts of operations, for MINUSTAH and UNMIL The output was lower owing to fewer significant changes or adjustments to peacekeeping operations. A statement of unit requirements for MONUSCO was also prepared
3 military advisory briefings to existing, emerging and new troop-contributing countries on specific operational requirements for new or significantly adjusted peacekeeping operations	10	Advisory briefings to troop-contributing countries The output was higher owing to the increased requirements of Member States
Deployment of a military support team/nucleus to new and existing missions for up to 90 days	No	There were no requirements for deployment to peacekeeping operations. However, military support personnel were deployed to provide military expertise for the review and development of the 2016 AMISOM concept of operations

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 prepared The output was higher owing to the operational developments in MINUSCA, MINUSMA and UNMISS
10 predeployment and assessment reports of troop-contributing country capacities	9	Predeployment and assessment reports The output was lower owing to the change in priorities and the increased number of advisory briefings
14 updated threat assessment reports for military operations in peacekeeping settings	12	Threat assessment reports The output was lower owing to the change in methodology and the adoption of a region-based approach to analysis and assessment
1 conference of heads of military components of peacekeeping operations	1	Conference of heads of military components was held, in May 2016 in New York
3 regional workshops on implementation of the United Nations Military Unit Manual	5	Regional workshops conducted, in Bangladesh, Brazil, Germany, Greece and Pakistan

2 presentations to Member States on the operational readiness assurance framework	5	The output was higher owing to the increased requirements of Member States
		Presentations held, in Bangladesh, Greece, Pakistan, the Philippines and the United States of America
Revision of the United Nations Infantry Battalion Manual and guidance material on countering improvised explosive devices for peacekeepers	No	The output was higher owing to the increased requirements of Member States
		Owing to a change in priorities, the United Nations Infantry Battalion Manual will be reviewed during the 2017/18 period. The work of the Counter-Improvised Explosive Device Working Group progressed during the reporting period; however, the guidance material had not been finalized by 30 June 2016

(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- and police-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	30	Presentations in the areas of the rule of law and security institutions were provided, comprising 9 in the area of justice and corrections and 21 in the area of policing
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, weapons and ammunition management, improvised explosive device responses and/or security sector reform	48	Reports
72 briefings on peacekeeping operations to legislative bodies, Member States, intergovernmental bodies, groups of friends, regional organizations and police-contributing countries in the areas of police (32); justice and corrections (10); mine action, weapons and ammunition	72	Briefings

management and improvised explosive device responses (10); disarmament, demobilization and reintegration (10); and security sector reform (10)

4 briefing notes on developments in disarmament, demobilization and reintegration in field operations	6	Briefing notes, including 1 overview note, on disarmament, demobilization and reintegration in field operations The output was higher owing to operational developments on the ground, particularly in MINUSCA and MINUSMA
1 multi-donor report on mine action covering activities in up to 10 field operations	1	Report, the 2015 annual report of the United Nations Mine Action Service, covering activities in 10 field operations, was issued and circulated to donors

Expected accomplishment 2.1: Rapid deployment, establishment or adjustment 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	8	Briefings on the implementation of standing capacities and on the global focal point arrangement for police, justice and corrections
13 end-of-assignment reports on lessons learned and best practices, as well as identification of ongoing support (5 police, 3 justice, 3 corrections and 2 mine action, weapons and ammunition management and improvised explosive device response) for new or existing peacekeeping operations	16	End-of-assignment reports, on police (7), justice (3), corrections (4) and mine action, weapons and ammunition management and improvised explosive device response (2) The number of police end-of-assignment reports was higher owing to additional deployment to support police tasks regarding protection in UNMISS and the early end of assignment of a UNIFIL police adviser

2 outreach exercises aimed at multiple non-United Nations target groups related to generic job openings in the area of disarmament, demobilization and reintegration and 1 outreach activity to promote the United Nations roster of security sector reform experts	2	Outreach exercises in the area of disarmament, demobilization and reintegration were conducted
	1	Briefing, to the members of the Governing Board of the Inter-Agency Security Sector Reform Task Force in November 2015
47 in-country briefings/presentations on police issues, including selection, recruitment, deployment and rotation, in peacekeeping operations	48	In-country briefings/presentations on police issues, including standards for deployment, reimbursement mechanisms, verifications and assessment processes for formed police units and predeployment training standards, were 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>
5 new or revised police operational plans, standard operating procedures and/or concepts of operations for police components of peacekeeping operations	7	Comprising 3 concepts of operations, for MINUSCA, MONUSCO and UNISFA; 1 standard operating procedure, for UNAMID; and 3 operational plans for UNAMID and MINUSCA The output was higher owing to additional requests from MINUSCA for operational planning support for the Pope's visit to the Central African Republic and the operations of the Bangui Joint Task Force, including on elections
47 in-country briefings/presentations on police issues in peacekeeping operations, and certifications for deployment/rotation following recruitment, selection, assessments and/or inspection of equipment	48	In-country certifications, comprising 30 for individuals, including police officers, and 18 for formed police units and equipment
2 guidance documents and training tools for justice and corrections personnel and 1 guidance document on security sector reform	2	Guidance documents, comprising the Policy on Prison Support in United Nations Peace Operations and the guidelines on customization and implementation of the United Nations Rule of Law Indicators
	1	Guidance document on security sector reform, <i>Securing Development: Public Finance and the Security Sector — A Guide to Public Expenditure Reviews in the Security and Criminal Justice Sectors</i> , in the framework of the Inter-Agency Security Sector Reform Task Force under the lead of the World Bank

1 standard operating procedure, 1 study on lessons learned and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration	1	Standard operating procedure, on community violence reduction in MONUSCO (the document was drafted during the reporting period and finalized shortly thereafter, in October 2016)
	1	Study, on lessons learned on disarmament, demobilization and reintegration in MINUSCA
	1	Guidance note, on armed group engagement in MINUSCA
10 co-chaired videoconferences with inter-agency groups on disarmament, demobilization and reintegration to develop guidance and share best practices and information and 6 co-chaired meetings of the inter-agency task force on security sector reform to develop guidance and joint programmes for peacekeeping operations	4	Videoconferences were held The output was lower owing to the decision made, in consultation with Co-Chair the United Nations Development Programme, to hold meetings on a quarterly basis to increase their strategic impact
	6	Co-chaired meetings of the Inter-Agency Security Sector Reform Task Force were conducted
1 training course for 25 police planners of peacekeeping operations	1	Police planner course was convened for 25 personnel, in October 2015
2 technical assessment missions to provide technical assistance to field operations in the areas of physical security and stockpile management and improvised explosive devices	2	Technical assessment missions were conducted, to UNSOS and MINUSMA
5 conferences: 1 for heads of police components of peacekeeping operations, 1 for heads of justice and corrections components, 1 for heads/senior officers of field-based security sector reform components, 1 for senior officers of disarmament, demobilization and reintegration components and 1 for heads of mine action components, to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination	5	Conferences, comprising “United Nations police week”; a strategic meeting of heads of justice and corrections components; a conference for heads/senior officers of field-based security sector reform components; a disarmament, demobilization and reintegration conference; and the conference of the 19th International Meeting of Mine Action National Programme Directors and United Nations Advisers
43 technical or strategic support, review or assessment reports on the implementation of police (10), justice (7), corrections (7), mine action, weapons and ammunition management and improvised explosive device responses (5), disarmament, demobilization and reintegration (9) and security sector reform (5) activities or mandates in peacekeeping operations	43	Technical or strategic support, review or assessment reports, comprising 10 on the implementation of police activities, 14 on the implementation of justice and corrections mandates, 5 on the implementation of mine action, weapons and ammunition management and improvised explosive device responses, 9 on the implementation of disarmament, demobilization and reintegration and 5 on the implementation of security sector reform

1 guidance document and/or related standard operating procedures on improvements to the Standing Police Capacity	1	Assessment was undertaken, with concrete recommendations on improving the Standing Police Capacity to be linked with the forthcoming implementation plan of the Police Division
1 joint World Bank-United Nations review of public expenditure in a peacekeeping context	1	Review was conducted jointly with the World Bank and UNMIL, in October 2015 (public expenditure reviews in Liberia)

(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	2	Informal briefings to the Special Committee on Peacekeeping Operations
and 10 bilateral briefings to Member States, on peacekeeping partnerships and related issues	10	Bilateral briefings to Member States
1 report to the Special Committee on Peacekeeping Operations on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	Report (A/70/579)
7 briefings to Member States, 12 briefings to the Special Committee on Peacekeeping Operations and 4 briefings to the Security Council and/or the Security Council Working Group on Peacekeeping Operations, on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations	7	Briefings, on: child protection (3); women and peace and security; peacekeeping and conflict management; technology and innovation; and a policy framework for intelligence in United Nations peacekeeping
	12	Briefings to the Special Committee on Peacekeeping Operations, including on: peacebuilding, planning and transitions; technology and innovation; training and best practices; uniformed capabilities; women and peace and security; developing strong field support arrangements; best practices in child protection; the integration of protection functions into human rights; a people-centred approach and civil affairs; medical standards and capabilities; conduct and discipline; disarmament, demobilization and reintegration; and security sector reform

	4	Briefings to the Security Council and the Security Council Working Group, on: MINUSMA — a peacekeeping operation in a counter-terrorism setting; child protection in South Sudan and Afghanistan; the detention of children associated with armed forces and armed groups; and technology and innovation
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
5 workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues related to peacekeeping operations	6	<p>Organization of or participation in the following workshops/events: 1 workshop and 2 briefings on women and peace and security in practice, 1 briefing on the child protection working group, 1 workshop on geospatial tools and mobile reporting technology, and 1 briefing on force generation requirements and capability development initiatives</p> <p>The output was higher owing to increased interest on the part of Member States and partners in being informed of the rapidly evolving environments of peacekeeping operations and being involved in addressing the new guidance and training needs</p>

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	<p>Existing coordination mechanisms between DPKO/DFS and the European Union were strengthened to identify and potentially provide support from the European Union more effectively in the planning and early deployment of peacekeeping operations</p> <p>A joint after-action review of the transition from the European Union-led peacekeeping force in the Central African Republic to MINUSCA was undertaken</p>

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	10	Presentations, briefings, remarks, discussions and workshops were undertaken, comprising: 2 at the

tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping operations		Swedish Armed Forces International Centre (on separate dates); 2 at the International Organization of la Francophonie (Montreal University and Paris); 1 International Peace Institute round-table event; 1 at the Peacekeeping and Stability Operations Institute; 1 at the Carnegie Foundation; 1 at National Defence University, Pakistan; 1 at the International Crisis Group; and 1 at the United Nations Institute for Training and Research
12 briefings to international financial institutions, international and regional organizations and non-governmental organizations, on peacekeeping partnerships and related issues	12	Briefings, including on knowledge management; protection of civilians policy; partnerships in contemporary peace operations; a gender advisers' workshop on the regional acceleration of Security Council resolution 1325 (2000) ; specialized child protection training; and crisis management
6 evaluation reports, comprising 4 mission-focused and 2 thematic evaluations	4	Mission-specific evaluation reports were prepared on gender mainstreaming in the establishment of mission structures The output was lower because the evaluation of standard unit requirements and memorandums of understanding was taken over by another DPKO/DFS working group and the sixth evaluation on early peacebuilding was not carried out, as the 4 evaluations undertaken required more time and resources than initially planned
2 joint initiatives or pilot projects to be undertaken with the World Bank at 2 peacekeeping operations (1 each)	2	Initiatives, comprising joint support of the United Nations and the World Bank for disarmament, demobilization and reintegration and for the establishment of a coordination and monitoring system for post-crisis recovery and peacebuilding in the Central African Republic; and joint support for a project to assess the performance of the extractives sector in the Democratic Republic of the Congo
3 training-of-trainers courses for 75 peacekeeping trainers from Member States,	3	Training-of-trainers courses, for 75 peacekeeping staff officer trainers from Member States
8 training recognition visits, 3 mobile training support activities, and training development in support of the	8	Training recognition visits
predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations	4	Mobile training support activities and training development in support of predeployment training The output was higher owing to a request from the United Republic of Tanzania for additional training prior to rotation in a peacekeeping mission

