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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 2021 to 30 June 2022

Report of the Secretary-General

Contents

Summary

    The present report contains the budget performance of the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022.

    A total of $353.4 million in gross expenditure was incurred during the 2021/22 period (including corporate costs in connection with enterprise resource planning, the global service delivery model, peacekeeping capability readiness, Umoja maintenance and support costs and the settlement of post-traumatic stress disorder claims for closed peacekeeping operations), representing a budget implementation rate of 99.2 per cent. By comparison, $355.5 million in gross expenditure was incurred during the 2020/21 period, which represented full budget implementation.

    Expenditure under post resources was lower by $6.9 million (2.8 per cent), owing mainly to the higher-than-approved vacancy rates for both the Professional and higher categories of staff and the General Service and related categories of staff. The overall lower requirements under post resources were offset in part by: (a) higher expenditure under non-post resources of $1.1 million (1.5 per cent), due mainly to increased requirements for the general temporary assistance class of expenditure, and the peacekeeping share of after-service health insurance under the other supplies, services and equipment class of expenditure; and (b) an additional expenditure of $2.8 million (7.3 per cent) in corporate costs, owing mainly to the additional requirement for the settlement of outstanding death and disability claims, including post-traumatic stress disorder claims, related to closed peacekeeping missions, pursuant to the General Assembly resolution 76/275. As a result, the overall unencumbered balance of the support account was $3.0 million (0.8 per cent).

    The average vacancy rates during the reporting period were 10.9 per cent for posts in the Professional and higher categories and 15.6 per cent for posts in the General Service category, compared with the budgeted rates of 8.8 per cent and 12.0 per cent, respectively. The average vacancy rates for general temporary assistance positions were lower, at 16.0 per cent, compared with the budgeted rate of 19.0 per cent for the Professional and higher categories, and higher, at 13.9 per cent, compared with the budgeted rate of 9.1 per cent for the General Service category.

    While the departments and offices at Headquarters continued to provide ongoing backstopping support to client missions in the field and supported Member States and legislative bodies in New York, the continuation of the coronavirus disease (COVID-19) pandemic in the 2021/22 period and the resulting travel restrictions had a significant impact on programme implementation, especially in the areas of field assessment visits, meetings, training, workshops and human resources travel, as well as investigations and evaluations, resulting in a large underexpenditure under official travel. The pandemic also continued to affect the recruitment timelines and vacancy rates. Nevertheless, departments and offices continued to backstop peacekeeping operations by implementing innovative and proactive ways to support their mandate deliveries in the field, including modern working practices and online platforms.

Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2021 to 30 June 2022)

Category	Apportionment	Expenditure	Variance	
			Amount	Percentage
Post requirements	245 710.9	238 795.7	6 915.2	2.8
Non-post requirements	71 931.2	72 988.7	(1 057.5)	(1.5)
After-service health insurance included in non-post requirements	11 090.0	11 646.1	(556.1)	(5.0)
Subtotal	**317 642.1**	**311 784.4**	**5 857.7**	**1.8**
Enterprise resource planning	15 799.5	15 799.5	–	–
Death and disability claims for closed peacekeeping operations	–	4 416.6	(4 416.6)	–
Global service delivery model	868.5	868.5	–	–
Peacekeeping capability readiness	3 881.6	2 323.1	1 558.5	40.2
Umoja maintenance and support costs	18 221.4	18 211.7	9.7	0.1
Subtotal	**38 771.0**	**41 619.4**	**(2 848.4)**	**(7.3)**
Gross requirements	**356 413.1**	**353 403.8**	**3 009.3**	**0.8**
Staff assessment income	27 361.7	28 322.7	(961.0)	(3.5)
Net requirements	**329 051.4**	**325 081.1**	**3 970.3**	**1.2**

Human resources incumbency performance

Category	Authorized staff	Actual incumbency (average)	Vacancy rate (percentage)[a]	Budgeted vacancy rate
Posts				
Professional and higher	941	838	10.9	8.8
General Service and related	415	350	15.6	12.0
General temporary assistance positions				
Professional and higher	51	43	16.0	19.1
General Service and related	9	8	13.9	9.1

[a] Based on monthly incumbency.

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

Abbreviations

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AMISOM	African Union Mission in Somalia
ATMIS	African Union Transitional Mission in Somalia
CEB	United Nations System Chief Executives Board for Coordination
DDR	disarmament, demobilization and reintegration
DMSPC	Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
DPO	Department of Peace Operations
DPPA	Department of Political and Peacebuilding Affairs
DSS	Department of Safety and Security
IAAC	Independent Audit Advisory Committee
ICT	information and communications technology
IPSAS	International Public Sector Accounting Standards
MINUJUSTH	United Nations Mission for Justice Support in Haiti
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
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NGO	non-governmental organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHR	Office of Human Resources
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OSLA	Office of Staff Legal Assistance
PTSD	post-traumatic stress disorder
SWIFT	Society for Worldwide Interbank Financial Telecommunication
RSCE	Regional Service Centre in Entebbe, Uganda
UNAMID	African Union-United Nations Hybrid Operation in Darfur

UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNODC	United Nations Office on Drugs and Crime
UNOMS	Office of the United Nations Ombudsman and Mediation Services
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization

I. Introduction

1. In paragraph 12 of its resolution 75/293, the General Assembly approved resources for the support account for peacekeeping operations for the period from 1 July 2021 to 30 June 2022 in the amount of $356,413,100, inclusive of the amount of $15,799,500 for the enterprise resource planning project, $868,500 for the global service delivery model project, $3,881,600 for peacekeeping capability readiness and $18,221,400 for Umoja maintenance and support costs, including 1,356 posts and 60 general temporary assistance positions. Actual expenditure for the 2021/22 period amounted to $353,403,800, resulting in an unencumbered balance of $3,009,300 (0.8 per cent of total approved resources).

2. Of that expenditure, the core support account expenditure, including post and non-post resources but excluding corporate costs, amounted to $311,784,400, compared with $317,642,100 as authorized by the General Assembly, resulting in an unencumbered balance of $5,857,700 under core resources.

3. Expenditure under post resources was lower by $6,915,200 (2.8 per cent), due to the higher-than-budgeted average vacancy rates of 10.9 per cent compared with the budgeted rate of 8.8 per cent for posts in the Professional and higher categories, related to the ongoing impact of the coronavirus disease (COVID-19) pandemic during the period. For the General Service and related categories of staff, the actual vacancy rate of 15.6 per cent was also higher compared with the approved rate of 12.0 per cent.

4. Under non-post resources, expenditure was higher by $1,057,500 (1.5 per cent), mainly owing to: (a) higher expenditures for general temporary assistance ($1,423,700), as the average vacancy rates for those positions in the Professional and higher categories were lower (16.0 per cent compared with the budgeted rate of 19.1 per cent); and (b) additional expenditure for the peacekeeping share of after-service health insurance ($556,100), owing to the higher actual medical expenditures for retired staff. These costs were offset in part by the continued COVID-19 travel restrictions, which posed challenges to organizing face-to-face activities, resulting in an underexpenditure under official travel ($925,600).

5. Under corporate costs, expenditure was higher by $2,848,400 (7.3 per cent). Pursuant to General Assembly resolution 76/275, expenditures in the amount of $4,416,600 were incurred for the settlement of outstanding death and disability claims, including post-traumatic stress disorder claims, related to closed peacekeeping missions, a provision for which was not included in the approved budget for the 2021/22 period. The settlement of claims was enabled by underexpenditures mainly under staff costs and peacekeeping capability readiness. In its resolution 76/275, the Assembly decided to adopt a pay-as-you-go approach to compensation for outstanding and future death and disability claims, including post-traumatic stress disorder claims, that had been adjudicated as eligible for compensation, as well as death and other disability claims related to closed peacekeeping missions in the context of the budget of the support account for peacekeeping missions, and authorized the Secretary-General to settle the claims as soon as they were adjudicated. This additional requirement was offset in part by the underexpenditure in peacekeeping capability readiness ($1,558,500), attributable mainly to the lower number of available units for the rapid deployment level of the Peacekeeping Capability Readiness System, as units deployed to peacekeeping operations were not immediately repopulated as a result of other national priorities and the continued impact of COVID-19.

Coronavirus disease pandemic

6. The primary budgetary impact of the COVID-19 pandemic under the support account continued under official travel, the conduct of seminars, workshops and training, and staff recruitment. Given the frequent changes to travel restrictions worldwide, many activities that required face-to-face engagement were not undertaken and, to the extent possible, were provided through online means. Details of various operational areas affected by the COVID-19 pandemic are set out under each department/office in the key performance results section, along with additional information on the variance in related outputs. With the easing of COVID-19-related restrictions, particularly in the spring of 2022, travel resumed; however, activities requiring advance planning could not be completed as planned.

7. Across departments, a number of in-person meetings and events had to be reconfigured to a virtual environment, sometimes resulting in a higher number of outputs. In other instances, outputs were cancelled or postponed, and official travel plans to the field could not be carried out, owing to COVID-19 travel restrictions. Additional outputs also included the preparation of lessons learned and good practices on issues related to the impact of the pandemic on peacekeeping.

8. The pandemic response required the reprioritization of resources towards the health and well-being of personnel. Departments had to shift focus from planned activities to addressing the pandemic, including through extensive coordination and consultation, concentrating on the coordination and dissemination of COVID-19-specific policies, guidance and communications. Related support for the field included the United Nations COVID-19 Crisis Management Team and the COVID-19 Field Support Group, the United Nations System-Wide Task Force on Medical Evacuations in Response to COVID-19, a "first line of defence" task force and a system-wide COVID-19 vaccine task force.

9. As the pandemic evolved and mitigation measures shifted, so did the operational response led by Headquarters. In the operational areas, advisory support was provided to COVID-19-related queries, including guidance on human resources issues pertaining to returning to work at United Nations premises, vaccination and response to variants and periodic surges in COVID-19 cases. The webinars for education for medical personnel were in high demand and were held weekly instead of monthly. The supply chain proved its resilience by continuing to provide goods and services despite the continued impact of the pandemic, and the Umoja transportation management functionality continued to manage and track the Organization's COVID-19 vaccine shipments around the globe. The departments continued to support the General Assembly and its Committees, which continued to adapt their working methods to reflect the evolving meeting modalities stemming from a partial return to in-person meetings. Various analytical products, including COVID-19-related analytical maps, were provided to the Security Council and field missions.

10. In terms of lessons learned, the pandemic has demonstrated that modern working practices can greatly enhance organizational resilience and agility, but they also require vigilant cybersecurity, more frequent and different types of communication and proactive support for managers and staff, including in the areas of mental health and well-being. At the same time, investments are necessary to ensure the rapid acquisition of tools and skills to adapt to online platforms and applications that improve processes and collaboration, as well as to facilitate the delivery of hybrid learning, training initiatives and virtual walkthroughs in field mission hospitals. Future efforts will include mainstreaming the lessons learned and best practices from the COVID-19 experience into the Organization and reflecting them in post-pandemic planning. By doing so, mandate delivery and support to Member States will be strengthened.

II. Results-based budgeting framework

A. Department of Peace Operations

11. DPO focused on the implementation of the Action for Peacekeeping Plus initiative, which serves as the implementation strategy for the Action for Peacekeeping initiative for the period 2021–2023. In line with the Action for Peacekeeping agenda, the key results achieved by the Department were: (a) the conduct of reviews of operations and improved analysis and reporting to the Security Council; (b) a notable increase in the number of female uniformed personnel in peacekeeping; (c) strengthened protection of civilians, with additional guidance and support provided to missions; (d) the implementation of the action plan to improve the security of peacekeepers, including through the provision of enhanced guidance and training support to the four high-risk missions (MINUSCA, MINUSMA, MONUSCO and UNMISS) and to the troop- and police-contributing countries deploying there; (e) the continued roll-out of the Comprehensive Planning and Performance Assessment System, the establishment of a military performance evaluation task force, the development of United Nations military performance standards for infantry and troop-contributing countries, the conduct of military capability studies and the further refinement of the United Nations police performance evaluation system, as well as knowledge management products; (f) enhanced support for mission transitions; (g) the pursuit of triangular partnerships and the co-deployment of peacekeepers; and (h) the improved conduct of personnel.

1. Office of the Under-Secretary-General

12. During the reporting period, the Office of the Under-Secretary-General supported the Department in providing substantive backstopping support and guidance to 12 peacekeeping operations (including UNTSO and UNMOGIP), many of which are deployed in volatile environments. This included assisting missions in adapting their strategies, developing new approaches and strengthening performance in the execution of their mandates, including during transitions. Four major operations continued to be tasked with complex, multidimensional mandates, including the protection of civilians, elections support, peacebuilding and the promotion of the rule of law, human rights, and women and peace and security. In addition, the Office oversaw the implementation of the priorities of the Department, in particular the Declaration of Shared Commitments on United Nations Peacekeeping Operations of the Action for Peacekeeping initiative and the implementation of Action for Peacekeeping Plus.

13. The Office of the Under-Secretary-General, through the Gender Unit, focused on the following themes:

(a) **Strengthening accountability through evidence generation, strategic communications and high-level political advocacy by senior leadership**. To enhance performance and accountability, the Department supported eight missions with regard to systematically monitoring progress, trends and challenges through women and peace and security indicators. Data-driven analysis informed key processes, such as the development of the Action for Peacekeeping Plus plan, reporting on women and peace and security, and briefings to Member States. Strategic communication and political advocacy were used to amplify women's voices and leadership, for example through high-level events engaging women leaders in peacekeeping in October 2021. A photo exhibition entitled "In their hands: women taking ownership of peace" featuring women peacemakers was seen by more than half a million people in New York and also exhibited at a few peacekeeping missions;

(b) **Enhancing partnerships to advance women's participation in peace and political processes through partnering with local women leaders**. The Department supported mission efforts to partner with local women leaders and organizations, and host communities, to strengthen women's roles. For example, in South Sudan some 48 per cent of participants in Mission-supported community-level peace negotiations in 2021 were women. The effects have been seen in the number of women appointed in transitional decision-making bodies under the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan. In the Central African Republic, 49 per cent of early warning mechanisms supported by MINUSCA include at least 30 per cent female representation;

(c) **Strengthening the integration of a gender perspective and women and peace and security considerations into analysis, implementation and reporting across DPO**. Training on the integration of gender and women and peace and security in planning processes was offered to DPO personnel involved in planning processes, at both Headquarters and field missions. Technical support was provided to field missions to strengthen the integration of gender and women and peace and security in mission processes.

14. The Office of the Director for Coordination and Shared Services continued to support the achievement of Action for Peacekeeping Plus priorities. Through the United Nations Operations and Crisis Centre, it provided situational awareness and data analysis products for Headquarters and troop- and police-contributing countries and support for crisis management teams, including on COVID-19 and for several peacekeeping settings, and organized field crisis management training for peacekeeping operations. The Strategic Communications Section held global digital campaigns promoting the impact of peacekeeping and the progress made to strengthen its effectiveness. The Section also strengthened its work to help detect, analyse and respond to a surge in mis- and disinformation, which is having a severe impact on missions. The Leadership Support Section assisted in the selection of new heads and deputy heads of mission, provided support to newly appointed leaders and launched the 2021 global call for nominations campaign to broaden the talent pool for mission leadership positions. The Focal Point for Security provided crisis management courses for the field, revised the mission crisis management directive and provided direct assistance to MONUSCO. It also conducted a course on the management of organizational resilience for focal points from all operations and a casualty evacuation stress test in MINUSCA. The Information Management Unit launched the Peace and Security Data Hub, offering a single, centralized location for up-to-date and reliable peace and security data for use by United Nations personnel and decision makers, Member States, academics, analysts and the public at large. The Office continued to support organizational change management efforts further to the reform of the peace and security pillar, coordinated the Strategy for the Digital Transformation of United Nations Peacekeeping and continued to support progress in gender parity in the Department and among uniformed personnel at missions.

15. The Integrated Assessment and Planning Unit and the Office for the Peacekeeping Strategic Partnership conducted reviews of MINUSMA and MINUSCA and followed up with missions on previous reviews and reports; missions accepted 91 per cent of the Office's recommendations. Following a sudden increase in fatalities at MINUSMA and MINUSCA during the period, a revitalized action plan to improve the security of peacekeepers with a specific focus on the two missions was developed and verification visits to confirm implementation status were completed. The Office also organized a meeting of troop- and police-contributing countries chaired by the Secretary-General to discuss issues such as the security of peacekeepers and vaccine roll-outs.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels	Achieved	Target	6
		Estimate	6
		Actual	6
(ii) Strengthened partnerships with Member States, in particular troop- and police-contributing countries, other relevant Member States, regional organizations and actors, and enhanced coordination with United Nations partners (number of meetings)	Achieved. Meetings to strengthen partnerships with Member States were successfully completed	Target	40
		Estimate	40
		Actual	43

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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Percentage of compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information	No new peacekeeping operations were initiated	Target	100
		Estimate	100
		Actual	N/A

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Development of 4 general and/or issue-specific communications strategies for peacekeeping operations	Achieved. 5 strategies for: the International Day of United Nations Peacekeepers; the 2021 United Nations Peacekeeping Ministerial Conference, held in Seoul; "Honoring our values"; "Women and peace and security"; and International Women's Day	Target	4
		Estimate	4
		Actual	5
(ii) Percentage of compliance of all peacekeeping operations with information management standards	Achieved. Baseline information standards were met by all peacekeeping operations	Target	100
		Estimate	100
		Actual	100
(iii) Acceptance of 85 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards	Achieved. 91 per cent of recommendations were accepted	Target	85
		Estimate	85
		Actual	91

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
General Assembly			
Special Committee on Peacekeeping Operations			
Substantive servicing of meetings			
1. Briefings on new and developing policies and procedures	4	3	75.0
2. Briefings on developments, trends and challenges on women and peace and security	1	1	100.0
Security Council and General Assembly			
Substantive servicing of meetings			
3. 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	35	35	100.0
4. Briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations on women and peace and security policy issues related to peacekeeping	1	1	100.0
Parliamentary documentation			
5. Data for analytical supplements to the reports of the Secretary-General on mission/country-specific or mandated issues	4	4	100.0
Other services			
6. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	290	293	101.0
7. Meetings with or briefing to Member States, regional organizations and groups of friends/contact groups on the security and safety of peacekeepers and systemic issues in peacekeeping	20	20	100.0
8. Briefing to the Special Committee on Peacekeeping Operations on the security of United Nations peacekeeping and systemic issues in peacekeeping	1	1	100.0
9. Briefings to and consultations with Member States and troop- and police-contributing countries on systemic issues and gaps that have an impact on delivery of the mandate by uniformed components to support the conduct of mission reviews	20	24	120.0
10. Briefings to troop- and police-contributing countries on operational developments in peacekeeping operations and concerning UNSOS	35	46	131.4
11. Notifications to troop- and police-contributing countries of all reported casualties among uniformed personnel serving in all peacekeeping operations, to be provided within 2 hours of formal receipt of this information from the mission	1	1	100.0
12. Media events, such as interviews and press briefings on thematic and mission-specific topics, including conduct and discipline, military, police, gender, and women and peace and security issues	250	255	102.0
13. Outreach events, such as conferences, exhibits and public briefings on United Nations peacekeeping, including development and production of associated promotional materials	90	92	102.2
14. Peacekeeping-themed posts on digital and social media platforms, including the peacekeeping website, Facebook, Twitter, Instagram and Flickr, as well as on iSeek	1 000	1 450	145.0
15. Digital correspondence repository and archive specific to peacekeeping operations and training on its use	1	1	100.0
16. Data sets declassified and made available on the peacekeeping open data portal	3	5	166.7
17. Briefings to field missions on data and information requirements arising from the Data Strategy of the Secretary-General for Action by Everyone, Everywhere	10	9	90.0
18. Bilateral meetings with or briefings to Member States, regional organizations and/or groups of friends/contact groups on women and peace and security	1	9	900.0
Good offices, fact-finding and other special missions			
19. Visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	10	9	90.0

Outputs	Planned	Actual	Rates
20. Reports on the reviews and assessment of uniformed components to support the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards, including operational performance, in 5 peacekeeping operations, with follow-up actions as applicable	5	7	140.0
21. Advice and support for at least 4 mission planning processes	4	4	100.0
22. High-level visit to a peacekeeping mission to promote the implementation of women and peace and security mandates	1	0	0.0
23. Revised action plan for improving the security of United Nations peacekeepers	1	1	100.0
24. Technical assessments of the implementation of information management frameworks in 6 missions, including protection of sensitive information and collection of structured data to support planning and analysis	6	12	200.0
25. Operational and technical support missions for joint mission analysis centres, joint operations centres and other units undertaking similar work in peacekeeping operations	4	5	125.0
26. Technical assessments and/or support missions for communications in peacekeeping operations undergoing transition and/or facing specific public information challenges	3	0	0.0
Senior appointments			
27. Outreach visits to expand the pool of candidates for senior mission appointments and to meet Organizational objectives for gender and geographical balance	3	3	100.0
28. Annual sponsorship of candidates for the United Nations Resident Coordinator Assessment Centre	4	4	100.0
29. Provision of leadership support for newly appointed heads and deputy heads of mission, including opportunities for pairing with leadership partners (former/current mission leaders)	8	8	100.0
Technical material			
30. Field-based technical workshop or mission report related to the guidance and documenting of good practices/lessons learned to inform 2021 and beyond, and in line with Action for Peacekeeping initiative commitments on women and peace and security mandates	1	1	100.0
31. Technical guidance material developed, anchored in the gender policy and Action for Peacekeeping initiative commitments on women and peace and security	1	1	100.0
32. Workshop for mission thematic advisers and focal points for knowledge-sharing and training on women and peace and security	1	1	100.0
33. Daily reports and peacekeeping briefing notes, as well as ad hoc alerts and special incident reports, as required, to maintain strategic-level situational awareness of developments in all peacekeeping operations, UNSOS and related areas of interest	506	526	104.0
34. Analytical products, including infographic products, focusing on potential, emerging and ongoing crisis situations, to further contribute to enhanced situational awareness	45	35	77.8
35. Evaluations of the implementation of security policies in field operations	12	7	58.3
36. Evaluations of field implementation of the organizational resilience management policy in peacekeeping operations	12	12	100.0
37. Data-driven products in support of political and cross-cutting briefings to Member States, focused on evidentiary findings	10	1	10.0
Seminars			
38. Training sessions for senior leadership and mid-level managers on women and peace and security	2	2	100.0
39. Workshops/training sessions on assessment and planning for Headquarters and field personnel	4	4	100.0
40. Annual conference for special representatives of the Secretary-General and heads of the mission of DPO-led operations	1	1	100.0
41. Workshop for chiefs of joint operations centres to align the management of individual centres with the strategic goals of peacekeeping and crisis management	1	0	0.0
42. Training courses on reporting, operations and information analysis for staff of joint mission analysis centres and joint operations centres	2	2	100.0
43. Training course on field crisis management arrangements for relevant mission staff	1	1	100.0

Outputs	Planned	Actual	Rates
44. Workshop for senior public information personnel from all peacekeeping operations to review DPO/DOS strategic communications policy for the field and its implementation	1	1	100.0
45. Training course for mission focal points on organizational resilience	1	1	100.0
46. Workshop on the innovative use of structured data to improve evidence-based analysis for mission planning	10	9	90.0
International cooperation and inter-agency coordination and liaison			
Other services			
47. Outreach and engagement with national/regional/international peacekeeping training institutions, think tanks and peacekeeping policy institutes on addressing systemic issues in peacekeeping operations and to share best practices and lessons learned	5	5	100.0
48. Presentations, discussion papers and briefings to national and regional peacekeeping training/academic institutions, think tanks, peacekeeping policy institutes and women and peace and security networks and coalitions	1	2	200.0
49. Inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network	4	5	125.0
Technical cooperation			
50. Provision of technical support for regional peacekeeping exercises to enhance the efficiency and effectiveness of uniformed personnel in mandate implementation	5	5	100.0
51. Technical workshop/briefing on good practices and lessons learned for international/regional partners on women and peace and security priorities, in line with the priorities of the Action for Peacekeeping initiative	1	1	100.0
52. Briefing and exchange of best practices in operational reporting and information management with international/regional partner organizations	1	1	100.0

Key performance results

16. The Office for the Peacekeeping Strategic Partnership contributed to the performance and safety and security aspects of mission. Two review reports of the Office, a report on the strategic study on ammunition management and a revised action plan to improve the security of United Nations peacekeepers contained recommendations to address systemic issues for missions. The Gender Unit contributed to accelerating the women and peace and security mandates by integrating gender and women and peace and security priorities across the work of DPO, including strengthening the accountability of leadership through data-driven approaches. Political advocacy, strategic communications and partnership efforts were taken to create political spaces for women. The Unit provided strategic guidance to senior leadership, and women and peace and security efforts were integrated into engagements of senior leadership in field trips and public messaging. Best practices were captured for enhanced cross-mission learning, including the launch of a training video and an interactive online version of the Department's "Gender Equality and Women, Peace and Security Resource Package".

17. In the Office of the Director for Coordination and Shared Services, the United Nations Operations and Crisis Centre provided missions with tools and training sessions to strengthen data collection and analysis for situational awareness. The Focal Point for Security helped to improve casualty evacuations, organizational resilience and crisis management in peace operations. The Strategic Communications Section delivered digital multimedia campaigns and conducted media outreach during the 2021 United Nations Peacekeeping Ministerial Conference, held in Seoul, which helped to generate resources and support from Member States. The Leadership Support Section helped to increase gender parity among heads and deputy heads of mission, with the percentage of women increasing from 30 per cent in October 2021

to 35 per cent in August 2022. The Information Management Unit expanded the reach of internal performance data on peacekeeping with the Peace and Security Data Hub and a new data platform that underpinned Action for Peacekeeping Plus progress reports. The Office also spearheaded progress in gender parity, with the Department notably reaching parity for posts at the D-2 level.

18. A high-level visit to a peacekeeping mission to promote the implementation of women and peace and security mandates (output 22) was not undertaken owing to restriction imposed by COVID-19, political and security issues, such as those in Mali, and staffing transitions. Technical support missions on communications (output 26) were not undertaken owing to COVID-19 restrictions. However, support was provided to missions remotely on an ongoing basis. Fewer evaluations of the implementation of security policies were undertaken (output 35), and the workshop for chiefs of joint operations centres was not held (output 41), both as a result of COVID-19 travel restrictions. The lower number of data-driven products in support of political and cross-cutting briefings to Member States (output 37) was due to lower-than-expected demand: the focus shifted to the establishment of data pipelines, data collection forms and a reporting system for Action for Peacekeeping Plus data indicators and the Peace and Security Data Hub, which also contributed to providing data-driven information to Member States. In other areas, additional outputs were achieved in relation to the assessment of the information management framework (output 24) and meetings on women and peace and security (output 18). An increase in the number of presentations, discussion papers and briefings was seen (output 48).

2. Single regional political-operational structure

19. With robust political and conflict analysis, guidance and support from backstopping teams at Headquarters, peacekeeping operations maintained political engagement and community outreach and continued to prevent and respond to threats against civilians, in line with their respective mandates. Given the frequent regionalization of conflict and its drivers, regional organizations remained key partners in political efforts by peacekeeping operations.

20. Key mission activities supported by the single regional political-operational structure included: (a) the Central African Republic: support for the preparation of legislative elections; disarmament, demobilization and reintegration; building State institutions; and extending State authority; (b) South Sudan: support for progress towards the implementation of the Revitalized Agreement and bolstering local conflict resolution initiatives; (c) Mali: advocacy with regard to the political transition, institutional and security reforms and preparations for elections; (d) the Democratic Republic of the Congo: support for good offices in the run-up to the general elections scheduled for 2023 and agreement with the Government on a transition plan for the Mission, as well as support to the regionally led series of consultations with armed groups operating in the eastern part of the country; and (e) Lebanon: continued monitoring and reporting on the maintenance of the cessation of hostilities between Lebanon and Israel. Guidance and support were also provided to other missions to ensure the effective implementation of their respective mandates as well as coordination with various Member States.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Security Council resolutions incorporating recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM (percentage)	Achieved. The Security Council incorporated recommendations of the Secretary-General for major adjustments to UNISFA, UNIFIL and AMISOM	Target	100
		Estimate	100
		Actual	100
(ii) Percentage of reports of the Secretary-General to the Security Council reflecting briefings with troop-contributing countries and Member States	Achieved. All reports reflected briefings with troop-contributing countries and Member States	Target	100
		Estimate	100
		Actual	100

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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations (percentage)	Achieved. Planning processes were completed or ongoing in line with time requirements/mission priorities, including adjustments in UNISFA and MONUSCO	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Percentage of peacekeeping operations in integrated settings that have up-to-date integrated strategic frameworks or equivalent frameworks	Achieved. All integrated settings have in place integrated strategic framework or the equivalent	Target	100
		Estimate	100
		Actual	100
(ii) Percentage of peacekeeping operations that reach major milestones, as defined and mandated in Security Council resolutions	Achieved. Missions fulfilled major milestones as defined in and mandated by Security Council resolutions (UNISFA, UNMISS, MONUSCO and UNIFIL)	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
General Assembly			
Substantive servicing of meetings			
1. Briefings/consultations on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM	3 200	3 350	104.7
2. Informal meetings of the Fifth Committee on specific reviews of peacekeeping operations	10	10	100.0
3. Informal briefings to the Special Committee on Peacekeeping Operations	3	3	100.0

Outputs	Planned	Actual	Rates
Security Council			
Substantive servicing of meetings			
4. Oral briefings to the Security Council on peacekeeping issues	41	26	63.4
5. Weekly briefing notes to the Security Council	51	51	100.0
6. Reports of the Secretary-General on mission/country-specific issues	34	36	105.9
7. Letters from the Secretary-General to the President of the Security Council	20	20	100.0
Other services			
8. Substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	110	112	101.8
9. Consultations with troop- and police-contributing countries	18	13	72.2
Other substantive activities			
Good offices, fact-finding and other special missions			
10. Official substantive communications (code cables) providing policy, political-operational and crisis management advice	200	181	90.5
11. Meetings of regular integrated mission task forces and integrated task forces to take stock of and review progress on the ground by peacekeeping operations	60	42	70.0
12. Integrated strategic reviews of peacekeeping operations organized and conducted to assess and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	2	5	250.0
13. Integrated technical assessments and/or issue-specific assessment visits organized and conducted, forming inputs to or resulting in reports that provide overall guidance to and assist peacekeeping operations and support for AMISOM on planning and mandate implementation issues	15	10	66.7
Seminars			
14. Workshops on regional and subregional political strategies in peacekeeping operations	3	5	166.7
International cooperation and inter-agency coordination and liaison			
Other services			
15. Advisory notes on strategic cooperation of the United Nations and the African Union in peacekeeping, including the operationalization of the African Peace and Security Architecture and the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security	5	5	100.0
16. Contribution to progress reports on the United Nations-African Union partnership, in coordination with UNOAU	1	1	100.0

Key performance results

21. The single regional political-operational structure continued its support to peacekeeping operations as well as to the intergovernmental bodies under the continued challenges related to COVID-19. Key outcomes include the successful completion of the withdrawal of MONUSCO from Tanganyika Province on 30 June 2022, marking a milestone towards the progressive transfer of the Mission's tasks to the Congolese authorities, the United Nations country team and other stakeholders. Furthermore, the United Nations and the Government of the Democratic Republic of the Congo agreed on a transition plan for the progressive and phased drawdown of the Mission. This cooperation is emblematic of the mutual commitment by the United Nations and the host country to facilitate successful transitions, which is a key pillar of the Action for Peacekeeping agenda. In Mali, MINUSMA worked hand in hand with regional stakeholders, which led to the agreement on the political transition.

