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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 2017 to 30 June 2018

Report of the Secretary-General

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* For information on planned and actual outputs, see [A/73/661/Add.1](#).



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Summary

The present report and the addendum thereto contain the budget performance of the support account for peacekeeping operations for the period from 1 July 2017 to 30 June 2018.

Departments and offices at United Nations Headquarters continued to provide backstopping support to peacekeeping operations, including closed missions and missions in transition. Security Council decisions that had a significant impact on the mandates of these peacekeeping operations during the reporting period included: (a) the authorization of an additional 900 troops to increase the flexibility and mobility of the force, in particular for mandated tasks for the protection of civilians, in the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA); (b) the provision of support by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the implementation of the 31 December 2016 agreement and the electoral process in order to hold credible elections; (c) the authorization of additional military contingent personnel for the United Nations Mission in South Sudan (UNMISS); (d) the implementation of additional measures to increase the safety and security of personnel in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA); and (e) the reduction of the authorized ceiling for troops and police in two phases in the African Union-United Nations Hybrid Operation in Darfur (UNAMID). The reporting period also saw the successful transition, drawdown and closure of the United Nations Mission in Liberia (UNMIL) and the transition from the United Nations Stabilization Mission in Haiti (MINUSTAH) to the United Nations Mission for Justice Support in Haiti (MINUJUSTH).

A total of \$299.1 million in gross expenditure was incurred (excluding \$25.0 million for enterprise resource planning, \$0.8 million for information and systems security and \$0.9 million for the global service delivery model), representing a budget implementation rate of 100 per cent, compared with \$309.4 million in the 2016/17 period for a budget implementation rate of 99.9 per cent. The average vacancy rates during the reporting period were 11.5 per cent in respect of the posts in the Professional and higher categories and 9.0 per cent in respect of the posts in the General Service category.

Expenditures under post resources reflect marginally lower costs of \$0.7 million (0.3 per cent), attributable to higher actual average vacancy rates for Professional staff. The overall reduced requirements under post resources were offset by higher expenditures of \$0.7 million (0.9 per cent) under non-post resources, owing mainly to increased requirements for general temporary assistance.

Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2017 to 30 June 2018)

Category	Apportionment	Expenditure	Variance	
			Amount	Percentage
Post requirements	223 866.3	223 173.5	692.8	0.3
Non-post requirements	75 205.4	75 879.9	(674.5)	(0.9)
Subtotal	299 071.7	299 053.4	18.3	0.0
Enterprise resource planning	25 038.3	25 038.3	—	—
Information and systems security	821.5	821.0	0.5	0.1
Global service delivery model	868.5	868.5	—	—
Gross requirements	325 800.0	325 781.2	18.8	0.0
Staff assessment income	27 180.2	26 344.6	835.6	3.1
Net requirements	298 619.8	299 436.6	(816.8)	(0.3)

Human resources incumbency performance

Category	Authorized staff	Actual incumbency (average)	Vacancy rate (percentage) ^a	Budgeted vacancy rate
Posts				
Professional and higher	938	830	11.5	10.6
General Service and related	422	384	9.0	6.9
General temporary assistance positions				
Professional and higher	68	56	17.6	21.8
General Service and related	12	9	25.0	17.6

^a Based on monthly incumbency and planned strength.

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

Abbreviations

AMISOM	African Union Mission in Somalia
DFS	Department of Field Support
DPKO	Department of Peacekeeping Operations
ECOWAS	Economic Community of West African States
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
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
OIOS	Office of Internal Oversight Services
RSCE	Regional Service Centre in Entebbe, Uganda
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNOAU	United Nations Office to the African Union
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women

I. Introduction

1. In paragraph 15 of its resolution [71/295](#), the General Assembly approved resources for the support account for peacekeeping operations for the period from 1 July 2017 to 30 June 2018 in the amount of \$325,800,000, inclusive of the amount of \$25,038,300 for the enterprise resource planning project, \$821,500 for information and systems security and \$868,500 for the global service delivery model, including 1,360 posts and 80 12-month general temporary assistance positions.

2. Actual expenditure for the support account for the 2017/18 period amounted to \$325,781,200, compared with \$325,800,000 as authorized by the General Assembly, resulting in an unencumbered balance of \$18,800 (0.01 per cent of total approved resources). Of that expenditure, excluding the Umoja enterprise resource planning project, information and systems security and the global service delivery model, the core support account expenditure amounted to \$299,053,400, compared with \$299,071,700 as authorized by the General Assembly, resulting in an unencumbered balance of \$18,300.

3. During the reporting period, the departments and offices at United Nations Headquarters continued to backstop field operations by providing agile and flexible support in line with the vision of the Secretary-General. The period saw the first full year of operation of UNOAU in its new structure, enhancing cooperation and coordination between the United Nations and the African Union on peace and security matters. The new arrangement under the Peacekeeping Capability Readiness System, as approved by the General Assembly in its resolution [71/296](#), was established to improve force generation. Pursuant to the request by the General Assembly in its resolution [70/287](#), a comprehensive review of the support account was undertaken and considered in the preparation of the budget proposal for the 2018/19 period. The United Nations Secretariat Safety and Security Integration Project was completed, bringing all Secretariat safety and security staff under a common legal and policy framework and forming a truly integrated security workforce. Further actions to improve security in the field were implemented following the issuance of the report of Lieutenant General Santos Cruz on improving the security of United Nations peacekeepers, which became one of the main themes in the Declaration of Shared Commitments on United Nations Peacekeeping Operations (Action for Peacekeeping). The implementation of the Action for Peacekeeping initiative is a multi-year undertaking, the progress of which will be described in subsequent reports. Investigations into sexual exploitation and abuse were strengthened and evaluations of peacekeeping operations in various substantive areas were undertaken. In addition to the usual briefings, extensive consultations with field missions and Member States were held during the preparation of the two major reforms of the Secretary-General, on the restructuring of the peace and security architecture and on shifting the management paradigm, which are expected to further contribute to more effective and efficient peacekeeping operations.

4. A number of Security Council decisions had a significant impact on the mandates of peacekeeping operations for the 2017/18 period, with the departments and offices at Headquarters providing backstopping support to implement the changes, as well as continuing support to other ongoing peacekeeping operations in the field, in particular:

(a) In the Central African Republic, the Security Council decided to authorize an increase of 900 troops in MINUSCA in order to increase the Mission's flexibility and mobility to improve the implementation of, in particular, the mandated tasks for the protection of civilians (Security Council resolution [2387 \(2017\)](#));

(b) In the Democratic Republic of the Congo, the Security Council mandated MONUSCO to support the implementation of the 31 December 2016 agreement and the electoral process in order to hold credible elections, thus contributing to the stabilization of the country (Security Council resolution [2409 \(2018\)](#));

(c) In South Sudan, UNMISS continued to increase the deployment of its uniformed personnel towards the ceiling of 17,000 troops, as mandated by the Security Council in its resolutions [2327 \(2016\)](#), [2392 \(2017\)](#) and [2406 \(2018\)](#). In a note dated 15 March 2018 ([A/72/792](#)) the Secretary-General requested additional resources for the 2017/18 period for the arrival of additional military contingent personnel and increased requirements for civilian personnel. In its resolution [2406 \(2018\)](#), the Council noted the Secretary-General's intention to conduct a military and police capability study;

(d) In Mali, the Security Council requested the Secretary-General to continue to take all appropriate additional measures to enhance the safety and security of MINUSMA personnel and to enable MINUSMA to execute its mandate effectively (Security Council resolution [2364 \(2017\)](#));

(e) In the Sudan, the Security Council supported the two-pronged approach for UNAMID, focusing on peacekeeping activities in Jebel Marra and stabilization activities in other parts of Darfur. In this connection, the Council decided to reduce the authorized ceiling for troops and police in two phases, beginning on 1 January 2018 (Security Council resolution [2363 \(2017\)](#)). The adoption of the resolution on 29 June 2017 necessitated a revised budget for UNAMID for the 2017/18 period.