2 peacekeeping predeployment training standards developed and available to all peacekeeping training institutions	2	Peacekeeping predeployment training standards were developed: a practical guide on the evaluation of predeployment training, and standardized training material for formed police units
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
	5	Training enhancement workshops conducted
	23	Predeployment courses delivered, to 371 civilian peacekeeping personnel
		The output was higher owing to the higher number of personnel deploying to peacekeeping
Peacekeeping-specific training courses on senior leadership, management and administration for 95 peacekeeping personnel, including 1 senior mission leaders' course, 2 senior leadership programmes and 1 senior mission administration and resource training programme	1	Senior mission leaders' course delivered, to 26 participants
	2	Senior leadership programmes delivered, to 28 participants
	1	Senior mission administration and resource training programme delivered, to 36 participants
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	4	Development workshops, on: the standardized approach to the development of tabletop exercises for peacekeeping operations; a specialized initiative on the rostering of mission trainers; a course for Member State national planners responsible for contributions to peacekeeping operations; and the enhancement of the peacekeeping mission-related training "support hub"
6 discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping missions	7	Discussion papers and speeches (4 speeches and 3 discussion papers): a briefing to NATO on peacekeeping challenges; a speech on the report of the High-level Independent Panel on Peace Operations; a speech on the evolution of the United Nations peacekeeping doctrine and African perspectives; a speech on the implications of the United Nations review panels' recommendations for future missions; a discussion paper on asymmetric threat environments; a discussion paper on ceasefire monitoring functions; and a discussion paper on intelligence in peacekeeping
6 reports on lessons learned across peacekeeping missions on policy, reform and operational issues in line with departmental priorities	6	Reports were prepared: a best practices study on the implementation of the child protection policy in field missions; an after-action review report on lessons learned from the security transition in Liberia; an after-action review report on the review of the MINUSMA mission concept; a lessons-learned report on MINUSMA; a mission report on the role of the Global Service Centre in mission start-up; and a report on the implementation of the stabilization mandate of MONUSCO

3 additional communities of practice for peacekeeping operations launched or improvement of existing communities	3	New communities of practice, on mine action, the joint mission analysis centres, and policy and practice, were launched
1 technical guidance material developed on cross-cutting peacekeeping issues, such as women and peace and security, the protection of civilians, and child protection	1	Inter-agency guidance note, on the consolidation of protection functions within human rights components for all DPKO and Department of Political Affairs missions with mandates on children and armed conflict and sexual violence in conflict, was finalized and disseminated to the field in February 2016
16 field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to women and peace and security, civil affairs, the protection of civilians, child protection, mission transitions and HIV/AIDS	16	Reports, including reviews of MINUSCA and UNOCI, end-of-assignment reports, and reports on the following: key mission support processes; obligations in response to allegations of serious human rights violations committed by international security forces; ceasefire monitoring; the protection of civilians; the restoration and extension of State authority; the restoration of State authority and addressing intercommunal violence; gender; women and peace and security; and child protection policy
3 workshops for mission thematic advisers and focal points for knowledge-sharing and training	3	Workshops, comprising: a conference for senior protection of civilians advisers; a workshop for child protection advisers; and a workshop for senior gender advisers
12 e-newsletters to peacekeeping operations on new knowledge management reports	15	E-newsletters The higher output was due to demand for guidance and best practices materials in specific thematic areas (programmatic activities and women and peace and security) and one additional regular newsletter, in June 2016

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>
Support for the organization of 1 African Union summit to be attended by the Secretary-General or the Deputy Secretary-General	1	Summit. The Secretary-General participated in the African Union summit held in Addis Ababa in January 2016
1 meeting between the United Nations Security Council and the African Union Peace and Security Council	1	Meeting. The United Nations Security Council and the African Union Peace and Security Council held their annual formal consultation on 24 May 2016 in New York
2 meetings of the Joint Task Force on Peace and Security	3	Meetings of the Joint Task Force on Peace and Security
18 presentations to the African Union Peace and Security Council on peacekeeping issues	18	Presentations
1 high-level consultative meeting with UNOWA and UNOCA	No	Rather than 1 meeting, several meetings were held on the margins of other high-level events, including the African Union summit and meetings of the General Assembly
1 meeting and 6 videoteleconferences between peacekeeping desks of the Secretariat and the African Union Commission	8	Meetings
	9	Videoteleconferences The higher output was due to an additional requirement in connection with the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security
1 annual joint UNOAU-African Union retreat aimed at assessing progress achieved in the implementation and further refinement of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security	No	While UNOAU and the African Union continued the implementation of the workplan of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security, the instrument/agreement entitled "Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security" was not formally signed, and no joint African Union-UNOAU was held. Several meetings were held on a daily or weekly basis between UNOAU and the African Union with a view to implementing their respective mandates and advancing/implementing the Joint Framework

1 annual report on cooperation in peacekeeping between the United Nations and the African Union; 52 weekly reports on developments in peacekeeping of the African Union; 12 analytical cables on strategic peacekeeping issues of the African Union	1	Annual draft report, on cooperation in peacekeeping between the United Nations and the African Union. The report was finalized soon after the end of the reporting period, in October 2016
	52	Weekly reports
	18	Analytical reports
20 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	11	Meetings. The African Union Partners Group met 11 times during the reporting period
		No meetings of the Peace and Security Cluster of the Regional Coordination Mechanism for Africa were held
		The clusters of the Regional Coordination Mechanism for Africa were abolished pursuant to a decision taken at the annual meeting held in April 2016, at which UNOAU was represented
2 information publications 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	9	Publications
		The output was higher owing to the additional need of UNOAU to increase the number of publications in order to inform United Nations audiences and the public about the implementation of the UNOAU mandate

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	3	Annual reports were prepared, on the African Standby Force, the African Union Peace and Security Council and the African Peace Fund
		The annual reports on the remaining 2 pillars of the African Peace and Security Architecture (the Panel of the Wise and the Staff Committee) were not produced, as there were no significant developments during the reporting period
12 manuals or standard operating procedures for African Union-led peacekeeping operations and the African Standby Force reviewed and updated	8	Manuals were reviewed and updated. 4 were in progress, in close cooperation with the African Union, by the end of the reporting period

18 policies or guidelines produced in support of the African Union Peace and Security Department's capacity-building strategy	5	Policies had been completed and 13 were ongoing, in close cooperation with the African Union, by the end of the reporting period
Participation in 18 trainings/workshops of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations and capacity-building	20	Workshops/training sessions, including on disarmament, demobilization and reintegration, force headquarters, Ebola, AMANI Africa II, the AMISOM implementation plan, the protection of civilians, demining, maritime security and African Union peace support operations compliance requirements
Participation in 18 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	20	Planning meetings, including on AMANI II, concepts of operations, the African Union Regional Coordination Initiative on the Elimination of the Lord's Resistance Army, disarmament, demobilization and reintegration, best practices, AMISOM, the African Standby Force, the African Peace and Security Architecture, the road map/technical working group on Somalia, joint coordination mechanisms, tripartite agreements with AMISOM, and security sector reform priorities in the Central African Republic
Continued support and guidance for the follow-up activities to 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	Participation in 8 workshops, training sessions and meetings, including the assessment and logistics conference, the force headquarters training exercise, induction for AMANI Africa II field training and an AMANI II military training exercise
Participation in 10 African Union-regional economic community/regional mechanism technical missions in support of the operationalization of the African Standby Force	10	Technical assessment missions and predeployment visits and assessments for mission service for AMISOM, Mali and the African Union Regional Coordination Initiative on the Elimination of the Lord's Resistance Army

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 legislative bodies, the Security Council and regional organizations on resource management field support issues	96	Briefings
10 presentations on resource management and field support issues at conferences, seminars and other public forums	10	Presentations
8 visits to Member States to discuss resource management and field support issues	9	Visits
55 consolidated responses to the reports of the United Nations oversight bodies and 35 consolidated reports on the status of the implementation of some 1,115 recommendations made by the oversight bodies	56 75	Consolidated responses Consolidated reports on the status of implementation of 1,489 recommendations made by the oversight bodies The output was higher owing to more recommendations issued by the oversight bodies, in particular critical recommendations requiring more frequent reporting
Guidance and implementation documents issued on shared services and supply chain management for field support	Yes	A policy paper on supply chain management was issued in May 2015, and guidance was provided to all peacekeeping operations in August 2015 with an introductory outline of the policy paper
4 reports containing the findings and recommendations made by boards of inquiry	2	Reports The output was lower owing to a surge in Headquarters boards of inquiry cases, which required resources to be redirected to the convening of the boards of inquiry
24 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	52	Briefings The output was higher owing to closer follow-up with Member States on disciplinary case management, follow-up on the proposals contained in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/70/729) and updates on sexual exploitation and abuse issues

2 meetings of the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse	4	Meetings The output was higher owing to the need for focused discussions and planning on protection from sexual exploitation and abuse
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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>
2 comprehensive mission support plans prepared	3	Mission support plans The output was higher owing to decisions by the Security Council and planning directives issued by the Secretary-General
12 briefings to permanent missions on support services delivered to field missions	12	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>
10 visits to field operations to provide direction to mission leadership on resource management and mission support issues related to mission mandate implementation	10	Visits
24 consultations with heads of mission on resource management and mission support issues related to mandate implementation	24	Consultations
2 technical assessment visits to field operations to prepare mission support plans	4	Technical assessment visits, comprising 1 military capabilities study visit, 2 trips to support contingency planning and 1 visit to provide training to mission planners on the mission support aspects of planning The output was higher owing to increased requirements for support in the field as a result of the evolving strategic and operational environment of field operations
28 consultations with chief 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 102 reports of the oversight bodies	Yes	Strategic guidance provided for 19 self-assessment reviews conducted by peacekeeping operations, based on all 132 of the reports produced by the oversight bodies
Some 1,155 oversight and 472 boards of inquiry recommendations recorded in the oversight and boards of inquiry tracking systems	1,489	Oversight recommendations
		The output was higher owing to the increased number of recommendations issued by the oversight bodies
	218	Boards of inquiry recommendations recorded in the boards of inquiry tracking system
		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 boards of inquiry recommendations	2	Workshops for 25 focal points and 27 board of inquiry focal points from 13 peacekeeping operations
4 operational reviews of internal control frameworks at missions	2	Operational reviews
		The output was lower owing to the reprioritization of planned activities. Activities were reprioritized to follow up and report on the increased number of recommendations issued by the oversight bodies
3 operational reviews of board of inquiry procedures at missions	No	No operational review was conducted owing to the continued surge in Headquarters boards of inquiry cases, which required resources to be redirected to the convening of the boards
3 visits to peacekeeping operations to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other forms of misconduct	2	Visits, to MINUSCA and MONUSCO
		The third visit did not take place owing to the reprioritization of planned activities to implement the proposals of the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/70/729) and to coordinate additional briefings and reporting on the issue
Analysis of investigation reports and referral for appropriate disciplinary actions by the United Nations or Member States regarding some 250 allegations of	250	Investigation reports analysed and referred to Member States or United Nations entities
	288	Category I allegations

misconduct reported to have been committed in peacekeeping operations and recording in the misconduct tracking system and tracking of investigations for some 250 category I and 550 category II allegations of misconduct	562	Category II allegations The outputs were higher owing to the enforcement of the capacity of the Conduct and Discipline Team in MINUSCA and to improved reporting mechanisms
Daily average review of 10 staff selection cases submitted for clearance prior to the issuance of an appointment to a peacekeeping operation	15	Staff selection cases, on average, were processed, in addition to ad hoc screening requests for staff candidates. The Office also supported approximately 1,700 additional ad hoc screening requests per month. The work included 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	194	Active delegations managed in the field
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	Missions utilized new acquisition planning guidelines and templates issued. Annual acquisition plans were reviewed in UNLB and shared with the Procurement Division of the Department of Management. Periodic updates of the plans were shared with DFS divisions for review and issuance of strategic guidance to missions
1 workshop for chief procurement officers from field operations on the delegation of procurement authority, acquisition planning and issues relating to Committee on Contracts review	1	The annual conference of chief procurement officers was convened in collaboration with the Procurement Division of the Department of Management
30 letters of representation reviewed for compliance with accountability measures in all areas of mission support	30	Letters of representation