22. The lower-than-anticipated number of official substantive communications to the field missions, as well as the lower number of meetings of integrated mission task

forces (outputs 10 and 11), may be attributable to the increased use of electronic forms of communication between Headquarters and missions, as well as the use of different meeting formats adopted throughout the COVID-19 pandemic. The lower number of oral briefings to the Security Council (output 4) and consultations with troop- and police-contributing countries (output 9) were the result of fewer meeting requests. Fewer integrated technical assessments and/or issue-specific assessment visits (output 13) were made owing to travel restrictions. In other areas, additional integrated strategic reviews (output 12) were organized and more workshops on regional and subregional political strategies in peacekeeping operations (output 14) were held.

3. Office of Military Affairs

23. The Office of Military Affairs continued to operationalize the Military Performance Evaluation Team approved by the General Assembly in its resolution 75/293. The Team continued the development of standards and indicators for the validation of collective tasks for military units and basic soldier skills to generate substantive performance feedback and identify training needs. The Office also continued to work on a military performance management system that would incorporate military component evaluations, training standards for military evaluators and a data tool to capture unit performance trends, shortfalls and outstanding performance. The Office collaborated with Member States and regional organizations to support a higher degree of interoperability, integration, improved military performance and evaluation and the timely generation of required military capabilities for peacekeeping operations. Data management, the peacekeeping intelligence framework and structures and the advanced use of technology continued to ensure the safety and security of peacekeepers in the field as well as their performance in respect of the implementation of mandates, especially in the areas of protection of civilians and women and peace and security, in line with the Action for Peacekeeping and Action for Peacekeeping Plus initiatives. The Office also engaged with the missions and with subject matter experts of Member States to explore options for optimizing peacekeeping intelligence, surveillance and reconnaissance.

24. The Office conducted threat analyses and assessments for military operations, prepared military plans, conducted regional workshops on environmental, gender and strategic communications and developed key military guidance materials. It engaged with the key military leadership of missions to improve the performance of military components with regard to peacekeeping intelligence, the protection of civilians and countering improvised explosive devices. The Office conducted and led operational assessments as well as assessment and advisory visits and predeployment visits to verify the self-certification of readiness for troop-contributing countries, identified and communicated mid- to long-term United Nations peacekeeping uniformed personnel requirements to troop-contributing countries and conducted military capability studies and verification visits to missions. It also maintained the capability to readily deploy a nucleus of military headquarters personnel for mission start-up and surge requirements.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Percentage of Security Council resolutions with recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Achieved. 11 Security Council resolutions incorporated 98 per cent of recommendations on military issues	Target	95
		Estimate	95
		Actual	98

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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Number of days needed to prepare military plans for a new or significantly adjusted peacekeeping operation from the day of the adoption of the relevant Security Council resolution	Achieved. Miliary plans included MONUSCO concept of operations and statement of unit requirements, MINUSCA concept of operations and statement of unit requirements, UNISFA statement of unit requirements, MINUSMA statement of unit requirements and UNIFIL statement of unit requirements, which were revised and prepared within 7 days	Target	7
		Estimate	7
		Actual	7
(ii) Number of days needed to establish a deployable nucleus of military headquarters personnel of a peacekeeping operation from the day of the adoption of a Security Council resolution or related decision	Achieved. Capability to readily deploy a nucleus of military headquarters personnel within 15 days was maintained	Target	15
		Estimate	15
		Actual	15
(iii) Percentage of the target level of military units registered in each level (1, 2, 3 and the rapid deployment level) of the Peacekeeping Capability Readiness System (percentage)	The Peacekeeping Capability Readiness System was maintained at 85 per cent of the target level of military units registered. The lower-than-planned actual percentage was owing to the successful unit deployment from the System to MINUSCA and UNISFA, which took place during the final quarter of the reporting period	Target	90
		Estimate	90
		Actual	85

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Percentage of implemented military-related recommendations from end-of-assignment, after-conference/action reports, visits, study and assessment and performance-related reports	Of 347 recommendations, 308 were implemented. The implementation of 39 recommendations is ongoing and expected to be completed before 30 June 2023	Target	100
		Estimate	90
		Actual	89

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
General Assembly			
Substantive servicing of meetings			
1. Briefings to troop-contributing countries on all military aspects of peacekeeping operations, including the Peacekeeping Capability Readiness System, the outcome of military capability studies, performance issues of contingents, military peacekeeping intelligence and the security of peacekeepers	23	31	134.8
Security Council			
Substantive servicing of meetings			
2. Briefings on new or anticipated developments, crisis and security situations and changes to the mandate of peacekeeping	30	26	86.7
Other services			
3. Strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	40	40	100.0
4. Strategic military plans or recommendations for new or significantly adjusted peacekeeping operations to improve capacity and performance	4	7	175.0
5. Updated threat assessment reports for military operations in peacekeeping settings	13	9	69.2
Other substantive activities			
Good offices, fact-finding and other special missions			
6. Reports on military assessment and advisory missions to troop-contributing countries to assess readiness for potential deployment to peacekeeping operations	6	11	183.3
7. Deployment of an organized key nucleus of military staff and/or a military staff support team to new and existing missions for up to 90 days	1	0	0.0
Technical material			
8. Strategic or oversight assessment reports of military components of peacekeeping operations	10	10	100.0
9. Predeployment reports of troop-contributing country capacities	9	15	166.7
10. Reports on military skills validation	10	8	80.0
11. Reports on force and sector headquarters evaluations	2	1	50.0
12. Monthly reports on the deployment of military forces, observers and Headquarters staff, with emphasis on achieving gender balance	12	12	100.0
13. Monthly analysis of mission force commander's evaluation of military units	12	5	41.7
14. Reports on the visits of the Military and Police Advisers' Community to peacekeeping missions on operational issues and challenges in peacekeeping	2	3	150.0
15. Revision of the United Nations Military Unit Manuals on logistics and signals and the United Nations Force Headquarters Handbook	3	2	66.7
Seminars			
16. Conference of heads of military components of peacekeeping operations	1	1	100.0
17. Predeployment induction and post-appointment briefings for senior military personnel	12	10	83.3
18. Intensive orientation course for newly appointed heads of military components	2	2	100.0
19. Courses for sector commanders/force chiefs of staff and infantry battalion commanders	4	3	75.0
20. Workshop for military gender advisers	1	1	100.0
21. Training sessions on mixed gender engagement platoons and gender parity for military observers in Africa	2	3	150.0
22. Training-of-trainers sessions for command post exercises at force headquarters	3	2	66.7

Outputs	Planned	Actual	Rates
23. Military peacekeeping intelligence course and training-of-trainers sessions for military peacekeeping intelligence personnel	3	3	100.0
24. Regional workshops on the development, revision and implementation of new policies and guideline materials, including the United Nations Military Unit Manuals	3	7	233.3
International cooperation and inter-agency coordination and liaison			
Other services			
25. Presentations to Member States, regional organizations and regional military peacekeeping training centres to improve the quality of contributions to peacekeeping, encourage new peacekeeping initiatives and share and discuss the achievements and challenges of current and future peacekeeping operations to enhance effectiveness and performance	10	15	150.0
Technical cooperation			
26. Military-to-military meetings with the European Union Military Staff, the North Atlantic Treaty Organization, and the African Union, and tabletop exercise with the European Union Military Staff	4	6	150.0

Key performance results

25.   During the period, the Office of Military Affairs engaged with Member States and regional organizations; held formal and informal briefings with the troop-contributing countries; and conducted predeployment, pre-rotation, assessment and advisory visits. The Office also organized a conference of heads of military components, regional workshop and training events and developed and revised policies and guidance materials.

26.   Additional military planning, predeployment, pre-rotation, assessment and advisory visits were the result of the requirements for new capabilities in relation to the adaptation plan at MINUSMA, the reconfiguration of the Intervention Brigade of MONUSCO and the reinforcement plan for MINUSCA (outputs 4, 6 and 9). The Office continued to experience the impact of COVID-19 pandemic travel restrictions in the area of capability building. Some outputs were higher than planned in order to conduct more training events and regional workshops that had been postponed from the 2020/21 period (outputs 21 and 24), while some training events that involved a large number of participants could not be organized owing to the COVID-19 pandemic, as well as lack of facilities (outputs 19 and 22). There were no surge deployment requirements in support of peacekeeping missions (output 7) during the reporting period. The formal establishment of the Military Performance Evaluation Team also created some output variances. Some outputs were higher owing to increased requirements to incorporate performance and evaluation aspects into briefings and meetings (outputs 1 and 26) while some outputs could not achieve expected results, as the Military Performance Evaluation Team focused on the development of standard operating procedures and performance monitoring data tools, following the formal establishment of the Team (outputs 10, 11 and 13). Finally, the original number of threat assessments included requirements for special political missions, which should not have been included (output 5).

4.   Office of Rule of Law and Security Institutions

27.   The Office of Rule of Law and Security Institutions continued to provide operational and advisory support in the areas of gender and environmentally responsive policing and law enforcement, justice, corrections, DDR, security sector reform and mine action in United Nations peacekeeping operations. The Office worked with Security Council members on rule of law mandates; advocated with Member States, regional organizations and United Nations partners to build support

for rule of law and security sector issues; assessed, recruited, rotated and deployed experts and units in nine peacekeeping operations; and assisted transitioning missions, including through strategic planning, technical support and the rapid deployment of specialized experts in the thematic areas of the Office, including security sector reform, DDR, justice and corrections, police and mine action.

28.   The Office prepared policy, guidance and training materials, including to enhance performance and mitigate the evolving threat of improvised explosive devices employed by non-State armed groups in multiple peacekeeping settings. The Office acted as a co-chair of the Global Focal Point for the Rule of Law, and as Chair of the United Nations Coordinating Task Force on a Whole-of-System Approach to Improvised Explosive Devices, pursuant to the Secretary-General's disarmament agenda. The Office further supported the United Nations inter-agency task force on policing co-chaired by DPO and UNODC, and continued to co-chair the Inter-Agency Security Sector Reform Task Force and the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration. Progress was also made on further implementing police performance assessment, inspection and evaluation processes from the predeployment through post-deployment stages, in close collaboration with Member States.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Number of General Assembly resolutions that reflect the critical contribution of mine action assistance in peace operations	Achieved. The General Assembly adopted resolution 76/74 on assistance in mine action	Target	1
		Estimate	1
		Actual	1
(ii) Percentage of relevant Security Council resolutions reflecting the activities to be carried out by police, judicial and corrections officers	Achieved. 100 per cent of Security Council resolutions for all peacekeeping operations with police and justice/corrections components included references to activities in these areas	Target	100
		Estimate	100
		Actual	100
(iii) Percentage of Security Council resolutions incorporating specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration and community violence reduction, mine action, weapons and ammunition management and improvised explosive device threat mitigation responses in the establishment or adjustment of peacekeeping operations	Achieved. 100 per cent of Security Council resolutions for all peacekeeping operations with security sector reform, DDR and mine action components incorporated recommendations by the Secretary-General for activities in these areas	Target	100
		Estimate	100
		Actual	100

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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Number of days needed to deploy police to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Achieved. While no new peacekeeping operation was established during the period, United Nations police personnel were deployed within the 25-day period to missions, except for instances where visas were not issued on time	Target	25
		Estimate	25
		Actual	25

(ii) Number of days needed to deploy justice and corrections capacities to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Achieved. 7 missions were undertaken by the Justice and Corrections Standing Capacity personnel in support of 5 peacekeeping operations (MINUSCA, MINUSMA, MONUSCO, UNISFA, UNMISS) within the 30-day period	Target	30
		Estimate	30
		Actual	21
(iii) Number of days needed to deploy personnel specializing in mine action, weapons and ammunition management, improvised explosive device mitigation response and security sector reform to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Achieved. 2 missions were undertaken by the Mine Action Service in support of 2 peacekeeping operations (UNISFA and MINUSMA) within 30 days and 2 missions were undertaken by security sector reform personnel to MONUSCO within 30 days	Target	30
		Estimate	30
		Actual	30
(iv) Number of days needed to deploy personnel specializing in disarmament, demobilization and reintegration to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	No deployment was required for DDR	Target	30
		Estimate	30
		Actual	N/A
(v) Police units that form the core of an early deployment of a new or significantly adjusted peacekeeping operation are selected and verified to be on high readiness in each level (1, 2, 3 and the rapid deployment level) of the Peacekeeping Capability Readiness System	Achieved. Formed police units from 2 Member States were elevated to the rapid deployment level, and the formed police unit from one of those States has since been deployed to MINUSCA. Formed police units from 2 Member States were elevated to level 2	Target	2
		Estimate	2
		Actual	2

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Annual plans for mine action, weapons and ammunition management and/or improvised explosive device mitigation response developed or updated for peacekeeping operations	Achieved. Annual plans related to mine action, weapons and ammunition management and/or improvised explosive devices were developed for all 9 peacekeeping operations with a mine action programme (MINUSCA, MINURSO, MINUSMA, MONUSCO, UNISFA, UNFICYP, UNIFIL, UNMISS, UNSOS)	Target	9
		Estimate	10
		Actual	9
(ii) Average monthly vacancy rate for police in field operations (percentage)	Achieved. By January 2021, of the 9 peacekeeping missions where United Nations police were deployed, 6 had vacancy rates below 10 per cent. However, deployments stalled in several missions owing to the lack of visas (UNISFA and UNMISS) or to changes to the mission life cycle (MONUSCO)	Target	13
		Estimate	13
		Actual	13
(iii) Integrated mission plans reflecting actions in the areas of police, justice, corrections, disarmament, demobilization and reintegration and community violence reduction, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device mitigation	Achieved. Rule of law and security institutions components were reflected in 5 integrated mission plans for MINUSCA, MINUSMA, MONUSCO, UNISFA and UNMISS	Target	5
		Estimate	5
		Actual	5

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
General Assembly			
Substantive servicing of meetings			
1. Presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the Global Focal Point for the Rule of Law, and a partnership approach in the areas of rule of law and security institutions	34	34	100.0
Briefings on peacekeeping operations			
2. Briefings on mine action, including weapons and ammunition management and improvised explosive device threat mitigation	10	10	100.0
3. Briefings on police	34	34	100.0
4. Briefings on justice and corrections	10	10	100.0
5. Briefings on DDR and community violence reduction	10	12	120.0
6. Briefings on security sector reform	10	10	100.0
Parliamentary documentation			
Reports of the Secretary-General			
7. Inputs to reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, including on the role of policing and law enforcement; justice and corrections; DDR and community violence reduction; mine action, weapons and ammunitions management and improvised explosive device threat mitigation; and/or security sector reform	42	44	104.8
Other substantive activities			
8. Outreach activities to generate specialized police teams, enlarge the senior police leadership roster and increase the number of women police officers, including in senior leadership in peacekeeping	3	3	100.0
9. Direct support for DDR training courses by the Integrated Disarmament, Demobilization and Reintegration Training Group	4	4	100.0
10. Direct support for the development of joint programmes for mandate delivery of field operations in the area of rule of law, justice and corrections	3	3	100.0
11. Assessment missions to provide technical assistance to field operations in the areas of weapons and ammunition management and improvised explosive device threat mitigation	2	2	100.0
12. New or reviewed concepts of operations and/or plans for police components of peacekeeping operations	5	5	100.0
13. In-country briefings/presentations on United Nations policing in peacekeeping operations; and assistance and assessment missions for selection/recruitment/deployment/rotation and/or inspection of police personnel units and equipment	45	45	100.0
14. Briefing notes on developments in DDR and community violence reduction in field operations	4	4	100.0
15. Study on lessons learned and/or guidance note on key operational aspects of DDR and reduction of community violence	1	2	200.0
End-of-assignment reports on required ongoing support, lessons learned and best practices for new, existing or transitioning peacekeeping operations for:			
16. Police	7	7	100.0
17. Justice	3	3	100.0
18. Corrections	3	5	166.7
Technical or strategic review or assessment reports on the implementation of activities or mandates in peacekeeping operations for:			
19. Police	10	10	100.0

Outputs	Planned	Actual	Rates
20. DDR and community violence reduction	6	2	33.3
21. Justice	3	8	266.7
22. Corrections	3	6	200.0
23. Security sector reform	5	5	100.0
24. Mine action, weapons and ammunition management and improvised explosive device threat mitigation	7	7	100.0
Guidance documents and training tools for:			
25. Justice and corrections	2	4	200.0
26. Security sector reform	2	2	100.0
27. Police (in compliance with the Strategic Guidance Framework for International Policing)	4	4	100.0
Seminars and conferences			100.0
28. International Meeting of National Mine Action Programme Directors and United Nations Advisers	1	1	100.0
29. Conference of the heads of the mine action components	1	1	100.0
30. Police seminar, including with regional organizations, on police planning to increase the number of trained, specialized and equipped police capabilities and/or personnel	1	1	100.0
31. Joint seminars with partners and regional organizations to facilitate coherent design and delivery of security sector reform, in line with the United Nations approach and coordination mandates	4	4	100.0
32. Co-chairing of meetings of the Inter-Agency Security Sector Reform Task Force to facilitate strategic coherence in the implementation of mandates and joint programmes, in line with Security Council resolution 2151 (2014), relating to the integrated technical guidance notes and the policy on defence sector reform	6	6	100.0
33. Conferences with Member States of the Group of Friends of Security Sector Reform and specialized institutions on security sector reform country and policy priorities	2	2	100.0
34. Co-chairing of videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices and information	4	4	100.0
35. Conference of the heads of police components	1	1	100.0
36. Training course on policy implementation and police planning in peacekeeping operations, in accordance with the Strategic Guidance Framework for International Policing	2	2	100.0
37. Meeting of senior DDR/reduction of community violence officers	1	1	100.0
38. Training on security sector reform policies and guidance in cooperation with security sector reform training institutions	2	2	100.0
39. Co-chairing of meetings of the partners of the Global Focal Point for the Rule of Law	10	11	110.0
40. Joint webinars with partners of the Global Focal Point for the Rule of Law to facilitate policy and programme coherence	3	6	200.0
41. Workshops with Member States and United Nations experts to present lessons on justice and corrections support for criminal accountability mechanisms and to facilitate South-South cooperation and exchange of practices	2	2	100.0
International cooperation and inter-agency coordination and liaison			
42. Support for the revision of DDR policy and guidance documents of regional partners in line with the new integrated DDR standards	2	1	50.0
43. Briefings to Member States, specialized 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 specialist and rapidly deployable capacities needed in the areas of rule of law and security institutions	5	8	160.0

Key performance results

29. The Office of Rule of Law and Security Institutions, through its Justice and Corrections Service, contributed to the fight against crimes fuelling conflicts and conflict-related sexual violence by enhancing prison security for high-risk detainees, facilitating the re-establishment of criminal justice institutions and helping to address corruption in post-conflict settings. The Office played a key role in strengthening accountability for crimes committed against peacekeepers, including through the development of a strategic action plan. The Office deployed more women as justice and corrections government-provided personnel, exceeding relevant targets for the United Nations uniformed gender parity strategy 2018–2028. The Office also embarked on a multi-year guidance development project which will produce a compendium of guidance notes for security sector reform practitioners.

30. The Mine Action Service conducted nine technical and strategic reviews and assessments to ensure that peacekeeping operations deliver mandates for the safety and security of peacekeepers, the protection of civilians and the extension of accountable, effective State authority. The Service supported the independent strategic review (see S/2021/1042), and advanced the implementation of its recommendations to address system-wide issues and troop preparedness for the threats posed by explosive ordnance.

31. United Nations police performance was further strengthened by the United Nations police training architecture programme; the creation and expansion of networks of female United Nations police personnel and, in certain instances, networks of their national counterparts; the work of the Police Division's task force on performance; maintenance of the senior police leadership roster and the United Nations police female command cadre; and predeployment readiness assistance efforts, including visits and training courses, as well as a workshop to certify instructors. The Office also supported the United Nations inter-agency task force on policing to enhance coherence in United Nations policing assistance. The Office developed new guidance on DDR-related aspects and updated existing policies and guidance on DDR, community violence reduction and weapons and ammunition management. It also strengthened partnerships and widened the global pool of DDR practitioners through training and capacity-building initiatives. The Office contributed to MONUSCO transition planning and organized the second annual symposium on DDR.

32. Additional outputs for technical assessments with regard to justice and corrections were achieved (outputs 21 and 22), while fewer technical assessments for DDR were conducted owing to the need to focus resources on the assessment of MONUSCO and the postponement of the planned assessment of UNMISS (output 20). The revision of the DDR policy (output 42) by the European Union was completed, while policy development by the African Union was still pending, with work expected to resume in 2023. Additional lessons learned on key operational aspects of DDR and community violence reduction were produced (output 15) and additional end-of-assignment reports were produced for corrections (output 18). Additional guidance documents and training tools in the area of justice and corrections were produced (output 25) and more joint webinars with Global Focal Point partners were held (output 40). Additional briefings on the rule of law capacities (output 43) were achieved.

5. **Policy, Evaluation and Training Division**

33. The Policy, Evaluation and Training Division continued to focus on the implementation of the Action for Peacekeeping initiative and the action plan to improve the security of peacekeepers. The Division continued to support the

Secretary-General's Action for Peacekeeping Plus implementation strategy and the strategy for the digital transformation of United Nations peacekeeping, and developed training materials to support operational requirements. This included preparing lessons learned and good practice notes on issues related to the closure of peacekeeping missions such as UNAMID, transitions, protection (protection of civilians, child protection and conflict-related sexual violence), and the policy-practice gap; briefing the Special Committee on Peacekeeping Operations on Action for Peacekeeping Plus; providing training support to the high-risk missions and the Member States deploying to them; and conducting training activities in support of DOS field-focused activities and capacity-building for elements of DOS, as well as other substantive capacity-building activities for troop- and police-contributing countries and potential and deployed mission leaders. The Division also helped to coordinate the performance agenda of DPO through the development of the integrated peacekeeping performance and accountability framework, including continuing the development and implementation of the Comprehensive Planning and Performance Assessment System, as well as working with DMSPC to use the System to enhance results-based budgeting frameworks in the budget formulation process.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (percentage)	Achieved. 15 informal briefings were provided to the Special Committee on Peacekeeping Operations based on the Committee's requests	Target	100
		Estimate	100
		Actual	100
(ii) The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations includes an overview on all key policy matters related to peacekeeping operations (percentage)	Achieved. Publication of the report of the Secretary-General and its addendum was ensured	Target	100
		Estimate	100
		Actual	100

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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Military and police units that form the core of an early deployment of a new or significantly adjusted peacekeeping operation are selected and verified to be on high readiness	Achieved. 13 military units from 10 troop- and police-contributing countries, including force protection companies, quick reaction forces, formed police units, and signal and engineering companies were selected and verified to be on high readiness	Target	12
		Estimate	12
		Actual	13
(ii) Percentage of training standards available to all troop- and police-contributing countries and peacekeeping operations within 30 days from approval	Achieved. 2 courses were released to Member States and training materials/standards were made available within 30 days from approval through a dedicated website	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) Peacekeeping operations implementing the Comprehensive Planning and Performance Assessment System are supported with technical expertise, guidance and oversight by Headquarters	Achieved. Peacekeeping operations were provided with substantive and technical guidance and support, which included training, facilitation and technical support at critical points of the Comprehensive Planning and Performance Assessment System cycle, including in thematic areas such as protection of civilians and women and peace and security	Target	10
		Estimate	10
		Actual	10
(ii) All new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace and security policy and practice database (percentage)	Achieved. All official guidance materials for the peace and security pillar as well as other learning documents were organized thematically and included more than 50 web pages, and updates were communicated to staff members	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Parliamentary documentation			
1. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	100.0
Comprehensive Planning and Performance Assessment System			
2. Support visits to peacekeeping operations for the implementation of the System, including management, oversight and provision of technical guidance	10	7	70.0
3. Advanced training sessions delivered to 10 peacekeeping operations, DPO, DOS, DMSPC, OICT and other stakeholders to enhance the use of the System to inform planning for results-based budgets, reporting and strategic communications	2	23	1 150.0
4. Development of online training modules for peacekeeping leadership, Member States and staff induction training	3	2	66.7
5. Enhancement of the information technology platform of the System, including to increase interoperability between United Nations data systems and develop common data structures	1	1	100.0
6. Development of a United Nations departmental policy on the Comprehensive Planning and Performance Assessment System	1	0	0.0
Training			
7. Training-of-trainers courses for 48 peace operations training personnel from Member States	2	2	100.0
8. Mobile training teams deployed to provide training support for peace operations training institutes in Member States and peace operations training experts (number of teams)	6	6	100.0
9. Training recognition services provided to Member States in relation to predeployment training of their uniformed personnel for peacekeeping operations	7	7	100.0
10. Development of United Nations peace operations training materials	2	2	100.0
11. Support for the delivery of women's outreach courses for the United Nations Signals Academy	2	1	50.0
12. Support for the delivery of medical courses for Member States' trainers and personnel serving in peace operations	3	3	100.0
13. Support to troop- and police-contributing countries in the design and delivery of exercises to strengthen their performance in peacekeeping operations	4	4	100.0
14. Predeployment courses for 145 civilian personnel serving in peacekeeping operations	18	22	122.2
15. Workshop for personnel serving in peacekeeping training centres and training focal points from the field	1	1	100.0

Outputs	Planned	Actual	Rates
16. Training-of-trainers sessions for field mission training personnel serving in peacekeeping in substantive priorities, e-learning design and skills enhancement, and the conduct of training support visits for field missions	7	7	100.0
17. Training delivery for Entebbe-based entities	3	5	166.7
18. United Nations senior mission leaders courses for 26 civilian and uniformed personnel	1	2	200.0
19. Senior leadership programmes for 26 newly appointed senior leaders in field missions	2	2	100.0
20. Enhanced training for the high-level operational support programme for 20 staff members from the global Secretariat	1	1	100.0
21. Advanced training programme for 16 senior staff in peace operations	1	0	0.0
22. Intensive orientation courses for the heads of military components	2	2	100.0
23. Guidance document or standards on training development, design, delivery and evaluation	1	1	100.0
24. Conduct of training needs assessment or evaluation to support peace operations	1	1	100.0
25. Support provided to Member States in the establishment of peacekeeping training institutions and the design and delivery of mission-specific training for uniformed personnel	6	6	100.0
26. Development and facilitation of context-specific in-mission training on protection of civilians in 3 different peacekeeping operations	3	3	100.0
Other services			
27. Briefings to Member States on cross-cutting thematic issues, partnerships, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations	7	5	71.4
28. Briefings to Member States on the implementation of reform frameworks related to peacekeeping/peace operations	4	1	25.0
29. Briefings to the Security Council Expert Group on the Protection of Civilians ahead of mandate renewals for relevant missions	6	5	83.3
30. Briefings to the Security Council and/or the Military Staff Committee 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/peace operations	4	4	100.0
31. Briefings to the Special Committee on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping/peace operations	10	15	150.0
32. Opening statements by the Under-Secretaries-General for Peace Operations, Operational Support and Management Strategy, Policy and Compliance during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	2	3	150.0
33. Organization and delivery of a regional training session on the monitoring and reporting mechanism on grave violations against children in situations of armed conflict aimed at country task forces on monitoring and reporting in coordination with UNICEF and the Office of the Special Representative of the Secretary-General for Children and Armed Conflict	1	0	0.0
Other substantive activities			
Good offices, fact-finding and other special missions			
34. Support for high-level and technical missions of the Office of the Special Representative for Children and Armed Conflict to peacekeeping operations	2	1	50.0
Technical material			
35. Reports on lessons learned across peacekeeping/peace operations missions on policy, reform and operational issues in line with departmental priorities	6	6	100.0
36. E-newsletters to peacekeeping operations on new guidance and knowledge management reports	12	12	100.0
37. Survey on cross-cutting and/or emerging knowledge needs in peace operations	1	1	100.0
38. Technical guidance material developed or revised, or implemented and/or rolled out on, but not limited to, cross-cutting peacekeeping issues such as civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	3	3	100.0

Outputs	Planned	Actual	Rates
39. Field-based technical reports related to the development and implementation of guidance by peacekeeping/peace operations, including with respect to civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	4	4	100.0
40. Guidance documents on reform-related issues in peacekeeping/peace operations	1	1	100.0
41. Discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping/peace operations	3	3	100.0
Seminars			100.0
42. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	3	3	100.0
43. Workshops for technical experts from Member States to discuss emerging uniformed capability requirements	1	1	100.0
International cooperation and inter-agency coordination and liaison			
44. Presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping/peace operations	10	13	130.0
45. Briefings to international financial institutions, international and regional organizations and NGOs on peacekeeping partnerships and related issues	8	11	137.5
46. Presentations to technical experts from Member States, regional organizations and partners on new or updated guidance, training and policy on cross-cutting thematic issues such as civil affairs, protection of civilians, child protection, conflict-related sexual violence and partnerships	7	6	85.7
47. Technical support to the Monitoring and Reporting Mechanism Technical Reference Group in coordination with UNICEF and the Office of the Special Representative for Children and Armed Conflict	12	8	66.7
48. Development and roll-out of force commanders' and police commissioners' directives on child protection to peacekeeping operations that have a child protection mandate	2	0	0.0
49. Updated reports on the capability requirements for United Nations peacekeeping operations	4	4	100.0
50. Technical support to regional organizations and Member States in developing policies, guidelines and training materials on emerging strategic issues related to peacekeeping/peace operations	1	1	100.0
51. Liaison and exchange with the African Union Peace Support Operations Division for the development of African Union protection of civilians guidelines	1	1	100.0
52. High-level briefings to European Union defence ministers on United Nations peacekeeping challenges and how to address them, including peacekeeping gaps	2	2	100.0

Key performance results

34. The Civil Affairs Team in the Policy, Evaluation and Training Division trained UNMISS on the application of the local conflict analysis and planning tool, providing the methodology and facilitation skills necessary during field exercises. All respondents indicated that they foresaw themselves using the tool within the next six months and confirmed that the training had improved their analytical planning processes and deepened their understanding of conflict dynamics. The organization and delivery of a regional training session on the monitoring and reporting mechanism on grave violations against children (output 33) was postponed owing to the development of a new database, to be rolled out in the 2022/23 period. Development of the force commanders' and police commissioners' directives on child protection (output 48) is ongoing and roll-out is planned later in the year.