Department of Peacekeeping Operations

5. During the reporting period, DPKO continued to direct, manage and support active peacekeeping missions. These missions operated under multidimensional mandates and in diverse and volatile environments. The key achievements of the backstopping support included: (a) the successful transition, drawdown and closure of UNMIL and the transition of MINUSTAH to MINUJUSTH; (b) support for MINUSMA in the implementation of the agreement for peace and reconciliation and stabilization of the security situation in Mali; (c) guidance to MINUSCA on the protection of civilians, community engagement, promoting political dialogue and extending State authority; (d) guidance to MONUSCO on supporting the implementation of the Peace, Security and Cooperation Framework for the Democratic Republic of the Congo and the Region, promoting political dialogue and providing operational assistance for stabilization and greater protection of civilians; (e) guidance to UNMISS on protecting civilians and supporting the implementation of the Agreement on the Resolution of the Conflict in the Republic of South Sudan; (f) support and guidance to UNAMID and continued interaction with the African Union on the mission reconfiguration; (g) support to the efforts of UNDOF, UNIFIL and UNTSO to contain and avert the spillover of conflicts in the Middle East; (h) under the global focal point arrangement, the undertaking of joint assessments and programmes to strengthen national rule-of-law capacities in the Central African Republic, the Democratic Republic of the Congo, Haiti, Liberia and Mali, as well as in Darfur and Kosovo; (i) strengthened triangular cooperation with the Security Council and troop- and police-contributing countries; (j) strengthened strategic partnership with, and support for, the African Union through the implementation of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security; and (k) the launch of the Action for Peacekeeping initiative to reinforce support for peacekeeping.

6. A number of systemic initiatives were advanced to increase the effectiveness and efficiency of peacekeeping operations. The establishment of the new Peacekeeping

Capability Readiness System contributed significantly to improvements in force generation, enabling the Department to better meet capability requirements and manage pledges from Member States. Strategic police generation was further strengthened with the operationalization of a senior police leadership roster, improvements in the police human resources management system and efforts to streamline predeployment processes.

7. The Department pursued the implementation of recommendations emanating from the independent reviews of peacekeeping operations for UNFICYP, UNMISS, UNISFA and MINUSMA, and from police and military capability studies, aimed at reviewing the structure, strength and capabilities of police and military components. The Department issued improved guidance on protection, transition and peacebuilding issues and worked with troop- and police-contributing countries and mission staff on strengthening training and preparedness for uniformed and civilian peacekeepers. The Department further focused on improving the safety and security of peacekeepers, including through the issuance of standards and guidance to strengthen force protection against the threat posed by improvised explosive devices, as well as efforts to further improve the capabilities, skills and proactive approach of military field personnel. The Department also initiated the development of a comprehensive performance assessment system to strengthen organizational performance management and new mechanisms to evaluate the performance of military units. The Department launched the command post exercise to enhance the performance of force headquarters, and planning is under way to establish a mechanism to conduct training-of-trainers courses for the command post exercise in coordination with the Integrated Training Service. Guidance on the use of programmatic funding was strengthened, in particular with regard to the planning and implementation of peace consolidation activities in the areas of rule of law, civil affairs and protection.

United Nations Office to the African Union

8. UNOAU enhanced its close collaboration with the African Union Commission through concerted joint action, including the undertaking of joint African Union-United Nations consultations with key Member States and institutions supporting AMISOM on the Mission's future funding, joint reviews and assessments, and the strengthening of the institutional capacity of the African Union in the management of peace support operations. The Office contributed to key milestones in implementing and operationalizing components of the African Peace and Security Architecture through activities carried out primarily with the African Union Commission, including the establishment and inauguration of the Continental Logistics Base, as well as the assessment of and support for African Union-authorized operations, such as those of the Group of Five for the Sahel and the Regional Cooperation Initiative for the Elimination of the Lord's Resistance Army. The Office, with the support of the Secretariat and Member States, has incrementally strengthened the capacity of personnel of the African Union in critical areas of expertise, such as operational and logistical planning, thus enhancing the partnerships between the United Nations, the African Union and regional economic communities and regional mechanisms. Additionally, UNOAU efforts included joint statements and messages by the Chair of the African Union and the Secretary-General, as well as special envoys, on emerging and ongoing crises; joint undertakings to promote women's participation in peace, security and development initiatives; greater engagement with the African Union to develop an international human rights and humanitarian law compliance framework for African Union peace support operations; and an extensive African Union-United Nations collaboration in the context of Security Council resolutions [2320 \(2016\)](#) and [2378 \(2017\)](#). UNOAU, in coordination with the African Union Commission and in consultation with the Southern African Development Community, undertook

preventive diplomacy missions in the Comoros to support the national dialogue process and in Madagascar in October 2017 and March 2018 to help to create an environment conducive to peaceful presidential and legislative elections.

9. The restructuring of UNOAU in January 2017 has enabled the Office to support even greater political convergence and operational cohesion between the United Nations, the African Union Commission and other partners on peace and security issues in Africa. The initial challenge to attract candidates with the requisite skill sets was achieved, with 54 of 56 posts being filled and the incumbency rate reaching 96.4 per cent. The overall restructuring improved the functionality of UNOAU sections and significantly enhanced the United Nations-African Union partnership.

Department of Field Support

10. The Department of Field Support continued to provide services to field missions with challenging environments and diverse mandates. Five priority field support initiatives included: (a) improving supply chain management; (b) strengthening environmental management; (c) fostering technology and innovation; (d) strengthening administration and management to implement recommendations of the High-level Independent Panel on Peace Operations and developing proposals for the global service delivery model while ensuring that ongoing efforts were included in the Secretary-General's reform initiatives; and (e) combating misconduct.

11. At the overarching level, the Department continued to develop its performance framework, including the expansion of a core set of standardized indicators for the results-based-budgeting framework of the support components of peacekeeping missions and service centres, as well as improving the effectiveness of business analytics.

12. The Department also contributed to the Secretary-General's reform proposals, as well as proposals for the global service delivery model, which are being refined for consideration at the first resumed part of the seventy-third session of the General Assembly. The Department also played a leading role in the Secretary-General's initiative on aviation, which successfully resulted in significant reductions both in planned aviation budgets and expenditures. Savings included those incurred by moving the operational control of the wide-body aircraft on long-term charter to the Strategic Air Operations Centre in Brindisi, Italy, which provided for the use of additional backup aircraft, enabling a reduction in the use of short-term charters and letters of assist. The Department of Field Support also organized a seminar in October 2017 to train representatives of the French-speaking troop- and police-contributing countries on the force generation process, the reimbursement framework and the death and disability compensation, in collaboration with the Office of Military Affairs and the Police Division of DPKO and the Medical Services Division and the Peacekeeping Financing Division of the Department of Management. DFS coordinated, administered and reported on the second quadrennial survey of the common and essential additional uniformed personnel costs incurred by a sample of 10 troop- and police-contributing countries. The General Assembly, in its resolution [72/285](#), decided to establish a reimbursement rate of \$1,428 per person per month and increased the death and disability compensation rate by 10 per cent, with both measures effective from 1 July 2018.