(b) Field Budget and Finance Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Assessment and calculation for all contingent-owned equipment	2,990	Claims for contingent-owned equipment reimbursement were processed

reimbursement claims and death and disability compensation claims for all relevant field operations	342	Letter-of-assist claims were processed
	143	Death and disability compensation claims were processed
Assessment, administration, verification and certification of premium "risk" payments for military and police contingents for risk and rapid deployment of critical new enabling capability	Yes	All requests for risk premiums were processed for UNMIL (19) and MINUSMA (3)
Assessment and calculation of deductions to personnel reimbursement due to absent and non-functional major equipment in all field operations	4	Quarterly assessment and calculation of the percentage of absent/non-functional major equipment for each contingent were completed and forwarded to the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts for further calculation of deductions from troop reimbursement
4 quarterly briefings and provision of advice to Member States on policies and procedures relating to the personnel and equipment reimbursement frameworks for contingent and death and disability compensation for military and police personnel	4	Briefings to troop- and police-contributing countries on the reimbursement frameworks
Negotiations completed for up to 12 memorandums of understanding regarding new contingents deployed to field operations, and amendments to up to 20 existing memorandums	25	Memorandum of understanding negotiations completed
		The output was higher owing to the faster response times on the part of the Governments of troop- and police-contributing countries to the draft memorandums of understanding proposed by the United Nations
	97	Amendments to memorandums of understanding were completed
		The output was higher owing to additional requests from troop- and police-contributing countries
20 briefings to Member States on the personnel and equipment reimbursement frameworks for contingents, including 4 predeployment visits to troop- and police-contributing countries	26	Briefings on memorandums of understanding and contingent-owned equipment were provided
		The output was higher owing to the increased number of ad hoc requests from Member States
	1	Predeployment visit to Côte d'Ivoire
		The output was lower because participation was limited to predeployment visits to new troop- and police contributing countries

Quarterly reports to troop- and police-contributing countries on gaps in required contingent-owned equipment and the status of memorandums of understanding for reimbursement for contingent-owned equipment and letters of assist	4	Verification reports
Implementation of a framework for the collection of data from Member States and work on major policy issues for the 2017 Working Group on Contingent-Owned Equipment	Yes	A template was drafted for the collection of national cost data from Member States and circulated to Member States. A separate template was drafted for the submission of issue papers on policy matters and circulated to Member States and within the Secretariat
Identification of resource implications for 6 proposals to the Security Council with significant financial and field support implications	2	The Security Council was informed of the resource implications for UNMISS in November 2015 and MINUSCA in December 2015 The output was lower because fewer proposals with financial implications were considered by the Security Council

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of 4 resource plans and cost estimates for the implementation of new or expanding field operations mandated by the Security Council, including the application of the standardized funding model for new peacekeeping missions endorsed by the General Assembly	2	Additional resource plans and cost estimates, for MINUSCA and MINUSMA The output was lower owing to the lower number of peacekeeping operations that required additional resources
Direct support for the establishment of field financial and budgetary functions for two new or restructured field operations	No	No new or restructured peacekeeping operations
Support for all aspects of the integrated planning and initial deployment of new, expanding and transitioning field operations	No	No new or restructured peacekeeping operations
Negotiation completed for up to 10 memorandums of understanding regarding the oversight and reimbursement of contingents deployed to new missions	20	Memorandums of understanding completed and signed for MINUSCA The output was higher owing to the negotiation of all memorandums of understanding following the transition from MISCA. The output was also higher owing to the faster response times on the part of the Governments of troop- and police-contributing countries to the draft

		memorandums of understanding proposed by the United Nations
Monitoring the cap of the premium as approved by the General Assembly and reporting thereon to the Assembly	Yes	All approved premiums were within the authorized ceiling

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Cross-cutting assistance and regulatory advice to all field operations on the formulation of budget proposals and performance reports, the maintenance and preparation of financial accounts and field processes and the management of available resources	Yes	Support was provided for 16 field operations, including 14 peacekeeping operations, UNSOS and UNLB, for budget formulation based on the promulgated strategic guidance and resourcing priorities and year-end closing of financial reports in line with instructions issued by the Office of Programme Planning, Budget and Accounts
Comparative analysis and management reports on major resourcing elements in all field operations to improve cost-effectiveness in field resourcing	Yes	Analysis completed on scorecards across peacekeeping operations and quarterly reports on budget expenditures issued for 14 peacekeeping operations, UNSOS and UNLB. The aviation costs of peacekeeping operations were also analysed
Coordination and preparation of 16 strategic guidance documents on major resourcing priorities to guide the development of annual budget proposals by all field operations	Yes	Strategic guidance documents prepared and issued for 14 peacekeeping operations, UNSOS and UNLB
Annual revisions to the standard resourcing allocation and prices for implementation in field operations	1	The standard cost and resourcing manual was updated and used for the setting of resourcing parameters for peacekeeping operations
Coordination of 6 reviews of major resource elements across field operations and participation in civilian staffing reviews for up to 6 field operations	Yes	Coordination of 6 reviews of major resource elements and participation in civilian staffing reviews for UNSOS The output was lower owing to the number of missions that had already completed the civilian staffing reviews in prior periods
Analysis of the major resourcing aspects of up to 3 major, multidimensional projects with implications for field operations	6	Cross-cutting analysis conducted for MINUSCA, MINUSMA, MONUSCO, UNMIL and UNMISS to support the finalization of resourcing requirements for 2016/17, and implementation of new conditions of service for United Nations Volunteers The output was higher owing to the complexity of resourcing parameters

Administration of residual matters relating to 4 field missions being liquidated, including follow-up on outstanding and disputed payments, reconciliation and closure of remaining bank accounts, and compliance with administrative requirements	4	Technical liquidation activities conducted, for MINURCAT, UNMIT, UNMIS and UNSMIS
10 visits to provide on-site support to field operations, including the development of major budget priorities, analysis of major cost efficiencies and the implementation of financial administration initiatives	8	Visits The output was lower owing to a focus on those missions accessible from the Entebbe region
Development of a revised field financial process to strengthen resource stewardship and realize the benefits of the implementation of IPSAS, Umoja and shared services arrangements at field operations	No	The planned output was initiated but subsequently changed to operational inputs to the accounting manual being prepared by the Accounts Division of the Office of Programme Planning, Budget and Accounts

(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 analysis of supply and demand, forecast requirements and projected future trends	Yes	Civilian capacities across field missions were analysed and capacity gaps in various rosters were mapped. Generic job openings were issued to address the gaps identified In addition, a workforce planning framework was launched in December 2015, comprising the workforce planning user guide and the online workforce planning course
Maintenance of rosters across 25 job families, with at least 1,500 new candidates endorsed by the central review bodies for immediate selection against mission vacancies	Yes 2,405	450 rosters maintained for 25 job families Candidates were endorsed by the field central review bodies The output was higher owing to an increased number of generic job openings published in response to the establishment of new functions in missions, as well as projected new mission positions

Engagement with 3 Member States to develop outreach initiatives through consultations and 3 outreach visits to troop- and police-contributing countries as part of the electronic compendium of partners by region and outreach material on 24 occupational groups	65	Member State engagements
		The output was higher owing to the continuation of engagement through the organization of 1 troop- and police-contributing round table (65 Member States attended), as well as the initiative to organize 1 outreach workshop for members of the International Organization of la Francophonie (22 Member States attended), in addition to 55 individual meetings with Member States
	3	Outreach visits, to the top 3 troop- and police-contributing countries

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 58 delegated human resources management authority in field operations	Yes	Direct strategic advice was provided to all delegated human resources management authorities through dashboards at the global, regional and mission levels for monitoring the strategic and operational human resources performance indicators of field missions
7,000 posts classified in all peacekeeping missions	14,768	<p>International and national posts in peacekeeping operations were classified and the preliminary results communicated to peacekeeping operations. Communication of the final results to all missions commenced during the reporting period</p> <p>The output was higher owing to the classification of national posts in addition to the planned classification of international posts</p>
2,000 field personnel provided with career guidance, career planning answers to mobility- and career-related queries	Yes	Career support was provided to over 2,000 international and national field personnel; such support was prioritized for peacekeeping operations that were downsizing, including UNMIL and UNOCI. Career support was also provided to MONUSCO
Visits to 3 peacekeeping missions to deliver on-site advice and technical support, including locally recruited national and international staff, in the light of the roll-out of the global mobility and career development framework, the deployment of Umoja, process changes, staffing reviews, downsizing and drawdown	3	Visits, to MONUSCO, UNMIL and UNOCI

Direct personnel administrative support for 72 functionalities for operations without delegated human resources management authority for 6,649 international staff	6,561	International staff received direct personnel administrative support
2 global staff management meetings with the Field Joint Negotiation Committee and 1 Staff Management Committee meeting	2 1	Meetings with the United Nations Field Staff Union Annual Staff Management Committee meeting In addition, 4 periodic Staff Management Committee meetings were held via videoteleconference The output relating to the Field Joint Negotiation Committee could not be fully achieved owing to the lack of resolution of representational issues affecting the ability of the full Committee to convene
Legal and policy guidance and responses provided to over 300 informal and formal cases and enquiries from field missions, the Management Evaluation Unit, the Office of the United Nations Ombudsman and Mediation Services, the Office of Human Resources Management and other offices	600	Legal and policy guidance and responses provided in over 600 informal and formal cases and enquiries The output was higher owing to, inter alia, a large number of downsizing exercises in missions
4 meetings with the Office of Human Resources Management and the International Civil Service Commission to advocate for field staff concerns and conditions of service in the field	6	Meetings, comprising 2 (annual and midyear) meetings of the International Civil Service Commission Working Group for the Review of Conditions of Life and Work in Field Duty Stations, 2 meetings of the Human Resources Network and 2 meetings of the Human Resources Network Standing Committee on Field Duty Stations The output was higher because DFS was invited to attend the 2 Human Resources Network meetings
3 human resources management courses developed and available for human resources practitioners at field missions	5	E-learning modules developed and made available in Inspira for human resources practitioners The output was higher owing to the initiative to launch a field human resources certification programme
2,000 help desk requests fulfilled for information management services related to field human resources	1,760	Help desk requests fulfilled The output was lower owing to the limited use of IMIS and Nucleus following the roll-out of Umoja
5 joint comprehensive civilian staffing reviews	1	Joint comprehensive civilian staffing review was completed, for UNSOS The output was lower owing to the decision to align civilian staffing reviews with strategic reviews, based on lessons learned. In the 2015/16 period, civilian staffing reviews took place subsequent to strategic review recommendations, thereby delaying the completion of civilian staffing reviews for MINUSCA and MINUSMA

(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>
15 logistical and technical support briefings to permanent missions and troop- and police-contributing countries	18	Briefings The output was higher owing to the increased requirements of the Governments of troop- and police-contributing countries
Input to 15 reports of the Secretary-General relating to logistics support	Yes	Input provided to 22 reports of the Secretary-General relating to logistics support The output was higher owing to the increased number of reports on peacekeeping operations