35. Three in-person visits to support the implementation of the Comprehensive Planning and Performance Assessment System (output 2) were not undertaken as planned as a result of COVID-19, visa issues and rescheduling. In the same area, 23

training sessions on the System, including 8 in-person sessions, were held (output 3). Online training modules for the System were developed for peacekeeping leadership and staff induction; however, the development of a training module for Member States is ongoing (output 4). Following the completion of the System's roll-out in all peacekeeping operations, major initiatives were undertaken to strengthen and streamline its implementation, including conducting a review of senior leadership engagement on the System. The Division will develop the departmental policy (output 6) upon completion of the review to ensure that the results are fully incorporated.

36. Additional requests for specific thematic briefings to the Special Committee on Peacekeeping Operations (output 31), as well as to external partners and institutions (output 44), were facilitated by the virtual format and resulted in a higher number of outputs delivered than originally planned. As resources were required for other activities, support for the delivery of women's outreach courses was reduced (output 11). There was an increase in the number of courses in Entebbe (output 17) and an additional course in French was added for senior mission leaders (output 18). An advanced training programme for senior staff (output 21) was cancelled as the host country was unable to provide a venue. Fewer briefings to Member States on the implementation of reform were done based on the actual demand (output 28). The lower level of support for high-level missions and technical missions (output 34) was due to the cancellation of a visit to UNMISS.

B. United Nations Office to the African Union

37. UNOAU continued to strengthen the strategic partnership between the African Union and the United Nations to find effective solutions to Africa's increasingly complex and dynamic peace and security challenges. The two organizations continued to build on their respective strengths to achieve the common goals of peace and security, promoting human rights and good governance, and implementing the African Union's Agenda 2063: The Africa We Want and the 2030 Agenda for Sustainable Development. The two organizations continued to prioritize the development of a systematic, predictable and strategic partnership in line with the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security.

38. UNOAU supported the fifteenth annual joint consultative meeting and informal joint seminar between the Security Council and the Peace and Security Council of the African Union, the annual conference between the Secretary-General and the Chairperson of the African Union Commission and the meetings of the United Nations-African Union Joint Task Force on Peace and Security. The meetings provided an opportunity to further enhance joint early warning and conflict prevention efforts and strengthen support and collaboration in peacekeeping and policy development. UNOAU, working with the African Union Commission, has facilitated monthly meetings between the President of the Security Council and the Chairperson of the Peace and Security Council to exchange information and strengthen coordination on the programme of work of the two Councils. UNOAU has also provided regular briefings to the Peace and Security Council on thematic and country-specific peace and security issues in order to inform and ensure complementarity of the policymaking processes of both organizations. In addition, UNOAU supported field missions of the Security Council to the Sahel region to better inform the Security Council's decisions, and to Somalia as part of the consultations on the reconfiguration of AMISOM.

39. UNOAU undertook joint field visits, joint reviews and assessments and joint mission planning and consultations. Those actions contributed to the advancement of political processes, including in the Central African Republic, Somalia, South Sudan and the Sudan. The Office also supported the African Union in the development and

deployment of its mediation capacity and the implementation and operationalization of the African Peace and Security Architecture and the African Union Master Road Map of Practical Steps for Silencing the Guns in Africa by 2020 (now extended to 2030) to prevent and respond to conflict and address its root causes.

40. Despite some planned activities being affected by the COVID-19 pandemic, including planned recruitment during the period, the United Nations and the African Union continued to explore and implement innovative ways to engage in the development of peace support operations policies and other guidance documents; the sharing of information, knowledge and expertise; and joint force generation and reporting in the conduct of peace operations.

Actual indicators of achievement

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

Planned indicators of achievement	*Actual indicators of achievement*	Performance measures	
			2021/22
(i) Increased coordination and harmonization between the United Nations and the African Union on key peace and security issues in Africa (number of substantive code cables)	Owing to the restrictions of COVID-19, the number of activities related to political affairs, peace and security were reduced, resulting in the limited issuance of substantive cables	Target	45
		Estimate	30
		Actual	14
(ii) Consultative mechanisms are in place at separate levels between the United Nations Secretariat/United Nations Security Council and the African Union Commission/African Union Peace and Security Council (number of mechanisms)	Achieved. Consultative mechanisms for collaboration and coordination remained active through the annual conference of the Secretary-General and the Chairperson of the Peace and Security Council of the African Union; the annual joint consultative meeting of the United Nations Security Council and the Peace and Security Council and meetings of the United Nations-African Union Joint Task Force on Peace and Security, as did mechanisms at the technical level	Target	7
		Estimate	12
		Actual	7
(iii) Coordination mechanisms are implemented with 2 key groups, United Nations specialized agencies and African Union partners, to ensure coordination and coherence of operational and capacity-building support to the African Union in peacekeeping-related areas (number of mechanisms)	Achieved. Three meetings were conducted with the Group of Friends of the United Nations-African Union partnership and the African Union-North Atlantic Treaty Organization coordination forum	Target	2
		Estimate	2
		Actual	3
(iv) Implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security (percentage)	While the target was not fully met owing to the COVID-19 pandemic, joint assessments and joint missions were conducted	Target	100
		Estimate	75
		Actual	86

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

Planned indicators of achievement	*Actual indicators of achievement*	Performance measures	
			2021/22
(i) The five strategic priorities of the African Peace and Security Architecture continue to be supported both operationally and in building African Union capacity (number of priorities)	Achieved. Substantive and operational support have been provided to the African Standby Force, the African Union mediation mechanism and the continental early warning system	Target	5
		Estimate	7
		Actual	5

(ii) Support for African Standby Force activities in accordance with the five-year Maputo workplan (2016–2020) is implemented (percentage)	The implementation of the workplan was delayed. Virtual support was provided to the African Standby Force, the African Union Continental Logistics Base and the Continental Movements Control Centre in the areas of warehouse support and development of the memorandum of understanding for the strategic lift of military equipment	Target	100
		Estimate	75
		Actual	75
(iii) All ongoing African Union peace operations are fully operational and transitioned within their authorized mandates (percentage)	Substantive and logistical support were provided in the context of the reconfiguration of AMISOM. The achievement of the target was hindered by the COVID-19 pandemic	Target	100
		Estimate	75
		Actual	75
(iv) UNOAU supports the African Union and AMISOM in developing revised concepts of operations (number of concepts of operations)	Achieved. The concept of operations and transition plan as part of the reconfiguration of the AMISOM was jointly developed	Target	1
		Estimate	1
		Actual	1

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
Security Council			
Substantive servicing of meetings			
1. Annual joint consultative meeting of the United Nations Security Council and the African Union Peace and Security Council	1	1	100.0
Parliamentary documentation			
Reports of the Secretary-General			
2. The United Nations-African Union partnership and activities of UNOAU	1	1	100.0
3. Peace and security in Africa	1	1	100.0
Other substantive activities			
Good offices, fact-finding and other special missions			
4. Regional African Standby Force planning and support capabilities strengthened with joint field assessment missions, field operational assessments missions, work sessions, workshops/ seminars, videoconferences and meetings	10	2	20.0
Technical material			
5. Annual reports on the achievements of the African Peace and Security Architecture	5	5	100.0
6. Submission of inputs to reports of the Secretary-General on various issues related to peace and security in Africa including Somalia, the Lake Chad basin and the Sahel	5	5	100.0
7. Policies or guidelines produced in support of African Union peace and security capabilities	10	5	50.0
8. Monthly reports on cooperation between the United Nations and the African Union	12	9	75.0
9. Weekly reports on developments in peace operations of the African Union	50	50	100.0
10. Code cables/briefing notes on African Union summits, African Union Peace and Security Council meetings and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations	45	33	73.3
11. Informational publications to inform a broad public audience of the United Nations-African Union activities of the Office in support of the African Union	4	64	1 600.0
Workshops, conferences and seminars			
12. Participation in workshops, conferences and seminars on peace and security in Africa	40	40	100.0
Meetings			
13. Attend meetings of the African Union Partners Group when held	10	2	20.0

Outputs	Planned	Actual	Rates
Joint missions with the African Union			
14. Participation in United Nations-African Union joint reviews and joint assessment missions	15	5	33.3
International cooperation and inter-agency coordination and liaison			
Other services			
15. Participation of the Secretary-General and Deputy Secretary-General in 1 African Union summit each	2	2	100.0
16. Meetings of the United Nations-African Union Joint Task Force on Peace and Security	2	2	100.0
17. Annual African Union-United Nations conference with the African Union Commission Chairperson and the United Nations Secretary-General	1	1	100.0
18. Presentations to the African Union Peace and Security Council on peace and security issues	20	27	135.0
19. Joint meeting to review progress in implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security	1	1	100.0

Key performance results

41. UNOAU continued to support the strengthening of African Union peace support operations and the capacity of the African Standby Force. The Office provided technical assistance, through the African Union's civilian, military and police strategic support groups, in the review and development of guides and roster systems for the African Standby Force. The Office supported the design, development and implementation of 38 training and other capacity-building programmes to enhance the Force's capabilities and for personnel preparing to deploy to African Union-mandated and authorized peace support operations. UNOAU facilitated the development of strategic lift capabilities for the Continental Movements Control Centre and regional movement control centres by providing advice on drafting several strategic lift memorandums of understanding with member States of the African Union. It is anticipated that these draft memorandums will be negotiated with member States during the next budget period. In addition, UNOAU worked closely with the African Union and the regional economic communities/regional mechanisms to support the development of the 2021–2025 workplan for the enhancement of the African Standby Force. UNOAU also supported the implementation of the African Union mine action strategy by identifying existing gaps in and further developing the African Union Mine Action and Explosive Remnants of War Strategic Framework.

42. In collaboration with UNICEF, UNOAU organized a training-of-trainers workshop in September 2021, which strengthened the skills and expertise of the participants in finding solutions to conflicts on the continent. UNOAU also supported the meeting entitled "Reflection on youth, peace and security in Africa", convened by the African Union Peace and Security Council in Burundi in April 2022, which provided an opportunity to share good practices and the status of the development of related national action plans in Africa.

43. Some of the planned outputs were affected by the restrictions resulting from the COVID-19 pandemic. The flow of monthly reports and code cables/briefing notes decreased over the period, as activities related to cooperation with the African Union were reduced (outputs 8 and 10). Participation in joint reviews and joint United Nations-African Union assessment missions also decreased owing to travel restrictions (outputs 4 and 14). However, there was an increase in presentations to the African Union Peace and Security Council on peace and security issues (output 18). Fewer meetings of the African Union Partners Group (output 13) were held and fewer policies and guidelines (output 7) were produced as a result of COVID-19 pandemic restrictions during the period. Significant support was provided in the consultations and the various stages of the reconfiguration of AMISOM, which transitioned to

become ATMIS. An increase in support to promote the "She Stands for Peace" initiative, and the publication of translated versions of policy documents on gender, were also noticeable results. As part of its outreach to various interlocutors, significant progress was made in communicating and publicizing information on the activities conducted by the Office in support of the African Union (output 11). These efforts were partly the result of lessons learned from the COVID-19 pandemic and remote working.

C. Department of Operational Support

44. DOS continued to deliver operational support services to the Secretariat globally, including to all peacekeeping operations. This involved implementing simplified internal processes, providing tailored guidance and advisory support, acting as a direct support provider where necessary and developing its planning and forecasting functions to anticipate evolving client needs. The Department worked to strengthen the Secretariat-wide service delivery architecture and foster system-wide collaboration and integration, widening and strengthening its partnerships. It also continued to implement the environment strategy for peace operations, which is now in its final year. Key achievements include improved recruitment, onboarding and separation processes and supply chain demand planning, and the cataloguing of available goods and services. In addition, the Department focused on enhancements to procurement, uniformed deployment and reimbursement processes, and administrative support to clients. New and/or revised guidance materials were issued in the areas of waste, water and wastewater and environmental management, and tools to support management and accountability in environmental risk and performance were strengthened. The Department addressed worldwide supply chain management challenges to deliver the right goods and services to the right place, at the right time and at the right cost. It also assisted in the closure of UNAMID, including the placement of staff elsewhere, and provided support for the reconfiguration of UNISFA.

45. As the pandemic evolved and mitigation measures shifted, so did the Department's operational response. DOS provided advisory support in response to COVID-19-related queries from all client entities, including guidance on human resources issues pertaining to returning to work at United Nations premises, on vaccinations and on ways to respond to variants of the virus and the periodic surges of COVID-19 cases. The Department also continued pandemic response activities, including medical evacuations, the vaccination programme and the sourcing and delivery of medical equipment and supplies.

1. Office of the Under-Secretary-General

46. The Office of the Under-Secretary-General continued to guide the implementation of key strategic management initiatives, such as supporting departmental governance, planning and reporting, as well as initiatives relating to collaboration and organizational development, evidence-based decision making and the application of innovative methodologies to improve operational processes. The Office developed an internal online dashboard on the status of implementation of recommendations made by United Nations oversight bodies. It continued to provide overall coordination and strategic leadership on operational improvements to environmental management, focusing on the areas of greatest impact and sustaining its engagement with Member States. The Office also chaired and coordinated the United Nations system-wide medical evacuation mechanism for COVID-19, ensuring that United Nations or affiliated personnel, including peacekeeping personnel, were able to stay and deliver in the field.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) All planned briefings and presentations to the General Assembly, legislative bodies, the Security Council, regional organizations and other stakeholders are delivered (percentage)	Achieved. All planned briefings and presentations were delivered	Target	100
		Estimate	100
		Actual	100
(ii) All critical recommendations of OIOS on support to peacekeeping operations are implemented within target dates (percentage)	Achieved. All critical recommendations of OIOS on support to peacekeeping operations were implemented within the target dates	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) All incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system (percentage)	Achieved. All incoming boards of inquiry reports were reviewed and processed in a timely manner	Target	100
		Estimate	100
		Actual	100
(ii) All peacekeeping operations are provided with guidance to implement the environment strategy (percentage)	Achieved. All peacekeeping operations received guidance to support the implementation of the environment strategy	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
Substantive servicing of meetings			
1. Briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional organizations on field support priorities, operations and performance	45	45	100.0
Other services			
2. Visits to Member States to discuss field support priorities, operations and performance	5	5	100.0
3. Presentations on field support priorities, operations and performance at conferences, seminars and other public forums	5	5	100.0
Administrative support services			
Overall management			
4. Meetings of the Management Client Board	6	5	83.3
5. Consultations with heads of mission on field support priorities, operations and performance related to mandate implementation and programme delivery	30	46	153.3
6. Consultations with directors and chiefs of mission support to support mission performance	20	11	55.0
7. Field visits to provide assistance to mission leadership on support priorities, operations and performance related to mandate implementation and programme delivery	5	3	60.0
Performance and analytics			
8. Reviews of operational support performance and priorities with senior DOS management	15	15	100.0

Outputs	Planned	Actual	Rates
9. Strengthened operational support performance framework, which is used as a basis for guidance to peacekeeping missions on operational support management	1	1	100.0
10. Maintenance of the reporting platform supporting operational performance oversight and decision-making	1	1	100.0
11. Guidance on the application of innovation methodologies to process improvements as part of DOS improvement projects	3	3	100.0
Communications			100.0
12. Maintenance of the website on United Nations field support priorities, operations and performance	1	1	100.0
13. Communications materials, such as field support updates	4	4	100.0
Oversight response			
14. Consolidated responses to the reports of United Nations oversight bodies	60	80	133.3
15. Consolidated updates on the status of implementation of recommendations made by United Nations oversight bodies	400	92	23.0
16. United Nations Headquarters boards of inquiry convened to address serious incidents in the field	3	2	66.7
17. Risk register and risk treatment plan established	1	1	100.0
18. Reports issued by United Nations oversight bodies registered and uploaded into dedicated repositories	60	80	133.3
19. Oversight recommendations recorded in dedicated tracking systems and followed up	400	92	23.0
20. Board of inquiry recommendations recorded in dedicated tracking systems and followed up	400	160	40.0
21. Operational reviews of board of inquiry procedures at missions	2	0	0.0
22. Training for DOS oversight coordination focal points	1	0	0.0
23. Training for boards of inquiry and legal officers at missions	1	1	100.0
24. Oversight coordination procedures reviewed at a service centre	1	0	0.0
25. Reports on the status of implementation of recommendations made by United Nations oversight bodies	4	12	300.0
26. Reports on the status of implementation of the risk treatment plan	2	2	100.0
Environment			
27. Field visits to provide strategic advice to senior management and mission support personnel on implementation of the environment strategy	2	2	100.0
28. Maintenance of the environmental risk and performance platform	1	1	100.0

Key performance results

47. Main outcomes included the development of planning guidance for the Department; finalizing the Department's contribution to the Action for Peacekeeping Plus monitoring framework, which monitors progress against the seven Action for Peacekeeping Plus priority areas; and the provision of support for governance meetings of the heads of the Office of the Under-Secretary-General, the Office of Support Operations, the Office of Supply Chain Management, the Division for Special Activities and the Division of Administration, New York, and of the Senior Leadership Team. The Office developed an online dashboard on the status of implementation of recommendations made by United Nations oversight bodies. The Environmental Action Planning and Performance application for peace operations has been significantly upgraded, integrating new indicators and a live feed of data from the field remote infrastructure management tool at those sites that have had meters installed, as well as incorporating a module to analyse the expected effects of planned actions on the performance results. Comprehensive handbooks on waste and wastewater management for peacekeeping operations were promulgated, together with a revision to the environmental policy. Technical assistance was made available

to missions on demand, and the dedicated communities of practice and information-sharing platforms that were set up for each pillar of the environment strategy continued to facilitate communications and knowledge-sharing across missions.

48. Meetings of the Management Client Board were scheduled as planned, with a sixth meeting falling just two days outside of the reporting period (output 4). The Under-Secretary-General met with more heads of mission and fewer directors of mission support than planned, primarily owing to the need to address operational support issues at the strategic level. Directors of mission support were also often present at meetings with heads of mission (outputs 5 and 6). The Under-Secretary-General undertook three field visits in response to evolving needs in those locations that required strategic-level assistance (output 7).

49. With regard to oversight response matters, outputs 14 and 18 were higher than planned due to an increase in the number of reports issued by oversight bodies. An increase in follow-up by the Department led to progress in terms of both an increase in the number of recommendations closed by oversight bodies and fewer recommendations issued by oversight bodies, resulting in a lower number of recommendations recorded in the tracking system and a lower number of updates on the status of implementation of recommendations made by United Nations oversight bodies (outputs 15 and 19). Similarly, output 20 was lower than planned owing to an increase in the number of boards of inquiry recommendations closed and fewer recommendations having been issued by boards of inquiry. Output 16 was lower owing to a decrease in the number of incidents in the field requiring a United Nations Headquarters board of inquiry to be convened. Operational reviews of board of inquiry procedures at missions and the review of oversight coordination procedures at a service centre were not conducted owing to COVID-19-related travel restrictions, as the required procedures cannot be performed remotely (outputs 21 and 24). Training for DOS oversight coordination focal points was not completed owing to the reprioritization of resources to support an increased number of reports issued by United Nations oversight bodies (output 22). Reports on the status of implementation of recommendations made by United Nations oversight bodies were higher owing to a change in the frequency of reporting from quarterly to monthly (output 25).

2. Office of Support Operations

50. The Office of Support Operations continued to provide leadership and direction on human resources advisory support to its client entities by simplifying and streamlining the management of human resources processes across the United Nations Secretariat entities; designing, developing and delivering operational training and capacity development across different functional areas; and responding to critical and time-sensitive pandemic and non-pandemic functions in the areas of medical care and occupational health and safety.

51. The Human Resources Services Division provided support for dispute prevention and resolution and other specific operational human resources needs by providing timely and consistent specialized advisory support and guidance to human resources business partners across the Secretariat. Significant improvements and the simplification of human resources processes, tools and procedures were achieved, including enhancements to onboarding procedures and the roll-out in Umoja of both the new danger pay module and the new online designation of beneficiaries. Significant efforts were also made in human resources capacity-building through a workshop on delegation of authority for peacekeeping missions and dedicated briefings on performance management and the administration of justice. A support visit to MONUSCO focusing on the administration of justice and performance management was conducted in May 2022. In addition, operational support was provided to three peacekeeping missions through dedicated advice and support on workforce planning and staffing reviews, including on-site visits. The Division also

issued the "Workforce Planning Nationalization Guide". The Capacity Development and Operational Training Service continued its progress in designing, developing and delivering operational training and capacity development as well as providing language and communications training services. Training solutions were delivered in areas including human resources, supply chain management, travel, finance and programme management, in addition to strategic areas such as organizational governance. In addition, the Service led the development of, and has been working with the Enterprise Resource Planning Solution Division and process owners to implement, the Umoja learning strategy for the 2021–2025 period, including updated training and an analysis of the needs of learners, to sustain and improve Umoja training with a view to fully leveraging the benefits of Umoja. The Capacity Development and Operational Training Service also launched an initiative to capture and disseminate best operational practices from field missions through a new initiative featured on the Knowledge Gateway called "Stories from the field".

52. The COVID-19 pandemic continued to constitute a significant part of the support provided by the Health-Care Management and Occupational Safety and Health Division to field missions, including through COVID-19 task forces for system-wide medical evacuations, first line of defence and vaccine distribution. Main initiatives included comprehensive COVID-19 guidance, the pilot of a case registry in a level II hospital, the training of key uniform staff in casualty systems and the provision of a policy on the use of blood products. In addition, more elements of the multi-year health-care quality and patient safety programme were added, including hospital assessment tools and the introduction of standardized clinical pathways for key conditions. To assist with mental health concerns, a resilience-building programme run by staff counsellors was made available to missions as part of the mission readiness and wellness programme. A casualty management community was established and improved efficiencies by reporting cases and vaccination status using the Internet, and by establishing e-learning systems for selected areas of clinical care, including women's health.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	2021/22
(i) Facilitate the stabilization of the average timeline for roster-based recruitment (number of calendar days from posting of job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7)	The average lead time was 84 calendar days, which is higher than the target for 2021/22 but still within the 120-day target set by the General Assembly This indicator represents recruitment undertaken directly by field missions. The global pandemic and the virtual office environment have affected recruitment in field missions	Target Estimate Actual	76 76 84
(ii) Facilitate the stabilization of the average timeline for position-specific recruitments (number of calendar days from posting of job opening to selection of a candidate, P-3 to D-1 and FS-4 to FS-7)	The average lead time was 267 calendar days, which is significantly higher than the 120-day target set by the General Assembly; however, it represents a significant improvement in comparison with the 2020/21 period, where the actual average recruitment timeline was 346 days. This indicator represents recruitment undertaken directly by field missions. The global pandemic and the virtual office environment have affected recruitment in field missions	Target Estimate Actual	120 120 267

(iii) Increase of 3 per cent in the total number of women on the roster of candidates endorsed by the field central review bodies (percentage of women on the rosters)	Women represented 33 per cent of the total number of roster clearances associated with generic job openings conducted by the Human Resources Services Division of DOS. As in the 2020/21 period, rostering exercises continued in job families such as logistics and supply chain, information management systems and technology, and medical support, which attracted significantly fewer applications from female candidates compared with job families in the political, peace and security area, which comprised 80 per cent of the generic job openings in the previous periods	Target	42
		Estimate	36
		Actual	33

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

| | | | *Performance measures* |
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Average client satisfaction rate of 75 per cent for the provision of human resources advice and service delivery (percentage)	Achieved. 90 per cent of respondents indicated satisfaction	Target	75
		Estimate	75
		Actual	90
(ii) Integrated operational capacity development programmes designed, developed and delivered to address capacity gaps across different functional and thematic areas	Achieved. In close coordination with business owners, the Capacity Development and Operational Training Service successfully designed, developed and delivered capacity development programmes in 17 thematic areas. More clients reached out to the Service than planned owing to high demand and the need for operational training and capacity development services	Target	12
		Estimate	12
		Actual	17
(iii) Hospitals in peacekeeping operations are assessed and meet the United Nations standards on health-care quality and patient safety in all health-care facilities (number of hospitals)	The Health-Care Management and Occupational Safety and Health Division is working with those hospitals that did not fully meet the health-care quality and patient safety standards to achieve full compliance. A total of 7 hospitals were assessed and 5 met the standards, while the remaining 2 that did not were continuously monitored	Target	6
		Estimate	6
		Actual	5
(iv) Reduction in the average number of days of sick leave in peacekeeping operations	Achieved. The actual indicator below the target level reflects an increased entitlement to uncertified sick leave and the ongoing impact of remote work, increasing the ability of staff to work at home during mild illness and reduce the need for sick leave	Target	6.5
		Estimate	6.3
		Actual	4.1
(v) PTSD claims are assessed and processed within 90 days of receipt of required documentation (percentage)	Achieved	Target	100
		Estimate	75
		Actual	100

Actual outputs

Outputs	*Planned*	*Actual*	*Rates*
Administrative support services			
Operational support and advisory services, including the Non-Staff Capacities Unit			
1. Report on service requests from client entities to identify areas requiring additional capacity-building and policy changes or business process re-engineering in the area of human resources	2	1	50.0

Outputs	Planned	Actual	Rates
2. Guidance provided in response to at least 700 service requests emanating from client entities across the Secretariat related to the application of policies and the proper exercise of delegation of authority in liaison with DMSPC	700	617	88.1
3. Process guides, guidance packages and training developed in areas pertaining to performance management, conflict resolution, delegation of authority, new policies or where capacity gaps have been identified	6	12	200.0
4. Operational support provided to peacekeeping operations, upon request, in order to improve their service delivery	4	18	450.0
5. Field visits to missions to deliver on-site advice and technical support, including on operational workforce planning, recruitment strategies, staffing review and organizational design	2	2	100.0
6. Implementation of the recommendations in the study of non-staff capacity modalities in the Secretariat	24	18	75.0
7. Design, testing, implementation and communication of changes to Inspira management module to make onboarding faster and more user-friendly	10	11	110.0
8. Survey on client satisfaction with human resources advice and service delivery	1	1	100.0
9. Human resources management support for peacekeeping operations, UNSOS, UNLB and RSCE	13	13	100.0

Staffing services

Outputs	Planned	Actual	Rates
10. At least 800 new candidates endorsed by field central review bodies for inclusion on rosters in 23 job families as part of the annual generic job opening schedule based on the workforce planning analysis of roster capacity gaps	800	811	101.4
11. Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations	9	9	100.0
12. Input in the design, testing, implementation and communication of changes to the Inspira talent management system to support alignment with the needs of peacekeeping operations	30	30	100.0
13. Development and delivery of workforce planning and organizational design training	6	6	100.0
14. Guidance packages on workforce planning, staffing reviews, organizational design and roster management to facilitate the human resources planning process for all Secretariat entities	3	3	100.0

Capacity development and operational training services

Outputs	Planned	Actual	Rates
15. Continued enhancement of operational support knowledge management activities, including the guidance development process and the Knowledge Gateway, for effective support, guidance, standards and best practices	2	2	100.0
16. Courses on executive governance and resource stewardship for United Nations senior leadership teams	6	5	83.3
17. Blended online training programmes and projects for functional, operational and cross-cutting capacity development initiatives	40	85	212.5
18. Support for a programme of continuous business process improvement for streamlining and harmonizing operational processes (number of facilitated and supported business process improvement projects)	5	5	100.0
19. Promotion of the language learning licences programme for the 6 official languages of the United Nations for peacekeeping missions	6	5	83.3

Occupational safety and health and medical services

Outputs	Planned	Actual	Rates
20. Clinical governance of health-care delivery in United Nations clinics in field operations through clinical audits to maintain and improve the standards of patient care (number of audits)	4	26	650.0
21. Annual meeting of chief medical officers and nurses	2	1	50.0
22. Root cause analysis, including causal pathways, to identify solutions to improve processes and systems in field hospitals	3	3	100.0
23. On-site/virtual assessments of field mission medical facilities, including health risk assessments as requested by field missions and 1 report on regional medical evacuation centres linked to peacekeeping missions	3	4	133.3
24. Oversight, audit and advice for 13 field operations on their cases of long-term sick leave of staff	13	13	100.0

Outputs	Planned	Actual	Rates
25. Oversight and audit of medical clearances conducted in 13 field operations	13	13	100.0
26. Medical clearance, including consultations, briefings and vaccinations, of United Nations personnel travelling to field operations	800	715	89.4
27. Oversight and audit of medical evacuations conducted in 13 field operations	13	13	100.0
28. Mental health counselling and consultations	125	64	51.2
29. WebEx-based continuous medical education sessions for medical personnel in the field, including on mental health	12	42	350.0
30. Webinars on mental health for the health-care workforce (medical officers, nurses and staff counsellors) in field missions	6	10	166.7
31. Training workshops and Internet courses on resilience-building for field mission staff and staff planning to work in field missions	24	24	100.0
32. Assessment and evaluation of 13 peacekeeping operations regarding compliance with the field safety policies and guidelines	13	13	100.0
33. Field safety training course for participants from all peacekeeping operations	1	0	0.0
34. Annual occupational safety incident report covering all peacekeeping operations	1	1	100.0
35. Medical staff deployed to field missions by troop- and police-contributing countries have credentials that allow them to work at level II and III hospitals	1 900	2 119	111.5
36. Oversight, advice and training provided on HIV and HIV post-exposure prophylaxis programmes for 13 field operations	13	13	100.0
37. Development and implementation of chronic disease prevention policy and programmes for 13 field operations	13	13	100.0
38. Development and implementation of infectious disease guidance and policy and associated training for 13 field operations	13	13	100.0
39. Evaluation of PTSD claims for uniformed peacekeeping personnel	300	84	28.0

Key performance results

53.   The Human Resources Services Division responded to 617 requests for advisory services from peacekeeping operations during the period, including more than 15 multifaceted and cross-cutting requests for urgent operational and policy advice in crisis support in peacekeeping operations (output 2). The variance in this output resulted from an increase in cross-cutting guidance and a focus on client management and capacity-building initiatives, including global sessions with clients and a workshop for peacekeeping missions that provided an alternative forum to seek and obtain necessary advice and build capacity. The Division also provided 12 briefings and presentations to build the capacity of the wider human resources community and engaged with specific entities in 18 instances to provide dedicated operational support in key areas, based on the clients' needs and demand (outputs 3 and 4). With respect to output 6, while 18 recommendations from the study on non-staff capacities were implemented, the implementation of the remaining 6 requires system changes as well as revisions to the relevant policy framework. Such activities are still in progress, in line with agreed priorities.