13. The Department continued to strengthen strategic management tools, including its annual global client satisfaction survey, with specific action plans, while refining and extending its field support performance framework, establishing a human resources performance and accountability framework and developing environmental performance indicators and action plans. These improvements have nurtured shared

performance concepts and highlighted progress, challenges and opportunities for continuous improvement in missions for staff.

14. The Department also continued to implement a new supply chain approach. The end-state blueprint was updated in 2017, and the Logistics Support Division was restructured to include a dedicated capacity for planning across global, consolidated requirements to enable integrated, effective and efficient supply chain management. The Department also supported the implementation of the East Africa corridor project in collaboration with RSCE and the Regional Procurement Office in Entebbe, Uganda. Global strategic planning supports the overarching goal of supply chain planning to identify and provide visibility over global requirements for goods and services with accompanying analysis and determination of optimal sourcing options and opportunities for enhanced and consolidated delivery. In determining global plans, field missions played a pivotal role by providing their requirements for consolidation in UNLB, which are finalized and updated at Headquarters with continuous engagement with client missions and UNLB through regular integrated business planning meetings. A new category management approach to sourcing is being developed for a long-term, strategic approach to fulfilling client demand through economies of scale, emerging technologies and proactive analysis of supply markets. For delivery and return, a new framework for global freight forwarding will create opportunities for the more reliable and cost-efficient delivery of goods. The supply chain operational guidance and performance management framework are being developed under the enabling pillar, which will provide detailed operational guidance in different streams of supply chain and service delivery-related functions while the performance management framework measures the “end-to-end” performance of supply chain management. For enhancing the skills and capabilities of staff, the online self-paced training platform has been developed and is scheduled for deployment towards the end of 2018 to provide training opportunities on logistics, project management, supply chain and service delivery.

15. The Department’s innovation and technology workplan was focused on high-impact initiatives, including mission/force protection, electricity generation/conservation, medical support, transportation, water management and protection of civilians. The Department also initiated a situational awareness programme to standardize information analysis for daily operations and longer-term decision-making.

16. A new conduct and discipline website was launched in 2017. Mandatory e-learning continued for uniformed and civilian personnel on standards of conduct and expectations of accountability in matters of sexual exploitation and abuse. The Department supported system-wide efforts to develop a tool to enable better screening of personnel regarding sexual exploitation and abuse.

Department of Management

17. The Department of Management provided backstopping services to peacekeeping operations, including guidance on established policies and procedures. Technical, administrative and substantive support was provided to the General Assembly and its subsidiary organs, as well as timely communication and advice to Member States on matters related to peacekeeping operations. During the reporting period, the Department focused on: (a) management of functional areas, such as human resources, finance and budget, information technology and procurement; (b) management performance, compliance and accountability; and (c) stakeholder management and client services.

18. The Department worked closely with the Executive Office of the Secretary-General and the Department of Field Support on key organizational initiatives,

including management reform, restructuring of the peace and security pillar and development of the global service delivery model. The Department developed the proposal for the global service delivery model, which was presented at the second resumed part of the seventy-second session of the General Assembly, in consultation with other departments and offices across the Secretariat. In his report on shifting the management paradigm (A/72/492/Add.2), the Secretary-General proposed, in particular, the reorganization of the Departments of Management and Field Support to reduce duplicative structures and functions, mainstream accountability systems to drive a results-based culture and the proactive management of risk, increase support for the field and implement enhanced delegations of authority underpinned by a clear and simplified policy framework to clearly align authority with responsibility. Managers in peacekeeping missions will be supported by business analytics providing real-time performance and self-evaluation activities, enabling improved planning and decision-making.

19. During the reporting period, the Department of Management conducted an extensive simplification exercise for the administrative policy framework. The exercise included the comprehensive review of the Financial Regulations and Rules, the Staff Regulations and Rules and administrative issuances, manuals and guidelines. A number of administrative issuances have already been abolished, simplified, updated or newly developed.

20. The Department provided extensive support in relation to the closure of UNMIL and MINUSTAH, as well as during the downsizing or reconfiguration of other peacekeeping missions. In particular, extensive consultations with staff and management representatives from the field were conducted in the development of the draft downsizing policy. The Department also worked on the implementation of the recommendations made by the High-level Independent Panel on Peace Operations and by Lieutenant General Santos Cruz in his report on improving the security of United Nations peacekeepers.

21. The Department strengthened its support in the areas of procurement, archives and records management, information and communications technology and human resources. The Department processed 37 requests for designation of field mission candidates to perform significant functions (20 for human resources and 17 for other resource management). The Department organized 57 business seminars for procurement, 42 of which were in developing countries or countries in transition. An archives and records management programme was implemented in UNISFA, and vital peacekeeping records were transferred from UNMIL and MINUSTAH during their closure. In the area of information technology, the second major release of the customer relationship management application for troop contribution management was implemented in MINUJUSTH, UNFICYP, UNIFIL, UNAMID and MINUSCA, adding the mobile component to eliminate paper-based inspection of contingent-owned equipment in the field. In collaboration with the Field Personnel Division in DFS, the Department of Management provided training to 40 human resources practitioners in Entebbe on staffing policy and process and strategic human resources targets.

22. Initiatives on management performance, compliance and accountability progressed steadily. The IPSAS-compliant fixed asset management framework was implemented, enabling regular review of property records and ensuring adequate alignment of inventory controls and accountabilities. A training module on the fixed assets and certification programme for property managers and fixed asset management officers was rolled out. The Department also strengthened its focus on assisting the Secretary-General to address sexual exploitation and abuse within the United Nations system by developing and monitoring policies aimed at preventing

such occurrences by civilian staff and improving standards and efficiencies in processing related disciplinary matters.

23. In the context of stakeholder management and client services, the Department strengthened its responsiveness in areas such as the provision of financial information to Member States. Pursuant to General Assembly resolution 70/286, further steps were taken towards improving the budget presentation and making more accurate forecasts. As a result, changes were made to the structure of budget classes and subclasses within Umoja to improve the budget presentation and align budget resource requirements with actual expenditures, as well as improving the analysis and reporting of variances on actual performance. In addition, training and guidance were provided to missions in cases in which familiarization was needed. In service of the field, more than 2,200 business partner requests were processed each month, together with the maintenance of master data for Umoja implementation in the field. In the same context, with the transition from the previous asset management system (Galileo) to Umoja, the Department led the financial validation process for the conversion of over 1,600 purchase orders, totalling over \$220 million. In financing and financial reporting, in addition to the published financial statements and 28 periodic reports of the Secretary-General on the financing of peacekeeping operations, the Department supported peacekeeping operations in transition or those being restructured with revised budgets and requests for additional resources, including MONUSCO and UNMISS, as well as assisting UNMIL in its closure and MINUSTAH in its transition to MINUJUSTH.

24. Following the successful implementation of phase 1 of the supply chain management solution, which entailed the decommissioning of the aforementioned Galileo system, the Department made significant progress in the design, development and deployment of Umoja Extension 2, comprising 41 per cent of Umoja processes. Its extensive functionality will support many of the reform initiatives outlined above. It will enable planning for, and reporting on, the utilization of resources on the basis of results frameworks, including the Sustainable Development Goals, facilitate the management of donor relations, support resource mobilization efforts, streamline the management of implementing partners and of conferences and events, integrate end-to-end processes for paying troop- and police-contributing countries and enable better supply chain capabilities. In addition to planned as well as unscheduled deployments, the design and development of new functionalities and major software upgrades were completed during the reporting period. In order to sustain business readiness, the Department also trained over 2,000 end users, supported by around 200 local process expert trainers, who were trained in collaboration with the Department of Field Support.