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
6 mission-specific force requirements reviewed	14	Mission-specific force requirements The output was higher owing to the increased requirements for the review of mission-specific statements of requirements
3 meetings with multinational partners to identify and establish functional arrangements within areas of logistic cooperation in the field	3	Meetings, with the African Union in November 2015, the European Union in May 2016 and NATO in March 2016
Maintenance of 100 logistics-related systems contracts and establishment of:	100	Logistics-related systems contracts maintained
1 system contract for field medical personnel, 1 system contract for medical equipment and 4 system contracts for weaponry	1	Systems contract for field medical personnel established
	1	Systems contract for medical equipment and consumables maintained
	2	Systems contracts for weaponry (1 for ammunition and 1 for weapons) established The output was lower owing to the delay of 2 contracts pending manufacturer signature
Logistics planning and support provided to 1 field mission in a start-up or surge phase	2	Missions provided with logistics planning and support The output was higher owing to additional requirements

for surge phases in MINUSCA and UNMISS

4 technical assessment mission reports for peacekeeping operations 4

Technical assessment mission reports, for MINUSCA, MONUSCO, MINUSMA and UNOCI

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>
12 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	12	Meetings with the Governments of troop- and police-contributing countries were held to address issues relating to contingent-owned equipment performance and shortfalls
10 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and to advise Member States about sufficiency and/or shortfalls of major equipment and self-sustainment	10	Predeployment visits to troop- and police-contributing countries
4 engineering assessment reports in field operations on progress of construction and engineering projects	No	The output could not be achieved owing to competing priorities, including the improvement of major construction projects through the implementation of guidance on the governance of major construction projects and the issuance of supplemental guidance to the field missions
31 surface transport systems contracts evaluated through the surface transport supplier appraisal system	31	Surface transport systems contracts evaluated
Maintenance of 2 multi-year contracts, 1 for a wide-body passenger aircraft to support strategic troop movements in support of global troop rotations at peacekeeping operations and 1 for the provision of commercial movement specialists to assist troop- and police-contributing countries in their preparation of cargo and related documentation prior to deployment to peacekeeping missions	2	Multi-year contracts maintained

Development of 1 multi-year contract for the provision of passenger transport services mainly between troop- and police-contributing countries from Africa and African-based peacekeeping missions	No	The output could not be implemented owing to competing priorities, including dedicated efforts on the implementation of “end-to-end” supply chain management for field missions
6 manuals/polices developed or updated and implemented: 1 water policy and 1 waste management policy fully developed and promulgated, 1 medical manual, 1 fuel operations manual and 1 rations manual updated and implemented, and 1 movement control manual implemented at field missions	3	Manuals, on waste management, medical support and movement control The output was lower owing to competing priorities. The water policy was not completed, as priority was placed on the waste management policy, while the rations manual and the fuel manual could not be updated owing to other immediate needs, including the implementation of an electronic fuel management system, the development of new rations standards and the launch of electronic rations management systems
5 briefings at conferences and to troop- and police-contributing countries on the medical support concept at peacekeeping operations	6	Briefings The output was higher owing to the requirements of troop- and police-contributing countries
Maintenance of systems contract for the provision of food rations at all peacekeeping missions	Yes	Systems contract for the provision of food rations at all peacekeeping operations
5 medical technical assessment mission visits to field missions and medical predeployment visits to 2 troop- or police-contributing countries	2	Medical technical assessment mission visits, to MINUSCA and UNMISS. The output was lower owing to the reprioritization of activities
	2	Medical predeployment visits, to Bangladesh and Rwanda In addition, advisory and assessment visits were carried out to Egypt, Ghana, Israel and Rwanda to address impending needs
Technical site visits to fuel installations and facilities at MONUSCO, UNIFIL and UNMISS	No	No technical site visits were required for the identified missions during the period, as there was no bidding conference. Resources were dedicated to addressing other priorities, including technical site visits to MINUSCA and UNMIL
Establishment of an inventory and maintenance management system for United Nations-owned weapons and ammunition	No	The output was deferred owing to the planned decommissioning of Galileo, which subsequently will address inventory management under Umoja Extension 2
9 aviation safety assessment reports in field aviation activities and 4 technical assessment reports for commercial vendors	7	Safety assessment reports
	4	Technical assessment reports The output was lower owing to competing priorities

25 on-site aviation quality inspections of air operators and 17 on-site aviation quality assurance audit of field missions	3	On-site aviation quality inspections of air operators
	3	On-site aviation quality assurance audits of field missions
		The output was lower owing to the reprioritization of limited travel resources. Both types of visits were carried out on the basis of risk analysis
Development and implementation of a framework for supply chain management	1	Policy paper on supply chain management
4 workshops/in-house training sessions for staff from field missions, regional service centres and Headquarters who deal with supply chain management	5	Supply chain management workshops/in-house training sessions were held with representatives from field missions and other offices at Headquarters

(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 of international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery	3	Analysis reports were prepared 18 queries were received from Member States and United Nations agencies on issues related to international boundaries and disputed territories on which guidance or responses were provided
Analysis, coordination and harmonization of Second Administrative-level Boundaries data from 10 Member States	4	Analysis and coordination of Second Administrative-level Boundaries data from 4 Member States The output was lower owing to the lack of relevant data sets in the responses received from Member States

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Geospatial and ICT support for new peacekeeping operations in response to newly established Security Council mandates	No	No new peacekeeping operations were established during the reporting period However, geospatial and ICT support were provided for the expansion of operations to two new regions in the mission area of MINUSCA

Updated geospatial database (or United Nations map) on 2 priority areas for peacekeeping operations	2	Priority areas
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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>
ICT support for the call centre, field network and field applications, and disaster recovery and business continuity operations provided to all field missions	Yes	ICT support was provided to all field missions
5,910 audio- and videoconferencing services provided to field operations, including technical and day-to-day operational support	6,181	Audio- and videoconferencing services provided to field operations The output was higher owing to the growing acceptance and use of videoconferencing as an effective way to hold meetings between geographical locations
Statements of work prepared and technical evaluation carried out for 2 planned systems contracts and monitoring and administration of 35 existing contracts for ICT services and equipment	2	Statements of work prepared
	35	Existing systems contracts
15 disaster recovery plans for field operations tested and updated and 4 disaster recovery reconstitution exercises carried out	15	Disaster recovery plans
	4	Disaster recovery reconstitution exercises
Optimized existing ICT systems and infrastructure in all field missions, including support to Umoja	Yes	The following modules of the Field Support Suite were developed and implemented to support field missions: <ul style="list-style-type: none"> • E-Accommodation module to manage and maintain United Nations-based accommodation implemented in 2 field missions • Electronic movement of personnel (e-MOP) application to standardize a common workflow for personnel movement processes implemented in 12 field missions • Contingent module application to manage information related to military and police troops implemented in 14 field missions
Technical evaluation for 1 system contract for the provision of geospatial information products and administration of 4 existing system contracts for the provision of geospatial information software and satellite imagery	1	System contract for the provision of geospatial information products was awarded
	3	System contracts for the provision of geographic information system software and imagery were in place. The fourth contract was awarded

Geospatial datasets from 2 field missions to fulfil information requirements for responding to crises	2	Geospatial datasets, from MINUSMA and UNMISS, completed
Development and deployment of standard, integrated situational awareness tools to field missions to enhance information collection, validation, analysis and distribution	Yes	An integrated situational awareness and incident reporting tool was deployed to 4 field missions. A database model for an advanced intelligence analytics suite was implemented as a pilot for 2 missions

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	128	Formal and informal meetings of the Fifth Committee on peacekeeping matters were held and advice on procedures provided In addition, a significant number of informal-informal consultations on peacekeeping matters were held and supported, including on late nights and weekends
	34	Draft resolutions/decisions were prepared and adopted by the Fifth Committee
	29	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	Two 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 4,778 pages of supplementary information on peacekeeping-related issues in the Fifth Committee e-Room

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>
Holding of 90 meetings of the Headquarters Committee on Contracts and 20 meetings of the Headquarters Property Survey Board	101 21	Meetings of the Headquarters Committee on Contracts Meetings of the Headquarters Property Survey Board
Review of 500 procurement actions and 250 disposal actions	518 349	Procurement actions Disposal actions The higher output was due to the large number of cases received from MINUSTAH, UNMIL and UNOCI
3 field assessment visits to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	3	Field assessment visits
15 training courses on committees on contracts and property survey boards in support of peacekeeping missions	17	Training sessions were organized
200 additional staff enrolled in the online training resources on the committees on contracts and property survey boards	169	Staff enrolled in the online training courses The lower output was due to the updating of the course content to make it compatible with the new IPSAS guidelines and regulations
Review of 7 procurement challenges by independent high-level experts	3	Procurement challenges were received and referred to consultants of the Award Review Board
Provision of assistance for predeployment, deployment and post-production support activities to ensure the seamless integration of the Umoja Extension 1 functionality with the foundation solution	Yes	Assistance for predeployment, deployment and post-production support was achieved for integration of the Umoja Extension 1 functionality with the Foundation solution for international staff in peacekeeping operations as part of the cluster 4 roll-out as scheduled in November 2015. Predeployment and deployment activities included the preparation of daily flash reports, daily production cutover meetings and detailed ramp-down assistance leading to the cluster 4 operational readiness review prior to the deployment. Post-production support activities included the travel of 4 Umoja staff to peacekeeping deployment hubs to support ramp-up and twice-weekly videoconference meetings to resolve urgent issues for 2 months after deployment

	No	Deployment of Umoja Extension 1 functionality to locally administered personnel in missions. The deployment was rescheduled for November 2016 by the Umoja Steering Committee
Provision of a communications and engagement strategy to peacekeeping missions outlining how information will be progressively disseminated in order to support personnel in the integration of the Umoja Extension I functionality into clusters 4 and 5	Yes	A detailed communications strategy, including key stakeholders, activities and communication channels, was successfully carried out for cluster 4, included in the Umoja master project plan and closely monitored on a weekly basis. During the deployment, communication and change management activities were intensified in partnership with the deploying entities through weekly videoconferences, town hall meetings, self-service kiosks and go-live celebrations. Resources were made available for all staff via the field support page on the Umoja website, the Umoja app, newsletters and other communication materials
Provision of educational materials and clear guidelines to end users and managers to support the preparation for the integration of Umoja into clusters 4 and 5, including the design and delivery of training and support materials such as job aids and user quick guides, leveraging the official web site, iSeek and Unite Connections, as well as direct communication to field missions	Yes	In preparation for all Umoja deployments, job aids and training materials were established. 343 job aids, 109 courses and user guides, 70 distance-learning components and 248 simulations were provisioned. While cluster 5 deployment was rescheduled for November 2016, all referenced educational materials were made available to support cluster 5 implementation. The Unite community for the global training coordinator network included efforts to define training requirements by course-mapping and implementation of local end-user training plans
Provision of 236 reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations	540	Requests were provided with reasoned decisions The output was higher owing to increased demand
Provision of 30 reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation of service of peacekeeping staff members	176	Requests for the suspension of action were addressed
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	Yes	Volume 4 of the lessons-learned guide was issued during the reporting period

(b) Office of Programme Planning, Budget and Accounts

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
30 reports on budget performance and budget estimates for 14 active peacekeeping operations and UNSOA; and 3 final performance reports for MINURCAT, UNMIT and UNSMIS	30	Reports of the Secretary-General, comprising 28 budget performance reports for the 2014/15 period and budget reports for the 2016/17 period in respect of 14 active peacekeeping operations and UNSOA/UNSOS
	3	Reports of the Secretary-General, on the final performance of the closed peacekeeping missions MINURCAT, UNMIT and UNSMIS as at 30 June 2015
	1	Report of the Secretary-General on the cash position of MINUSMA, pursuant to General Assembly resolution 69/289 A on the financing arrangements for the Mission for the 2014/15 period
1 report on the updated financial position of closed peacekeeping operations	1	Report of the Secretary-General on the updated financial position of 26 closed peacekeeping operations as at 30 June 2015
9 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report on the support account for peacekeeping operations and UNLB	6	Reports of the Secretary-General, comprising the report on the overview of the financing of the United Nations peacekeeping operations (1), the budget performance reports for the 2014/15 period the budget reports for the 2016/17 period on the support account for peacekeeping operations (2) and on UNLB (2), and the budget report for the 2016/17 period on the Regional Service Centre in Entebbe, Uganda (1)
	4	Notes by the Secretary-General on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (A/C.5/70/21 , A/C.5/70/22 , A/C.5/70/23 and A/C.5/70/24) The output was higher owing to the additional budget report on the Regional Service Centre in Entebbe, pursuant to General Assembly resolution 69/307
20 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 14 active peacekeeping operations and UNSOA; final performance reports for MINURCAT, UNMIT, UNSMIS and UNLB, and the support account for peacekeeping operations	22	Supplementary information packages (1,530 pages) provided for 14 active peacekeeping operations, UNSOA/UNSOS, UNLB, the Regional Service Centre in Entebbe and the support account for peacekeeping operations, as well as for the final performance reports for MINURCAT, UNMIT and UNSMIS The output was higher owing to the additional report on the cash position for MINUSMA and the budget report for the Regional Service Centre for the 2016/17 period