54.   In line with the trend of increased functional and thematic areas, the number of capacity development initiatives (output 17) was higher than planned, as a wider array of services were provided, ranging from, for example, short training video productions and job aids to large multi-part training courses and modules. In the area of language, the Capacity Development and Operational Training Service sponsored, distributed and monitored the usage of 587 licences in Arabic, Chinese, English, French and Spanish in field and remote duty stations, while renewing and maintaining the service provider contracts, allowing peacekeeping operations to purchase an

additional 463 licences. However, the agreement with a partner to provide a licence for a Russian-language programme was still under discussion (output 19).

55. The Health-Care Management and Occupational Safety and Health Division conducted more clinical audits of medical facilities (output 20) owing to the use of a more efficient system to facilitate the receipt of medical records from the health facilities of troop- and police-contributing countries, which led to much higher compliance by mission medical facilities. The peacekeeping nurses' annual meeting/ training course (output 21) and the field safety officers' training course (output 33) were cancelled as a result of COVID-19 travel restrictions. Continuous education for medical personnel was in high demand; as a result, the Division provided weekly instead of monthly webinars, and it will continue to provide weekly webinars based on the positive feedback received from the medical workforce (output 29). Credentialing of medical personnel (output 35) was higher owing to the progressive addition of level I hospitals provided by troop- and police-contributing countries. Mental health counselling for staff (output 28) had lower demand compared with the previous period, corresponding to the lower number of COVID-19 lockdowns. On the other hand, the Division organized more webinars for medical personnel on mental health-related topics (output 30). Lower number of cases of PTSD (output 39) were submitted during the period as well.

3. **Office of Supply Chain Management**

56. The Office of Supply Chain Management ensured that the Secretariat supply chain remained resilient, effective and efficient, providing client entities with required goods and services under the continued impact of the COVID-19 pandemic. The Office has developed 31 category strategies, including 11 during the reporting period, that ensure a collaborative approach by bringing technical and commercial expertise together to guide optimal sourcing solutions. The Office continued to mainstream that approach into its regular work while ensuring best value for money. In the area of uniformed capabilities support, the Office engaged with Member States and other stakeholders to finalize the reports of the Secretary-General on the results of the survey to support the review of the standard rate of reimbursement to troop- and police-contributing countries (A/76/676) and on the PTSD framework for uniformed personnel (A/76/662).

57. During the period, the Office promulgated a global supply chain plan that included predicted demand and optimal sourcing solutions. It intensified efforts to diversify vendors from developing countries and countries with economies in transition, increasing the percentage of vendors from those countries that were invited to bid from 62.9 per cent in 2019 to 69.4 per cent in 2021. The Office also established a standby contract for the vaccination programme, supported the efforts of United Nations country teams, and distributed more than 350,000 vaccine doses to uniformed and civilian personnel in 69 countries. The Uniformed Capabilities Support Division of the Office consolidated reimbursement and management of memorandums of understanding functions. The Division continued to certify reimbursements for uniformed personnel and contingent-owned equipment deployed in formed units and led the negotiation and signatures of memorandums of understanding with troop- and police-contributing countries.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) Contingent-owned equipment reimbursement claims assessed and processed within 3 months after the end of the quarter (number of months)	Achieved. On average, claims were processed within 3 months of the receipt of complete quarterly verification reports from field missions	Target	3
		Estimate	3
		Actual	3
(ii) Timely submission of quarterly verification reports based on 100 per cent physical inspection of major equipment and self-sustainment, with a 15-day grace period to account for extraneous factors (number of days)	Achieved. Verification reports were submitted within 30 days of the end of the quarter	Target	30
		Estimate	30
		Actual	30

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (number of days)	No new missions were opened during the period	Target	90
		Estimate	90
		Actual	N/A
(ii) Finalization of all negotiated agreements for military and police contingents pledged to the rapid deployment level of the Peacekeeping Capability Readiness System (percentage)	Out of 13 agreements, 11 were finalized during the performance period. 1 agreement was pending signature following elevation of the unit in the second quarter of 2022, and 1 agreement was pending receipt of required invoices from the troop- and police-contributing country	Target	100
		Estimate	100
		Actual	85
(iii) Provision of guidance and technical support to troop- and police-contributing countries on the preparation and shipment of cargo, including dangerous goods, for contingent-owned equipment arranged by the United Nations or under a letter-of-assist arrangement (percentage)	Achieved. Guidance and technical support were provided to all troop- and police-contributing countries on all applicable shipments	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) Death and disability claims processed within 90 days of documentation submission (compliance rate)	Achieved. 95 per cent of death and disability claims were processed within 90 days of the receipt of a complete submission including all mandated documentation	Target	95
		Estimate	95
		Actual	95
(ii) Memorandums of understanding for contingents deployed to new, expanding and existing missions transmitted to troop- and police-contributing countries for concurrence and signature within 90 days of deployment (number of days)	Achieved. All memorandums of understanding for new deployments were submitted for concurrence and signature within 90 days of the deployment date	Target	90
		Estimate	90
		Actual	90

(iii) Vehicle-related systems contracts are in place to ensure timely sourcing of standard vehicles by client entities (percentage of availability)	Achieved. Contracts for all vehicle-related systems were in place	Target	100
		Estimate	100
		Actual	100
(iv) Provision of food rations for 100 per cent of troops deployed to peacekeeping missions	Achieved. All troops deployed in support of peacekeeping missions were provided with food rations	Target	100
		Estimate	100
		Actual	100
(v) Average time for review of local procurement authority requests (number of days)	Local procurement authority requests took, on average, 2 more days than planned as a result of delays in obtaining required justifications from requesting offices or delays due to technical clearance and internal resource issues	Target	5
		Estimate	5
		Actual	7
(vi) Assistance and advice on the closure of procurement challenges raised by unsuccessful bidders (percentage)	Achieved. Assistance and advice provided to all unsuccessful bidders that raised questions on procurement challenges	Target	80
		Estimate	80
		Actual	100
(vii) Timely response to requests by field missions for special or strategic flights outside the mission area (number of hours)	Achieved. All requests were responded to within 48 hours	Target	48
		Estimate	48
		Actual	48
(viii) PTSD claims reviewed and processed within 90 days after receipt of required documentation (percentage)	95 per cent of PTSD claims were processed within 90 days of the receipt of a complete submission, including all mandated documents. The variance was due to the time required to verify deployment of uniformed personnel who had served in the mission area	Target	100
		Estimate	95
		Actual	95

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
1. Report of the Secretary General on the results of the survey to support the review of the standard rate of reimbursement to troop- and police-contributing countries	1	1	100.0
Administrative support services			
Uniformed capabilities support			
2. Quarterly assessment and calculation of contingent-owned equipment reimbursement for military and police contingents deployed to field missions (number of claims)	2 500	2 458	98.3
3. Quarterly assessment and calculation of personnel reimbursement for military and police contingents deployed to field missions (number of reimbursements)	1 348	1 681	124.7
4. Processing of letter-of-assist reimbursements	300	407	135.7
5. Assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions (number of claims)	250	247	98.8
6. Quarterly calculation of proportional deductions to personnel reimbursement owing to absent or non-functional major contingent-owned equipment contributed to field operations (number of proportional deductions)	1 348	1 668	123.7
7. Memorandums of understanding negotiated and signed for military and police contingents newly deployed to field missions (number of memorandums of understanding)	20	27	135.0
8. Amendments to existing memorandums of understanding for deployed military and police contingents (number of amendments to memorandums of understanding)	70	387	552.9
9. Agreements negotiated and signed for military and police contingents committed to the Peacekeeping Capability Readiness System (number of agreements)	25	13	52.0

Outputs	Planned	Actual	Rates
10. Assessment and calculation of premiums payable for risk or for enabling capacities deployed to field missions (number of awards)	5	0	0.0
11. Briefings to and consultations with Member States on the legislative reimbursement framework, on contingent-owned equipment performance metrics and on policies, procedures and roles (number of briefings)	20	21	105.0
12. Participation in assessment and advisory, predeployment, rapid deployment level, contingent-owned equipment verification and other visits to troop- and police-contributing countries (number of visits)	14	31	221.4
13. Coordination with field missions on contingent-owned equipment and logistics support requirements for provision of inputs to the statement of unit requirements	20	41	205.0
14. Ad hoc status of memorandums of understanding and reimbursement and related talking points/ issues for senior leadership for meetings with troop- and police-contributing countries (number of talking points)	100	105	105.0
15. Comparative analysis and management reports on contingent-owned equipment and personnel elements in field operations to improve effectiveness in field resourcing (number of reports)	4	4	100.0
16. Quarterly conduct of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board and production of minutes	4	5	125.0
17. Ad hoc coordination with missions, Headquarters stakeholders and troop- and police-contributing countries on recommendations of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board	120	342	285.0
18. Support for the continuous review and improvement of the electronic uniformed capabilities management system for the generation of memorandums of understanding, verification of contingent-owned equipment and reporting and reimbursement (number of consultations)	50	51	102.0
Aviation safety			
19. Reports on aviation safety assessments for peacekeeping missions with air assets and regional aviation safety offices, and reports on the evaluation of air service vendors	12	16	133.3
Logistics			
20. Annual supply chain management plan to provide global visibility of field mission demands and develop a long-term demand-forecasting and sourcing strategy for goods and services relevant to the end-to-end supply chain management approach, and identification of opportunities for delivery optimization	1	1	100.0
21. Maintenance of global systems contracts for more than 20 commodity groups, including design and review of technical specifications, solicitation, and document and vendor submission in the areas of engineering, transport, medical and general supplies (number of contracts)	100	97	97.0
22. Maintenance of turnkey contracts for fuel and rations (number of contracts)	30	26	86.7
23. Implementation and maintenance of the online supply chain management training platform to provide self-paced learning, available all day, every day of the year, for all United Nations staff (number of platforms)	1	1	100.0
24. Management of 125 air service contracts with commercial (95) and military (30) providers for air services, including for 3 unmanned aerial vehicle systems, across all missions with air assets	125	123	98.4
25. Arrangement, coordination and monitoring of the deployment and rotation movements for uniformed personnel through long-term agreements for passenger air transportation, short-term commercial contracts and letters of assist established with Member States (number of uniformed personnel)	170 000	208 052	122.4
26. Arrangement, coordination and monitoring of the movement of approximately 350,000 cubic metres of cargo associated with the deployment/transportation of approximately 190,000 uniformed personnel (cubic metres annually by air, naval and ground transport modalities)	300 000	341 576	113.9
27. Monthly videoconferences with peacekeeping missions to review the demand planning for, and the development and maintenance of, systems contracts to meet requirements and monitoring of the not-to-exceed values and contract expiration based on the contract dashboard (number of videoconferences)	12	12	100.0

Outputs	Planned	Actual	Rates
28. Conference on supply chain management and/or briefing to all representatives of client entities on the implementation of supply chain management	1	1	100.0
International cooperation and inter-agency coordination and liaison			
29. Meetings with, or briefings to, international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions	6	12	200.0
30. Meeting with United Nations partner organizations (the International Civil Aviation Organization, the World Food Programme and others), through the United Nations Aviation Technical Advisory Group, to ensure development of an effective and efficient United Nations aviation regulatory framework through collaborative discussion and dialogue	1	1	100.0
Technical cooperation			
31. Predeployment/assessment visits to troop- and police-contributing countries to assess logistics capabilities and advise Member States on major equipment and self-sustainment shortfalls	10	13	130.0
32. Consultations with troop- and police-contributing countries to support negotiation of memorandums of understanding or address shortfalls	3	3	100.0
Enabling and outreach services			
33. Quarterly supply chain performance reports on end-to-end supply chain effectiveness and efficiency	4	4	100.0
34. Development and implementation of a single performance management framework for supply chain management to measure the effectiveness and efficiency of all stakeholders in order to facilitate informed decision-making by senior management	1	1	100.0
35. Updating and promulgation of the supply chain management blueprint to provide guidance to field missions on developing business processes, standard operating procedures and business rules, in line with the end-to-end supply chain management approach	1	0	0.0
36. Compilation of yearly Secretariat-wide procurement statistics to provide data to a broad group of stakeholders	1	1	100.0
37. Publication of upcoming Secretariat procurement opportunities (expressions of interest) on the Division website	1 000	1 048	104.8
38. Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations	24	28	116.7
Procurement			
39. 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	70	74	105.7
40. Issuance of purchase orders, including for strategic goods and services, in support of peacekeeping operations	850	691	81.3
41. Staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars	30	201	670.0
42. Issuance of systems and regular contracts, including amendments in support of peacekeeping operations	500	630	126.0
43. Staff at Headquarters and in field operations trained in procurement courses offered on the online procurement training campus	100	219	219.0
44. New international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment, vehicles and material-handling equipment, fuel, rations, general supplies, medical and security equipment and services, and information technology and communications requirements	65	45	69.2
45. New international tenders launched in support of peacekeeping missions in relation to passenger and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services	170	124	72.9
46. Site visits, bidders' conferences and contract negotiations prior to contract award for the tenders launched, participation in 5 trade and industry fairs	22	295	1 340.9
47. Review of local procurement authority requests	100	139	139.0

Outputs	Planned	Actual	Rates
48. Technical review of and administrative support for established high-value and complex systems contracts in the major commodity groups of vehicles, fuel, rations, engineering, long-term freight-forwarding, long-term air charter, supplies, logistics and ICT (number of contracts)	280	337	120.4
49. Benchmarking, negotiation, establishment and administration of 120 letters of assist for the redeployment, 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	120	143	119.2
50. Due diligence investigations of requests for sole-source procurement based on the proprietary nature of goods and services to ensure internal control, including performance of market research related to the ICT requirements of missions (number of cases)	15	65	433.3
51. Enhancement of the procurement function, including related to its strategic role in supply chain management	3	12	400.0
52. Update of the Procurement Manual in support of operationalizing improvement in policy and guidance and to respond to operational challenges	1	0	0.0
PTSD			
53. Assessment and processing of compensation of PTSD claims for uniformed peacekeeping personnel	300	462	154.0

Key performance results

58. The Office of Supply Chain Management demonstrated continuous improvement by providing full visibility of client requirements through the finalization of a supply chain plan with optimum sourcing and delivery strategies, the maintenance of systems/turnkey contracts and long-term air charter contracts to fulfil clients' requirements, and the professional certification of Headquarters and mission staff with regard to United Nations supply chains. The performance of the supply chain was measured quarterly through the performance management regime, and global procurement data were captured that reflected the diversity of procurement in the United Nations, with particular emphasis on procurement from developing countries and countries with economies in transition. In the area of uniformed capabilities support, the Office ensured the timely processing and certification of payments, including death and disability and PTSD claims, to troop- and police-contributing countries, led negotiations of memorandums of understanding for deployed contingents and ensured the provision of food rations for uniformed personnel.

59. The Office exceeded its planned performance in various areas, including: the number of amendments of memorandums of understanding to reflect a new factor methodology for missions, agreed by the 2020 Working Group on Contingent-Owned Equipment (output 8); additional predeployment/advisory visits to troop- and police-contributing countries to support their deployment (output 12); intensified coordination with missions and other stakeholders to fulfil their requirements (outputs 13, 17 and 29); the additional number of staff enrolled for training and professional certification through follow-up by Headquarters (outputs 41 and 43); the provision of support to clients in procurement through additional site visits, bidders' conferences and contract negotiations (output 46); the improvement of internal control by providing due diligence investigations through market checks (output 50); and the enhancement of strategic functions by training staff on the use of newly established global freight forwarding systems contracts, including through participation in collaborative vehicle procurement with other entities and the implementation of e-tendering (output 51). The higher number of processed reimbursements for personnel (output 3) and letters of assist (output 4), and the higher number of proportional deductions calculated (output 6), were largely owing to the delayed withdrawal of UNAMID and the overlap of troops in UNISFA. The increased number of signed memorandums of understanding (output 7), the higher number of

advisory and verification visits to troop- and police-contributing countries (output 12) and the increased coordination of contingent-owned equipment and logistic support (output 13) were due to the urgent reconfiguration of UNISFA, while the increased ad hoc coordination regarding recommendations of the Contingent-Owned Equipment/ Memorandum of Understanding Management Review Board (output 17) was the result of an increase in the number of recommendations from mission-specific contingent-owned equipment and memorandum of understanding management review boards. The increase in the issuance of systems and regular contracts, including amendments in support of peacekeeping operations (output 42), was due to changes in prices and product information.

60. Some of the activities with lower-than-planned outputs included outputs 9 and 10, which were the result of fewer pledges from troop- and police-contributing countries and the non-submission of requests for risk premiums. The lower numbers for outputs 40 and 45 were the result of missions purchasing medical and health-care items during COVID-19 mainly from contracts issued by the Office (output 40), and the utilization of long-term air charters for troop rotation (output 45). Given the focus on COVID-19 response, output 35 was overtaken by events. Output 52 was in process but was not completed owing to the finalization of post-employment restriction elements as recommended by OIOS.

4. Division for Special Activities

61. The Division for Special Activities facilitates the Secretariat's operational response to surge-level requirements, works to increase engagements in support partnerships and provides continuous enhancement with regard to the efficiency and responsiveness of operational support.

62. During the period, the Division assisted in the mandated strengthening of MINUSCA, the transformation of the forces deployed to UNISFA and the coordination of interdepartmental arrangements associated with the Secretariat's response to the COVID-19 pandemic in the field. In addition, support for the closure and liquidation of UNAMID was a major focus, with the Division initially providing guidance and indirect support before taking on the lead role in DOS from April 2022 once the Department had assumed delegated authority over the remaining issues.

63. A key initiative was the operationalization of a standing surge capacity, namely a pool of qualified staff able to deploy for quick response to unexpected demands across the Secretariat, which was drawn upon to support UNISFA during the period.

64. Critical progress was also achieved with regard to the Secretariat's partnership with the African Union. This included the provision of inputs to the Security Council's consideration of a future direction for the African Union operation in Somalia, as well as guidance to UNSOS with regard to the transition now under way through the newly mandated ATMIS. The Division also facilitated the establishment of a network of United Nations and African Union training practitioners to co-create a road map for the knowledge and expertise exchange programme between the two organizations.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) The Security Council is informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (number of instances)	Achieved. Reports, statements and notes were prepared to update the Security Council on the progress and situation surrounding the closure and liquidation of UNAMID, on the support implications of the proposed reconfiguration of African Union operations in Somalia and on the financing of mandated support arrangements for the Somali security forces	Target Estimate Actual	1 1 3

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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) All new and expanded peacekeeping operations have mission support concepts (percentage)	Achieved. Operational support planning was facilitated for a revised mission support concept for the transformation of deployed UNISFA forces	Target Estimate Actual	100 100 100
(ii) Advance teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity (percentage)	Achieved. The newly introduced standing surge capacity was drawn upon to provide additional capacity to support the transformation of deployed UNISFA forces	Target Estimate Actual	100 100 100
(iii) Inputs for budgeted costs for new, expanding or transitioning field operations are identified on a timely basis after the adoption of a related Security Council resolution (number of days)	Support to UNISFA regarding the preparation of costs associated with the transformation of deployed UNISFA forces was provided	Target Estimate Actual	21 21 2

Actual outputs

Outputs	*Planned*	*Actual*	*Rates*
Client support and special situations			
1. Recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve target incumbency rates as specified in mission compacts	1	3	300.0
2. Field visits to missions to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management	2	10	500.0
3. Robust pool of surge capacity candidates for deployment within 7 to 14 days to support surge, transition and liquidation	1	1	100.0
4. Deployment of dedicated teams to support liquidation and drawdown planning (number of teams)	2	1	50.0
Operational planning			
5. Strategic assessments of mission requirements, set-up and resourcing (number of assessments)	4	3	75.0
6. Engagement with missions to support and guide effective drawdown and transition of peacekeeping operations (number of engagements, e.g., workshops, meetings, consultations)	3	4	133.3
7. Situational awareness and high-level planning reports on emerging requirements and operations (number of reports)	4	106	2 650.0

Outputs	Planned	Actual	Rates
8. Mission support concepts developed and updated to reflect new or changing operational environments in programme delivery	3	1	33.3
Support partnerships			
9. Briefings/consultations with Member States, regional and subregional organizations, as well as their troop- and police-contributing countries, on efforts to strengthen mission support partnerships, including oversight, accountability and compliance with human rights and international humanitarian law in field missions (number of major engagements, such as conferences and high-level meetings)	5	8	160.0
10. Assessment of United Nations and African Union engagement at the strategic and/or operational levels (number of assessments)	1	1	100.0
11. New support partnership opportunities with regional and subregional organizations, Member States and/or specialized agencies, funds and programmes (number of arrangements initiated)	2	4	200.0
12. Management and strengthening of existing joint support arrangements with regional and subregional organizations, Member States and/or specialized agencies, funds and programmes (number of agreements)	3	6	200.0
13. Facilitation of staff participating in the United Nations-African Union knowledge and expertise exchange programme	1	1	100.0
Resource planning and analysis			
14. Coordination of guidance on major resourcing priorities for all relevant entities	13	13	100.0
15. Annual revisions to standard resourcing allocations and prices for implementation for all relevant entities (number of guidance documents)	1	5	500.0
16. Administration of residual matters relating to field missions being liquidated (number of field missions)	1	1	100.0
17. Estimated impact of proposals to the Security Council which have significant financial and field support implications (number of proposals)	3	0	0.0
18. Preparation of initial resource plans for implementation of new or expanding field operations mandated by the Security Council (number of missions)	1	0	0.0
19. Support to field financial and budgetary functions for new or restructured field operations (number of missions)	1	0	0.0

Key performance results

65. The Division for Special Activities continued its work in enhancing the Organization's operational response to crises and other escalated situations. This included planning and coordination efforts by the Division to enhance support for the closure and liquidation of UNAMID, the development of support from UNSOS for the newly mandated African Union operation in Somalia, ATMIS, and the full reconfiguration of forces deployed to UNISFA (outputs 1, 2, 4 and 6). The Division also worked with UNAMID and UNISFA in developing staffing solutions to address the changing and escalated operational needs, including drawing upon the standing surge capacity to meet temporary requirements in UNISFA.

66. Furthermore, shared situational awareness at UNAMID and UNISFA was a key focus of the Division, facilitating a response across DOS to rapidly changing situations, which contributed to a higher output than planned with regard to regular reporting requirements (output 7).

67. In the area of support partnerships (outputs 11 and 12), including opportunities for collaboration with regional and subregional organizations, Member States and specialized agencies, funds and programmes, the Division furthered new or renewed engagements with the World Food Programme, UNICEF, the League of Arab States and the Government of Italy. In addition, the Division continued efforts to manage and strengthen existing support partnerships with visits to and other engagements

with the European Union, the Organization for Security and Cooperation in Europe, the North Atlantic Treaty Organization and the African Union. Furthermore, briefings and other inputs were provided for engagements (output 9) that included meetings of the Federal Government of Somalia, the African Union, the European Union and the United Nations, and of the United Nations-African Union Joint Task Force on Peace and Security.

68. With regard to resources planning and analysis, the Division increasingly focused on facilitating DOS efforts to further develop the Secretariat's existing global operational support architecture to include more responsive and efficient support arrangements. Lower-than-expected demand for planned outputs 17, 18 and 19 allowed for the reprioritization of resources to this effort.

5. Division of Administration, New York

69. The Division of Administration continued to provide efficient, cost-effective and high-quality services, with a focus on facilitating the safe return of personnel to the office, supporting travel-related needs following the reopening of many countries after the COVID-19 pandemic restrictions were lifted and mitigating risks with regard to records from highly vulnerable missions. All personnel under the support account budget were accommodated in standard office spaces and in-person services were fully restored at United Nations Headquarters. Record-keeping and archive services were provided to all missions and increased attention was given to compliance with standards and reducing the risks of unauthorized access to United Nations information in the light of the security situation at several field missions. Advisory services were provided to UNFICYP in digitizing their historical paper archives. The Division quickly adjusted to the sharp increase in travel volumes as COVID-19 restrictions lifted, and continued to ensure the on-time processing of travel requests, travel documents and visas as well as the provision of Umoja-related travel support to peacekeeping missions. The Division also continued to ensure the delivery of mail-related services to peacekeeping missions.

70. Travel-related work processes were adjusted in response to changes in office presence, while the electronic submission of documentation for United Nations travel applications from the field as an exceptional measure continued. The implementation of tools and associated processes to facilitate the appraisal, categorization and preservation of digital records continued, reducing processing time and the volume of historical archives to be stored while discarding obsolete data with full accountability. The digitization processes were also improved, enabling the Organization to make available greater volumes of peacekeeping information.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Peacekeeping-related records and archives are received, securely stored and preserved, and are accessible to support decision-making (percentage)	The Archives and Records Management Section managed existing and newly transferred digital and paper record holdings, including digitizing and making available larger-than-planned volumes of paper archives from closed missions on its website. The indicator did not, however, meet the target, owing to the recalculation of the target following a review of record holdings and the identification of a	Target	45
		Estimate	45
		Actual	39

need to focus on supporting highly vulnerable missions as well as implementing the new digital preservation programme

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (percentage)	Achieved. 94 per cent of respondents gave positive feedback	Target	93
		Estimate	94
		Actual	94
(ii) Positive feedback on surveys of users of travel and transportation services (percentage)	Achieved. Based on 4 client surveys (1 conducted each quarter), 91 per cent of clients provided positive feedback	Target	90
		Estimate	90
		Actual	91
(iii) Percentage of peacekeeping operations employing standard policies, tools and technical standards for the management of paper and digital information and records	Achieved. Based on an assessment of all field missions, compliance with standards improved	Target	80
		Estimate	80
		Actual	85
(iv) Standard office accommodations are provided for new and existing personnel funded from the support account at Headquarters (percentage)	Achieved. All personnel funded from the support account at Headquarters were provided accommodations	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Administrative support services			
Mail operations services			
1. Servicing of postal mail (pieces)	74 000	30 798	41.6
2. Servicing of the pouch (pounds)	19 000	15 722	82.7
Travel services			
3. Airline agreements negotiated or renegotiated	48	50	104.2
4. Travel authorizations processed	3 600	2 758	76.6
5. Entitlement calculations of lump-sum home leave travel requests for staff at Headquarters supporting field missions	300	237	79.0
6. Requests for visas processed	1 000	1 196	119.6
7. United Nations travel documents processed	2 900	3 282	113.2
8. Host country registrations processed	800	801	100.1
9. Remote sessions with travel units of peacekeeping missions in relation to ongoing changes in the travel and shipment industries, and Umoja travel processes and issues	12	12	100.0
10. Annual conference for travel managers from peacekeeping missions to assist with travel policy interpretation and Umoja travel module topics	1	0	0.0
Facilities management			
11. Number of service requests for space and alterations to meet the changing needs of the Organization in peacekeeping support	50	15	30.0
Information, archives and records management			
Capacity-building and direct field support			
12. Records and information management guidance to peacekeeping operations on ongoing implementation support to missions in their review and disposal of records (guidance issued)	3	2	66.7

Outputs	Planned	Actual	Rates
13. Advisory mission to provide onsite support and recommendations on implementing information management requirements in peace operations	1	1	100.0
Provision of reference services			
14. Responses to research and access requests for peacekeeping records and archives are made within the target deadline (hours)	24	24	100.0
Management and preservation of digital peacekeeping operations information			
15. Receipt and preservation of digital records and archives from peacekeeping operations (terabytes)	2	1	50.0
16. Storage and preservation of paper records and archives from former and transitioning missions (boxes)	10 000	477	4.8
17. Cataloguing of archives of former peacekeeping operations to make them searchable (boxes)	200	743	371.5
18. Security screening of archives of former missions without security classification to make them accessible (folders)	73	0	0.0
19. Digitization of legacy paper archives from former missions (pages)	50 000	106 000	212.0

Key performance results

71. The Division of Administration continued to receive positive user feedback for the services it provided to peacekeeping support operations, with satisfaction ratings of over 90 per cent for travel and mail services. Capacity-building in archives and records management continued to improve, and efficiencies were achieved with regard to the provision of sustained support to liquidating missions and the implementation of tools to facilitate the appraisal and preservation of digital records in support of the Strategy for the Digital Transformation of United Nations Peacekeeping. The Division also ensured the safe return of personnel to the Headquarters campus and supported the transition to a post-pandemic working environment, which facilitated the implementation of peacekeeping mandates.

72. The COVID-19 pandemic continued to have an impact on operations, which had to adapt as the situation and ways of working evolved. While travel activities remained at lower than pre-pandemic and planned levels, there was a sharp increase from the previous year (outputs 4 and 5). As many countries reopened and in-person service resumed, more visa and travel documents were processed than anticipated owing to the accumulated backlog and pent-up demand (outputs 6 and 7). The annual conference for travel managers from peacekeeping missions was postponed from the second quarter to the fourth quarter of 2022 to facilitate attendance (output 10). The increased level of telecommuting continued to reduce the demand for facility management services (output 11) and there was a significant decrease in activities related to mail services as the emergency response to the pandemic transitioned to new ways of working that were more reliant on digital communications (outputs 1 and 2).

73. Archives and records management was particularly affected by the political situation in field missions, with only 1 container of records received of the 10 anticipated (output 16). A number of records were authorized for destruction locally to mitigate risks to local staff, and all field missions were advised on mitigating measures to reduce the risk of unauthorized access to United Nations information. A standard operating procedure on the filing and disposition of records required review by a DPO/DPPA best practices committee and was not approved before the end of the cycle (output 12). The lower volume of preserved digital data was the result of targeted support and efficiencies in identifying records of long-term value, mainly from UNAMID (output 15). The security screening of former mission archives was postponed owing to the temporary unavailability of the relevant experts, and efforts shifted to cataloguing and digitization, the processes of which were improved,

substantially increasing access to declassified peacekeeping records for consultation and decision-making (outputs 17–19).

D. Department of Management Strategy, Policy and Compliance

74. DMSPC provided leadership in developing management strategies, policies, programmes and practices aimed at facilitating the delivery of mandates across the Secretariat, including in peacekeeping missions. The Department provided policy guidance and backstopping services to field entities on matters relating to budget formulation, financial and human resources management, accountability and delegation of authority.

75. DMSPC continued to provide support and guidance on the accountability system of the Secretariat and improve the system of delegation of authority, including through individual briefings of all incoming heads and deputy heads of mission. In addition, through its monitoring and reporting on key performance indicators, the Department made critical enhancements to the management dashboard and continued to provide improved reports under the United Nations business intelligence initiative. The Department continued to enhance and adapt its newly launched advance data science and visualization training programme. The Department provided policy support in conjunction with the operational support provided by DOS, thereby enabling a continuously and efficiently adaptive Secretariat response to the COVID-19 crisis. The Department also collaborated with DPO, DOS and Member States in updating the integrated peacekeeping performance and accountability framework.