Office of Internal Oversight Services

25. In the Office of Internal Oversight Services, the Internal Audit Division enhanced its risk-based work planning process by capturing emerging risks and ensuring its alignment with the Organization's enterprise risk management strategy. The process was also aligned with the Division's workplan and focused on providing assurance on the effectiveness and efficiency of various substantive activities and operational processes and on areas with the potential for fraud. Efforts continued to develop a Umoja manual that will provide additional guidance to auditors on conducting audits in the Umoja environment. The Inspection and Evaluation Division completed three evaluations, on (a) the effectiveness of peacekeeping operations in deterring and confronting armed elements in the Democratic Republic of the Congo, Mali and the Central African Republic; (b) rehatting in MINUSMA and MINUSCA; and (c) the implementation and results of protection of civilians mandates in peacekeeping operations. The Division held a workshop for staff at Headquarters and

in the field, at which the ongoing professionalization of evaluation methodologies specific to peacekeeping was discussed and a forward-looking strategy was developed for the new field presence in Entebbe. The Investigations Division focused on four main areas: (a) building capacity in relation to the investigation of sexual exploitation and abuse, with a continued focus on the investigation of fraud and corruption, retaliation and sexual harassment; (b) strengthening and professionalizing investigations and reviewing the Division's internal processes; (c) recruitment and retention; and (d) training and continuous professional development.

26. In the Investigations Division, the vacancy rate improved significantly from the previous year, from 26.0 per cent to 14.8 per cent in the month of June 2018. The ongoing modular course on forensic interviewing of children continued, courses in open source intelligence-gathering were delivered and an induction training course was delivered to new investigators.

27. The Office also led in a number of areas in relation to the investigation of sexual exploitation and abuse and sexual harassment, forming a key element in the Secretary-General's strategy for dealing with sexual harassment. The overall level of reporting of misconduct to OIOS rose over the past 12 months by some 42 per cent and the number of opened investigations rose by around 44 per cent. In response, the Investigations Division continued to streamline, simplify and improve the efficiency and effectiveness of the case management and case handling processes to further improve timeliness.

Executive Office of the Secretary-General

28. 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 cleared by the Office, as were all communications, statements and talking points pertaining to peacekeeping-related matters for the Secretary-General and the Deputy Secretary-General. In addition, the Office assisted the Secretary-General in his contacts with the departments, as well as with Member States, delegations, non-governmental organizations, the press and the public in formulating the Action for Peacekeeping initiative, which was marked by a high-level event held during the seventy-third session of the General Assembly at which more than 140 Member States and regional organizations endorsed the Declaration of Shared Commitments on United Nations Peacekeeping Operations.

Ethics Office

29. The Ethics Office continued to engage with staff from peacekeeping operations through its website, dedicated ethics helpline, email and outreach missions to multiple duty stations, addressing anti-fraud and protection against retaliation initiatives. The Office designed and implemented the annual Secretariat-wide 2017 Leadership Dialogue on United Nations standards of conduct, designed the 2018 Leadership Dialogue on speaking up and whistle-blowing and updated ethics guidance and resource materials. Approximately 14,825 field mission staff participated in the 2017 Leadership Dialogue initiative, compared with 12,500 in 2016. The Office conducted the pre-appointment review of declarations of interest by candidates for leadership positions in peacekeeping missions and continued to provide induction briefings on ethics to newly appointed senior officials. The new online platform for the financial disclosure programme was rolled out. The Office continued its engagement in developing and reviewing policies and standards, including addressing conflict of interest and whistle-blower policies and practices in the United Nations, and engaged

in a review of the regulatory frameworks on the prohibited conduct of sexual harassment and sexual exploitation and abuse.

Administration of justice

30. The Office of Staff Legal Assistance continued to provide legal advice and representation to staff of the peacekeeping missions in relation to workplace disputes. During the reporting period, advice or representation was provided in 317 new cases. Additionally, the Office held information sessions and legal clinics in 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. The Office informally resolved 221 cases, obviating formal proceedings where possible. Furthermore, as a result of its initiatives in visiting certain peacekeeping missions, potential litigation was prevented through greater dialogue between staff and mission management.

31. The Office of the United Nations Ombudsman and Mediation Services continued to provide conflict resolution services, including the screening of cases for systemic issues that should be brought to the attention of the management of the Organization. During the performance period, the Office provided conflict resolution services in 1,318 cases originating from peacekeeping operations. The Office also conducted 440 outreach activities, which included over 90 workshops and training sessions and 70 information sessions and presentations, targeting over 4,000 staff and 170 senior officials, and over 260 partnership consultations. A particular focus was on promoting conflict competence to enhance the ability of managers and staff to handle difficult situations in the workplace in a collaborative manner.

32. Since 2014, the Office of the United Nations Ombudsman and Mediation Services has implemented an internal performance management and monitoring system to identify systemic issues from each of its seven regional offices, as well as developing a pre-visit questionnaire and survey to assess the situation in the missions for planned outreach and quarterly summary reports on case intake to monitor performance and allocation of resources. The consolidation of the management role in the office in Goma, Democratic Republic of the Congo, for the offices in Goma and Entebbe effective 1 February 2017 allowed for improved travel planning and outreach to field staff in the Middle East region. The two general temporary assistance positions in Entebbe provided support to ease the heavy caseload from the peacekeeping duty stations in East and West Africa.

Office of Legal Affairs

33. The Office of Legal Affairs continued to provide centralized legal support and assistance to ensure the effective conduct of peacekeeping activities in accordance with international law and the United Nations legal framework, and to protect the legal interests and minimize the legal liabilities of the United Nations. Legal services and assistance provided by the Office in support of peacekeeping operations concerned questions relating to international peace and security, public international law, advice on the interpretation of the Charter of the United Nations, resolutions, treaties and questions involving the use of force, sanctions, investigations, accountability issues, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. It also concerned questions related to public international law, including legal disputes, human rights law, international humanitarian law and international criminal law, including the formulation of statements of a legal nature for the Secretary-General. The Office also provided legal assistance and advice on the myriad of support functions relating to the Organization's peacekeeping activities and operations, including 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 Regulations and Rules and the Staff regulations and Rules of the United Nations and the reform thereof, and the representation of the Secretary-General in the system for the administration of justice.

34. Resources allocated to the Office under the support account were necessary to enable the Office to contribute to the activities of peacekeeping operations, including by mitigating legal risk and limiting legal liability arising from such operations and activities. During the reporting period, the Office defended the Organization from claims totalling \$35.4 million arising out of peacekeeping operations. As a result of the efforts of the Office, such claims were resolved during the reporting period, including by arbitral award or approved settlement, in the total amount of \$4.8 million, representing a reduction of 86.3 per cent in the actual liability borne by the Organization. The Office continued to draw lessons learned from the resolution of claims or other legal matters in order to improve and update standard forms of agreements, including the United Nations General Conditions of Contract, standard banking agreements and standard field leases, in order to further mitigate legal risks and protect the legal interests of the Organization.