	2	Requests for additional resource requirements for MINUSCA (pursuant to Security Council resolutions 2212 (2015) and 2217 (2015)) and MINUSMA (pursuant to Security Council resolution 2227 (2015)) as an authority to enter into commitments
Review and coordination of responses to follow-up questions from legislative bodies on 14 active peacekeeping operations, on UNSOA, UNLB, MINURCAT, UNMIT and UNSMIS, and on the support account and cross-cutting issues	2,279	Pages of written responses to questions raised: 1,216 pages of responses to follow-up questions from the Advisory Committee on Administrative and Budgetary Questions and 1,063 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 period from 1 July 2015 to 30 June 2016 were released on 30 September 2016
Status of contributions, including a summary and information on outstanding assessed contributions, is available online	Yes	Status of contributions, including summary information, was available online to Member States and users from United Nations offices, through the United Nations 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>
Assist peacekeeping operations in selecting banks to provide the required banking services	Yes	Assisted UNAMID and UNMISS in the selection of banks to provide required banking 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 guidance on IPSAS benefits realization	Yes	Presentation was delivered in Entebbe in June 2016 with the participation of over 40 chiefs and key finance/budget officers. The Office of Programme Planning, Budget and Accounts presented practical aspects regarding IPSAS benefits tracking and the reporting mechanism
Provision of guidance on sustaining IPSAS compliance in the missions	Yes	<p>Provided direct guidance on specific issues through videoconferences, direct support to peacekeeping operations and a workshop for chiefs and key finance/budget officers held in Entebbe in June 2016</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	Approval of delegation of financial authority for incoming staff and immediate revocation of delegations for outgoing staff, ensuring that there was no duplication
Monitoring the audit recommendations pertaining to accounting and budgetary aspects of field operations	Yes	Reviewed and analysed audit observations and recommendations and requested follow-up actions from 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 was provided by the Office of Programme Planning, Budget and Accounts on a continuous basis through the review of monthly accounts and bilateral communications. Assistance was provided with regard to the conversion of the Headquarters financial system to Umoja and the implementation of the travel module in field missions during the 2015/16 period
Provision of training and policy guidance to field finance operations on improved internal controls and the rectification of audit findings	Yes	<p>The Accounts Division and the Peacekeeping Financing Division jointly held the 2016 annual IPSAS finance and budget workshop at the Regional Service Centre in Entebbe for finance and budget officers of peacekeeping operations and provided guidance on audit findings from the previous year and timely and accurate closing of June 2016 accounts. Formal instructions and guidelines were issued by the Office of Programme Planning, Budget and Accounts to peacekeeping operations</p> <p>In addition, clarification and guidance was provided to peacekeeping operations on various topics by policy guidance and training officers on an ongoing basis</p>
Processing of 20,000 payments to Member States, staff and vendors	Yes	Over 20,000 payments to vendors and Member States and non-payroll payments to staff, including reimbursements and claims to troop- and police-contributing countries
Processing of 10,000 education grant claims and advances	Yes	Over 10,000 education grant claims and education grant advances were processed. Advances were processed mostly in IMIS from July to October 2015, while claims were processed mostly in Umoja from November 2015 onwards
Negotiation and administration of 12 insurance policies covering peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	12	Policies were negotiated, placed and administered for peacekeeping operations
Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	Yes	All eligible international staff members who chose to enrol and all national staff members were provided with health insurance coverage for themselves and their dependants. Life insurance coverage was provided on an optional basis to all eligible staff

Settlement of peacekeeping commercial insurance claims and review of the claims by the Advisory Board on Compensation Claims	Yes	All complete commercial insurance claims presented were sent to the insurers, reviewed, processed and/or settled under the respective insurance policies. All complete claims were reviewed by the Advisory Board on Compensation Claims and its secretariat at the subsequent monthly meeting of the Board
Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments	Yes	47 assessment calculations and 18 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	1,193	Investment settlements were processed in accordance with industry standards The lower output was due to the change in how deposits and withdrawals from participating funds in the cash pool were recorded and maintained following the implementation of Umoja in cluster 4 entities
Processing of 3,000 receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	Yes	Approximately 3,500 receipts were issued to Member States for peacekeeping operations, and contribution records were maintained accurately and in a timely manner
Effective servicing of the Committee on Contributions through the timely provision of all requested data	Yes	12 documents, 33 conference room papers and all 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 46 delegations of approving authority were processed within 2 weeks
Visits to 7 peacekeeping operations to provide strategic advice and on-site assistance on budgetary and financial issues	6	Visits to peacekeeping operations were undertaken by the Peacekeeping Financing Division to MONUSCO, UNMIK, UNMISS, UNSOS and the Regional Service Centre in Entebbe to provide on-site advice and assistance
500 funding authorizations and 30 staffing table authorizations for peacekeeping operations, UNSOS, UNLB, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis	465 32	Funding authorizations were actioned for peacekeeping operations, including trust funds, in the field and for departments and offices at Headquarters Staffing table authorizations, comprising 18 for peacekeeping operations and 14 for Headquarters departments and offices, were implemented during the reporting period The output was higher owing to the requirements for MINUSCA and UNSOS for the 2015/16 period

15 financial reports and other financial communications to donors for peacekeeping trust funds	2	Financial reports and other financial communications were issued The output was lower owing to the lower number of requests made by donors
Organization and conduct of videoconferences with peacekeeping operations, UNSOS and UNLB, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	Yes	Teleconferences and videoconferences were held with active peacekeeping operations, as necessary, during the budget review process for the 2016/17 period High-level review meetings relating to performance reporting for the 2014/15 period and budget preparation for the support account for the 2016/17 period were also held
United States dollar funds of peacekeeping accounts invested in accordance with approved United Nations guidelines	Yes	United States dollar funds of peacekeeping accounts were invested in accordance with United Nations approved guidelines
Execution of approximately 2,100 investment-related electronic fund transfers, 850 foreign exchange purchases and 570 investment settlements	1,551 946 532	Investment-related electronic funds transfers Foreign exchange purchases Investment settlements
Execution of approximately 150,000 payroll and vendor payments to approximately 17,100 staff members and vendors	259,200	Payments processed for peacekeeping staff members and vendors The higher output was due to the central processing of all cross-border and domestic United States dollar payments by the United Nations Treasury
Recording of approximately 3,100 incoming payments for \$8.3 billion to peacekeeping accounts and transfer of approximately 1,000 remittances for \$2 billion to peacekeeping bank accounts	Yes	Umoja implementation resulted in reassigned responsibilities whereby deposit documents were no longer recorded by the United Nations Treasury. Account replenishments were done on a weekly basis, and during the period 1,800 replenishments, totalling \$1.6 billion, were made to house bank accounts managed by peacekeeping operations
Processing of approximately 250 bank signatory amendments for peacekeeping bank accounts	118	Bank account signatory panel amendments were processed for peacekeeping bank accounts The centralized payment system of Umoja resulted in a reduced number of bank accounts and therefore less frequent bank account signatory panel changes
Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; and local area network administrative functions carried out	Yes	Systems were updated, maintained and operated in line with service requirements of the Office, including Umoja post-implementation support, master data management and global Treasury banking support

Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications	Yes	IMIS and finance reference tables were maintained correctly. Master data management support for Umoja was implemented, replacing IMIS reference tables. Data collection tools for Umoja were supported and utilized for conversion. Data cleansing and conversion activities were completed for Umoja clusters 3 and 4
Enhanced financial management reports	Yes	Financial management reports generated in Umoja to support peacekeeping operations continued to be developed

(c) Office of Human Resources Management

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations	Yes	Report of the Secretary-General on the composition of the Secretariat: staff demographics (A/70/605)
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	5,992	Online reports, including support for 331 users from 145 Member States

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>
Legal advice to address administrative law issues, representation of the Administration before the United Nations Dispute Tribunal (New York, Nairobi and Geneva) and processing of disciplinary matters referred for action by DFS	Yes	Provided legal advice and handled the processing of 160 disciplinary matters arising in peacekeeping operations. Processed 213 appeals filed by staff in peacekeeping operations, advising and representing the Administration before the Dispute Tribunal and in the informal resolution of appeals
Comprehensive salary surveys in MINUSTAH, UNFICYP, MINUSCA, UNMIL, MINUSMA and MONUSCO. Upon request by the local salary survey committee, conduct approximately 15 interim salary surveys for a number of locations that are either the headquarters of	Yes	Comprehensive surveys were conducted in MINUSTAH, UNISFA, UNAMID, MINURCAT, UNFICYP and UNMIL. The UNFICYP survey was not finalized, as requested by the local salary survey committee. The surveys planned in MINUSMA, MONUSCO and MINUSCA were rescheduled for the second half of 2016

the missions or for the duty stations that are within the mission areas

Monitoring and review of the special measures pertaining to local salaries that are currently in place for UNMISS, UNDOF and UNSOS	Yes	Special measures in UNMISS and UNDOF were extended through the end of 2016. A special measure for UNSOS was discontinued, as it was absorbed within the new General Service and National Professional Officer salary scales
Guidance to 15 peacekeeping missions and UNSOA on the exercise of delegated authority for human resources management, including mission support visits	14	Peacekeeping operations
Information on the human resources management scorecard is reported for 15 peacekeeping missions and UNSOS, including to the Management Performance Board and the Performance Review Group	14	Peacekeeping operations with scorecard reporting and reporting to Management Performance Board
Help desk and production support for Inspira, including enhancements to the talent management, performance management and learning management modules for use in all field operations (Inspira Support Centre)	Yes	Over 300 change requests to Inspira were implemented, and over 65,000 service and support requests were processed. Inspira had 34,000 field users and 18,050 learning enrolments
Help desk support and training to handle the 700 IMIS human resources queries received annually from field operations	Yes	The IMIS service desk resolved more than 2,000 service requests received from DFS/DPKO. A high number of requests (1,700) was received for the creation of index numbers. Following the conversion from IMIS to Umoja on 1 November 2015, a total of 464 work orders related to Umoja were processed
Implementation of the managed mobility framework for staff in the political, peace and security job network for 13 peacekeeping missions	Yes	The new system was launched in January 2016. The first managed mobility exercise and the vacancy exercise entitled "Recruit from roster job openings" for the Political, Peace and Humanitarian Network was completed
Clearance and certification of 30 Chief or equivalent functions in administration and human resources management in DFS and in field operations	38	Designation cases with respect to Chief Administrative Officers, Chiefs/Directors of Mission Support and Chief Human Resources Officers
6-8 outreach missions to identify candidates for field operations and for Headquarters support for peacekeeping operations	Yes	Outreach missions in 5 countries were undertaken. An extensive presence on social media sites and virtual career fairs served to broaden the outreach worldwide and engage directly with individuals who might not be able to attend live outreach sessions

Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations	Yes	Provided ongoing guidance on daily operations, reviewed situations requiring exceptional consideration, assisted with the review of DFS internal standard procedures, and devised individual exceptional special measures with respect to General Assembly-mandated topics within the legislative frameworks
Guidance, advice and support on performance management and on the new policy and tool provided to all staff in field operations, including training and user support through videoconferences, WebEx and briefings	Yes	Ongoing policy advice was provided in coordination with the Field Personnel Division, as follows: 1 training-of-trainers session was held for mandatory performance management training; 2 updates to training materials were completed and circulated to all certified trainers with guidance on policy issues; 1 new e-performance user guide and 5 new quick guides were issued following the upgrading of e-performance; 10 WebEx sessions were held for performance management focal points; and 1 online learning course was launched for managers
Guidance and 2,800 consultations on various human resources-related issues to staff members in peacekeeping operations, as well as administrative support to handle approximately 300 requests related to the termination of appointments owing to civilian staffing review and the closure of peacekeeping missions, among other reasons, outside activities, special leave with full or half pay, family support, waiver of privileges and immunities, administrative reviews and appeals and exceptions to the Staff Regulations and Rules	2,871 300	Consultations and guidance were provided to ensure the appropriate and consistent application of the Staff Regulations and Rules, policies and best practices. Consultation on staff movement across missions, particularly on separation, remained intensive given the ongoing civilian staffing review and reconfiguration of missions. Consultation and advice were also provided on the review of conversion to continuing appointment in the second exercise, which was launched on 1 December 2015 Administrative support was provided in response to over 300 requests
Training, support and guidance during the launch of the Inspira offer management module in field missions, which will streamline and improve the consistency of onboarding procedures, following the selection of candidates, including with regard to determining the level and step at which the incumbent is hired and the issuance of an offer of appointment	Yes	The training was provided to peacekeeping missions by the Inspira offer management team, and the module and material were updated by the Office
Implementation of 1 new oversight management tool for the governance of system-wide health care and 8 WebEx-based continuous medical education sessions for medical personnel in the field	No 15	Postponed owing to the pending completion of the upgrading of modules in EarthMed WebEx-based medical education sessions

Organization of 1 regional meeting of chief medical officers	Yes	The topic of the meeting was “Managing emerging diseases and pandemics in the field: post-crisis analysis of lessons learned in the aftermath of the Ebola virus disease outbreak in West Africa”
3 reports on on-site assessments of field mission medical facilities, as requested, and 1 regional medical evacuation centre linked to peacekeeping missions	3	On-site assessments were carried out in MINUSCA, UNLB and UNDOF
	3	Countries (Cameroon, Gabon and Israel) visited for assessment for a regional evacuation centre. MINUSCA requested the assessments in Cameroon and Gabon
Medical clearance of 5,000 mission staff/candidates, military observers and civilian police for recruitment/assignment/travel; 2,000 pre-mission briefings and medical consultations; and 1,200 immunizations and medical kits are provided for staff travelling to field operations	6,457	Medical clearances
	3,119	Medical briefings and consultations
	1,296	Immunizations
		The outputs were higher owing to increased demand and the timely provision of medical briefings and consultations made possible by the Umoja travel module
250 psychological assessments, counselling sessions and consultations; 12 mission-readiness and resilience workshops for Headquarters staff planning to work in field missions; and psychosocial assessments and training courses in two peacekeeping missions (MONUSCO and UNMISS)	334	Psychological and mental health counselling
	20	Mission-readiness and resilience workshops
		Training sessions were provided in UNMIK and for the chief counsellor of UNMISS
Certification of sick leave for 1,500 staff of peacekeeping missions, DPKO and DFS	1,812	Sick leave claims certified
20 recommendations to the United Nations Joint Staff Pension Fund on disability pension cases for mission and DPKO staff, and provision of advice on 75 medical compensation claims for civilian staff, military observers, civilian police and troops	18	Recommendations to the United Nations Joint Staff Pension Fund on disability pension cases
	122	Responses to requests for advice on medical compensation claims
		The output was higher owing to the number of compensation claims received from contingent troops
Completion of EarthMed roll-out and provision of ongoing support to all peacekeeping missions	Yes	The implementation of EarthMed was completed in MINUSMA, UNMIL, MINUSCA, UNMISS, UNISFA and MONUSCO

(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 MONUSCO for immediate transfer to Headquarters	Yes	Approximately 300 linear feet of paper records in MONUSCO were identified for immediate transfer to Headquarters
50,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation	300,000	Pages of archival records (60 gigabytes) from the United Nations Transitional Authority in Cambodia, the United Nations Assistance Mission for Rwanda, the United Nations Observer Mission in Sierra Leone and the United Nations Peace Forces were made available on the United Nations website The output was higher owing to the additional capacity to conduct bulk scanning through the use of contractors and high-speed scanning equipment
1,000 reference responses to the Organization and Member States regarding peacekeeping archives	1,205	Reference responses on peacekeeping archives were provided to staff members, Member States and the public. These included access and declassification requests

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 an electronic records management programme that adheres to United Nations record-keeping requirements at MINUSCA	Yes	For security reasons, the Archives and Records Management Section did not conduct an advisory mission to MINUSCA and instead provided on-site digital record-keeping advisory services to MONUSCO. The Mission required assistance in the management of its digital records on shared drives. Training sessions were provided to 60 information management focal points in two locations during the on-site visit
Organization of one digital records management workshop for peacekeeping operation personnel at the Regional Service Centre to support the implementation of the records and documents management system deployed by DFS	Yes	The Archives and Records Management Section conducted a four-day information and records management training session in Entebbe for 28 participants from 14 peacekeeping operations and UNSOS. The Section provided training on the new records management policies and standard operating procedures, including the identification of vital records to support the protection and safeguarding of critical information in the event of mission evacuation

Implementation of a compliance monitoring framework in peacekeeping missions for fixed asset management that enables regular review of property records and ensures adequate inventory controls and accountabilities in line with IPSAS requirements	Yes	The fixed asset management framework has been developed and implemented across the Organization
Issuance of 1,500 purchase orders, 230 systems contracts including amendments and 350 regular contracts including amendments in support of peacekeeping operations	1,519 268 364	Purchase orders 268 systems contracts 364 regular contracts, including amendments
Organization of business seminars in 30 locations for developing countries and countries with economies in transition and training of 10 staff members from chambers of commerce on procedures for vendor registration	49	Business seminars were held in 49 locations, of which 30 were held in countries with developing economies or economies in transition, and 11 representatives from chambers of commerce or similar government agencies of Member States were trained on procedures for vendor registration and United Nations procurement processes in general
Follow-up on applications for registration in the United Nations Global Marketplace within 1 month with all vendors that participated in business seminars	Yes	4,103 companies attended the business seminars organized during the 2015/16 period. Follow-up e-mails were sent to the participants encouraging them to complete their registration within 1 month
73 new international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment, modularization (enabling capacities in the context of the global field support strategy), vehicles, armoured vehicles, airport specialized vehicles and material handling equipment, including all related spare parts and after-sale service, fuel, including turnkey contracts, rations, general supplies, medical and security equipment and services and information technology and communications requirements	75	75 new international tenders for engineering, vehicles, fuel, including turnkey contracts, rations, general supplies, medical, security and information technology and communications requirements launched
220 new international tenders launched in support of peacekeeping missions in relation to passengers and cargo movements, long-term air and sea charters, freight forwarding, logistics and aviation services	239	New international tenders for logistics requirements launched

22 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched,	23	Bidders' conferences, contract negotiations and site visits
participation in 5 trade and industry fairs to ensure that competition is maximized and participation in the rations contract management conference of the Department of Field Support at UNLB	6	Trade and industry fairs
Review of 200 local procurement authority requests and 100 local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded	191	Local procurement authority requests
	94	Local committees on contracts requests
9 procurement assistance visits (MINUSCA, UNSOA, UNDOF, UNMIL, UNIFIL, UNOCI, UNLB, MINURSO and MINUSMA)	5	Procurement assistance visits were conducted (to MINUSCA, UNMIL, UNIFIL, MINUSMA and the Regional Procurement Office in Entebbe) during the 2015/16 period
		The output was lower owing to operational requirements and the reprioritization of planned activities in the light of Umoja implementation
Technical review and administrative support of 286 established high-value and complex systems contracts (30 vehicle contracts, 80 contracts on fuel, rations and supplies, 32 engineering contracts, 10 long-term freight-forwarding, logistics-related and ship charter contracts, 100 long-term air charter and aviation-related contracts and 34 information technology and communications contracts) in support of peacekeeping operations	330	Established high-value and complex systems contracts
	54	Vehicle contracts
	94	Contracts on fuel, rations and supplies
	50	Engineering contracts
	101	Long-term freight-forwarding, air charter and aviation-related contracts
	31	Information technology and communications contracts
		In addition, the Regional Procurement Office managed 94 contracts during the 2015/16 period
100 staff at Headquarters and in field operations trained in procurement courses offered at the online Procurement Training Campus	421	New enrollees on the Procurement Training Campus
	1,362	Certificates were issued during the reporting period to staff completing the 7 online training courses
60 staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars	33	Staff members (23 in field operations and 10 at Headquarters) were enrolled in new external professional procurement certification courses with the Chartered Institute of Purchasing and Supply
		The lower enrolment was attributed to the prioritization of enrolment in Umoja training. In addition, the maturity of the certification programme and the number of

		already certified staff resulted in a reduced number of new candidates
35 staff trained in courses on supply and value chain management and contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses	37	Staff members attended or participated in specialized training courses
Market surveys, assistance to DFS on commercial negotiations and review of 120 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	114	Market surveys
	102	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 aviation assets and maritime services in support of peacekeeping operations reviewed
280 cargo insurance requests handled in support of inter-mission shipments, including preparation of monthly reports for the Insurance and Disbursements Service, 6 mission cargo insurance claims handled in consultation with the Travel and Transportation Section and 45 shipping authorizations and import customs clearances performed for United Nations property shipped between missions and New York	170	Cargo insurance requests
		The lower output was owing to instances in which a different form was used
	12	Mission cargo insurance claims
	61	Shipping authorizations and import customs clearances for United Nations property shipped between missions and New York
Due diligence investigations of requests for sole-source procurement based on proprietary nature of goods and services to ensure internal control, including performance of market research related to information technology and communications requirements of missions	Yes	The Procurement Division provided services with regard to sole-source procurement due diligence
Screening and delivery of incoming and outgoing mail and valises to DPKO, DFS and all peacekeeping missions	641,827	Pieces of postal and courier mail were processed
	39,330	Pounds of pouch mail were processed
	351	Valises were screened, inspected and delivered
Negotiation or renegotiation of 44 airline agreements to reduce cost of travel to field missions	45	Airline agreements
6,500 travel authorization inspections	5,296	Travel authorizations
		The output was lower owing to the Umoja blackout period followed by the gradual ramp-up through January 2016. During this period, only urgent travel was conducted

Response to 500 requests from peacekeeping missions for specific guidance on policy, procedure and air travel (requests for clarification of policy application, entitlements, air itinerary routings, etc.)	283	Responses on specific guidance on policy, procedure and air travel The output was lower owing to the Umoja blackout period, during which the number of requests for guidance was low
Entitlement calculation of 350 lump-sum home leave travel requests for DPKO and DFS at Headquarters	314	Lump-sum travel requests
Issuance of 6,375 United Nations travel documents and visas	4,554	Travel documents and visas The output was lower owing to the fixed five-year validity of the electronic United Nations laissez-passer and the lower overall volume of travel
Arrangement of 1,650 shipment consignments (registrations) of personal effects	3	Shipments The output was lower owing to the decentralization of inbound shipments to peacekeeping operations effective 1 May 2015

(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 1-4 duty stations
Pilot implementation of the mobile customer relationship management solution for troop contributions management in 1 peacekeeping operation, and implementation of the current non-mobile solution in MINUSCA	Yes	UNMISS piloted the mobile customer relationship management solution for troop contributions, and MINUSCA implemented the current, non-mobile solution
Implementation and support of the electronic fuel management solution in 2 peacekeeping operations	Yes	The solution was implemented in UNAMID and UNISFA
Pilot implementation of the electronic rations management solution in 1 peacekeeping operation	Yes	The solution was implemented in UNFICYP