76. DMSPC continued to work on the pursuit of geographic diversity and gender parity in peacekeeping, as well as on the accountability of all peacekeepers, including civilian, military and police personnel, for conduct and discipline. The Department continued to facilitate compacts between the Secretary-General and the heads of peacekeeping missions, with strengthened language in the area of leadership accountability on conduct and discipline, including sexual exploitation and abuse, and the inclusion of a commitment from special representatives of the Secretary-General to ensure timely budget formulation and management.

77. The Umoja transportation management functionality continued to be used to manage and track the Organization's COVID-19 vaccine shipments around the globe. DMSPC continued to provide training and workshops on enterprise risk management to peacekeeping entities, which resulted in up-to-date risk registers in many entities.

78. In the context of the Organization's framework of internal controls, DMSPC continued to provide support to leadership in peacekeeping missions by updating and promulgating the internal control guide for managers and focal points in early 2022.

1. Office of the Under-Secretary-General

79. The Office of the Under-Secretary-General continued to support the Under-Secretary-General's role as co-chair of the Action for Peacekeeping task force, promoting and implementing Action for Peacekeeping Plus priorities together with the Under-Secretaries-General for Peace Operations and for Operational Support.

80. The secretariat of the Fifth Committee continued to provide substantive and technical services to the Committee that continued to adapt the Committee's working methods to match evolving meeting modalities to the evolving conditions of the COVID-19 pandemic. The annual field visit by individual members of the Fifth Committee to peacekeeping missions, which had been suspended since 2019 owing to the COVID-19 pandemic, was resumed in April 2022, and included visits to MONUSCO, UNMISS and RSCE.

81. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board continued to facilitate the timely review of proposed procurement actions and disposal of assets in support of peacekeeping missions. The travel restrictions resulting from the COVID-19 pandemic affected the secretariat's ability to conduct capacity development activities as planned. While the online setting did not prove to be as effective as the in-classroom setting, it allowed the secretariat to provide new members of local committees on contracts and property survey boards with the essential information required to commence their duties. The Management Evaluation Unit continued to provide reasoned decisions on requests for management evaluation from staff members serving in peacekeeping missions and continued its outreach efforts.

82. The first global supply chain plans utilizing data from the Umoja supply chain planning tool were produced, with peacekeeping entities completing their plans in June 2022. The experience reinforced the potential of a data-driven supply chain, leveraging the wealth of information available in transactional systems and the dynamic updates of supply and sourcing information. Furthermore, logistics execution processing and shipment handling in Umoja was streamlined through the implementation of an enhancement to support customs clearance functionality.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) All planned briefings on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries are delivered (percentage)	Achieved. 100 per cent of planned briefings were delivered	Target	100
		Estimate	100
		Actual	100
(ii) Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination (percentage)	98.6 per cent of the responses to a survey conducted during the seventy-sixth session of the General Assembly indicated "satisfied" or higher (1.4 per cent indicated "unsure" and none indicated negative feedback)	Target	100
		Estimate	100
		Actual	98.6

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) Average processing time for Headquarters Committee on Contracts minutes (business days)	Achieved. According to the tracking data of the secretariat of the Headquarters Committee on Contracts, the actual processing time for the Committee's minutes was 6.1 business days compared with the target of 7 days	Target	7
		Estimate	6
		Actual	6.1
(ii) Percentage of members of local committees on contracts who have completed the relevant mandatory basic training	Achieved. According to the local committees on contracts' composition data, provided by entities away from Headquarters, and the training tracking data of the secretariat of the Headquarters Committee on Contracts, 95.3 per cent of the members of the local committees completed the mandatory training	Target	90
		Estimate	92
		Actual	95.3

(iii) Review of and response to all management evaluation requests filed by peacekeeping staff members within 45 days (percentage)	Some responses were delayed owing to the volume and complexities of cases, most of which required extensive consultation with parties	Target	100
		Estimate	80
		Actual	82
(iv) Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, i.e. a remedy was found or the original decision was overturned	85 per cent of cases received for management evaluation did not proceed to litigation	Target	100
		Estimate	80
		Actual	85
(v) Further integration of implementing partner with the integrated planning, management and reporting solution (percentage completion)	Stabilization of the Integrated Planning, Monitoring and Reporting Solution and system adoption were completed. Business requirements from finance functional subgroups have been submitted and the Enterprise Resource Planning Solution Division has completed the assessment. Implementation of those business requirements is pending	Target	100
		Estimate	50
		Actual	20
(vi) Commencement of integration of budgeting and supply chain planning functionalities (percentage complete)	Commencement is pending the receipt of business requirements from finance and supply chain functional subgroups. Initial discussions on integration were held between the finance and supply chain process owners. Business requirements are pending submission to the Enterprise Resource Planning Solution Division for assessment	Target	50
		Estimate	50
		Actual	25
(vii) Number of improvements delivered for Umoja business processes	Achieved. 8 improvements were delivered under finance, supply chain management and human resources management solutions	Target	8
		Estimate	8
		Actual	8
(viii) Integrated programme and resource management dashboards developed for decision-making in support of mandates and to support users through advanced analytics and visualizations	Achieved. The integrated planning, monitoring and reporting and enterprise risk management dashboards were developed	Target	2
		Estimate	1
		Actual	2
(ix) Continued development of Member State portals (contributions, budget information, human resources data and uniformed capabilities management) beyond the budget information pilot, for access to detailed financial information available in Umoja	Achieved. The United Nations Secretariat workforce portal for Member States was delivered by June 2022 and the Member States portal for uniformed capabilities support was launched in January 2022. Changes and enhancements were made to the contributions portal for Member States	Target	2
		Estimate	4
		Actual	3

Actual outputs

Outputs	Planned	Actual	Rates

Servicing of intergovernmental and expert bodies, including reports thereto

General Assembly

Fifth Committee

Substantive servicing of meetings

1.	Formal meetings and informal consultations of the Fifth Committee of the General Assembly, as required	110	83	75.5
2.	Advice to the Chair and bureau of the Fifth Committee and to Member States	1	1	100.0
3.	Preparation of draft resolutions of the Committee for adoption by the Committee, as required	30	32	106.7
4.	Preparation of reports of the Committee for adoption by the General Assembly, as required	30	32	106.7
5.	Procedural notes for the Chair, as required	25	16	64.0
6.	Notes on the programme of work, as required	1	1	100.0
7.	Notes on the status of documentation, as required	1	1	100.0

Outputs	Planned	Actual	Rates
Administrative support services			
Overall management			
8. Consultations with heads of mission on management strategies, policies and compliance	30	31	103.3
9. Consultations with directors and chiefs of mission support on management strategies, policies and compliance	15	16	106.7
10. Field visits to provide assistance to mission leadership on management strategy, policy and compliance matters related to mandate implementation and programme delivery	5	0	0.0
11. Visits to Member States to discuss management strategy, policy and compliance matters related to field missions	2	6	300.0
12. Provision of 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	350	232	66.3
13. Provision of reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation of service of peacekeeping staff members	30	15	50.0
14. 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	1	7	700.0
Other services			
15. Headquarters Committee on Contracts meetings	90	105	116.7
16. Headquarters Property Survey Board meetings	15	30	200.0
17. Review of procurement actions	500	518	103.6
18. Review of disposal actions	80	238	297.5
19. Field assistance mission to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	1	0	0.0
20. Training courses on committees on contracts and property survey boards in support of peacekeeping missions	13	15	115.4
21. Additional staff enrolled for the online training resources on the committees on contracts and property survey boards	85	0	0.0
22. Review of procurement challenges by independent high-level experts	3	3	100.0
Other substantive activities			
Technical material			
23. Maintenance and updating of the web pages of the Fifth Committee relating to peacekeeping matters	1	1	100.0

Key performance results

83. Owing to the COVID-19 pandemic, all planned official travel to missions was postponed (outputs 10 and 19). In lieu of in-person meetings, alternative methods were employed by the Under-Secretary-General to assist mission leadership on management strategy, policy and compliance matters.

84. Visits were made to four Member States to discuss management strategy, policy and compliance matters, particularly ways to strengthen mandate delivery and to better support working environments that enable personnel to innovate and thrive, especially in peacekeeping missions. In addition, the Under-Secretary-General participated in the 2021 United Nations Peacekeeping Ministerial Conference held in Seoul, and in a high-level meeting on Action for Peacekeeping Plus held in Germany, which sought to strengthen partnerships between Member States and missions on conduct and discipline, compliance and accountability issues, and the prevention of misconduct of any type, among other key issues (output 11).

85. The secretariat of the Fifth Committee supported the issuance of 32 draft resolutions and 32 Fifth Committee reports on peacekeeping-related matters by the

General Assembly. With the ongoing COVID-19 pandemic, during the second part of the resumed seventy-sixth session, which is normally dedicated to the review of the budgets of peacekeeping operations, the Committee resumed in-person meetings for both formal meetings and informal consultations, while continuing to meet mostly online outside of the standard meeting hours, resulting in a lower number of in-person formal/informal consultations (output 1).

86.   In addition, two websites were maintained and updated on an ongoing basis, and 14,297 pages of supplementary information on peacekeeping-related issues were maintained. The client satisfaction survey of coordinators and Bureau members indicated a satisfaction rate of 98.6 per cent. For the Headquarters Committee on Contracts and the Headquarters Property Survey Board, the outputs for reviews of procurement and disposal actions were higher based on actual requests received (outputs 17 and 18). The higher-than-planned number of meetings of the Headquarters Committee on Contracts and the Headquarters Property Survey Board (outputs 15 and 16) were a result of the number of procurement and disposal cases received. The travel restrictions resulting from the COVID-19 pandemic had a direct impact on the ability of the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board to conduct the capacity development activities as planned, including the planned field assistance mission (output 19). The secretariat conducted abbreviated basic training for local committees on contracts and training for local property survey boards that focused on essential elements, and transitioned both training courses from the regular in-classroom three-day format to an instructor-led online setting over five half-day sessions, which allowed the secretariat to meet and exceed the planned target (output 20). No additional staff were enrolled for online training resources related the local committees on contracts and local property survey boards as a result of the pending completion of an update to the training resources to reflect current policies (output 21).

87.   The Management Evaluation Unit provided reasoned decisions in respect of 232 cases (output 12). Of the total number of cases received, 28 per cent were resolved informally, and the number of cases that went on to litigation remained low, at 15 per cent. The Unit also provided 15 reasoned decisions on requests for suspension of action submitted to the Secretary-General (output 13). The variance for output 14 is owing to the fact that the anticipated output has traditionally reflected the issuance of one written guidance on lessons learned. The Management Evaluation Unit made good use of virtual meetings to conduct seven outreach briefings during the reporting period, thus increasing the number of outputs.

88.   The Enterprise Resource Planning Solution Division achieved two major milestones through Umoja Analytics with the deployment of the portals for Member States. The Member States portal for uniformed capabilities support, launched in January 2022, provides visibility and key information about the Organization's engagement with troop- and police-contributing countries in support of mission mandates. The United Nations Secretariat workforce portal for Member States, which was delivered by 30 June 2022, provides comprehensive information on the makeup and nature of the United Nations workforce.

2.   Office of Programme Planning, Finance and Budget

89.   During the period, the Office of Programme Planning, Finance and Budget produced timely and unqualified financial statements for volume II of the financial statements on peacekeeping operations and adopted IPSAS recommended practice guideline 2, which provides guidance on preparing and presenting the financial statement discussion and analysis that accompanies the IPSAS-compliant financial statements, to incorporate key risks and performance for peacekeeping operations. In terms of improving the financial situation for peacekeeping operations, the Office

closely supported Member States, proposing a number of measures to address the Organization's liquidity challenges, which contributed to the successful adoption by the General Assembly of resolution 76/272, which enables the Secretariat to manage operational liquidity in a responsive and judicious manner.[1] In terms of financial policy, the Office promulgated its key cost recovery policy following consultations with various stakeholders to ensure it met the needs of field operations. The Office also continued to provide financial policy guidance on IPSAS-compliant accounting processes and on the Financial Regulations and Rules of the United Nations; heads of mission in particular needed increased guidance on the latter with regard to the execution of their delegation of authority.

90. The Office provided training content for finance and budget topics. At the request of missions, the Office visited RSCE to provide finance training and UNAMID to provide finance advice for its liquidation. The Office also visited MINUSCA, UNIFIL and UNLB to provide support related to budget preparation. To improve access and timeliness, the Office developed standardized operating and accounting procedures for finance processes and published them on the Knowledge Gateway. The Office also supported the timely resolution of Umoja change requests and systems issues.

91. With regard to the management of implementing partners, the Office deployed the United Nations Partner Portal in August 2021 with accompanying guidance on standardized vetting and screening procedures, which included extensive consultations with field-based entities. In addition, the Office promulgated the internal control guide for managers and focal points in early 2022, complemented by an online training course. The Office provided direct support to management in peacekeeping missions on completing self-assessments, resulting in a full response rate from peacekeeping operations. The United Nations Treasury also continued to manage the complex banking arrangements for peacekeeping missions, supporting payments in Lebanon and Mali despite the disruption to the local banking sectors, and ensured banking arrangements in place for peacekeeping were effective throughout the period.

92. To strengthen budget management, the Office worked closely with peacekeeping operations, including UNSOS, UNLB and RSCE, as well as offices at Headquarters. Particular attention was given to identifying and discussing with mission leadership the major priorities and their associated resource requirements. In addition, a budget information portal continued to be updated to facilitate more efficient decision-making by the legislative bodies. The Office also continued to provide strategic guidance on global property management and real estate services and the review of financial data for compliance with applicable frameworks.

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[1] With respect to peacekeeping missions, the General Assembly, in its resolution 76/272, welcomed the continued management of the cash resources of the active peacekeeping missions as a pool, noted the positive impact that it had had on the timeliness of the settlement of payments to troop- and police-contributing countries, and requested the Secretary-General to continue this practice on a trial basis for another five years. In the same resolution, the Assembly endorsed the conclusions and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions, subject to the provisions of that resolution, including the recommendation of the Advisory Committee on the use of the Peacekeeping Reserve Fund as a liquidity mechanism up to the level of $110 million for active peacekeeping operations.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) Positive audit opinion of Board of Auditors on peacekeeping financial statements	Achieved. The Board of Auditors provided a positive opinion on the financial statements	Target	Positive
		Estimate	Positive
		Actual	Positive
(ii) Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (number of months)	Achieved. The target of 3 months for the release of financial statements to the Board of Auditors was met	Target	3
		Estimate	3
		Actual	3
(iii) Monthly status of contributions available online by the end of the following month (number of months)	Achieved. Monthly reports have been prepared and made available online through the contributions portal	Target	1
		Estimate	1
		Actual	1
(iv) 100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	29 of 32 reports were submitted on time. The budget report of UNLB was delayed owing to its late submission to the Field Operations Finance Division and the need for extensive consultations. The MINUJUSTH disposition of assets report was delayed owing to difficulties in gathering and compiling the data after the closure of the mission. The UNAMID performance report was delayed owing to the challenges faced during the liquidation of the mission	Target	100
		Estimate	100
		Actual	90.6
(v) No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Achieved. No negative comments were made on the format and presentation of performance reports and other related reports	Target	0
		Estimate	0
		Actual	0
(vi) Provision of responses to requests for supplementary information from the Fifth Committee and ACABQ no later than 5 working days after their receipt	Achieved. Written responses to the first set of follow-up questions were provided to the Fifth Committee and ACABQ no later than 5 working days after their receipt. The rest of the questions were responded to as soon as possible, as detailed requests were made that required the preparation of analyses by field missions and the collation and verification of results at Headquarters	Target	5
		Estimate	5
		Actual	5
(vii) Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (percentage)	Achieved. The Security Council was informed of the resources and field support implications for expanded and transitioning field operations	Target	100
		Estimate	100
		Actual	100
(viii) Improved performance index for property management for all peacekeeping missions, based on scores for 20 key performance indicators (performance index for property management)	The property management performance index in the peacekeeping missions improved from 1,566 to 1,752. Missions successfully implemented the strategic priorities for improved property disposal processes in compliance with the Financial Rules and Regulations and the delegation of authority framework, improved the quality of the stock holdings and enhanced the accuracy of property records, as promulgated through strategic guidance on property management performance and reporting	Target	1 800
		Estimate	1 800
		Actual	1 752

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) Banking operations set up within 3 months of the establishment of new peacekeeping operations (number of months)	No new peacekeeping operations were established during the period	Target	3
		Estimate	3
		Actual	N/A
(ii) Resource requirements for new, expanding or transitioning field operations in response to Security Council mandates planned no later than 21 working days after the receipt of the request	Requests for additional resources for UNISFA were submitted to ACABQ no later than 21 working days after their receipt	Target	21
		Estimate	21
		Actual	21

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) All standard operating procedures and accounting manual are developed to support IPSAS accounting and reporting (percentage)	Achieved. Standard operating procedures were updated in the Knowledge Gateway and in the instructions for financial statement preparation, which support the IPSAS accounting manual	Target	100
		Estimate	100
		Actual	100
(ii) Number of days to respond to the field queries on matters including financial policy, cost recovery and master data	Achieved. All queries were responded to within 7 days	Target	7
		Estimate	7
		Actual	7
(iii) Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Achieved. The rate of return was 0.54 per cent	Target	0.10
		Estimate	0.20
		Actual	0.54
(iv) 100 per cent of disbursements requested for peacekeeping accounts processed within 2 business days (percentage)	Achieved. Disbursements were processed on time	Target	100
		Estimate	100
		Actual	100
(v) 95 per cent of Headquarters payments are processed for international staff in field missions within 10 working days	Achieved. Payroll payments were processed in time for disbursement on the pay dates	Target	95
		Estimate	95
		Actual	95
(vi) 90 per cent of payments of invoices to vendors and travel claims are processed within 30 working days	Achieved. Accounts payable payments were processed when all required documents were provided	Target	90
		Estimate	90
		Actual	90
(vii) All eligible international staff members who choose to enrol and all national staff members are provided with health insurance coverage for themselves and their dependants; life insurance coverage is also provided on an optional basis to all eligible staff (percentage)	Achieved. Health and life insurance coverage were provided to all eligible staff members and dependants who requested to be enrolled	Target	100
		Estimate	100
		Actual	100
(viii) Responses to requests for advice on insurance terms for peacekeeping contracts referred to the Financial Risk Management Service are provided within 30 working days of the receipt of the request (percentage)	Achieved. All insurance contracts were reviewed, and guidance and advice with regard to insurance provisions and indemnity clauses in complex peacekeeping contracts were provided within 30 days	Target	100
		Estimate	100
		Actual	100

(ix) Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims (percentage)	Achieved. All complete commercial insurance claims presented to the Insurance and Disbursement Service were 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	Target Estimate Actual	100 100 100
(x) Implementation of internal control framework in compliance with Committee of Sponsoring Organizations of the Treadway Commission principles (number of missions)	Achieved. The second iteration of the statement of internal control was signed by the Secretary-General in June 2022, and 10 peacekeeping operations, UNSOS, UNLB and RSCE were included in the scope of the exercise	Target Estimate Actual	14 13 13
(xi) Guidance on the proper application of the Financial Regulations and Rules, policies and procedures is provided within 10 working days of the receipt of the request (percentage)	Achieved. Guidance was provided within 10 working days of receipt of the request	Target Estimate Actual	100 100 100
(xii) 90 per cent of requests for business partners and indexes processed in less than 3 working days, if the request is complete and consistent with established guidelines and controls (percentage)	Achieved. 100 per cent of requests for business partners and indexes were processed in less than 3 working days	Target Estimate Actual	90 90 100
(xiii) 90 per cent of requests for user access provisioning reviewed in less than 3 working days, if the request is complete and consistent with established guidelines and controls (percentage)	Achieved. 100 per cent of user access provisioning requests were reviewed in less than 3 working days	Target Estimate Actual	90 90 100
(xiv) Liabilities due to troop- and formed police-contributing countries do not exceed 3 months (number of months)	Achieved. During the 4 payment quarters in the 2021/22 period, the liabilities payable to troop- and police-contributing countries did not exceed 3 months for all active peacekeeping missions, except for UNAMID, which was in the process of closing Owing to liquidity constraints at UNAMID, the liabilities due to troop- and formed police-contributing countries were in arrears for 14 months on average	Target Estimate Actual	3 3 3
(xv) 90 per cent of respondents to client surveys express satisfaction with the services received (percentage of respondents expressing satisfaction)	69 per cent of clients that responded to the annual client survey expressed satisfaction with the services rendered	Target Estimate Actual	90 95 69
(xvi) Implementation of the updated fixed asset management framework in peacekeeping operations, through the provision of policies, guidance, training and certification programmes on the management of property (percentage)	Achieved. The fixed asset management framework continues to be updated through the implementation of training and the promulgation of policies and guidance for the common interpretation and application of the Financial Regulations and Rules for the management of property	Target Estimate Actual	100 100 100
(xvii) Property management aspect of the financial statements is in compliance with IPSAS	Achieved. Peacekeeping missions successfully implemented the key measures for providing assurance over the quality of data on assets, equipment and inventory for the production of the IPSAS-compliant financial reports on assets, as promulgated through the supplemental instructions issued by the Field Operations Finance Division and the Finance Division	Target Estimate Actual	Yes Yes Yes

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
General Assembly			
Fifth Committee			
Substantive servicing of meetings			
1. Formal meetings of the Committee	10	6	60.0
2. Informal consultations of the Committee	50	24	48.0
Advisory Committee on Administrative and Budgetary Questions			
Substantive servicing of meetings			
3. Hearings of ACABQ	30	20	66.7
Parliamentary documentation			
Reports of the Secretary-General			
4. Financial statements for the year ended 30 June 2021 and financial report on United Nations peacekeeping operations for the period from 1 July 2020 to 30 June 2021	1	1	100.0
5. Budget for United Nations peacekeeping operations for the period from 1 July 2022 to 30 June 2023	11	11	100.0
6. Budget performance of United Nations peacekeeping operations for the period from 1 July 2020 to 30 June 2021	11	12	109.1
7. Updated financial position of closed peacekeeping missions as at 30 June 2021	1	1	100.0
8. Final disposition of assets report of peacekeeping missions (MINUJUSTH)	1	1	100.0
9. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations (overview, support account, UNLB and RSCE)	7	7	100.0
Notes by the Secretary-General			
10. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations	4	4	100.0
Other services			
11. Supplementary financial information for ACABQ and the Fifth Committee for 10 active peacekeeping operations and UNSOS, UNAMID, UNLB, RSCE and the support account, as well as final disposition of assets report for MINUJUSTH	16	16	100.0
12. Discussions with Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions	20	20	100.0
13. Review and coordination of responses to follow-up questions from legislative bodies on 10 active peacekeeping operations and UNSOS, as well as MINUJUSTH, UNAMID, UNLB, RSCE, the support account and cross-cutting issues	2 500	2 209	88.4
Administrative support services (other assessed resources)			
Financial management			
14. Cost plans for peacekeeping cost recovery activities reviewed within the target timeline	28	27	96.4
Financial services relating to peacekeeping activities			
15. Issuance of funding authorizations and staffing table authorizations for peacekeeping operations, UNSOS, UNLB, RSCE, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis	275	123	44.7
16. Weekly monitoring of cash position for special accounts of peacekeeping operations and utilization of Peacekeeping Reserve Fund	52	52	100.0
17. Provision of policy guidance to 10 active peacekeeping operations and UNSOS, UNAMID, UNLB, RSCE and 14 Headquarters departments and offices on formulation of budget proposals and performance reports, including on Financial Regulations and Rules, policies and procedures, results-based budgeting and recommendations of legislative bodies	28	28	100.0

Outputs	Planned	Actual	Rates
18. Visits to peacekeeping operations, UNSOS, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues	10	8	80.0
19. Organization and conduct of videoconferences with peacekeeping operations and UNSOS, UNLB and RSCE, and in-person meetings with Headquarters departments and offices, as and when required, preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives	13	13	100.0
20. Establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis	1	1	100.0
21. Financial oversight of liquidating peace operations	1	1	100.0
22. Formulation of resource requirements to support assessment and planning for new, expanding, transitioning and liquidating peace operations in response to Security Council mandates	1	1	100.0
23. Formulation of resource requirements resulting from new initiatives, unforeseen circumstances and changed environments	1	1	100.0
24. Training of peacekeeping budget and finance personnel on new and existing field financial systems and business processes	1	1	100.0
25. Guidance on enhanced recording, analysis and reporting of the costs of activities for service providers and service recipients	1	1	100.0
26. Self-assessment checklists and risk control matrices for all peacekeeping operations (10 active peacekeeping operations, UNSOS, UNLB and RSCE)	13	11	84.6
27. Training and policy guidance on improved internal controls	1	1	100.0
28. Provision of policy guidance to 10 active peacekeeping operations and UNSOS, UNAMID, UNLB, RSCE and 14 Headquarters departments and offices on the application of the Financial Regulations and Rules, policies and procedures	1	1	100.0
29. Processing of payments to Member States, staff and vendors	16 000	16 000	100.0
30. Payment of staff entitlements and advances	10 000	10 000	100.0
31. Negotiation and administration of 11 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	11	12	109.1
32. Settlement of peacekeeping commercial insurance claims and claims reviewed by the Advisory Board on Compensation Claims	100	85	85.0
33. Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	54 286	54 286	100.0
34. Monthly issuance of internal control accounting dashboards corresponding to 10 active peacekeeping operations and UNSOS, UNLB and RSCE	13	13	100.0
35. Timely reporting on cases of fraud and presumptive fraud to the Board of Auditors for peacekeeping-related entities	13	13	100.0
36. Updating and maintenance of the Policy Portal as it pertains to the financial regulatory framework, including the Financial Regulations and Rules, administrative issuances, policy documents and guidance regarding finance and procurement for peacekeeping-related entities	1	1	100.0
37. Expert advice and support on Umoja financial policy and procedures for peacekeeping-related entities	13	13	100.0
38. Umoja master data governance related to finance for 13 peacekeeping-related entities	13	13	100.0
39. Updating of finance-related master data (number of work orders for coding block and for service delivery) for 13 peacekeeping-related entities	13	13	100.0
40. Review of user access provisioning for Umoja finance roles for peacekeeping-related entities	13	13	100.0
41. Updating and maintenance of SWIFT in accordance with international requirements for peacekeeping-related entities	13	13	100.0
Overall management			
42. Provision of guidance on sustaining IPSAS compliance in missions	13	13	100.0
43. Investment settlements	600	884	147.3

Outputs	Planned	Actual	Rates
44. Timely issuance of assessment letters and comprehensive reminders to Member States regarding unpaid assessments	6 721	6 517	97.0
45. Processing of receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	5 347	5 031	94.1
Global asset management			
46. Publication of the Property Management Manual	1	1	100.0
47. Oversight of the training and certification of staff with responsibilities related to property management	1	1	100.0
48. Strategic guidance on property management performance monitoring and reporting	1	1	100.0
49. Property management performance reports	4	4	100.0
50. Supplemental instructions for the preparation of IPSAS financial reports on property, plant and equipment and inventory	1	1	100.0
51. Review of financial data for compliance with IPSAS and the property management framework through establishment of a property management situation room	1	1	100.0
52. Umoja master data governance related to the classification of property	1	1	100.0
Oversight of capital construction projects			
53. Oversight and technical guidance for the implementation of major capital projects	6	6	100.0
54. Oversight and technical guidance for the implementation of ongoing capital maintenance and alterations and improvements projects	27	36	133.3
55. Reviews of technical and administrative submissions related to the development and implementation of construction projects	6	6	100.0
56. Formal meetings of the Inter-Agency Network of Facilities Managers and offices away from Headquarters on facilities management policy matters	1	0	0.0

Key performance results

93. The Finance Division continued to provide guidance to the field on delegation of authority and the statement of internal control and to support Umoja user access provisioning in the finance area. Regarding the implementation of the statement of internal control, the Division ensured the issuance of the second statement for all operations of the Secretariat in June 2022. In addition, the Division maintained 100 per cent accuracy in the timely processing of regular and off-cycle payroll and vendor and travel payments, and nearly 100 per cent timeliness in the issuance of assessment letters and comprehensive reminders to Member States regarding unpaid assessments. As a result of extensive and successful cross-training within teams, the performance period saw a strong performance in master data management and the Division exceeded targets for processing requests, including the establishment of business partners in field operations, which was critical. There were an increased number of investment transactions as a result of the investment of funds for shorter periods of time in the low interest rate environment (output 43).

94. The Field Operations Finance Division continued to: (a) provide the field and Headquarters departments with related guidance on the application of the Financial Regulations and Rules, budget and finance policies and procedures, results-based budgeting and decisions of legislative bodies; (b) support the preparation of the budget proposals and performance reports of peacekeeping missions, UNSOS, RSCE, UNLB and the support account; (c) support the technical reviews and legislative deliberations on the above-mentioned reports as well as those on closed and closing peacekeeping missions; and (d) develop and disseminate global asset management policies and property management performance reports. Notable accomplishments of the Division during the reporting period include improved compliance with document

submission deadlines (from 86.0 during the previous period to 90.6 per cent), improvement in the property management performance index in the peacekeeping missions (from 1,566 to 1,752) and effective and timely support provided to the transformation of deployed UNISFA forces. In addition, the Division facilitated the decision-making of the technical and legislative bodies by providing timely and well-prepared budget reports, data and analysis (including detailed costing of a Member State's proposal for related peacekeeping agenda items), and timely responses to 2,209 questions from ACABQ and the Fifth Committee.

3. Office of Human Resources

95. The Office of Human Resources continued to take an active part in the Working Group for the Review of Conditions of Life and Work in Field Duty Stations and continued to advance administrative issuances for field missions. The Office is leading the implementation of the United Nations System Mental Health and Well-being Strategy. Key achievements included the development of an online learning package, the development of an implementation plan and a review of the impact of COVID-19 on mental health, along with communication activities aimed at reducing stigma and preventing poor mental health. The Office ensured that Member States had full visibility with regard to workforce composition in peacekeeping operations and provided an in-depth analysis of geographical composition, gender parity and age throughout the recruitment process. In the context of management improvements, a new online platform was established that provided Member States with more timely and more analytical workforce data that included advanced visual presentations.

96. The Office of Human Resources also focused its efforts on preparations for the new approach to staff mobility, including the development of its policy framework, the configuration of Inspira and the preparation of communication materials. The new approach to mobility will promote a holistic way of helping staff achieve career satisfaction by taking on roles laterally in a variety of functions, organizational contexts and duty stations.

97. As part of Action for Peacekeeping Plus initiatives and building on the high-level meeting on strengthening the conduct of personnel, the Secretariat continued to work with Member States to gather and share good practices in conduct and discipline and assistance to victims of sexual exploitation and abuse. The website on conduct in field missions[2] continued to provide information on allegations received by individual peacekeeping missions, including details on follow-up status. The Secretariat launched a dedicated page[3] to disseminate the good practices of Member States and the United Nations, and to support greater transparency and public awareness. In addition, outreach and awareness-raising with Member States on measures and activities to prevent and address sexual exploitation and abuse continued, including with respect to the use of the trust fund in support of victims of sexual exploitation and abuse.