Department of Public Information

35. The Department of Public Information continued to provide strategic communications support to peacekeeping missions by working closely with counterparts at Headquarters and liaising with public information components in peacekeeping missions; launching the Service and Sacrifice campaign; providing missions with guidance and advice on their communications strategies and workplans, including by undertaking field support visits to UNMIL to help with the closing of the mission; organizing a workshop for the Chiefs of Strategic Communications and Public Information of all peacekeeping missions; providing input to the integrated task forces on communications-related issues; launching the new United Nations peacekeeping website on a new web platform; working with DPKO and DFS in evaluating candidates for public information positions in the field, in particular rosters for digital media officers; providing targeted media outreach to troop- and police-contributing countries; connecting peacekeeping missions with the global network of United Nations information centres and the Department's other platforms; and preparing, collecting and distributing video material. The Department continued to promote the United Nations zero tolerance policy towards sexual exploitation and abuse. The Department also provided media training to senior officials in peacekeeping missions and at Headquarters.

Department of Safety and Security

36. On 1 June 2018, all field-based international staff of the Department of Safety and Security on UNDP appointments transitioned to Secretariat appointments, bringing all Secretariat safety and security staff under a common legal and policy framework and forming an integrated security workforce. This milestone was the final step in the United Nations Secretariat Safety and Security Integration Project, which commenced in late 2015. The project has strengthened the security management system in the Secretariat through its unification, providing greater oversight and management authority in the Department over security in field missions, and the establishment of the necessary common human resources-related framework for the security workforce.

37. The Department continued to focus on peacekeeping missions with substantial risks, particularly in the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan, as significant security incidents occurred which had a

direct impact on mandate implementation and programme activities. Equal emphasis was placed on the downsizing of peacekeeping missions, such as UNAMID, which experienced changes in its mandate and configuration.

38. The Department continued to provide training through the training-of-trainers programme to build security training capacities within peacekeeping missions while minimizing the utilization of external training vendors. Such training activities included a basic defensive tactics course and firearms training officer certification courses.

Secretariat of the Advisory Committee on Administrative and Budgetary Questions

39. The secretariat of the Advisory Committee on Administrative and Budgetary Questions continued to provide advice and technical support to the Advisory Committee on issues of policy and/or procedures, including the examination and analysis of the proposals contained in the reports of the Secretary-General. The secretariat finalized the implementation of an electronic library under Unite Docs containing all the working documents used by the Advisory Committee in carrying out its work, including all internal and external (public) documents since the sixty-second session of the General Assembly. The secretariat also standardized peacekeeping reports of the Advisory Committee, which allowed for a more concise and streamlined approach and increased the efficiency of the report drafting process.

Office of the United Nations High Commissioner for Human Rights

40. OHCHR continued to provide advice, analysis and operational support by participating in the strategic review of MONUSCO and the independent reviews of MINUSMA and UNMISS; provided support on training for uniformed personnel; provided routine support to the African Union through the presence in UNOAU; strengthened implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces through two support visits to MINUSCA and MINUJUSTH; supported MINUSCA and UNMISS in human rights monitoring and reporting by providing surge capacity; carried out start-up planning for MINUJUSTH and drawdown planning for the UNMIL human rights components; and supported missions in addressing sexual exploitation and abuse, in particular by non-United Nations forces operating under a Security Council mandate. OHCHR also provided intergovernmental bodies and Member States, including troop- and police-contributing countries, with regular briefings and updates on the human rights situation in countries with peacekeeping operations, most notably MINUSCA, MINUSMA and MONUSCO, and briefings to the Special Committee on Peacekeeping Operations on the protection of civilians, conflict-related sexual violence and the human rights due diligence policy.

41. The Peace Mission Support Section continued to build partnerships with the integrated operational teams through regular participation in weekly meetings and the provision of regular and timely inputs to planning frameworks and guidance, especially for MINUSMA, MINUSCA and MONUSCO. The Section also made progress in integrating human rights considerations into African Union peace support operations through co-location in UNOAU. The absence of desk capacity for missions in East Africa (UNMISS and UNAMID) and missions outside of Africa (UNMIK and MINUJUSTH) limited the ability of the Office to provide advice when requested. The Methodology, Education and Training Section increased its collaboration with DPKO and DFS in the development and delivery of new training materials for uniformed personnel. The Section established regular engagement with peacekeeping operations to support quarterly and annual reporting on allegations of sexual exploitation and abuse involving non-United Nations forces. Overall, the closer integration of OHCHR

with backstopping entities in DPKO and DFS ensured a tailored, pragmatic and significantly timelier response to requests for expertise and support, which translated into enhanced mandate delivery within missions.

II. Results-based-budgeting framework

A. Department of Peacekeeping Operations

(a) Office of the Under-Secretary-General

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

Planned indicators of achievement

Actual indicators of achievement

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. Key public information materials were made available in all six official languages on the United Nations peacekeeping website and digital media platforms

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

Planned indicators of achievement

Actual indicators of achievement

100 per cent compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information

Achieved. MINUJUSTH was in compliance with initial operating requirements for situation reporting and access to internal information within the first 30 days of establishment

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

All field operations are 100 per cent compliant with information management standards

Achieved. Baseline information standards, including the implementation of the Internet and intranet publication policy, were met by 13 peacekeeping missions and UNSOS

Development of 4 general and/or issue-specific communications strategies for all peacekeeping operations

Achieved. 10 communication strategies, including 4 strategies for the closing of MINUSTAH and the opening of MINUJUSTH; the closing of UNMIL; and MINUSMA support for the 2018 electoral process. In addition, 7 global communications strategies were developed and implemented, including for the 2017 United Nations Peacekeeping Defence Ministerial Conference, the second United Nations Chiefs of Police Summit, the Service and Sacrifice campaign, the Mano River Union, the seventieth anniversary of United Nations peacekeeping, the “Value of Peacekeeping” campaign and International Women’s Day

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

Achieved. In addition, the recommendations to support the efficiency and effectiveness of field uniformed personnel were incorporated into the report by Lieutenant General Santos Cruz on improving the security of United Nations peacekeepers

(b) Office of Operations

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

Planned indicators of achievement

Actual indicators of achievement

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

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

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

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

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

Planned indicators of achievement

Actual indicators of achievement

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

Achieved. Planning processes were completed or ongoing in line with time requirements and mission priorities for the transition of MINUSTAH to MINUJUSTH; the drawdown, handover and closure of UNMIL; the reconfiguration of UNAMID; and adjustments for MONUSCO and MINUSCA

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

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

Achieved. Integrated strategic frameworks were updated for all integrated missions (MINUJUSTH, MINUSCA, MINUSMA, MONUSCO, UNAMID, UNMIK, UNMIL and UNMISS)

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

Achieved. All missions fulfilled major milestones as defined in and mandated by Security Council resolutions

(c) Office of Military Affairs

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Security Council resolutions incorporate 90 per cent of recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Achieved. 10 Security Council resolutions incorporated 99 per cent of recommendations on military issues The indicator was higher owing to active and advanced consultations with respective offices within the Secretariat, permanent missions and troop-contributing countries

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Military plans for new or significantly adjusted peacekeeping operations prepared, within 7 days of the adoption of the relevant Security Council resolution	Achieved. Military plans for UNAMID and UNDOF were prepared within 7 days of the adoption of the relevant Security Council resolution
Establishment of a deployable nucleus of military headquarters personnel of a peacekeeping operation within 15 days of the adoption of a Security Council resolution or related decision	Achieved. While there were no actual requirements to deploy Headquarters military personnel, a readily deployable nucleus of Headquarters military personnel was maintained
Increase in the total number of military units pledged by Member States in levels 1, 2 and 3 registered or upgraded in the Peacekeeping Capability Readiness System (16)	Achieved. 16 units upgraded in the Peacekeeping Capability Readiness System