Provision of support for the enterprise identity management application to users at Headquarters and in the field	Yes	Support provided to users at Headquarters and in the field
Provision of round-the-clock application support for the contact database application to users at Headquarters	Yes	Support provided to users at Headquarters and in the field
Provision of hosting and round-the-clock monitoring for Inspira	Yes	Inspira servers were up and running during the period

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 reports were requested by the General Assembly
Annual report to the General Assembly on peacekeeping oversight results	1	Report on the activities of OIOS on peacekeeping operations for the period from 1 January to 31 December 2015 (A/70/318 (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>
3 thematic audit reports by auditors at United Nations Headquarters and peacekeeping missions	No	The thematic audit reports were replaced by individual reports forming part of the thematic audits. Summary results of those audits were included in the annual report of OIOS (A/70/318 (Part II))
10 audit reports by auditors at Headquarters	16	Audit reports by auditors at Headquarters The output was higher owing to the decision to issue separate reports for all thematic audits rather than consolidating into 1 report the audit results from a number of audits
68 audit reports by auditors at peacekeeping missions	70	Audit reports by auditors at peacekeeping operations

1 meeting of chief resident auditors for annual work planning	1	Annual meeting of chief resident auditors
1 meeting of resident auditors for professional development	1	Annual meeting of resident auditors/assistants
2 evaluation reports addressing aspects of performance at the subprogramme level or in individual peacekeeping operations	1	<p>Evaluation report with a review of the logical frameworks underlying selected aspects of United Nations peacekeeping operations</p> <p>The second planned evaluation report could not be completed during the period owing to the workload of the Division</p>
2 evaluation reports addressing cross-cutting strategic priorities or topics	1	<p>Evaluation report on the senior leadership training of DPKO</p> <p>There were 5 ongoing cross-cutting evaluation reports:</p> <ul style="list-style-type: none"> (a) Evaluation of the effectiveness of peacekeeping operations in deterring and confronting armed elements in MONUSCO, MINUSMA and MINUSCA; (b) Evaluation of DPKO/DFS planning during the force generation process and related engagement with the Security Council and troop-contributing countries; (c) Evaluation of rehatting in MINUSMA and MINUSCA; (d) Evaluation of results of national police capacity-building in Côte d'Ivoire, the Democratic Republic of the Congo and Haiti by United Nations police in UNOCI, MONUSCO and MINUSTAH; (e) Integration between peacekeeping operations and the United Nations country teams
350 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action	380	Reviews and analysis
10 advisory notes issued regarding the oversight of peacekeeping operations	4	<p>Advisory notes</p> <p>The output was lower owing to the reprioritization of activities towards sexual exploitation and abuse cases</p>
28 backlogged investigation cases completed	28	Backlogged cases were completed. In addition, 9 new cases became backlogged from the 2014/15 period, of which 5 were also completed during the 2015/16 period

1 investigation training programme, which includes the United Nations investigator standard training course and the United Nations prohibited conduct investigations training programme, aimed at enhancing investigation capacity and the professionalization of the investigation function across the Organization	No	The training function was suspended to focus on the sexual exploitation and abuse cases in the Central African Republic
2 internal reviews of the investigation policy and policy guidance and/or promulgation of additional policies/guidance on investigation techniques	2	Completed review of guidance materials

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	100	<p>Reports, comprising 45 to the General Assembly and 55 to the Security Council</p> <p>The output was lower owing to the increase in the number of direct briefings by the Secretary-General and his Special Representative to the Council on peacekeeping operations issues, which reduced the requirement for reports from quarterly to biannually</p>
Provision of advice for approximately 1,600 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council	2,328	<p>Talking points</p> <p>The output was higher owing to the deteriorating situations in the Democratic Republic of the Congo, Mali, South Sudan, the Syrian Arab Republic and Western Sahara, as well as to the higher number of official trips by the Secretary-General and his delegation</p>
Provision of advice for 200 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	164	<p>Letters</p> <p>The output was lower owing to the frequent bilateral meetings and phone calls between the Secretary-General and heads of State and Government. The Secretary-General was able to relay the message bilaterally to emphasize the importance of the issue</p>

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 usually provided within 5 working days. A longer time was required when the complexity or sensitivity of the issue 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	With respect to the 100 reports to the General Assembly and the Security Council, advice was provided within 5 days except in 2 instances 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>
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	Inputs were submitted in a timely manner and published in both reports

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>
Full services, including legal advice and, as required, representation, in 400 peacekeeping-related cases	715	Cases. The Office provided legal advice to 310 peacekeeping staff and opened a further 405 cases for representation

(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>
Services in at least 500 ombudsmen and mediation cases, including through ombudsmen and mediators who are on call	1,022	Cases The increase in usage was attributable mainly to the continued information campaign and the higher awareness of staff members and managers regarding the informal system
Cross-cutting tracking and analysis of 500 cases to identify contributing factors to conflict and systemic issues for regular upward feedback with view to organizational improvement	1,022	Cases. Systemic issues were identified through the cases and issues brought forward by staff, during interactions with the parties involved in conflicts, during ongoing dialogue with stakeholders at Headquarters and in the field and through direct observation The higher use of the services enabled the Office to identify about 30 systemic issues; among them, 6 were of global significance and were addressed in the annual report of Secretary-General
Provision of an annual report to the General Assembly including information on systemic issues	1	Report of the Secretary-General on the activities of the Office (A/71/157)
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	23	Visits to peacekeeping operations in Africa and the Middle East. During the reporting period, the Office was able to conduct visits to ensure in-person access to all staff members
8 visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)	9	Visits within the mission area
8 visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNMISS, UNAMID, UNISFA)	11	Visits to locations in UNMISS, UNAMID and UNISFA
Awareness-raising and skill-building activities to enhance conflict competence, for example through videoconferencing; web conferencing; bimonthly updates to the Office's website; production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters); and 40 presentations/workshops for staff and managers	171	Outreach activities, including meetings, training sessions, workshops and information sessions (targeting 2,400 staff) and information materials, including approximately 3,000 brochures and folders

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>
Responses to 85 inquiries from field missions	172	Ethics inquiry responses
Conduct of 30 outreach and briefing sessions	46	Outreach and briefing sessions
Administration of approximately 1,700 financial disclosure filings or declaration of interests from peacekeeping personnel	1,565	Financial disclosure forms or declarations of interest received and processed
4 official visits to peacekeeping missions (UNMISS, UNOCI, UNISFA and MINUSTAH)	6	Visits to peacekeeping operations (UNMISS, UNOCI, UNISFA, MINUSTAH, UNMIL and the Regional Service Centre in Entebbe). The Ethics Office leveraged geographic proximity on planned mission visits to add visits to UNMIL and the Regional Service Centre
1 specialized ethics education module to be facilitated by managers	No	Given the tenth anniversary of the Ethics Office and incoming requests for updated material on the Office's services, resources were used to develop an online video on the Office's website and redesign ethics materials for use by managers
Deployment of annual leadership dialogue project in field missions	1	The 2015 Leadership Dialogue was deployed in October 2015
Development and roll-out of 1 additional online training module on fraud prevention	No	Development of the training course content was completed. The e-learning course was being digitized for upload to Inspira. A prototype was expected by the end of 2016

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:		See remarks concerning particular outputs below
70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules	75	Memorandums and accompanying legal texts and drafts concerning legislative aspects of peacekeeping operations
325 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	343	Agreements, memorandums and accompanying legal texts and drafts concerning institutional and operational arrangements for peacekeeping operations
40 instances of advice and negotiations concerning logistical and other support arrangements (e.g., letters of assist, memorandums of understanding, framework agreements for cooperation and other similar arrangements) with Governments, other international organizations and United Nations entities	78	Agreements, memorandums and other written and verbal communications and accompanying legal texts and drafts concerning logistical and other support arrangements with Governments, other international organizations and United Nations entities The increased output was attributable to significantly higher demand for legal services in connection with various support arrangements between the Organization and the African Union and the European Union, respectively, as well as with Governments in connection with the peacekeeping operations summit held in 2015
95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international nature in	201	Memorandums, correspondence and other written and verbal communications with international criminal tribunals in connection with their activities

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

The increased output was attributable to a higher demand for legal services in connection with a new request from the Security Council, pursuant to resolution 2241 (2015), to make available technical assistance for the setting up of the Hybrid Court for South Sudan as well as the adoption of resolution 2217 (2015), mandating MINUSCA to assist the Central African Republic authorities in the establishment of the Special Criminal Court and to provide technical assistance and capacity-building for the Central African Republic authorities to facilitate the Court's functioning

25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law 27

Memorandums and other written and verbal communications concerning investigations into allegations of such violations

595 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 721

Draft contracts, memorandums, advice on negotiations and related communications with United Nations offices and vendors on commercial aspects of peacekeeping operations

The increased output was attributable to heavy demand for legal services in connection with all of the commercial aspects of peacekeeping operations

75 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 personnel 127

Matters involving claims arising from peacekeeping operations for which legal analysis, advice and settlement negotiations were undertaken

The increased demand was attributable to a significant increase in the number of claims submitted in connection with essential mission support services, as well as claims of force majeure from contingent-owned equipment transport services providers

15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations 54

Memorandums and related documents and instances of advice on financial questions

The increased demand was attributable to questions relating to donor funding arrangements and the interpretation of provisions of the Financial Regulations and Rules concerning grants and implementing partners

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 3

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

65 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	78	Instances of maintaining privileges and immunities, including legal correspondence and related representation The increased output was attributable to higher demand for legal services in connection with maintaining and, where necessary, waiving the privileges and immunities of the Organization in the context of requests to make United Nations officials and documents available for purposes of judicial, quasi-judicial and administrative proceedings related to allegations of sexual exploitation and abuse
26 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	229	Memorandums and other correspondence relating to accountability issues The increase output was attributable to a heavy demand for legal services in connection with various accountability and investigation issues arising, as well as the Organization's response to addressing sexual exploitation and abuse in peacekeeping operations
175 instances of advice on personnel matters, including interpretation and application of the staff regulations and rules, issues of the rights and obligations of staff members, benefits and allowances	177	Memorandums and related documents and advice concerning personnel matters
20 cases representing the Secretary-General before the United Nations Appeals Tribunal	20	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	233	Instances of advice and coordination
50 legal aspects of security, including the application of the Security Handbook	74	Memorandums and related documents and advice
120 instances of participation in peacekeeping-related standing committees, boards and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements, guidelines and operating procedures	141	Instances of participation in peacekeeping-related standing committees, including the Headquarters Committee on Contracts, the Headquarters Property Survey Board and the Advisory Board on Compensation Claims, as well as related legal advice to boards of inquiry and the review of policies, reports and procedures

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 (more than 560 broadcasters) globally, and through Reuters and Eurovision	33	Broadcast-quality stories per month; 379 stories during the reporting period
Monthly uploading and hosting of 8 peacekeeping-related web videos on UN Web TV and on the United Nations Channel on YouTube	8	Videos per month related to peacekeeping were available on UN Web TV (webtv.un.org) and the United Nations Channel on YouTube; 96 videos were uploaded
2 in-depth reports on peacekeeping topics for the Department's monthly magazine	2	Feature stories were produced for the monthly news magazine series
5 feature stories per year on peacekeeping topics for the <i>UN in Action</i> series and distribution to broadcasters worldwide	5	Feature stories on peace and security topics for the <i>UN in Action</i> series were distributed to global broadcasters
Video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed	Yes	No requests for ad hoc videos were received during the reporting period. Some previously produced videos were used for briefings to the public by United Nations information centres
Strategic advice and backstopping support to 14 peacekeeping operations in collaboration with the Department of Peacekeeping Operations	14	Peacekeeping operations
Field visits to 3 peacekeeping operations (MINUSCA, MINUSMA and UNMISS) to provide communications advice and support in situ	1	<p>A field support visit to the public information component of UNMISS was undertaken to provide digital media and web content management training</p> <p>One trip was cancelled because a sudden VIP visit took place at the same time. The second trip was postponed owing to scheduling conflicts and did not take place during the budget cycle</p>