98. In addition, the Office represented the Secretary-General before the United Nations Dispute Tribunal in 132 cases brought by peacekeeping staff and handled 207 matters referred for disciplinary action concerning peacekeeping staff. It continued to use the ClearCheck database on sexual exploitation and abuse and sexual harassment and managed the related access and training.

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[2] See https://conduct.unmissions.org.
[3] See https://conduct.unmissions.org/good-practices-conduct-and-discipline.

Actual indicators of achievement

Expected accomplishment (a): 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

			Performance measures
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Percentage of availability of online reports for Member States on human resources information for field operations	Achieved. Online reports were continuously available to Member States throughout the period	Target	100
		Estimate	100
		Actual	100
(ii) All reports of the Secretary-General to the Security Council on peacekeeping operations address conduct and discipline, as appropriate (percentage)	Achieved. A section on the conduct of peacekeeping personnel was included in the reports of the Secretary-General on peacekeeping missions	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

			Performance measures
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Conditions of service are regularly addressed to support staff serving in peacekeeping missions (number of meetings)	Achieved. A higher-than-planned number of meetings resulted from the need to hold meetings of the International Civil Service Commission tripartite working group on hardship classification	Target	4
		Estimate	8
		Actual	8
(ii) Development and promulgation of administrative issuances on policy framework and conditions of service of field staff (number of Secretary-General's bulletins, administrative instructions and information circulars issued)	Achieved. 57 per cent of the review of the administrative issuances was completed and 28 of 32 issuances promulgated were field-related	Target	20
		Estimate	15
		Actual	28
(iii) All critical incidents reviewed within 7 days (percentage)	The rate of first actions for critical incidents taken within 7 days of the referral date improved from 86 per cent of all cases during the previous period to 93 per cent during the current period	Target	100
		Estimate	100
		Actual	93
(iv) Timely processing of appeals and disciplinary cases within statutory time limits (percentage)	Achieved. The Office represented the Secretary-General before the United Nations Dispute Tribunal and responded in a timely manner to all cases brought by peacekeeping staff. Actions on all disciplinary cases were taken within 3 months of the referral date	Target	100
		Estimate	100
		Actual	100
(v) Reports received by peacekeeping missions are entered in the misconduct tracking system/case management tracking system and reviewed within 7 days to determine whether the matter involves possible misconduct (percentage)	91 per cent of allegations were entered and reviewed within 7 days, compared with 88 per cent during the previous period	Target	100
		Estimate	100
		Actual	91

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
General Assembly			
Substantive servicing of and representation at meetings			
1. Advisory Committee on Administrative and Budgetary Questions	7	9	128.6

Outputs	Planned	Actual	Rates
2. Special Committee on Peacekeeping Operations	2	2	100.0
3. Fourth Committee	2	1	50.0
4. Fifth Committee	17	27	158.8
5. Sixth Committee	3	10	333.3
6. Committee for Programme and Coordination	1	1	100.0
7. International Civil Service Commission	36	96	266.7
8. Advisory Committee on Post Adjustment Questions	6	12	200.0
Parliamentary documentation			
Reports of the Secretary-General			
9. Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations	1	1	100.0
10. Biennial report on gratis personnel, retirees and consultants	1	1	100.0
11. Amendments to the Staff Regulations and Rules of the United Nations	2	2	100.0
12. Overview report on human resources	1	1	100.0
13. Practice of the Secretary-General in disciplinary matters and cases of possible criminal behaviour	1	1	100.0
Human resources management services			
Administrative Law Division			
14. Legal management of appeals cases, including representing the Secretary-General in written and oral proceedings before the United Nations Dispute Tribunal (New York, Geneva and Nairobi) in cases brought by peacekeeping staff	205	132	64.4
15. Legal management of disciplinary matters referred for action to OHR by field missions, which involves, among other things, making recommendations, providing legal advice and liaising with investigative entities such as OIOS, special investigation units, ad hoc panels, local human resources offices and the Office of Legal Affairs	136	207	152.2
16. Provision of legal advice on disciplinary matters concerning staff in field missions, complaints filed under ST/SGB/2019/8 and recommendations of the Ethics Office on protection against retaliation	242	426	176.0
17. Provision of advice on management of critical incident matters	30	29	96.7
18. Development and updating of procedures for response to critical incidents	8	8	100.0
19. Investigation reports substantiating allegations of misconduct and related matters reviewed and referred for appropriate accountability measures by the United Nations or Member States	105	81	77.1
20. Category I allegations of misconduct recorded and tracked in misconduct tracking system	250	300	120.0
21. Category II allegations of misconduct recorded and tracked in misconduct tracking system	550	180	32.7
22. Verification and clearance of a monthly average of 7,000 staff members, United Nations Volunteers, individual contractors, individually deployed police officers or military observers or other government-provided personnel and members of military or police contingents before the issuance of an appointment or deployment	84 000	72 505	86.3
23. Field visits 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 misconduct	2	2	100.0
Global Strategy and Policy Division			
24. Development of a streamlined, simplified and modernized human resources policy framework applicable to the field to expedite rapid deployment in emergencies and surge operations	1	0.57	57.0
25. Development of capacity-building tools to strengthen knowledge and awareness of the human resources policy framework for staff in the field (including through the creation of knowledge-exchange mechanisms for human resources professionals worldwide on best practices, etc.)	1	64	6 400.0
26. Provision of authoritative policy interpretation and advice on field-related matters	250	526	210.4

Outputs	Planned	Actual	Rates
27. Continuous dialogue with staff unions representing field staff (United Nations Field Staff Union and United Nations Staff Union)	20	59	295.0
28. Comprehensive and interim salary surveys and reviews of special measures pertaining to salaries for peacekeeping missions in consultation with local salary survey committees	15	14	93.3
29. Development of United Nations standards and systems to ensure equitable access to high-quality psychosocial support	1	1	100.0
30. Leadership of the implementation of the United Nations System Mental Health and Well-being Strategy	1	1	100.0
31. Servicing of meetings of the Joint Negotiation Committee for the Field and the Staff-Management Committee	3	3	100.0
32. Online and ad hoc human resources reports for Member States and other users for strategic workforce planning on human resources information for field operations, including support for users in permanent missions (number of Member States)	193	193	100.0
33. Development of strategic workforce planning, process and analysis	1	1	100.0
34. Implementation of a mobility framework for the Secretariat that meets the needs of the Organization, including those of field operations	1	1	100.0
35. Conduct of outreach missions to Member States with the aim of raising awareness and identifying candidates for field operations, including organizational priorities such as gender parity targets	2	26	1 300.0
36. Development of employer branding, virtual outreach and social media messaging with field-specific content	1	1	100.0
37. Development, implementation and evaluation of programmes emanating from the system-wide strategy on gender parity, addressing gender parity in the field specifically	4	4	100.0
38. Development, implementation and evaluation of programmes emanating from the Secretary-General's Geographical Diversity Strategy, specifically addressing regional diversity in the field	1	3	300.0
39. Targeted support to field missions to support them in conducting regional recruitment campaigns to ensure greater regional group diversity, gender parity and other diversity goals for peacekeeping operations	3	7	233.3
40. Development of strategies and programmes on and engagement of persons with disabilities, and awareness-building activities across the Organization on disability inclusion with a global reach, coordinated with field-based efforts	3	6	200.0
41. Development and operationalization of programmes supporting an inclusive, enabling, safe and bias-free work environment, including prevention of and response to sexual harassment	3	5	166.7
Other services			
International cooperation and inter-agency coordination and liaison			
42. Servicing of meetings of the CEB Human Resources Network, including the Standing Committee on Field Duty Stations	34	17	50.0
43. Meetings of the Inter-Agency Standing Committee Task Team on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse supported	2	2	100.0
44. Briefings to Member States and non-governmental organizations on a comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	24	24	100.0

Key performance results

99.   Contributing to the main outcome of increased efficiency and effectiveness of peacekeeping operations, the Office fully established the strategic workforce planning process and analysis during the period. A dedicated working group is now linking mission planning officers with human resources experts and the Office's foresight analysis to determine workforce capabilities needed over the coming years, aligned with high-level peacekeeping priorities and strategies, such as the Strategy for the Digital Transformation of United Nations Peacekeeping. Analysis and guidance regarding prioritized workforce capabilities were added to the process of developing

budget proposals for peacekeeping operations and were communicated to peacekeeping operations as entity-specific workforce profiles. New job profiles were created to address identified gaps and a new business intelligence tool was developed to monitor the use of these profiles to acquire needed capabilities. The Office focused on the development of capacity-building tools to strengthen knowledge and awareness of the human resources policy framework for staff in the field (output 25) and on conducting outreach missions to Member States with the aim of raising awareness and identifying candidates for field operations, including organizational priorities such as gender parity targets (output 35).

100. Continued progress was made towards the development of a streamlined, simplified and modernized human resources policy framework and, as at 30 June 2022, 57 per cent of the review of the administrative issuances had been completed. Based on requests, 353 policy advice responses were provided to entities and 173 exceptional requests were reviewed for decision by the Assistant Secretary-General for Human Resources (output 26).

4. Business Transformation and Accountability Division

101. The Business Transformation and Accountability Division continued to provide support and guidance on the accountability system of the Secretariat and on the delegation of authority to peacekeeping entities, including through individual briefings to all incoming heads and deputy heads of mission. It also provided guidance on results-based management and supported peacekeeping missions in operationalizing the administrative instruction on evaluation promulgated in August 2021 (ST/AI/2021/3).

102. Critical enhancements were made to the management dashboard containing the key performance indicators on delegation of authority. In addition, the Division continued to provide policy guidance and technical support and opportunities to peacekeeping missions: (a) to engage in innovation and new ways of working to enhance transformational business practices and organizational culture change, including through the establishment of a field hub within the #NewWork initiative; and (b) through the implementation of the enterprise risk management framework, including through site visits to three peacekeeping missions to support the revision and update of their risk registers and risk treatment and response plans.

103. Through the United Nations business intelligence initiative, more than 200 certified data models have been made available and integrated into a variety of visualization and analytics products to support business operations and evidence-based decision-making. A Member States portal for human resources/workforce information is one of the key products the Division contributed during the period. In support of the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, an advanced data science and visualization training programme was launched at four peacekeeping operations.

104. The Division also managed the senior managers' compacts between the Secretary-General and the heads of peacekeeping missions, and provided substantive backstopping to the Management Performance Board, including a more detailed report on the performance of heads of mission that included performance trends. In addition, the Division held several workshops to brief peacekeeping missions on the revised compact template. These workshops, in combination with guidance and an earlier launch of the next compact exercise, will result in the signing of compacts in a more timely manner.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Percentage of availability of online reports for Member States	Achieved. A Member States human resources portal was launched and released as a pilot	Target	100
		Estimate	100
		Actual	100
(ii) Automated financial reporting meeting CEB standards (number of standards covered)	Achieved. Automated financial reporting met CEB standards	Target	4
		Estimate	4
		Actual	4
(iii) Percentage of implemented Board of Auditors recommendations due in the cycle for peacekeeping operations implemented on time	Of the 89 Board of Auditors recommendations on peacekeeping operations that were outstanding from prior periods, 58 (65 per cent) were implemented or overtaken by events	Target	70
		Estimate	70
		Actual	65
(iv) Percentage of implemented OIOS recommendations due in the cycle for peacekeeping operations implemented on time	Achieved. Of the 343 outstanding OIOS recommendations on peacekeeping operations as at 30 June 2020, 252 (74 per cent) were implemented/closed	Target	70
		Estimate	70
		Actual	74

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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Appropriate authority delegated to heads of newly established peacekeeping missions within 15 days of assumption of functions (percentage of newly established missions receiving delegated authority)	No new peacekeeping missions were established during the period	Target	100
		Estimate	100
		Actual	N/A

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Percentage of heads of entity that accept delegation of authority directly from the Secretary-General	Achieved. All heads or acting heads of entity accepted issued or reissued delegations of authority	Target	100
		Estimate	100
		Actual	100
(ii) Increase in number of peacekeeping missions with updated risk register, risk treatment and response (number of missions)	Achieved. The targeted number of missions submitted their risk registers	Target	7
		Estimate	7
		Actual	7
(iii) Availability of the integrated management dashboard for peacekeeping operations (number of active users)	Achieved. During the period, there were 186 active users	Target	180
		Estimate	180
		Actual	186

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
General Assembly			
1. Meetings of the Committees (ACABQ and IAAC)	3	3	100.0
Fifth Committee			
Substantive servicing of meetings			
2. Formal meetings of the Fifth Committee	1	1	100.0
3. Informal consultations of the Fifth Committee	2	2	100.0
Parliamentary documentation			
4. Comments by the Secretary-General on reports of the Joint Inspection Unit	1	1	100.0
5. Report of the Secretary-General on implementation of the recommendations of the Board of Auditors	1	1	100.0
6. Progress report of the Secretary-General on accountability: strengthening accountability in the United Nations Secretariat	1	1	100.0
Administrative support services			
Overall management			
Site visits			
7. Site visits/sessions to help peacekeeping missions to conduct risk assessments	2	3	150.0
8. Site visits/sessions to help peacekeeping missions to address issues related to delegation of authority	4	6	150.0
9. Site visits/sessions to conduct advanced data analysis in peacekeeping missions	2	2	100.0
10. Site visits/sessions to help peacekeeping missions to address complex issues related to business transformation and accountability	2	2	100.0
11. Site visits/sessions to support selected peacekeeping operations with the implementation of the evaluation policy	3	6	200.0
Workshops			
12. Workshops for peacekeeping missions on advanced enterprise risk management	3	6	200.0
13. Workshop on oversight for peacekeeping oversight focal points	1	0	0.0
14. Workshop for peacekeeping missions on senior manager compacts	1	2	200.0
15. Workshops for peacekeeping missions on advanced analytical tools	1	4	400.0
16. Workshops for peacekeeping missions on evaluation	2	7	350.0
17. Workshops for peacekeeping operations on innovation and new ways of working	2	25	1 250.0
Guidance and support tools			
18. Guidance on enterprise risk management to peacekeeping operations, including the enterprise risk management tool (number of entities)	13	13	100.0
19. Guidance and training on results-based management to peacekeeping operations (number of entities)	13	13	100.0
20. Implementation of enhancements to online compact platform	1	1	100.0
21. Publication of compacts of senior managers of peacekeeping missions	11	11	100.0
22. Provision of support to Management Performance Board on the annual compacts of senior managers	1	1	100.0
23. Provision of enhanced online management dashboards for peacekeeping operations including user support and ad hoc reports (number of entities)	13	13	100.0
24. Implementation of environmental sustainability management tools	2	2	100.0
25. Support for the annual training course for mission focal points on organizational resilience	1	0	0.0

Outputs	Planned	Actual	Rates
26. Provision of support to peacekeeping operations on the implementation of the evaluation policy (number of entities)	13	13	100.0
27. Support to peacekeeping operations on innovation and new ways of working, including online tools (number of entities)	13	13	100.0
28. Provision of online reports for Member States on peacekeeping operations, including support for users in permanent missions and ad hoc reports (number of entities)	13	13	100.0
29. Guidance on delegation of authority to peacekeeping operations (number of entities)	13	13	100.0
30. Provision of online delegation of authority portal and exception reporting for peacekeeping operations (number of entities)	13	13	100.0
31. Provision of online policy portal for peacekeeping operations (number of entities)	13	13	100.0
Other services			
32. Meetings of the Vendor Review Committee held	15	17	113.3

Key performance results

105. The Division has made enhanced strategic business data available online to peacekeeping entities through a human resources portal for Member States, a management dashboard, the delegation of authority viewer and other data and analytics platforms (output 28). A comprehensive data science skills training programme was developed and virtual workshops were held for peacekeeping missions, including UNIFIL, UNISFA and UNMISS.

106. To further strengthen the implementation of environmental management systems, a compliance framework and related training and tools to support implementation were developed (output 24). The Vendor Review Committee continued to streamline its process and, for the 33 cases it reviewed during the reporting cycle, the time from referral of a case for review by the Committee took an average of 113 working days, including the time required for due diligence to be undertaken and the case to be prepared for the Committee's deliberation. While the Committee held more meetings than planned (output 32) the Committee secretariat was able to reduce the number of days required to submit cases to the Committee Chair for clearance.

107. Supported by extensive consultations with stakeholders and subject matter experts, the compact template used for heads of peacekeeping missions has been revised to make it more streamlined, remove duplications with other frameworks and increase the ratio of performance measures that are independently assessed (outputs 20 and 21). A workshop on oversight for focal points (output 13) was postponed owing to the COVID-19 pandemic and other conflicting priorities. Similarly, travel to support the annual training course for mission focal points on organizational resilience (output 25) was not undertaken because the course was held virtually as a result of the COVID-19 pandemic.

108. Some planned site visits and workshops that could not be undertaken during the cycle were postponed and replaced by virtual sessions, thereby reaching a wider audience (outputs 12 and 14–17).

E. Office of Information and Communications Technology

109. OICT continued to deliver voice, video and high-speed data and network capability while providing technology-based solutions, including automated collaboration solutions and geospatial information, to peacekeeping operations and to DPO at United Nations Headquarters. The Field Support Service information systems,

which covered aviation, logistics, uniformed personnel administration, conduct and discipline, and access control, supported 1.2 million business transactions by more than 42,000 users, with 190 application releases implemented for 179 business enhancements, corrective maintenance and security upgrades.

110. Substantial geospatial analytical products and maps, including COVID-19-related analytical maps, were provided to the United Nations Operations and Crisis Centre in support of Security Council briefings and the Executive Committee and Deputy Executive Committee meetings. Remote security monitoring for missions continued to be enhanced in scale and scope, further improving early detection and incident response abilities. During the period, efforts were focused on replacing the existing endpoint protection solution with a comprehensive set of capabilities provided as part of the new enterprise security solutions bundle, enabling global visibility, the implementation of global policy baselines and more effective and streamlined detection and responses to security incidents. Information security assessments of enterprise applications and underlying infrastructures hosted and operated in UNLB and in cloud computing environments continued. Disaster recovery templates and supporting procedures were updated, training and awareness sessions were held, disaster recovery-related controls for new and modified applications were reviewed and support was provided. An on-site information security assessment was performed at UNIFIL, and support continued to be provided with regard to implementing recommendations in connection with a previously completed assessment.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) The Security Council is provided, within 3 days of request, with up-to-date geospatial information products, satellite imagery and thematic analysis maps relating to matters in question (days)	Achieved. The Security Council was provided with up-to-date geospatial information services for daily consultation meetings within 3 days of request. 43 deployment maps were provided to the Security Council through reports of the Secretary-General. 56 satellite image maps and thematic analysis map products were provided to the Council's panels of experts	Target	3
		Estimate	3
		Actual	3

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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Communication links to enterprise systems are established within 24 hours of equipment arrival for a new peacekeeping operation or expansion (hours)	No new peacekeeping operations were established during the period. OICT and UNLB maintained capabilities ready to establish links within 24 hours of equipment arrival for a new peacekeeping operation or expansion	Target	24
		Estimate	24
		Actual	N/A
(ii) Provision of up-to-date geospatial information products and services to departments and offices of the Secretariat, with a particular focus on the United Nations Operations and Crisis Centre, DPO-DPPA, DOS and DSS, within 9 days of the request (days)	Achieved. Geospatial information products and services were provided within 9 days of the request	Target	9
		Estimate	9
		Actual	9

(iii) Provision of information systems to the newly established missions within 10 days of request (days)	No new peacekeeping operations were established during the period. OICT and UNLB maintained capabilities ready to provide information systems to a newly established mission within 10 days of request	Target	10
		Estimate	10
		Actual	N/A

Expected accomplishment (c): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) 99.1 per cent availability to established ICT infrastructure and existing enterprise information systems at Headquarters and to all peacekeeping operations	The actual rate was lower due to a major incident at the primary technology centre. In February 2022, a periodic maintenance activity related to electrical power supply resulted in an inadvertent incident that had an impact on critical services hosted at the centre. Subsequently, procedural controls such as updating procedures and strengthening due diligence checklists were implemented to reduce the likelihood of another incident	Target	99.1
		Estimate	99.1
		Actual	98.2
(ii) Increased availability of networks at Headquarters (percentage)	The actual rate was lower owing to a major incident at the primary technology centre in February 2022 (see above)	Target	99.8
		Estimate	99.8
		Actual	98.2

Actual outputs

Outputs	*Planned*	*Actual*	*Rates*
Servicing of intergovernmental and expert bodies, including reports thereto			
Security Council			
Substantive servicing of meetings			
1. Up-to-date geospatial information products, satellite imagery and thematic analysis maps provided to the Security Council's consultation meetings and its panels of experts	35	56	160.0
2. Secretarial services provided to the Committee of Experts on Global Geospatial Information Management, together with the Statistics Division of the Department of Economic and Social Affairs	5	5	100.0
Information management support services			
Overall management			
3. Telecommunications infrastructure connecting United Nations Headquarters with offices away from Headquarters and peacekeeping missions maintained, including satellite earth stations and secondary technology centre using hybrid cloud infrastructure	1	1	100.0
4. Telephone service maintained for staff in New York and connected to a centralized call manager	1	1	100.0
5. Guidance on centralized ICT resources for field missions in the preparation of their budgets	1	1	100.0
6. Android versions of electronic fuel management and rations management solutions implemented and supported in additional peacekeeping operations (combined number of implementations)	4	4	100.0
7. Applications for the enterprise identity management and contact database supported for users at Headquarters and in the field	2	2	100.0
8. Process improvements across equipment, inspections and verification reports modules implemented within the customer relationship management system for troop-contribution management	3	3	100.0
9. Enhanced functionality for master data management, claims, calculations and payments modules for uniformed capabilities management	3	5	166.7

Outputs	Planned	Actual	Rates
10. Talent management, performance management and learning management modules in Inspira enhanced for use in all field operations	12	12	100.0
11. Training on new or enhanced Inspira features provided to human resources officers in peacekeeping operations	1	4	400.0
12. Support, functional enhancements, technology upgrades and implementation of security recommendations for the Field Support Suite (number of applications)	24	24	100.0
13. Support, functional enhancements, technology upgrades and implementation of security recommendations for .net applications for peacekeeping (number of applications)	18	18	100.0
14. Requirements definition for systematic exchange of human resources data for United Nations police, the Office of Military Affairs and the Justice and Corrections Service with the permanent missions of Member States	3	3	100.0
15. Support on governance of Office 365 and SharePoint Online solutions development for document management	1	2	200.0
16. Common platform established for management of information security efforts for the Secretariat, including peacekeeping operations	1	1	100.0
17. Guidance and templates related to disaster recovery provided to all field missions, as well as follow-up with missions to update disaster recovery plans and a minimum of 1 disaster recovery exercise per year conducted	1	1	100.0
Parliamentary documentation			
18. Up-to-date peacekeeping deployment maps provided for inclusion in the Secretary-General's reports	40	43	107.5
Other services			
19. Thematic analytical geospatial products/maps provided for meetings in the Secretariat and reports	20	221	1 105.0
20. 1 ICT rapid deployment tabletop exercise completed	1	1	100.0
Other substantive activities			
Good offices, fact-finding and other special missions			
21. Technical consultation and advisory services provided to the groups of experts and committees dealing with territorial disputes, human rights and missions' implementing partners on geospatial technology (including satellite image analysis) for enhancing situational awareness, monitoring ground activity and international boundary-related issues	15	15	100.0
Technical material			
22. 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	3	100.0
23. Analysis of data for the Second Administrative Level Boundaries project in coordination with Member States	3	3	100.0
Seminars			
24. Working groups on geospatial data standardization, geovisualization and image intelligence	3	3	100.0
25. Annual conference of the Chiefs of Field Technology Sections from field missions and offices away from Headquarters	1	1	100.0
International cooperation and inter-agency coordination and liaison			
Other services			
26. Secretariat services and coordination for the United Nations Geospatial Network	5	5	100.0
Technical cooperation			
27. Pilot projects, in partnership with the United Nations system, Member States, academia and non-profit organizations, for the provision of geospatial data, new geospatial technology and services, open-source geospatial solutions and open geospatial data	5	5	100.0

Key performance results

111. The increase in the number of thematic analytical geospatial products and maps is related to the increased awareness of the availability of these products for strategic planners of the United Nations peacekeeping operations (output 19). The Office also expanded the ability to complete medical inspection worksheets and a major equipment worksheet to mobile devices, and improved the verification report process and format. The Office implemented additional enhancements to uniformed capabilities management (output 9), including payment letters and mission consolidated strength reports, and made process improvements to functions involving letters of assist, claims, global searches and payments.

112. Multiple enhancements were implemented in the area of talent management to support the innovations of the recruitment process and enhance performance management. The Office conducted additional training for human resources officers and hiring managers at MINURSO, MINUSCA and UNSOS on the recruitment process, including the new features (output 11). In addition, the Office completed a proof of concept exercise on extending metadata on Umoja attachments in SharePoint repositories and delivered a document library with thematic tracking for financial policy changes (output 15).

F. Office of Internal Oversight Services

113. During the period, the Office's oversight activities resulted in recommendations aimed at improving risk management, governance and operations of entities implementing and supporting peacekeeping operations. Based on the Organization's strategic priorities, four areas were prioritized in the Office's risk-based workplan: (a) implementation of the Secretariat reforms; (b) organizational culture; (c) procurement and supply chain activities; and (d) missions in transition. To deliver on these priorities, the Office adopted a strategy that combined oversight coverage of both risks specific to individual peace operations and cross-cutting risks, with coverage of second line of defence activities, which includes the centralized, business-enabling functions responsible for enterprise risk identification, risk response and Organization-wide performance monitoring and reporting.

114. The Office conducted audits aimed at identifying risks or impediments to improving the economy, efficiency and effectiveness of mandate implementation and of compliance with Organizational policies and requirements. The Office also provided audit advice to selected missions on the adequacy of their responses to the COVID-19 pandemic. The Office evaluated substantive peacekeeping outcomes in the areas of rule of law, and women and peace and security, while increasing its support for evaluation within peacekeeping operations. The Office also investigated misconduct, focusing primarily on sexual harassment, sexual exploitation and abuse, retaliation, and fraud and corruption, while also working to enhance the investigation capacity of internal and external partners, including through the provision of training for panel members appointed by a responsible official to conduct investigations, pursuant to ST/AI/2017/1, and for national investigations officers appointed by Member States, pursuant to the report of the Special Committee on Peacekeeping Operations and its Working Group on the 2007 resumed session (A/61/19 (Part III)).

115. The Office continued to remotely implement some of the oversight activities normally undertaken in person or accomplished through direct observation, although several planned assignments requiring physical presence needed to be cancelled or postponed owing to COVID-19-related travel restrictions. The Office has capitalized on its successful approach to hybrid and remote working by building teams that can remotely incorporate and utilize the knowledge and input of relevant OIOS staff,

regardless of their location, resulting in more efficient and effective outputs through the better transfer and management of knowledge. The Office also implemented other changes that have improved its internal management practices, quality and performance, including: enhancing the skills of staff for the better management and analytical use of data; developing guidance on providing assurance regarding cross-cutting areas of priority in the Organization; and implementing systems for the regular monitoring of and reporting on the implementation of work.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) 100 per cent of OIOS reports to the General Assembly are submitted in accordance with required deadlines (percentage of reports)	Achieved. All six reports were submitted on time	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Percentage of all audit recommendations accepted by programme managers (percentage of acceptance)	Achieved. 100 per cent of all audit recommendations were accepted	Target	100
		Estimate	100
		Actual	100
(ii) Percentage of all audit recommendations implemented by programme managers within 24 months (percentage of accepted recommendations)	70 per cent of audit recommendations were implemented by programme managers within 24 months. Actions needed to implement the recommendations may take longer owing to existing/ongoing organizational improvements and matters	Target	85
		Estimate	85
		Actual	70
(iii) Percentage of all inspection and evaluation recommendations accepted by programme managers (percentage of acceptance)	Achieved. 100 per cent of recommendations were accepted	Target	100
		Estimate	95
		Actual	100
(iv) Percentage of accepted inspection and evaluation recommendations implemented by programme managers within 24 months (percentage of accepted recommendations)	Achieved. 94 per cent of recommendations were accepted	Target	85
		Estimate	85
		Actual	94
(v) Percentage of matters received for intake and possible investigation that are reviewed (percentage of matters received)	Achieved. All matters received for intake and possible investigation were reviewed	Target	100
		Estimate	100
		Actual	100
(vi) Percentage of investigation and closure reports that meet timeline targets (percentage of investigations)	59 per cent of investigations conducted during the period met the timeline targets. The number of cases received were higher than planned despite the operational challenges presented by the COVID-19 pandemic travel restrictions, which had an impact on the timeline for witness and subject interviews	Target	100
		Estimate	50
		Actual	59

Actual outputs

Outputs	Planned	Actual	Rates
Parliamentary documentation			
Reports of the Secretary-General			
1. OIOS report specifically requested by the General Assembly	1	5	500.0
2. Annual report to the General Assembly on peacekeeping oversight results	1	1	100.0
Administrative support services			
Internal Oversight Services			
Audit			
3. Audit reports by auditors at United Nations Headquarters	13	14	107.7
4. Audit reports by auditors at peacekeeping missions	52	32	61.5
Inspection and evaluations			
5. Evaluation and/or inspection reports addressing aspects of performance at the subprogramme level and cross-cutting strategic priorities or topics	6	5	83.3
Investigations			
6. Reviews and analyses of reports of possible misconduct for decisions as to jurisdiction and investigative action	600	661	110.2
7. Sexual exploitation and abuse investigations completed within 6 months	45	17	37.8
8. Investigations completed within 12 months	140	193	137.9
Other substantive activities			
Seminars			
9. Conference of resident auditors for professional development	1	1	100.0
10. Meeting of chief resident auditors for annual work planning	1	1	100.0
11. Investigations training programmes implemented on investigation standards, prohibited conduct and sexual exploitation and abuse for national investigations officers and immediate response team	4	4	100.0

Key performance results

116. With a continued focus on higher and medium risk areas, the Internal Audit Division conducted seven audits of supply chain management and procurement and made recommendations aimed at improving the effectiveness and efficiency of the procurement process. Through two audits related to the Organization's strategy on data, the Division recommended strengthening data management. Two other audits covered the implementation of the gender equality strategy and resulted in recommendations to strengthen performance, accountability and coordination mechanisms. A thematic audit of conduct and discipline activities recommended improvements in activities targeting staff welfare and morale, the management of misconduct risks and measures to prevent misconduct. All 154 recommendations were accepted by the respective entities. The Division also continued to provide advice to peacekeeping operations on: (a) COVID-19-related business continuity and staff safety; and (b) measures to manage the increased delegation of authority to heads of peace operations. The advice provided also showed that the enhanced delegation of authority enabled missions to make timely decisions on the use of resources and provision of services. However, the heads of peace operations needed to improve the management of subdelegated authorities and the level of performance against the delegation of authority indicators. The shortfall in the workplan output against a planned target of 65 audit assignments (outputs 3 and 4) was the result of vacancies and absences of staff. The COVID-19 pandemic also continued to have an impact on

the work of the Division, as peacekeeping auditors in some missions experienced challenges with regard to Internet connectivity, which is essential for remote working, and audit activities involving physical verifications, the assessment of soft controls and ICT infrastructure were difficult to conduct owing to movement restrictions.