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, visit, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations, in compliance with relevant intergovernmental mandates	86 per cent of military-related recommendations (36 out of 42 recommendations) were implemented. Implementation of 6 recommendations related to UNDOF and MONUSCO was in progress

(d) Office of Rule of Law and Security Institutions

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Security Council resolutions reflect the activities to be carried out by police, judicial and corrections officers (100 per cent)	Achieved. 100 per cent of Security Council resolutions for all peacekeeping operations with police and justice/corrections components included references to activities to be carried out in these areas, comprising 23 Security Council resolutions which incorporated references to United Nations policing and 7 Security Council resolutions referencing justice and corrections activities
Security Council resolutions incorporate 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 responses in the establishment or adjustment of peacekeeping operations (100 per cent)	Achieved. 5 Security Council resolutions included references to security sector reform, 8 included references to mine action, weapons and ammunition management and improvised explosive device responses and 7 included references to disarmament, demobilization and reintegration
General Assembly resolution recognizes the critical contribution of mine action assistance to peacekeeping	Achieved. General Assembly resolution 72/75 on assistance in mine action was adopted on 7 December 2017

Expected accomplishment 2.1: Rapid deployment, establishment or adjustment of peacekeeping operations in response to Security Council mandates and evolving needs

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 25 days of the adoption of the relevant Security Council resolution	Achieved. United Nations police personnel were deployed within the 25-day period to support the transition of MINUSTAH to MINUJUSTH, as well as the drawdown of UNMIL
Initial deployment of justice and corrections capacities to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of the relevant Security Council resolution	Achieved. Justice and Corrections Standing Capacity personnel deployed to 6 peacekeeping operations (MINUJUSTH, MINUSCA, MINUSMA, MONUSCO, UNMIL and UNMISS) within the 30-day period
Initial deployment of 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 within 30 days of the adoption of the relevant Security Council resolution	Deployment of mine action and security sector reform personnel was not required during the reporting period

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

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 response components reflected in 5 integrated mission plans

Achieved. Police components were reflected in 5 integrated mission plans (MINUSCA, MINUSMA, MINUSTAH, UNAMID and UNMIL). Justice, corrections and disarmament, demobilization and reintegration components were reflected in 3 integrated mission plans (MINUJUSTH, MINUSCA and UNAMID). Security sector reform and mine action, weapons and ammunition management and/or improvised explosive device mitigation response components were reflected in 2 integrated mission plans (UNAMID and UNMIL)

Vacancy rate for police in field operations reduced to 14 per cent

Achieved. The average vacancy rate during the reporting period was 14 per cent

Annual plans for mine action, weapons and ammunition management and/or improvised explosive device mitigation response developed or updated for 5 peacekeeping operations

Achieved. Annual plans developed for 5 peacekeeping operations (MINURSO, MINUSCA, MONUSCO, UNISFA and UNMISS)

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

All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided

Achieved. 47 formal and informal requests for information were addressed

The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations will include an overview on all key policy matters related to peacekeeping operations

Achieved. The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations ([A/72/573](#) and [A/72/573/Add.1](#)) responded to the recommendations and requests for information contained in the report of the Special Committee on its 2017 substantive session ([A/71/19](#))

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates*Planned indicators of achievement**Actual indicators of achievement*

A regional organization or arrangement provides enabling or support capacities to the early deployment of 1 new or significantly adjusting peacekeeping operation

No new mission required support

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

100 per cent of training standards are available to all troop- and police-contributing countries and peacekeeping operations

Achieved. All peacekeeping training standards for civilian, military and police personnel were available to all Member States for predeployment training and to peacekeeping operations for induction and ongoing training

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

Achieved. 233 new and revised guidance materials, including policies, standard operating procedures and guidelines and knowledge management materials, were available to all staff in peacekeeping operations through the policy and practice database

B. United Nations Office to the African Union**Expected accomplishment 1.1:** Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping*Planned indicators of achievement**Actual indicators of achievement*

Increased harmonization of approaches between the United Nations and the African Union on key United Nations-African Union peace and security issues in Africa (40 cables)

Achieved. 40 code cables, including 12 monthly analytical code cables and 28 thematic code cables

6 consultative mechanisms are in place at separate levels between the United Nations/United Nations Security Council and the African Union Commission/African Union Peace and Security Council: (a) the annual summit meeting of the Secretary-General and the Chairperson of the African Union Commission; (b) the annual consultative meeting of the United Nations Security Council and African Union Peace and Security Council; (c) the biannual meeting of the United Nations-African Union Joint Task Force on Peace and Security (under the relevant Under-Secretaries-General and the African Union Commissioners); (d) 10 videoconferences at the Director level between the United Nations Secretariat and the African Union Commission; (e) annual United Nations-African Union peacekeeping desk-to-desk meetings; (f) 10 meetings of the conflict prevention cluster

Achieved. 6 out of 6 consultative mechanisms with the African Union were implemented, comprising:

(a) The annual conference of the Secretary-General and the Chairperson of the African Union Commission;

(b) The annual joint consultative meeting of the United Nations Security Council and the African Union Peace and Security Council;

(c) The biannual meetings of the United Nations-African Union Joint Task Force on Peace and Security;

(d) 2 videoconferences at the Director level between the United Nations Secretariat and the African Union Commission, below the target level owing to the unavailability of relevant African Union Commission Directors;

(e) The annual United Nations-African Union desk-to-desk meeting;

(f) 10 meetings on conflict prevention

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

Achieved. Monthly meetings were held with the African Union Partners Group. UNOAU also held monthly meetings with NATO on how to enhance collaboration to support the African Union. In addition, UNOAU participated in 2 technical meetings of the African Union Police Strategic Support Group to develop key documents for the African Union police, including the policy on international policing in African Union peace support operations and special operations that was adopted by the African Union Specialized Technical Committee on Defence, Safety and Security, and other strategic guidelines and standard operating procedures

100 per cent implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security

Achieved. Consultative meetings were held on conflict prevention, horizon scanning and enhanced partnership to operationalize the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security

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

Planned indicators of achievement

Actual indicators of achievement

5 pillars of the African Peace and Security Architecture are operational and the 2015/16 benchmarks of the African Standby Force Revised Road Map III are achieved

Achieved. The 5 pillars of the African Peace and Security Architecture continued to be operational, as follows:

(a) Panel of the Wise: UNOAU liaised with the Panel secretariat to mobilize United Nations support, in particular from the Secretariat, UN-Women and UNEP;

(b) Continental Early Warning System: UNOAU held meetings with the System to share analysis of potential and ongoing conflicts;

(c) Peace and Security Council: UNOAU facilitated meetings of the Chairs of the African Union Peace and Security Council and the United Nations Security Council in Addis Ababa with the aim of enhancing coordination between the two Councils. UNOAU represented the United Nations at Peace and Security Council meetings and facilitated opportunities for capacity-building for members and secretariat staff of the Council;

(d) Peace Fund: UNOAU provided support towards the full operationalization of the Peace Fund on the basis of Security Council resolution [2320 \(2016\)](#);

(e) African Standby Force: UNOAU participated and provided technical support in the revision of the Maputo five-year workplan, supported the African Union in the formation of a continental movement coordination centre and in the development of the concept and road map for strategic lift, assisted the African Union in the revision of the Force's strategic lift concept and participated in the Force's pledges and capability assessment

100 per cent implementation of the remaining activities in the AMANI Africa II cycle, in accordance with the African Standby Force Revised Road Map III