Organization and facilitation of a 1-week specialized training course, in cooperation with DPKO and DFS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	Yes	A workshop was held from 22 to 26 February 2016 for Chiefs of public information to provide guidance and training on strategic communications issues. In particular, it provided an active forum for discussing the implementation of the draft operational policy and guidance for public information in peacekeeping operations
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 160 Headquarters-hosted web pages for 14 peacekeeping operations	Yes	Approximately 500 web pages on the United Nations peacekeeping website, including some 150 Headquarters-hosted web pages for 14 peacekeeping operations
Coordination of maintenance of the peacekeeping website in the other five official languages of the United Nations	Yes	Coordinated the daily maintenance of the peacekeeping website in the six official languages of the United Nations
Service 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 focal point for maintenance and troubleshooting in support of the web-based content management system in peacekeeping missions. In addition, strategic direction, guidance and support were provided for the development of a new content management system and template for peacekeeping missions
Updates to the policy and guidance manual for public information at United Nations peacekeeping operations, in consultation with DPKO and DFS, as required by a policy change or new developments in media techniques and technology	Yes	The new edition of the policy for strategic communications and public information in peacekeeping operations was finalized and was undergoing the process of approval
Outreach to 35 troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations	47	Troop- and police-contributing countries The output was higher owing to increased demand

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>
25 visits to review security management arrangements and assess crisis preparedness and response in an operational context with evolving security threats for 15 peacekeeping missions, the Global Service Centres (comprising the United Nations Logistics Base at Brindisi, Italy, and the United Nations Support Base in Valencia, Spain) and the Regional Service Centre, and reports with recommendations for each; briefings to security management teams at all field missions on security management, United Nations security management system policies and emerging security issues/ threats	21	Visits were conducted to review security management arrangements for 12 peacekeeping operations and 2 Global Service Centre locations
	11	The output was lower owing to the reprioritization of resources to support the expanded scope of the planned annual workshop to include heads of mission and their senior security personnel
Continual review of the security risk management process (security level system, security risk assessment, minimum operating security standards, security plan, security budget, etc.) of 15 peacekeeping missions, the Global Service Centre and the Regional Service Centre; advice and guidance on mandate-enabling security risk management measures to senior mission officials	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 visits
		68 security risk management processes, 178 security level areas, 34 security plans, 10 minimum operating security standards, 9 minimum operating residential security standards, and security budget submissions for all peacekeeping operations were reviewed
Provision of training on security management: facilitation of “designated official training” for newly appointed heads of mission; provision of targeted security-related training during field visits to staff and senior managers at field missions based on gap analysis; organization and implementation of an annual workshop for 20 senior security personnel from peacekeeping missions, the Global Service Centre and the Regional Service Centre	17	Designated official training sessions were conducted for newly appointed heads of mission
	350	Peacekeeping operations staff and senior managers trained
	1	Annual workshop for 39 senior security personnel
		The number of participants increased to 39 senior security personnel to include designated officials/heads of mission and agency security focal points

Compilation of 261 security inputs for the daily security report of the Department of Safety and Security 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	252	Daily security information inputs were compiled. 26 weekend security updates were also given
5 strategic threat assessments or strategic security threat information liaison visit reports on 5 peacekeeping operations	5	Strategic threat information liaison visits
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 at peacekeeping missions	Yes	The 5 liaison visits provided an in-depth review of existing standard operating procedures and informal practices regarding the management of security threat information by joint mission analysis centres, security information operations centres and/or security information coordination units. The reports included detailed mission-specific recommendations to the designated official and chief security adviser/officer to improve and strengthen the management of security threat information within the mission, as well as specific recommendations to improve the analysis supporting the security risk management process, which were also shared with security focal points
Provision of 8 training modules and 27 lessons on the analysis of security threat information for joint mission analysis centres, security information operations centres and security information coordination units, and development of best practices for all field missions	7 28	Training modules reviewed and updated Lessons reviewed and updated Best practices were developed and incorporated into the lessons as part of the review
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; defensive/evasive driving; fire safety; hazardous materials equipment usage; prevention and	10 217	Peacekeeping operations Personnel trained

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)

Instructor assessment, certification and recertification on the use of lethal and less lethal tactics for firearms training officers and instructor trainers at field missions

Yes

15 firearms training officers and instructors were assessed and certified

5 evaluation reports and assistance provided for security training units, facilities and equipment at 5 peacekeeping missions to ensure the quality and consistency of instructors and of the management and delivery of security training modules

4

Evaluation reports on 4 peacekeeping operations were provided

The output was lower owing to the cancellation of the evaluation of the Global Service Centre in Brindisi as a result of the reprioritization of planning activities within the Department

Provision of needs assessment and stress management sessions for staff at 8 peacekeeping missions, and deployment of stress counsellors to provide emergency critical incident stress management, needs assessment and technical services on crisis response at 4 peacekeeping missions

6

Needs assessment and operational support missions were conducted to 5 peacekeeping operations

The output was lower owing to the cancellation of the planned missions to UNDOF and UNAMID owing to difficulties relating to logistical and visa issues

5

Emergency critical incident stress management missions were conducted

Training and certification on critical incident stress prevention and management for 10 counsellors at peacekeeping operations; and 3 peer helper workshops for 30 staff at 3 peacekeeping missions

11

Counsellors were trained and certified

2

Peer helper workshops were held, in 2 peacekeeping operations. 58 staff were trained as peer helpers

The planned peer helper workshop in MONUSCO did not take place, since its senior counsellor had joined the mission only in May 2016

Provision of technical guidance to 10 senior counsellors from peacekeeping missions, and technical support and advice to Headquarters managers on the psychosocial aspects of crises, as well as coordination of the provision of counselling services and subsequent follow-up on all staff who need special

11

Counsellors from 9 peacekeeping operations received technical advice, coaching and supervision on a weekly basis. Technical support was also provided to Headquarters managers, especially on recruitment issues, with respect to which the Critical Incident Stress Management Unit of the Department of Safety and Security coordinated all the steps of the recruitment of counsellors for MINUSCA, MINUSTAH, MONUSCO

measures/services, through the review and assessment of affected staff and the provision of recommendations on case management

and UNAMID and provided advice to senior managers on staff issues during crises in MINURSO, MINUSMA and MINUSCA

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>
Substantive servicing of meetings: provision of substantive and technical advice and support for approximately 170 meetings of the Advisory Committee	137	Meetings The output was lower owing to an increased workload relating to non-peacekeeping items before the Advisory Committee during the peacekeeping session
Parliamentary documentation: production of approximately 32 reports	28	Reports The output was lower owing to a reduction in the number of thematic reports on peacekeeping submitted to the Advisory Committee
Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports	Yes	The meeting schedule 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	9	Regular country reports of the Secretary-General to the Security Council contained recommendations on improving the human rights situation in the Central

		African Republic (3), the Democratic Republic of the Congo (2), and Mali (4)
1 periodic report on sexual violence in conflict under the monitoring, analysis and reporting arrangement	1	Report on sexual violence in conflict, containing particular content on the situation in Mali, was issued In addition, MINUSMA was provided with advice to issue reports on sexual violence in conflict under the monitoring, analysis and reporting arrangement on a quarterly basis
1 regular report of the Secretary-General on the protection of civilians reflecting trends and patterns of human rights violations against civilians emanating from the conflict in Mali and in the Central African Republic, and recommendations on measures to protect civilians	1	Report on the protection of civilians in armed conflict, including in the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan
2 briefings to the Security Council on the protection of civilians in Mali and the Central African Republic	2	Briefings on the Central African Republic and Mali through the Expert Group on the Protection of Civilians
8 briefings to Member States, regional organizations and groups of friends/contact groups on human rights developments in countries with a peacekeeping mission	12	Briefings to Member States on human rights in MINUSMA and UNMIL and on human rights developments and strategic priorities ahead of the renewal of the MONUSCO mandate, to the Reference Group on the Special Criminal Court in the Central African Republic on the human rights situation in the Central African Republic, to the international community in Addis Ababa on human rights in African Union peace support operations, and to the European Union in Brussels on human rights issues in United Nations peacekeeping
1 briefing to United Nations departments, agencies, funds, programmes and regional organizations on human rights-related issues and activities at peacekeeping missions	Yes	Briefing to the United Nations Entity for Gender Equality and the Empowerment of Women on the implementation of the human rights due diligence policy
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	2	Briefings to troop- and police-contributing countries, as well as countries providing non-United Nations international forces, on the protection of victims from sexual exploitation and abuse

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>
6 strategic and technical assessments to establish human rights needs for new mandated missions and participate in mission planning exercises	4	Strategic and technical assessment missions to UNMISS, UNOCI, MINUSMA and MINUSCA The lower output was due to fewer strategic reviews and technical assessment missions planned by lead departments
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 peacekeeping operations were established during the reporting period
2 surge capacity deployments of staff to fill significant gaps or assist human rights components in a crisis situation	No	The surge capacity was not deployed owing to the increased capacity of the human rights component of MINUSCA, which eliminated the need for additional surge staff, and because the security situation in South Sudan prevented the deployment of surge capacity during the ongoing crisis

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 8 reports from human rights components prior to their transmission to national authorities	9	Public reports by human rights components technically reviewed and cleared prior to their transmission to national authorities
Monthly advice to the human rights components of MINUSMA and MINUSCA in the context of support for national authorities in their engagement with processes of the Human Rights Council, special procedures and treaty bodies	Yes	Monthly advice provided to the human rights divisions of MINUSCA and MINUSMA in their support for national authorities' engagement with United Nations human rights mechanisms (Human Rights Council and treaty bodies)
Provision of bimonthly support to the human rights components of MINUSMA and MINUSCA in conducting research and providing human rights information to facilitate the conduct of risk assessments,	Yes	Bimonthly support provided to the human rights components of MINUSCA and MONUSCO, to UNSOS and to DPKO/DFS for the implementation by peacekeeping operations of the human rights due diligence policy, including on risk assessments, standard

and development of 2 standard operating procedures for the implementation of the human rights due diligence policy		operating procedures and cooperation with national armed forces; weekly advice provided to DFS and UNSOS on the implementation of the human rights due diligence policy in UNSOS support for AMISOM; and regular weekly support provided to peacekeeping operations and DPKO on the implementation and interpretation of the policy
8 technical assessments and operational support visits to peacekeeping operations 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	5	Operational support visits carried out to strengthen the human rights monitoring strategy and to align staffing and structures, including to MINUSCA for improved mandate implementation, to UNSOS to strengthen the implementation of the human rights due diligence policy and to UNMIK to strengthen human rights integration The output was lower owing to the reprioritization of activities
Quarterly consultations on strategic human rights priorities and planning in support of human rights components	Yes	Consultations carried out on a quarterly basis between Geneva, New York and peacekeeping operations on strategic priorities and planning in support of human rights in peacekeeping
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 are organized for uniformed peacekeeping personnel (40 participants)	4 3 1	DPKO predeployment training materials for peacekeeping personnel were supplemented with human rights content Human rights training sessions were delivered Specialized human rights training was delivered to 20 uniformed personnel in MINUSCA as part of a training-of-trainers course on protection issues; human rights sessions were held as part of 3 courses for senior mission leaders
2 consultations to provide human rights operational guidance to peacekeeping military and police personnel	2	Follow-up consultations were conducted with MINUSCA to support the development and adoption of operational guidance for police and military personnel on information-sharing and reporting on human rights. Consultations for the development of human rights operational guidance with MINUSMA commenced during the reporting period. Consultations were carried out with the Office of Military Affairs of DPKO on the integration of human rights guidance into force generation policy and operational protocols