117. In the Inspection and Evaluation Division, one evaluation was postponed to the 2022/23 period (output 5). The Division delivered four additional thematic evaluation reports to General Assembly (output 1) including: a thematic evaluation of political affairs in peacekeeping missions (A/76/697); an outcome evaluation of the contribution of MINUSMA to the rule of law and the fight against impunity in Mali (A/76/698); an outcome evaluation of MONUSCO support provided to the rule of law and security institutions in the Democratic Republic of the Congo (A/76/707); and an evaluation of women and peace and security in field-based missions (A/77/83). All recommendations were accepted by the evaluands. The Division also undertook a triennial review of the evaluation of the contribution of the UNMISS Civil Affairs Division to the reduction of local conflict in South Sudan.[4] The outcome evaluations helped peacekeeping operations reorient their focus and strengthen the mandate implementation modalities to enhance their contributions to the key beneficiaries in the peace, stability and development domains in collaboration with relevant partners. In addition, during the second half of the period, the Division initiated five assignments which have since made significant progress.

118. The Investigations Division reviewed all 661 reports of possible misconduct and completed the investigation of 193 cases despite the operational challenges presented by the COVID-19 pandemic, including remote working and increasing vacancy rates. The sexual harassment investigators improved the Division's response in supporting the Secretary-General's strategy on combating sexual harassment. The number of investigations completed within the target timeline of six months for sexual exploitation and abuse cases increased from 11 cases in 2020/21 to 17 cases in 2021/22, but did not meet the target of 45 cases owing to investigative challenges, including the ability to travel to interview key witnesses and the complexity of the cases. The Division continued to deliver training and awareness-raising activities, including induction training courses at various peacekeeping missions, sessions on fraud and sexual exploitation and abuse, as well as sessions focusing on peacekeeping investigations. The Division made use of virtual training methodologies, in addition to in-person training, to ensure continued delivery throughout the fiscal year.

G. Executive Office of the Secretary-General

119. The Executive Office of the Secretary-General continued to assist the Secretary-General in guiding policy development and providing direction in relation to the work of peacekeeping operations. All reports of the Secretary-General relating to peacekeeping operations, both to the General Assembly and the Security Council, were reviewed and cleared by the Office, as were all communications, statements and talking points of the Secretary-General and the Deputy Secretary-General pertaining to peacekeeping-related matters. The Office also continued to liaise with departments, Member States and other interlocutors in support of implementation of the Action for Peacekeeping initiative, which has received 155 endorsements from Member States and four regional organizations since its launch in 2018. The Office continues to provide a shared road map for strengthening peacekeeping, including through the Action for Peacekeeping Plus initiative.

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[4] Report IED-22-008, available at https://oios.un.org/inspection-evaluation-reports.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) 95 per cent of reports to the Security Council and 95 per cent of reports to the General Assembly and other bodies on peacekeeping issues submitted by the due date	Achieved. 95 per cent of the reports of the Secretary-General to the Security Council and 97 per cent of the reports of the Secretary-General to the General Assembly were submitted on or before the deadline	Target	95
		Estimate	95
		Actual	95
(ii) All documents (e.g. talking points, statements, letters and speeches) are reviewed and returned to the lead department within a maximum of 4 days	Achieved. All documents were reviewed and returned within 3 days or less to the lead department	Target	4
		Estimate	4
		Actual	3

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) 95 per cent of queries from DPO are handled within 5 business days	Achieved. Guidance was always provided within 5 working days or less	Target	95
		Estimate	95
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
Security Council and General Assembly			
1. Preparation of advice for approximately 125 reports of the Secretary-General to the Security Council and the General Assembly on peacekeeping issues	125	167	133.6
2. Provision of advice for approximately 1,600 talking points of the Secretary-General related to Security Council topics	1 600	1 961	122.6
3. Preparation of 12 presentations by the Secretary-General to the Security Council	12	22	183.3
4. Provision of advice for 150 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	150	166	110.7

Key performance results

120. The Executive Office of the Secretary-General provided, through relevant departments, policy guidance and feedback to the field on peace and security issues to ensure effective and coordinated United Nations system responses. Reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing counties was strengthened to support effective decision-making on peacekeeping issues. Actual rates were higher than planned for all outputs (outputs 1–4) owing to the increased demand for reporting to the intergovernmental and expert bodies. Regular guidance was provided to DPO and DOS with the aim of enhancing the efficiency and effectiveness of peacekeeping operations. The Office contributed to a series of papers and briefs on global issues. It continued to lead the process of developing the content of the New Agenda for Peace as envisaged in the report of the

Secretary-General entitled "Our Common Agenda", and supported global consultations with relevant actors, including Member States, thought leaders, civil society organizations and young people.

H. Administration of justice

1. Office of Staff Legal Assistance

121. OSLA continued to provide legal advice and representation to staff of peacekeeping missions in relation to workplace disputes. During the reporting period, the Office's services were requested for 235 cases. In addition, OSLA provided information sessions and legal clinics at various peacekeeping missions to raise awareness of the internal justice system and provide greater opportunities for staff in the field to have access to legal assistance in person.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Reports of statistics and other information, including any systemic issues identified, submitted on due dates (percentage)	Achieved. OSLA provided substantive and/or statistical information for: (a) the report of the Secretary-General on the administration of justice at the United Nations; and (b) the report of the Internal Justice Council on the administration of justice at the United Nations. OSLA provided input for all reports by the due dates	Target	100
		Estimate	100
		Actual	100

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Workplace conflicts prevented or resolved in a timely and efficient manner through the employment of OSLA services in cases brought by staff in peacekeeping missions (percentage)	Achieved. OSLA services were engaged in 235 cases brought by peacekeeping staff with disputes and 183 cases were resolved	Target	65
		Estimate	65
		Actual	77.8

Actual outputs

Outputs	*Planned*	*Actual*	*Rates*
Other services			
1. Legal advice and/or representation provided in peacekeeping-related cases received (number of cases)	200	160	80.0
2. Provision of legal advice in peacekeeping-related cases found not to have a reasonable chance of success in order to dissuade inappropriate use or overuse of the justice system	150	75	50.0
3. Awareness-raising activities to increase appropriate utilization of dispute resolution mechanisms, including through the dissemination of electronic and written materials	10	28	280.0
4. Reports of statistics and other information, including any systemic issues identified	3	2	66.7

Key performance results

122. Through the successful resolution of staff members' disputes with the Organization, OSLA contributed to fostering a more harmonious working environment. Successful resolution of disputes, particularly at an early stage, saves costs and contributes to positive organizational behavioural change. Of the 235 peacekeeping matters handled by OSLA, 183 were resolved without recourse to the United Nations Dispute Tribunal.

123. The actual outputs for the provision of legal advice and/or representation (outputs 1 and 2) were lower, as the planned outputs were estimated based on the expectation of an increase in connection with the downsizing of several peacekeeping missions during previous periods. With regard to awareness-raising activities (output 3), the dissemination of information through in-person missions was significantly increased in 2022, as the restrictions related to the COVID-19 pandemic were relaxed or removed, allowing the Office's lawyers to engage in in-person legal consultations with staff and other stakeholders at peacekeeping missions.

2. **Office of the United Nations Ombudsman and Mediation Services**

124. During the reporting period, the Office of the United Nations Ombudsman and Mediation Services provided informal conflict resolution services in 713 cases from peacekeeping operations. The Office continued to reach out to field personnel to find solutions to pressing workplace issues, create awareness about the benefits of the informal system and assist employees in developing the knowledge, attitude and skills to handle conflicts constructively. The Office identified broad systemic issues and root causes underlying workplace conflicts and brought them to the attention of stakeholders. The Office continued to conduct activities to promote dignity through civility by delivering workshops on community, civility and communication, and through civility cafés and dialogues on racism in the workplace for peacekeeping personnel.

125. The Office continued its efforts to ensure access for all personnel to the informal system using its "virtual mission model" in conjunction with its in-person visits. This hybrid model proved to be a valuable means of maintaining the presence of the Office despite the COVID-19-related travel restrictions.

Actual indicators of achievement

Expected accomplishment (a): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Informal conflict resolution services provided to 5 per cent of eligible staff in peacekeeping operations	Services were provided to 4.8 per cent of eligible staff (713 of 9,559 personnel)	Target	5
		Estimate	5
		Actual	4.8

Actual outputs

Outputs	Planned	Actual	Rates
Parliamentary documentation			
Report of the Secretary-General			
1. Annual report to the General Assembly on the activities of UNOMS, including information on systemic issues	1	1	100.0
Other services			
2. Services in at least 1,040 ombudsmen and mediation cases including through on-call ombudsmen and mediators	1 040	713	68.6
3. Awareness-raising and skill-building activities to enhance conflict competence and civility in the workplace. Other outreach activities include videoconferencing and online communications, and bimonthly updates to the Office's website	40	40	100.0
4. Production and distribution of electronic and print informational material (including 2,000 brochures, 300 folders and 200 posters)	5 500	0	0.0
Other substantive activities			
Good offices, fact-finding and other special missions			
5. Regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness	9	2	22.2
6. Visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)	10	11	110.0
7. Visits to provide services within the mission area by the Regional Ombudsman in Entebbe (MINUSCA, UNMISS, UNISFA, MINURSO)	9	2	22.2
Technical material			
8. Cross-cutting tracking and analysis of 1,040 cases to identify contributing factors to conflict and systemic issues for regular feedback with a view to organizational improvement (number of reports)	1	1	100.0

Key performance results

126. Between the various waves of COVID-19, the Office conducted two in-person visits, supplemented by virtual mission visits for the locations that could not be accessed (outputs 5 and 7). These mission visits were a useful means of bringing the Office's services to staff and managers, in person or virtually. They provided an opportunity to address workplace issues early, without further escalation to the formal avenues of justice. The visits were also instrumental in mainstreaming a relevant presence during a challenging period, especially in the hardship duty stations, where personnel were suffering from stress and isolation due to the lockdown imposed during the pandemic. The production and distribution of electronic and print informational material (output 4) was cancelled owing to the priority placed on virtual outreach.

127. To reach as many staff as possible, the Office used a variety of local and regional publications; for example, the regional office in Entebbe successfully published articles in the newsletter of RSCE, including on building a harmonious United Nations workplace one conversation at a time and on addressing racism in the workplace.

I. Ethics Office

128. The Ethics Office responded to 92 requests for ethics advice and guidance from peacekeeping operations and conducted 22 pre-appointment reviews of declarations

of interest by candidates for leadership positions in peacekeeping operations, as well as continued induction ethics briefings to seven appointed senior officials. The Office conducted the annual financial disclosure programme exercise, with 1,183 filers under the peacekeeping budget for the 2021 filing cycle. It issued its annual guidance notes on participation in political activities, including demonstrations and protests, and the acceptance of gifts and honours.

129. The Office designed, with the Business Transformation and Accountability Division of DMSPC, and implemented the annual Secretariat-wide Leadership Dialogue for 2021, on the theme "Accountability system in the United Nations Secretariat: How do we understand and make it work?", and designed the Leadership Dialogue for 2022, with the Office of Human Resources of DMSPC, on the theme "Living the UN Values: What this means in practice for each of us". More than 33,000 participants participated in the 2021 Leadership Dialogue initiative.

Actual indicators of achievement

Expected accomplishment (a): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) Enhanced ethical awareness through the increasing number of requests for ethics advice guidance (number of requests)	92 requests for advice/guidance were responded to. The number, while larger than the previous cycle, was below the target because of the ongoing transition to the new normal after the pandemic	Target	100
		Estimate	100
		Actual	92
(ii) Full compliance with the financial disclosure programme (percentage)	The compliance rate was 99.9 per cent	Target	100
		Estimate	100
		Actual	99.9
(iii) Increased number of outreach and briefing sessions	Achieved. 91 sessions were provided. Aggregated evaluation forms indicated that all seminar participants rated presentations as either excellent or good	Target	30
		Estimate	40
		Actual	91
(iv) Requests for protection against retaliation are evaluated within 30 days of having received complete documentation from claimants, based on provisions of Secretary-General's bulletin ST/SGB/2017/2/Rev.1 (percentage)	Achieved. The Ethics Office evaluated all requests within 30 days of having received complete documentation from claimants	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Other substantive activities			
Good offices, fact-finding and other special missions			
1. Responses to inquiries from field missions	100	92	92.0
2. Financial disclosure filings or declaration of interests from peacekeeping-funded personnel	1 200	1 183	98.6
3. Official visits to peacekeeping missions (UNMIK, MONUSCO, UNDOF and UNLB)	4	2	50.0
4. Annual Leadership Dialogue project deployed in field missions	1	1	100.0

Key performance results

130. The Ethics Office saw a gradual return of demand for ethics advice and guidance, demonstrating the continuing commitment of staff of peacekeeping missions to high standards of conduct. It continued its support of ethics-related policies, regulations and rules, such as the ongoing annual review and assessment of the whistle-blower protection policy, the acceptance of gifts and honours, outside activities and the management of conflicts of interest, among others.

131. The Office made in-person outreach visits to UNMIK and UNDOF, while conducting remote outreach missions for MONUSCO and UNLB owing to the continuing travel restrictions resulting from the pandemic (output 3). During these outreach sessions, the Office continued to design and deliver targeted participatory workshops, which helped to specify areas of interest and concern for staff serving in the field. In addition, the Office provided general town hall sessions and detailed, case-by-case guidance on various ethics challenges highlighted in the pre-outreach surveys. The town hall meetings and thematic workshops were well attended and were positively received by participants, with 100 per cent of participants rating the sessions as excellent or good. A total of 91 outreach sessions were provided for peacekeeping missions, another significant increase from the previous reporting cycle (55 sessions). The Office continued to engage with field staff through its website and dedicated ethics emailbox, and launched a new intranet iSeek site to provide staff in the field with more detailed information on the services of the Office.

132. While the Office continues to maximize its online and remote tools to deliver its services, it recognizes the importance of in-person field visits and personal interaction to build knowledge, trust and confidence in its services. The Ethics Office noted a corresponding increase in the number of requests for ethics advice after an in-person mission as well as an increasing number of requests over the years. The Office believes that the increase in the number of requests for ethics advice during the 2021/22 period reflects the trust built among staff. This demonstrates a stronger interest among staff in the integrity and ethics standards as well as a higher confidence in the mechanisms established by the Organization to foster a culture of ethics, transparency and accountability.

J. Office of Legal Affairs

133. The Office of Legal Affairs contributed to the effective delivery of the substantive mandates of peacekeeping operations in accordance with international law and to the improvement of the administrative and financial management of the Organization's peacekeeping operations and activities by providing legal advice, mitigating legal risk and limiting legal liability arising from such operations and activities. Each year, the Office contributes significantly to those goals, and a significant reduction in the legal liability of the Organization's peacekeeping operations has been reported thanks to the legal representation, support and assistance provided by the Office.

134. The Office provided legal assistance and advice on the myriad support functions relating to the Organization's peacekeeping activities and operations, including the scope of the mandate; the development of rules of engagement, guidelines and standard operating procedures; the maintenance of the privileges and immunities of missions and mission personnel; the arrangements with Governments; procurement activities and contracting for logistical requirements; the resolution of disputes and claims; the implementation and enhancement of the Organization's accountability measures; the interpretation and application of the financial and staff regulations and rules of the United Nations and the reforms thereof; and the representation of the Secretary-General in the system for the administration of justice.

Actual indicators of achievement

Expected accomplishment (a): Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2021/22
(i) Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (percentage of amount originally claimed)	Achieved. Claims arising from peacekeeping operations totalling $13,601,213 were resolved as a result of approved settlements and claims not pursued by claimants in the amount of $200,000, representing 1.5 per cent of the amount originally claimed In addition, through successful appeals to the United Nation Appeals Tribunal, OLA reduced by $156,553 the compensation awarded by the United Nations Dispute Tribunal in judgments arising from peacekeeping operations	Target Estimate Actual	40 40 1.5
(ii) Absence of instances arising from peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained	Achieved. Privileges and immunities were maintained in all agreements for peacekeeping-related matters reviewed by OLA, and, unless waived, were maintained in all legal proceedings involving the Organization or its officials and concerning peacekeeping matters	Target Estimate Actual	0 0 0

Actual outputs

Outputs	Planned	Actual	Rates
Administrative support services			
Overall management			
Instances of provision of legal support and assistance for the following areas			
1. Legislative aspects of peacekeeping missions, including mandates, governance, 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, international organizations and other partners concerning such arrangements	395	396	100.3
2. Advice on logistical and other support arrangements (e.g. letters of assist, memorandums of understanding, framework agreements for cooperation, donations and other similar arrangements) with Governments, other international organizations and partners and United Nations entities	50	98	196.0
3. Advice on cooperation with ad hoc international criminal tribunals and other tribunals of an international character or of a hybrid nature in connection with their activities arising from or relating to peacekeeping operations, as well as on truth and other commissions in the context of peacekeeping operations, including investigative mechanisms into allegations of widespread and systematic violations of humanitarian and human rights law	120	127	105.8
4. 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	595	549	92.3
5. Advice on claims with respect to contractual disputes, United Nations personnel death and disability claims and third-party claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel	90	233	258.9
6. Financial questions, including formation and interpretation of the Financial Regulations and Rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	15	37	246.7
7. Number of arbitration or litigation matters being handled by OLA for the period	3	3	100.0

Outputs	Planned	Actual	Rates
8. Maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	65	71	109.2
9. Advice on accountability and conduct and discipline of United Nations and associated personnel, including with respect to sexual exploitation and abuse, and related support and advice to conduct and discipline teams, 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	76	83	109.2
10. 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	175	161	92.0
11. Cases representing the Secretary-General before the United Nations Appeals Tribunal	20	28	140.0
12. Advice on matters and cases under the system for the administration of justice	240	183	76.3
13. Legal aspects of security, including the application of the Security Policy Manual and related guidance	50	48	96.0
14. Participation in peacekeeping-related standing committees, boards, special investigations and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements, guidelines and operating procedures	120	159	132.5
15. Advice on legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness/surveillance, etc.	20	19	95.0
16. Advice on establishment of boards of inquiry and expert panels to review issues related to peacekeeping matters, providing such boards and panels with technical and legal assistance and following up on their outcomes	50	48	96.0

Key performance results

135. The Office of Legal Affairs contributed significantly to the substantive mandates of peacekeeping operations by providing, in several hundred instances, written and oral legal advice to its internal clients, as indicated in the outputs. The Office contributed to the mitigation of legal risk and the limitation of legal liability by defending claims arising from peacekeeping operations. Claims arising from peacekeeping operations in the amount of $13,601,213 were resolved as a result of approved settlements and claims not pursued by claimants in the amount of $200,000, representing 1.5 per cent of the amount originally claimed. In addition, through successful appeals to the United Nations Appeals Tribunal, the Office reduced by $156,553 the compensation awarded by the United Nations Dispute Tribunal in judgments arising from peacekeeping operations.

136. The Office represented the Secretary-General in 28 cases before the Dispute Tribunal, which was higher than the 20 cases estimated (output 11). The commencement of cases in the United Nations Appeals Tribunal is dependent upon staff members filing an appeal before the Tribunal. Outputs 2, 5, 6 and 14 were higher than planned due to the provision of legal support and assistance for the establishment of the United Nations system-wide medical evacuation mechanism for COVID-19. The mechanism provides medical evacuation and treatment for severely ill COVID-19 patients in the field who are United Nations or affiliated personnel. The Office has also been advising DOS and supporting inter-agency and governmental contribution arrangements since late 2020 in connection with the procurement and administration of COVID-19 vaccinations for United Nations personnel in the field under the United Nations system-wide vaccination programme.

K. Department of Global Communications

137. The Department of Global Communications continued to cooperate with DPO in providing strategic communications support to field missions by working closely with counterparts at Headquarters and liaising with strategic communications and public information components in peacekeeping missions, in line with the Action for Peacekeeping Plus implementation strategy. That included supporting missions in their COVID-19 communications; organizing an annual training workshop and panel discussions on issues such as digital campaigns, mis- and disinformation and hate speech, preventing sexual exploitation and abuse, media relations and innovation and digital transformation; providing support and guidance on mission communications strategies, including crisis communications and workplans; commencing the next phase of the Service and Sacrifice campaign highlighting the contributions made by United Nations peacekeepers; providing input on communications-related issues in the integrated task forces; supporting mission-hosted websites; evaluating public information candidates for field positions; providing targeted media outreach to troop- and police-contributing countries; connecting peacekeeping missions with the global network of United Nations information centres and other Department platforms; and preparing, collecting and distributing video material. The Department continued working with DPO, DOS and the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse towards the prevention of sexual exploitation and abuse in peacekeeping operations, including by organizing two training workshops for field staff on communicating on sexual exploitation and abuse.

Actual indicators of achievement

Expected accomplishment (a): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Peacekeeping operations indicate overall satisfaction with the quality of strategic communications and public information support provided to them (percentage)	Achieved. All the missions that responded to the survey indicated the level of support as very good or satisfactory	Target	90
		Estimate	90
		Actual	90
(ii) Stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (percentage)	Achieved. 60 per cent of the stories distributed were broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets	Target	60
		Estimate	60
		Actual	60

Actual outputs

Outputs	Planned	Actual	Rates
Substantive services			
1. Strategic advice and backstopping support to peacekeeping operations in collaboration with DPO	10	10	100.0
2. Field visits to peacekeeping operations to provide communications advice and support in situ	1	0	0.0
3. Organization and facilitation of a one-week specialized training course, in cooperation with DPO and DOS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	1	1	100.0
4. Hosting, updating and maintenance, in collaboration with DPO, of approximately 100 web pages on the peacekeeping website in English	100	100	100.0

Outputs	Planned	Actual	Rates
5. Coordination of maintenance of the peacekeeping website in the other official languages of the United Nations	5	5	100.0
6. Serving as mission focal point, in conjunction with DPO and OICT, for the local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance costs for missions	10	10	100.0
7. Outreach to 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 the United Nations information centres/services network on issues relevant to the participation of individual countries in specific peacekeeping operations	45	45	100.0
Technical material			
8. Broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed, United Nations News and social media platforms	30	22	73.3
9. Monthly uploading and hosting of peacekeeping-related web videos on United Nations Web TV and on the United Nations channel on YouTube	8	22	275.0
10. Feature stories per year on peacekeeping topics for the UN In Action series and distribution to broadcasters worldwide	5	6	120.0
11. Video for non-broadcast purposes highlighting the work of troop- and police-contributing countries	2	10	500.0

Key performance results

138. The Department continued to provide strategic communications advice, guidance and backstopping support to United Nations peacekeeping missions, including by organizing a one-week strategic communications workshop for mission staff. The Department continued to conduct outreach to troop- and police-contributing countries, showcasing the service and sacrifice of their personnel and the impact of peace operations. The Department continued to support United Nations peacekeeping platforms, including the multilingual website. In addition, the Department provided communications support to missions on COVID-19 response as well as advice and training on the issue of sexual exploitation and abuse.

139. Owing to the COVID-19 travel restrictions and the inability to replace staff on sick leave, the Department was not able to conduct planned field visits (output 2) for in-situ guidance. The pandemic also had an impact on the number of published stories relating to peacekeeping because a lower number of events were held (output 8). However, the number of other types of videos and stories exceeded original plans (outputs 9–11).

L. Department of Safety and Security

140. DSS continued to support the United Nations security management system while enabling programme and mandated activities to proceed within an acceptable risk level, including under severe pressure from COVID-19 restrictions. As the COVID-19-related restrictions were eased, DSS adopted a risk-based approach on travel to peacekeeping missions, while adhering to country-specific travel-related requirements. During the reporting period, the Department's priorities focused on high-risk mission areas, missions in transition, and missions that were reviewing security operational activities in conformity with the security management system policies and procedures. The Department prioritized security assistance visits to high-risk peacekeeping missions, including MINUSMA, MINUSCA, MONUSCO and UNMISS, to provide in-situ guidance and support on the security issues they were facing. For missions where physical visits could not be conducted, the Department

focused on mission-specific virtual meetings to ensure that security management system goals were accomplished. While online meetings were utilized on a regular basis, lessons learned have shown that there are no alternatives to face-to-face (in-person) interaction when it comes to security assessment visits, providing security training to the mission security staff on newly adopted United Nations security management system policies and procedures or conducting essential physical verifications of the security management programmes implemented on the ground, particularly in remote field locations. Security assistance visits are also required to discuss security issues with host Government counterparts at the capital and other locations.

141. In addition, the return-to-office modalities, COVID-19-related restrictions, critical incidents and natural hazards resulted in continuous and increased demand for psychosocial services. DSS took preventive measures to mitigate and/or prepare for psychosocial impact and provided, whenever possible, face-to-face and/or online psychosocial counselling services and managerial consultations, and conducted capacity-building training for staff.

Actual indicators of achievement

Expected accomplishment (a): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Implementation in all peacekeeping missions of security risk management process and up-to-date security plans (percentage)	Achieved. 76 security risk management reviews were conducted and 64 security plans were reviewed for 64 security areas at 11 peacekeeping missions and 2 support bases	Target	90
		Estimate	100
		Actual	100

Actual outputs

Outputs	*Planned*	*Actual*	*Rates*
Administrative support services			
Overall management			
1. Coordination of the managed reassignment programme for security personnel	1	2	200.0
2. Support for the development of rosters for the security job family for immediate selection against mission vacancies (number of missions)	11	11	100.0
Other substantive activities			
Good offices, fact-finding and other special missions			
3. Visits to 11 field missions and 2 support bases (UNLB and RSCE) to review security management arrangements, assess crisis preparedness and produce recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats (number of visits)	19	20	105.3
4. Strategic threat assessments or strategic security threat information liaison visit reports on peacekeeping operations (number of reports)	4	3	75.0
5. Needs assessment and stress management sessions for staff in peacekeeping missions (number of visits)	5	0	0.0
6. Stress counsellors deployed in peacekeeping missions in response to crises and emergencies (number of counsellors)	4	1	25.0
7. Training needs assessments conducted for security training units, facilities and equipment in peacekeeping missions (number of reports)	3	1	33.3

Outputs	Planned	Actual	Rates
Technical material			
8. Security risk management process of 11 field missions and 2 support bases (UNLB and RSCE) continually reviewed, and advice and guidance on mandate-enabling security risk management measures provided to senior mission officials	13	13	100.0
9. Consultation on security budgets of 11 field missions and 2 support bases (UNLB and RSCE)	13	13	100.0
10. Security inputs for DSS daily security and flash reports delivered to United Nations security management system security focal points (number of inputs)	261	291	111.5
11. Training modules on analysis of security threat information and development of best practices for all field missions reviewed and/or updated (number of training modules)	7	7	100.0
12. Lessons on the analysis of security threat information and development of best practices for all field missions reviewed and/or updated (number of lessons)	29	29	100.0
Seminars			
13. "Designated official" training for newly appointed heads and deputy heads of missions (number of training sessions)	10	11	110.0
14. Annual workshops for senior security personnel from field missions, UNLB and RSCE (number of personnel trained)	20	29	145.0
15. Security analysis process and practice courses to support improved analysis, situational awareness and reporting on peacekeeping missions (number of courses)	2	1	50.0
16. Security information analysts from peacekeeping missions trained in security analysis process and practice courses (number of personnel trained)	40	16	40.0
17. Training and certification on critical incident stress prevention and management for counsellors in peacekeeping operations (number of counsellors trained)	10	10	100.0
18. Peer helper training workshops (number of workshops)	3	1	33.3
19. Peer helpers trained and certified (number of personnel trained and certified)	30	38	126.7
20. Provision of training on safety and security policies and procedures for security personnel, security officers, security guards and training instructors, including on use-of-force policies and tactics, use of lethal and less lethal tactical measures, active shooter response, defensive/evasive driving, fire safety, first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training, and basic security training, including physical security, access control, screening procedures and surveillance detection (number of personnel trained)	140	37	26.4
21. Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions (number of instructors certified)	14	17	121.4
22. Close Protection Officers in peacekeeping missions certified	36	7	19.4
23. Close Protection Officers in peacekeeping missions recertified	34	7	20.6
International cooperation and inter-agency coordination and liaison			
Other services			
24. Technical standard operating procedures relevant to the acquisition, collation, analysis and dissemination of security threat information in support of field missions reviewed and/or updated (number of chapters)	9	9	100.0
25. Technical guidance provided to counsellors from peacekeeping missions (number of counsellors)	10	10	100.0
26. Technical consultation and support provided to DPO/DOS Headquarters managers on psychosocial issues, including on strategies on emergency response and downsizing (number of issues/cases addressed)	8	8	100.0

Key performance results

142. As the operating environment was fraught with new security challenges, DSS conducted multiple visits to MINUSMA, including at the leadership levels, that helped the Mission strategize a better working relationship with the host Government authorities. Despite the safety hazard caused by a volcanic eruption, the Ebola virus

disease and challenges stemming from the security management transition, visits to MONUSCO were conducted to ensure the Mission's integrated set-up, and to assist with the transition to a United Nations country team set-up. The security assistance visit to MINURSO provided in-situ guidance to review the security clearance system, the safety and security incident reporting system, premises databases, the re-establishment of the security warden system and the text message alert system. As UNMISS continually reviewed the impact of the Revitalized Peace Agreement process on the safety and security of United Nations personnel and premises, the security assistance visit by DSS was instrumental in reassessing security requirements and preparing guidance for managing the physical security of UNMISS premises.

143. The Department, through the Inter-Agency Security Management Network, published new and/or revised policies and guidance, including: a framework of accountability for the security management system; a policy and guidance on commercial air travel safety; a revised policy on improvised explosive devices; guidelines on security considerations in a crisis; guidelines on operating in a hazardous environment; and a strategy on psychosocial well-being. The Department introduced the strategy to comprehensively address the psychosocial needs of the integrated security workforce. The strategy was endorsed as a strategic priority for the Department and applies to all personnel of the integrated security workforce, including staff in peacekeeping operations. Recommendations for the implementation of the full range of security analysis process and practice were outlined in detail to include security threat information acquisition, collation, analysis and dissemination.