Achieved. UNOAU participated in the revision of the draft Maputo strategic five-year workplan (2016–2020), held in Addis Ababa in February 2018. The Office also participated in the African Standby Force verification exercise and visited regional organizations

Furthermore, UNOAU provided training to the planning elements of the Eastern African Standby Force and ECOWAS Standby Force

All ongoing African Union peace operations are fully operational and transitioned (as appropriate) within their authorized mandates

Achieved. Technical support was provided in the conduct of mission assessments and the review of mission strategic guidelines and related policies in the strategic mission management of AMISOM and the Multinational Joint Task Force against Boko Haram, which are fully operational. UNOAU also participated in the technical task team for development of the Lake Chad Basin Commission stabilization strategy

African Union and AMISOM develop and implement revised concepts of operations and operational plans for capabilities within the envisaged mandate (1 concept of operations)

Achieved. UNOAU participated in the general assessment of AMISOM operations and the joint African Union-United Nations review of AMISOM. The Office also participated in the mission implementation plan and budget workshop held in Nairobi and the AMISOM mission support lessons learned exercise. UNOAU provided technical support to the African Union in the assessment for mission service for individual police officers and assessment for operational capability for formed police units in Kenya, Nigeria and Uganda to ensure their readiness for deployment to African Union peace support operations. UNOAU also participated in the development of the AMISOM police predeployment training package and the pilot training in Zambia

C. Department of Field Support

(a) Office of the Under-Secretary-General

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

Planned indicators of achievement

Actual indicators of achievement

All planned briefings and presentations to the General Assembly, legislative bodies, the Security Council, regional organizations and other stakeholders are delivered (145 briefings)

Achieved. 162 briefings and presentations to the General Assembly, legislative bodies, the Security Council, regional organizations and other stakeholders were delivered

The higher number of briefings was due to higher-than-anticipated interest by legislative bodies on issues relating to conduct and discipline and other operational matters

All reports of the Secretary-General to the Security Council on peacekeeping operations address conduct and discipline, as appropriate

Achieved. Information on conduct and discipline was included in 38 reports of the Secretary-General to the Security Council

All critical recommendations on peacekeeping operations from the Office of Internal Oversight Services are implemented within target dates

Achieved. All critical recommendations from OIOS were implemented within target dates

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

Planned indicators of achievement

Actual indicators of achievement

All new and expanded peacekeeping operations have mission support concepts

Achieved. One mission support concept was developed for MINUJUSTH and two were updated for MINUSMA and UNMIL

Advance teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity

Achieved. An advance team was deployed to MINUJUSTH

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the misconduct tracking system

88 per cent of all allegations were recorded in the misconduct tracking system within 7 days of receipt. Out of 545 allegations (category I and category II) recorded, there were delays in entering 70 related complaints, mainly as a result of mission staff absences

All peacekeeping operations implement the DFS environmental performance management system

Achieved. All peacekeeping operations have implemented the DFS environmental performance and risk management systems, including the mission-wide environmental action plan and the environmental management scorecard

Effective drawdown and transition of 2 peacekeeping operations

Achieved (UNMIL and MINUSTAH). All mission support issues were addressed through coordinated efforts between DFS and UNLB as well as RSCE, resulting in the closure of UNMIL and the transition from MINUSTAH to MINUJUSTH in the prescribed time frame

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

Achieved. All 205 incoming boards of inquiry reports were reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the board of inquiry tracking database

(b) Field Budget and Finance Division

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

Planned indicators of achievement

Actual indicators of achievement

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

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

Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (100 per cent)

Achieved. The Security Council was informed of the resources and field support implications for MINUJUSTH

Member States given the opportunity to provide input to the General Assembly on the continued development of the reimbursement framework for contingent-owned equipment (1 meeting on contingent-owned equipment)

Achieved. 1 survey on troop costs was undertaken on a sample of 10 troop- and police-contributing countries

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

Planned indicators of achievement

Actual indicators of achievement

Funding arrangements in place for new, expanding or transitioning field operations within 21 days of the adoption of a related Security Council resolution

Achieved. Funding arrangement was in place within 21 days of the adoption of the Security Council resolution on MINUJUSTH

100 per cent of memorandums of understanding for contingent-owned equipment signed within 90 days of deployment

7 per cent of memorandums of understanding for contingent-owned equipment were signed within 90 days of deployment

Several troop- and police-contributing countries did not complete the negotiations until the missing major equipment was procured, delivered to the mission area and inspected by field mission. There were also cases of lengthy internal legislative processes in some countries, which prevented prompt signature of the memorandums of understanding

Measures have been put in place to proactively follow up with stakeholders and permanent missions for inputs and concurrence, and a mechanism was established to escalate pending memorandums of understanding with Permanent Representatives

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

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

Reduction of 1.6 per cent in the average cost per uniformed person deployed in peacekeeping operations, from \$75,000 to \$73,800

95 per cent of death and disability claims processed within 90 days of receipt of a complete submission

95 per cent of death and disability claims were processed within 90 days of receipt of a complete submission

(c) Field Personnel Division**Expected accomplishment 2.1:** Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
All peacekeeping operations in a start-up, expansion or transition phase meet the annual average incumbency rate target ranges specified in the Compact (annual average incumbency rate target ranges for international and national staff as applicable for each mission)	No target incumbency rate ranges were established for MINUJUSTH since the mission was in a start-up phase
Reduction in the average lead time of recruitment from the roster (48 days from the closing of a job opening to selection of a candidate)	The average lead time of 48 days for recruitment from the roster was achieved in 8 field operations (MINUJUSTH, MINUSCA, UNDOF, UNIFIL, UNLB, UNMIK, UNMIL and UNMISS)
Increase of 3 per cent in the total number of women on the rosters of candidates endorsed by the field central review bodies (33 per cent)	Achieved. The total number of women on the rosters of endorsed candidates was 33 per cent during the reporting period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
All stable peacekeeping operations meet the annual average annual incumbency rate target ranges specified in the Compact (annual average incumbency rate target ranges for international and national staff, as applicable for each mission)	<p>No compact was established for peacekeeping missions. However, the incumbency rates during the period were as follows:</p> <p>(a) International posts: as at 30 June 2018, the overall incumbency rate stood at 86 per cent:</p> <p>(i) For 6 missions (MINURSO, MINUSMA, MONUSCO, UNAMID, UNFICYP and UNIFIL), incumbency rates were within the target range;</p> <p>(ii) For 4 missions (MINUSCA, UNISFA, UNMISS and UNSOS), incumbency rates were above the target range;</p> <p>(iii) For 2 missions (UNDOF and UNMIK), UNLB and RSCE, incumbency rates were below the target range;</p> <p>(b) National Professional Officers: as at 30 June 2018, the overall incumbency rate stood at 88 per cent:</p> <p>(i) For 2 missions (MINUSMA and MONUSCO) and RSCE, incumbency rates were within the target range;</p> <p>(ii) For 6 missions (MINUSCA, UNAMID, UNIFIL, UNMIK, UNMISS and UNSOS), incumbency rates were above the target range;</p> <p>(iii) No targets were established in four missions (MINURSO, UNDOF, UNFICYP and UNISFA) or in UNLB;</p>

(c) National General Service: as at 30 June 2018, the overall incumbency rate stood at 89 per cent:

- (i) For 4 missions (MINURSO, UNAMID, UNIFIL and UNISFA), incumbency rates were within the target range;
- (ii) For 3 missions (MINUSMA, MONUSCO and UNDOF), UNLB and RSCE, incumbency rates were below the target range;
- (iii) For 5 missions (MINUSCA, UNFICYP, UNMIK, UNMISS and UNSOS), incumbency rates were above the target range