144. Because of the COVID-19 pandemic and related travel restrictions, only one of the two planned security analysis process and practice courses was conducted, resulting in a lower number of trained security analysts (outputs 15 and 16). A high degree of in-person facilitator interaction with participants is required for these courses, as are interactions among participants. The peer helper training was transitioned into a two-part training programme, including an online part and an in-person part. DSS was able to successfully conduct the online knowledge-based part and partially train 38 peer helpers from peacekeeping missions (output 19). However, the skills-based in-person part was not implemented owing to prolonged quarantine restrictions at the time of planned travel (output 18). As travel restrictions gradually eased, DSS was able to conduct one course for firearms training officers and instructors at UNIFIL from 25 April to 13 May 2022, certifying 12 security personnel from six different peacekeeping missions (output 21), as well as conduct two other security training courses at MINUSCA and UNLB (output 20). The trained officers and instructors will play a key role in qualifying and/or requalifying their own security officers on the use of firearms. In addition, three of the Department's instructors were certified on defensive driving and two on defensive tactics. The lower number of needs assessments for stress management (output 5) and of stress counsellors deployed (output 6) were the result of persistent travel difficulties caused by COVID-19 risk and quarantine requirements, but were supplemented by virtual assistance where possible. The number of training needs assessments (output 7) was lower owing to COVID-19 travel restrictions, initially, and later to the lack of preparedness of the missions. Fewer personnel could be trained (output 20) owing to limited in-person training events, which stemmed from the COVID-19-related restrictions, as these events demand face-to-face interaction. Fewer close protection officers from missions were certified/re-certified (outputs 22 and 23) owing to the lower number of courses conducted in the second half of 2021, as a result of COVID-19-related restrictions.

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

145. During the reporting period, the activities of the ACABQ secretariat included the provision of advice and technical support to the Advisory Committee on issues of policy and/or procedures, including the examination and analysis of peacekeeping-related proposals contained in the reports of the Secretary-General. In line with the working methods adopted during the COVID-19 pandemic, the ACABQ secretariat continued to support a hybrid modality for the work of the Advisory Committee, while consistently producing high-quality reports in a timely manner. The secretariat also provided enhanced preparatory analysis, substantive advice and technical support to the deliberations of the Committee on matters of increased complexity, including requests for resources, reform proposals, policy proposals and cross-cutting issues.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) 100 per cent of reports of ACABQ are submitted within the deadline	Achieved	Target	100
		Estimate	100
		Actual	100
(ii) 100 per cent of the reports of ACABQ are free of error	Achieved	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
General Assembly			
Advisory Committee on Administrative and Budgetary Questions			
Substantive servicing of meetings			
1. Provision of substantive and technical advice and support to the meetings of ACABQ	120	120	100.0
2. Provision of timely and accurate support to ACABQ	1	1	100.0
Parliamentary documentation			
Reports of the Advisory Committee on Administrative and Budgetary Questions			
3. Production of well-documented and technically accurate reports that fully reflect the views of ACABQ	45	45	100.0
Other services			
4. 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 to produce timely documentation	120	120	100.0

Key performance results

146. The ACABQ secretariat provided efficient and effective support to the work of the Advisory Committee over the 2021/22 period, supporting, inter alia, the

deliberations of the Committee on peacekeeping matters. Despite the continued impact of the COVID-19 pandemic, limited staffing capacity due to higher-than-budgeted vacancy rates and the increased complexity of the issues it needed to address, the secretariat was able to deliver high-quality reports on peacekeeping matters within the established timelines, as evidenced by its actual performance over the period.

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

147. OHCHR continued to support United Nations peacekeeping operations, DPO, DOS and Member States with human rights advice, analysis, operational support, training and guidance. OHCHR continued to support MINUSMA, MINUSCA and MONUSCO by providing strategic planning and policy guidance and by integrating human rights into the peace and security agenda at Headquarters, as well as promote compliance with international humanitarian law and human rights obligations by United Nations regional partners. Notable results included the December 2021 signing of the African Union-European Union-United Nations project for the enhancement and operationalization of the African Union compliance and accountability framework for peace support operations; briefings to troop- and police-contributing countries within the Special Committee on Peacekeeping Operations on human rights in peacekeeping; an operational support visit to MINUSMA to assist with strategic planning and the implementation of its human rights due diligence policy; strengthened human rights due diligence policy coordination and decision-making mechanisms; and the development of a strategy to implement recommendations to enhance human rights integration in United Nations peace operations, based on lessons learned. OHCHR also continued to support DPO in the Action for Peacekeeping agenda through briefings to Member States. OHCHR maintained its strong contribution to training development and delivery for uniformed personnel. In its work on protection from sexual exploitation and abuse, OHCHR focused, inter alia, on protection from sexual exploitation and abuse, the provision of legal assistance to victims, advice on the integration of a human rights-based approach to sexual exploitation and abuse investigations and follow-up on concerns with Member States.

Actual indicators of achievement

Expected accomplishment (a): 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

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) Security Council resolutions on peacekeeping operations incorporate human rights dimensions (percentage)	Achieved. Security Council resolutions on mandate renewals for MINUSMA, MINUSCA, MONUSCO, UNMISS and UNISFA included human rights considerations	Target	100
		Estimate	100
		Actual	100
(ii) Member States are provided regular briefings and documented reports on human rights	Achieved. Monthly reports, quarterly reports, thematic reports and incident reports were issued by MINUSMA, MINUSCA and MONUSCO and shared with Member States. Expert-level briefings were provided to Security Council Member States. Informal briefings were provided to the sanctions committees on the Democratic Republic of the Congo, the Central African Republic and South Sudan	Target	35
		Estimate	35
		Actual	36

Expected accomplishment (b): Increased efficiency and effectiveness of peacekeeping operations

		Performance measures	
Planned indicators of achievement	*Actual indicators of achievement*		*2021/22*
(i) New or updated mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets that reflect human rights priorities	Achieved. OHCHR reviewed and/or informed the review and preparation of 8 updated mission concepts, mission plans, transition strategies and budgets. These included: participation in an integrated task force working group on transition planning (in support of MONUSCO); provision of strategic advice on the inclusion of human rights in the UNISFA reconfiguration; provision of technical advice through a recommendation on Abyei; participation in the strategic review of MINUSMA support to the Group of Five for the Sahel; and engagement in budget preparations for MONUSCO, MINUSCA, MINUSMA and UNMIK with regard to incorporating human rights priorities	Target Estimate Actual	8 8 8
(ii) Peacekeeping policies and training for mission personnel, including military and police, integrate human rights content, and peacekeeping operations and the African Union are equipped with mechanisms and tools that comply with human rights-related policies	Achieved. Human rights content was included in peacekeeping training programmes for all mission personnel, and peacekeeping operations and the African Union were provided with, among other things: revised civilian-military cooperation training materials; an online module on community-oriented policing; specialized training materials for formed police units; a national planners course; an engagement platoon training package; a child protection course for United Nations police; and a programme for senior leadership. Human rights were integrated into key United Nations and African Union policies, including: the African Union-United Nations joint proposal on the strategic objectives, size and composition of the reconfigured African Union mission in Somalia; a DPO Group of Five for the Sahel child protection strategy; the Guidelines for Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations; guidance on protection of civilians for the military components of peacekeeping missions; and the United Nations Force Headquarters Handbook	Target Estimate Actual	25 25 40

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
Parliamentary documentation			
Reports of the Secretary-General			
1. OHCHR input to and human rights information and recommendations included in regular country and thematic reports of the Secretary-General to the Security Council and General Assembly	10	10	100.0
2. OHCHR input to the annual report of the Secretary-General on special measures for protection from sexual exploitation and abuse relating to sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate, and input to quarterly reports	1	1	100.0

Outputs	Planned	Actual	Rates
Other substantive activities			
Other services			
3. Briefings on human rights developments, trends and related activities in peacekeeping operations to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries and regional organizations	25	25	100.0
4. Strategic and technical advice on the inclusion of human rights analysis and priorities in planning documents, including mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets for United Nations and regional peacekeeping operations in start-up, transition or drawdown	8	4	50.0
5. Monthly advice to human rights components of peacekeeping operations on the integration of human rights in peacekeeping operations that responds to developments in the respective mission areas	12	12	100.0
6. Technical review and clearance provided for public human rights reports drafted by human rights components of peacekeeping operations	8	8	100.0
7. Monthly support to human rights components of peacekeeping operations to provide guidance on conducting risk assessments in accordance with the human rights due diligence policy	12	12	100.0
8. Standard operating procedures for the implementation of the human rights due diligence policy updated	2	1	50.0
9. Monthly advice to relevant peacekeeping teams in the regional structure, the Police Division and the Office of Military Affairs on strengthening the implementation of the human rights due diligence policy	12	12	100.0
10. Monthly advice to UNOAU and the African Union on integrating human rights and protection analysis in planning, deployment and military-police operations of regional or joint United Nations-African Union peacekeeping operations	12	12	100.0
11. Human rights content integrated in DPO policies and guidance documents for uniformed personnel, including on implementing protection of civilians mandates, and sexual exploitation and abuse guidance documents applicable to peacekeeping operations	8	12	150.0
12. Quarterly consultations on developments affecting the integration of human rights in peacekeeping to establish strategic human rights priorities and facilitate planning within OHCHR and by human rights components of peacekeeping operations	4	4	100.
13. Planning, methodological and operational advice to DPO and DOS on the integration of human rights in the development of human rights compliance frameworks as part of DPO and DOS support packages to African Union and regional peace operations	2	1	50.0
14. Briefings and training sessions on human rights integration in peacekeeping as part of induction and training to senior mission leaders	2	4	200.0
15. Specialized human rights courses/sessions on human rights roles and responsibilities of military and police peacekeeping personnel, including dedicated training of trainers from troop- and police-contributing countries on human rights roles and responsibilities of military and police components	12	24	200.0
16. Support to the DPO Integrated Training Service and peacekeeping training centres in troop- and police-contributing countries in developing and enhancing human rights training modules and material for predeployment and in mission training courses	3	9	300.0
17. Monthly advice provided to peacekeeping operations and mission personnel on handling and reporting on allegations of sexual exploitation and abuse involving non-United Nations forces operating under a Security Council mandate	12	12	100.0
18. Briefings on prevention and response to sexual exploitation and abuse delivered to United Nations personnel and Member States and regional organizations deploying non-United Nations forces operating under a Security Council mandate	3	3	100.0
Good offices, fact-finding and other special missions			
19. Predeployment mission to contribute to planning for a human rights component for a new peacekeeping operation or surge capacity deployment of staff to assist human rights components in a crisis situation	1	0	0.0
20. Strategic and technical assessment missions to United Nations and regional peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations	9	1	11.1

Key performance results

148. OHCHR continued to provide backstopping support to three United Nations peacekeeping operations and facilitated the December 2021 signature of the African Union-European Union-United Nations project for the enhancement and operationalization of the African Union compliance and accountability framework for peace support operations. With regard to the human rights due diligence policy, OHCHR provided regular, tailored support to MINUSCA, MINUSMA, MONUSCO and UNMISS to further its implementation, including through coordinated support and advice from Headquarters. OHCHR conducted a support mission to MINUSMA in May 2022 on the human rights due diligence policy to assist in its implementation in the quickly evolving contexts in Mali and the Sahel region. OHCHR also participated in DPO-led assessments of United Nations support to the Joint Force of the Group of Five for the Sahel, in accordance with Security Council resolution 2584 (2021), and of logistical support provided by MINUSCA to national defence and security forces, in accordance with resolution 2605 (2021), to duly integrate the human rights due diligence policy and broader human rights concerns into the assessments.

149. Consistent integration of human rights into United Nations peacekeeping policies was another key achievement of the Office and included a draft United Nations police/OHCHR manual on non-coercive police interviewing and the forthcoming revised guidelines entitled "Protection of civilians: implementing guidelines for the military component of United Nations peacekeeping operations". Furthermore, OHCHR conducted human rights briefings for newly recruited civilian and uniformed personnel, and for mission leadership on their respective roles and responsibilities with regard to effectively incorporating human rights into political and military strategies. OHCHR also provided support to human rights components in developing mission-specific guidance and advised the human rights components of United Nations peacekeeping operations on the implementation of protection of civilians mandates.

150. Through the increased use of online delivery, OHCHR was able to double the number of human rights training sessions to leaders and uniformed personnel compared with planned outputs (outputs 14 and 15). As there were no new mission start-ups, fewer mission reviews and only one ongoing transition, there were fewer outputs for new or updated mission concepts, strategic assessments and related processes (outputs 4, 19 and 20). However, there was an increased demand for OHCHR inputs to policy integration for uniformed personnel (output 11). Additional support to DPO-led training (output 16) stemmed from an increase in requests from DPO and police- and troop-contributing country training centres for the delivery of human rights training sessions. Only one standard operating procedure was updated in relation to the human rights due diligence policy (output 8) owing to reduced mission demand, and advice on planning, methodology and operation on compliance frameworks was provided only once to DPO and DOS owing to the size and scope of the frameworks (output 13).

III. Resource performance

A. Financial resources

Table 1
Summary of resource performance by category

(Thousands of United States dollars; budget year is from 1 July 2021 to 30 June 2022)[a]

Category	Apportionment (1)	Expenditure (2)	Variance Amount (3)=(1)-(2)	Variance Percentage (4)=(3)÷(1)
I. Post resources	245 710.9	238 795.7	6 915.2	2.8
II. Non-post resources				
General temporary assistance	10 894.9	12 318.6	(1 423.7)	(13.1)
Consultants	1 880.6	1 817.3	63.3	3.4
Official travel	6 707.3	5 781.7	925.6	13.8
Facilities and infrastructure	23 270.3	22 935.2	335.1	1.4
Ground transportation	73.7	87.9	(14.2)	(19.3)
Communications and information technology	16 171.9	15 940.3	231.6	1.4
Medical	87.0	120.8	(33.8)	(38.9)
Other supplies, services and equipment	12 845.5	13 986.9	(1 141.4)	(8.9)
After-service health insurance included in other supplies, services and equipment	11 090.0	11 646.1	(556.1)	(5.0)
Subtotal, category II	**71 931.2**	**72 988.7**	**(1 057.5)**	**(1.5)**
Total, categories I and II	**317 642.1**	**311 784.4**	**5 857.7**	**1.8**
Enterprise resource planning	15 799.5	15 799.5	–	–
Death and disability claims for closed peacekeeping operations	–	4 416.6	(4 416.6)	–
Global service delivery model	868.5	868.5	–	–
Peacekeeping capability readiness	3 881.6	2 323.1	1 558.5	40.2
Umoja maintenance and support costs	18 221.4	18 211.7	9.7	0.1
Subtotal	**38 771.0**	**41 619.4**	**(2 848.4)**	**(7.3)**
Gross requirements	**356 413.1**	**353 403.8**	**3 009.3**	**0.8**
III. Staff assessment income	27 361.7	28 322.7	(961.0)	(3.5)
Net requirements, categories I–III	**329 051.4**	**325 081.1**	**3 970.3**	**1.2**

[a] Minor differences between the figures in the table above and those provided in volume II of the financial statements for the year ended 30 June 2022 are due to rounding.

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

Department/office	Apportionment	Expenditure	Variance	
			Amount	Percentage
Department of Peace Operations	90 267.7	89 294.9	972.8	1.1
United Nations Office to the African Union	8 635.9	8 363.8	272.1	3.2
Department of Operational Support	100 989.5	100 506.9	482.6	0.5
Department of Management Strategy, Policy and Compliance	49 041.8	48 237.6	804.2	1.6
Office of Information and Communications Technology	19 007.0	18 535.1	471.9	2.5
Office of Internal Oversight Services	31 900.5	31 073.5	827.0	2.6
Executive Office of the Secretary-General	1 214.6	1 100.1	114.5	9.4
Administration of justice	263.5	546.1	(282.6)	(107.2)
Office of Staff Legal Assistance	233.8	125.0	108.8	46.5
Office of the United Nations Ombudsman and Mediation Services	2 644.9	2 055.6	589.3	22.3
Ethics Office	1 075.2	1 090.8	(15.6)	(1.5)
Office of Legal Affairs	4 660.4	3 871.9	788.5	16.9
Department of Global Communications	876.3	565.4	310.9	35.5
Department of Safety and Security	3 697.3	3 812.0	(114.7)	(3.1)
Advisory Committee on Administrative and Budgetary Questions	786.7	526.0	260.7	33.1
Office of the United Nations High Commissioner for Human Rights	2 347.0	2 079.7	267.3	11.4
Subtotal	**317 642.1**	**311 784.4**	**5 857.7**	**1.8**
Enterprise resource planning	15 799.5	15 799.5	–	–
Death and disability claims for closed peacekeeping operations	–	4 416.6	(4 416.6)	–
Global service delivery model	868.5	868.5	–	–
Peacekeeping capability readiness	3 881.6	2 323.1	1 558.5	40.2
Umoja maintenance and support costs	18 221.4	18 211.7	9.7	0.1
Subtotal	**38 771.0**	**41 619.4**	**(2 848.4)**	**(7.3)**
Gross requirements	**356 413.1**	**353 403.8**	**3 009.3**	**0.8**

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

Category	Amount
Investment revenue	(114.6)
Other/miscellaneous revenue	25.5
Cancellation of prior-period obligations	1 765.0
Total	**1 675.9**

B. Analysis of variances[5]

	Variance	
Post resources	$6 915.2	2.8%

151. Expenditure was lower owing to the lower average incumbency in most departments and offices, which resulted in higher average vacancy rates mainly in respect of the posts in the Professional and higher categories, which were 10.9 per cent compared with the budgeted rates of 8.8 per cent. In addition, the vacancy rate for the General Service and related category of staff was also higher at 15.6 per cent, compared with the approved rate of 12.0 per cent. This was notably due to the continued impact of the COVID-19 pandemic on recruitment timelines.

	Variance	
General temporary assistance	($1 423.7)	(13.1%)

152. Expenditure was higher owing to the lower average actual vacancy rate of 16.0 per cent compared with the budgeted rate of 19.1 per cent for the Professional category, due mainly to higher incumbency in DOS and OIOS. Additional resources were also needed for sick/maternity leave replacements, and short-term or peak workload needs, primarily in DOS, where additional expenditure was incurred for replacements and short-term or peak workload needs in relation to: (a) the design, development and delivery of training and capacity development programmes; (b) the provision of professional support for and supervision of specialized human resources transactions in the areas of onboarding, separation and the processing of complex entitlements; and (c) the management of the young professionals programme.

	Variance	
Consultants and consulting services	$63.3	3.4%

153. The variance was attributable mainly to underexpenditure in DPO, DMSPC, OIOS and the Ethics Office as a result of the reprioritization or partial deferral of activities owing to COVID-19 pandemic restrictions, as well as the expenditure for the online platform maintenance of the financial disclosure programme of the Ethics Office being implemented under communications and information technology. This was offset in part by higher requirements in DOS for additional projects, including staff leadership development and the updating of the aircraft information management suite and engineering support manual.

	Variance	
Official travel	$925.6	13.8%

154. The variance was attributable mainly to travel restrictions in connection with the COVID-19 pandemic. While various alternative and mitigation measures were implemented where possible, the inability to travel meant that some field visits, training and workshops could not be undertaken or had to be postponed.

	Variance	
Facilities and infrastructure	$335.1	1.4%

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

155. The variance was attributable mainly to: (a) lower requirements for DOS, as a result of costs for travel document processors being reflected under communications and information technology, and for records management services being reflected under other supplies, services and equipment (during budget preparation, consideration was given to classes of implementation during the 2020/21 period; however, owing to the nature of the expenditures during the 2021/22 period the implementation was reflected under different classes than those budgeted); and (b) underexpenditure in various offices owing to lower consumption of office supplies resulting from remote work coupled with increased reliance on technology, offset in part by increased charges for OIOS capacity at the Entebbe Support Base.

	Variance	
Ground transportation	($14.2)	(19.3%)

156. The variance was attributable mainly to the replacement of a vehicle for the Special Representative of the Secretary-General to the African Union and Head of UNOAU, as the vehicle was purchased over 13 years ago and had passed its normal useful life expectancy, and the annual maintenance and repair costs were growing.

	Variance	
Communications and information technology	$231.6	1.4%

157. The variance was attributable mainly to underexpenditures for: (a) DPO, owing to the reprioritization of resources from this class to cover individual contractual ICT services under the other supplies, services and equipment class of expenditure; (b) DMSPC, owing to the reprioritization of resources to support the execution of the Global Human Resources Conference in May 2022; and (c) underexpenditure in various offices owing to lower requirements for ICT services. These were offset in part by higher requirements for: (a) DOS, owing to costs for travel document processors reflected under this class but budgeted under the facilities and infrastructure class, and the updating of the procurement website; (b) OICT, in relation to contractual services for Inspira; and (c) the Ethics Office, in relation to the online platform maintenance of the financial disclosure programme, which was budgeted under consultants but implemented under communications and information technology.

	Variance	
Medical	($33.8)	(38.9%)

158. The variance was attributable mainly to: (a) UNOAU, owing to the increase in the common budget for the United Nations health-care centre in Addis Ababa; and (b) DOS, owing to the costs related to the medical ICT equipment being implemented under this class due to the nature of the equipment.

	Variance	
Other supplies, services and equipment	($1 141.4)	(8.9%)

159. The variance was attributable mainly to: (a) the additional expenditure of $556,100 for the peacekeeping share of after-service health insurance, owing to the higher level of actual medical expenditure by retired staff; (b) the additional expenditure of $282,600 for the peacekeeping share of the administration of justice costs, as mandated by the General Assembly in its resolution 62/228; (c) DPO, to cover contractual services for the maintenance of service portals, data visualization and the production of digital contents; (d) DOS, for records management services;

and (e) OICT, for additional administrative fees paid to the Economic and Social Commission for Asia and the Pacific for personnel in Bangkok. That was offset in part by underexpenditures under training and other hospitality in UNOAU as a result of restrictions in connection with the COVID-19 pandemic.

	Variance	
Peacekeeping capability readiness	$1 558.5	40.2%

160. The variance was attributable mainly to the lower number of units in the rapid deployment level of the Peacekeeping Capability Readiness System as units deployed were not immediately repopulated, including as a result of other national priorities and the continued impact of the COVID-19 pandemic.

	Variance	
Death and disability claims for closed peacekeeping operations	($4 416.6)	–

161. Pursuant to General Assembly resolution 76/275, expenditures in the amount of $4,416,600 were incurred for the settlement of claims for outstanding death and disability claims, including post-traumatic stress disorder claims, related to closed peacekeeping missions, a provision for which was not included in the approved budget for the 2021/22 period. In its resolution 76/275, the Assembly decided to adopt a pay-as-you-go approach to compensation for outstanding and future death and disability claims, including post-traumatic stress disorder claims, that had been adjudicated as eligible for compensation, as well as death and other disability claims related to closed peacekeeping missions in the context of the budget of the support account for peacekeeping missions, and authorized the Secretary-General to settle the claims as soon as they were adjudicated. The settlement of claims was enabled by underexpenditures mainly under staff costs and peacekeeping capability readiness.

IV. Activities of the Integrated Training Service

Core training activities in the period 2021/22

Activity	Location	Period
Assessment and advisory visit – military transport aviation, Netherlands	Online	July 2021
Training recognition desk review – protection of civilians, Pakistan	Secretariat	August 2021
Training recognition on-site visit – United Nations military observers course	Poland	September 2021
Validation of national investigations officers course	RSCE	September 2021
Master course for new police specialized training materials, training of trainers	UNLB	September 2021
Training recognition – United Nations military explosives ordinance disposal course	Kenya	September 2021
Senior mission leaders' course preparatory visit	Gabon	September 2021
Assessment and advisory visit – peacekeeping academy command post exercise, China	Online	September 2021
Engagement platoon pilot course	Rwanda	September 2021

Activity	Location	Period
Training recognition – United Nations predeployment training	Pakistan	October 2021
Training recognition – United Nations military observers course	Canada	October 2021
Training recognition – United Nations military observers course	Russian Federation	October 2021
Facilitation of virtual United Nations Senior Leadership Programme	Online	October 2021
Military police advisers community induction training	Secretariat	October 2021
Pakistan-Netherlands preparatory conference for the United Nations Peacekeeping Ministerial Conference	Online	October 2021
Training recognition – United Nations military observers course, Argentina	Online	October 2021
Certified leadership coach training	Online	October 2021
International Association of Peacekeeping Training Centres conference, Egypt	Online	November 2021
Latin American Association of Peacekeeping Training Centres, Uruguay	Online	November 2021
Viking 22 command post exercise main event list/main incident list workshop 1	Sweden	November 2021
Light coordination mechanism police meeting	UNLB	November 2021
Assessment and advisory visit	Russian Federation	November 2021
Pre-rotation visit – Intervention Brigade, United Republic of Tanzania (MONUSCO)	Online	November 2021
Predeployment visit – force protection company, Nepal	Online	November 2021
Weapons and ammunition management pilot course	Togo	November 2021
Enhanced Training for High-level Operational Support (ETHOS) development	Online	November 2021
Training recognition – United Nations predeployment training, Argentina	Online	November 2021
Experts' Working Group on Peacekeeping Operations, Viet Nam	Online	December 2021
Predeployment visit – construction engineering unit, Viet Nam	Online	December 2021
Pre-rotation visit – infantry battalion, Chad (MINUSMA)	Online	December 2021
E-analytics and innovation course 2021	Qatar	December 2021
United Nations senior mission leaders course	Côte d'Ivoire	December 2021
Training recognition renewal – United Nations predeployment training, Bangladesh	Online	December 2021
North Atlantic Treaty Organization defence capacity-building meeting, Belgium	Online	December 2021

Activity	Location	Period
Fifteenth Association of Southeast Asian Nations Defence Ministers Meeting, Viet Nam	Online	December 2021
Global Peace Operations Initiative annual round table, Washington, D.C.	Online	January 2022
Action plan meeting on the implementation of the dos Santos Cruz report – reduction of casualties	UNLB	January 2022
Validation of United Nations police training architecture programme job-specific course	RSCE	January 2022
Pilot of job-specific training (contingency operations plan/monitoring, mentoring and advising)	RSCE	January 2022
Validation of contingency operations plan/monitoring, mentoring and advising job-specific course	RSCE	January 2022
Viking 22 command post exercise main event list/main incident list workshop 2 – prepare and coordinate United Nations participation in Viking 22 computer-assisted exercises	Sweden	January 2022
Predeployment visit – quick reaction force	Bhutan	January 2022
Training recognition renewal – United Nations staff officers' course, Germany	Online	January 2022
Predeployment visit – motorized infantry battalion, India (UNISFA)	Online	February 2022
2022 Integrated Mission Training Centre training series	RSCE	February 2022
Virtual forum on triangular partnerships in United Nations peacekeeping operations	Online	March 2022
Mobile training team United Nations staff officers' course	Rwanda	March 2022
Command post exercise	MONUSCO	March 2022
United Nations senior mission leaders course	Côte d'Ivoire	March 2022
United Nations System Staff College courses – E-Learning Curriculum on Leadership in the United Nations	Online	March 2022
United Nations System Staff College courses – Introduction to Data Visualization	Online	March 2022
United Nations System Staff College courses – E-Learning Path on Evaluation Management	Online	March 2022
United Nations System Staff College courses – Evaluating Learning and Training	Online	March 2022
United Nations System Staff College courses – Effective Writing Skills	Online	March 2022
European Security and Defence College comprehensive protection of civilians training course delivery	Austria	March 2022
International Peace Institute and Japan: virtual forum entitled "Triangular partnerships in United Nations peacekeeping operations: promoting innovation and sustainability"	Online	March 2022

Activity	Location	Period
Predeployment visit – MINUSCA explosive ordinance disposal force reserve platoon, Cambodia	Online	March 2022
Assessment and advisory visit – base defence company, Nigeria (UNISFA)	Online	March 2022
Training recognition renewal – United Nations comprehensive protection of civilians course, Finland	Online	March 2022
Pilot course – Unite Aware "Carana" scenario-based exercise	RSCE	April 2022
United Nations military observers course, training of trainers	RSCE	April 2022
Validation of workshop – child protection specialized training materials for United Nations police	Germany	April 2022
Implementation support team meeting on action plan to improve the security of United Nations peacekeepers	Italy	April 2022
Training recognition renewal – United Nations staff officers course, Australia	Online	April 2022
Training needs assessment – Headquarters and mission energy planners	Secretariat	April 2022
Course on skills for administrative assistants	Online	April 2022
Virtual PRINCE2 foundation and practitioner courses	Online	April 2022
Executive Committee meeting of the International Association of Peacekeeping Training Centres	Online	April 2022
Training recognition – United Nations staff officers course, training of trainers	France	May 2022
Visualization in participatory programmes course, training of trainers	RSCE	May 2022
Training enhancement visit to MONUSCO – conduct of exercise training	MONUSCO	May 2022
Validation of workshop – job-specific courses on police mentoring, monitoring and advising, and community-oriented policing	Jordan	May 2022
Enhanced Training for High-level Operational Support (ETHOS)	United Nations Global Service Centre	May 2022
Training recognition – United Nations child protection course	Australia	June 2022
United Nations military observers course	UNLB	June 2022
United Nations military observers course, training of trainers	Nigeria	June 2022
Visualization in participatory programmes course, training of trainers	Secretariat	June 2022
United Nations senior mission leaders course	Sweden	June 2022
United Nations Senior Leadership Programme course	Online	June 2022
Training delivery for RSCE and training enhancement – conduct of exercise for UNMISS	RSCE/UNMISS	June 2022

Activity	Location	Period
United Nations certified instructor development course for new job-specific training programmes on monitoring, mentoring and advising, capacity-building and development and community-oriented policing	Jordan	June 2022
Coaching approach – managers and supervisors	RSCE	June 2022
Courses on emotional intelligence and event management, training of trainers	Online	June 2022
Training recognition renewal – United Nations comprehensive protection of civilians course, China	Online	June 2022
Sixth international Partnership for Technology in Peacekeeping symposium	South Africa	June 2022
Training recognition renewal – United Nations staff officers course, Sweden	Online	June 2022
Training recognition – United Nations military observers course	Mexico	June 2022
Predeployment visit – Chinese medium-altitude long-endurance unmanned aircraft systems Wing Loong II Unit, MINUSMA	Online	June 2022
Predeployment visit – explosive ordinance disposal platoon, Bangladesh (MONUSCO)	Online	June 2022

V. Action to be taken by the General Assembly

162. **The actions to be taken by the General Assembly are the following:**

（a)　**To decide on the treatment of the unencumbered balance of $3,009,300 with respect to the period from 1 July 2021 to 30 June 2022;**

（b)　**To decide on the treatment of other revenue for the period ended 30 June 2022 amounting to $1,675,900 from other/miscellaneous revenue ($25,500) and the cancellation of prior-period obligations ($1,765,000), offset by investment loss ($114,600).**