The deviation from the target ranges was due mainly to security issues, visa issues and changes in mandates and priorities, as well as the placement of staff from downsizing or liquidating missions

(d) Logistics Support Division

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

Planned indicators of achievement

Actual indicators of achievement

Improved performance index for property management for all peacekeeping missions, based on scores for 20 key performance indicators (1,800)

The performance index was 1,453. The lower performance index was due to underperformance by a few missions during the transition phase from legacy inventory systems to Umoja and the resulting learning curve on the new way of managing inventory

Timely submission of quarterly verification reports based on 100 per cent physical inspection of major equipment and self-sustainment (30 days)

Submission time was on average 34 days for the reporting period

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

Planned indicators of achievement

Actual indicators of achievement

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

MINUJUSTH was established using assets already deployed for MINUSTAH, and therefore did not fall within this indicator of achievement

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Compliance of all missions with the implementation of the supply chain management initiative, as outlined in the supply chain management blueprint

All missions complied with the supply chain management initiative

Implementation of a centralized warehousing concept, in accordance with guidance on centralized warehousing, by all missions (100 per cent)	80 per cent of the concept was implemented. The lower implementation rate was due to the continuing implementation of all elements of the overall “end-to-end” supply chain management approach
Increased compliance of active peacekeeping operations with established light passenger vehicle holding policies (95 per cent)	The compliance rate stood at 93.4 per cent. The lower compliance rate was due to the reduction of vehicle entitlement ratios, which were introduced during the period. However, the actual number of light passenger vehicle holdings represented an overall reduction of 9 per cent compared with the vehicle holdings as at 30 June 2017 and 23 per cent compared with the vehicle holdings as at 30 June 2016
Rate of evaluation of vendors through the supplier appraisal system maintained at 100 per cent	Achieved. Performance reports were collected for all contracts. In addition, a new system to electronically collect performance data was introduced through UNLB

(e) Information and Communications Technology Division

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
The Security Council is provided, within 3 days of the request, with up-to-date geospatial information service, satellite imagery and thematic analysis maps relating to matters in question	Achieved. The Security Council was provided with up-to-date geospatial information service data within 3 days of request for daily consultation meetings, and for the monthly briefings led by the Executive Office of the Secretary-General. Satellite image map and thematic analysis map products were provided to the Council’s panels of experts

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Communications links established within 24 hours of arrival of the ICT equipment in new peacekeeping operations	No new communications links were needed for MINUJUSTH as the transition from MINUSTAH was undertaken using existing infrastructure and support
Provision of up-to-date geospatial information and maps to Departments and Offices of the Secretariat, with a particular focus on DPKO Situation Centre/United Nations Operations and Crisis Centre, Office of Military Affairs Assessment Team and DSS, within 9 days of the request	Achieved. Departments and offices at Headquarters were provided with up-to-date geospatial information, thematic maps, satellite image maps and analytical geospatial products within 9 days
Provision of information systems to the newly established missions within 10 days of the request	Achieved. MINUJUSTH was supported with the necessary information tools within 10 days of the request

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

99 per cent availability to all peacekeeping operations of established ICT infrastructure and existing ICT applications

Achieved. The level of availability of established ICT infrastructure and existing ICT applications to all peacekeeping operations was 99 per cent

D. Department of Management**(a) Office of the Under-Secretary-General**

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

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

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

98.3 per cent of the respondents to a survey distributed to the members of the Bureau of the Fifth Committee and the coordinators of the work of the Committee during the seventy-second session of the General Assembly indicated “satisfied” or higher

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

The average processing time for Headquarters Committee on Contracts minutes is 7.0 business days

Achieved. The Committee processed 429 cases in an average time of 4 days

90 per cent of members of local committees on contracts trained in the relevant mandatory basic training

Achieved. 94.2 per cent of members of the local committees on contracts received mandatory training

Preparation for deployment of phase 1 of supply chain management, including the decommissioning of the legacy system Galileo in peacekeeping entities: September 2017; design and build of phase 2 of supply chain management: June 2018

Achieved. Phase 1 of supply chain management, including the decommissioning of the Galileo system in peacekeeping entities, was successfully implemented in September 2017. Preparatory activities for phase 2 of supply chain management are in progress

Preparations for a major upgrade of Umoja SAP software and for the deployment of the supply chain management phases 2 and 3, as well as for the implementing partners: second half of 2018

Achieved. Umoja software upgrades, including the supplier relationship management and the employee self-service portals, were successfully completed in July 2018, ahead of schedule, in preparation for Umoja Extension 2 deployments. Preparations are under way for the deployment of the implementing partner management project in December 2018

Preparations for the design and build phase of budget formulation processes and donor relations: June 2018

Achieved. The budget formulation solution for peacekeeping budgets for the 2019/20 period was rolled out in October 2018. The first cluster of fundraising and donor relationship management was deployed in September 2018

Continuous improvements of the Umoja Foundation and Extension 1 processes throughout the budget period	Achieved. Notable process improvements have been made as part of the continuous improvements programme. The first-call resolution rate has increased significantly, marking a shift in focus from production support to continuous improvements for Umoja Foundation and Umoja Extension 1 processes
Review and respond to all management evaluation requests filed by peacekeeping staff members within 45 days (90 per cent)	62 per cent of requests were reviewed and responded to within 45 days
Maintenance of the percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation, that is, a remedy was found or the original decision was overturned (42 per cent)	Achieved. Of all requests, only 11 per cent proceeded to formal litigation

(b) Office of Programme Planning, Budget and Accounts

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Of the 38 financial reports produced during the reporting period, 33 (86.8 per cent) were submitted by the target dates. The budget performance report for MINUSMA and the budget report for RSCE were submitted after the target date owing to the need for extensive consultations on aspects of operational mission support. The budget report for UNMISS was pending the decision of the Security Council on the independent review of the Mission's mandate. The two financial reports in respect of the support account were delayed because of protracted consultations in the light of the proposed reform initiatives of the Secretary-General
No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Achieved. The Advisory Committee on Administrative and Budgetary Questions again welcomed the submission of a streamlined overview report and noted the continuous efforts to improve the content, format and quality of the information contained in the report
Provision of responses to requests for supplementary information from the Fifth Committee and the Advisory Committee on Administrative and Budgetary Questions no later than 5 working days after their receipt	Achieved. Written responses to follow-up questions were provided to the Fifth Committee and the Advisory Committee, on average, no later than 5 working days after their receipt. Exceptions reflected detailed requests requiring the preparation of analyses by field missions and the collation and verification of results at Headquarters
A positive audit opinion of the Board of Auditors on the peacekeeping financial statements	Achieved. An unqualified opinion was issued on the financial statements for the period from 1 July 2016 to 30 June 2017. The opinion of the Board of Auditors for the period from 1 July 2017 to 30 June 2018 is expected to be issued in January 2019
Financial statements are available to the Board of Auditors within 3 months of the end of the financial period	Achieved. Financial statements for the period ended 30 June 2018 were released to the Board on 26 September 2018

Monthly status of contributions available online by the end of the following month (1 month)	Achieved. Monthly reports have been prepared and made available online to Member States and users from United Nations offices through the contributions web portal
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Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned indicators of achievement

Actual indicators of achievement

Banking operations set up within 3 months of the establishment of new peacekeeping operations	Except for MINUJUSTH, which was able to use banking operations for MINUSTAH, no new peacekeeping operations were established during the period
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Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Number of days to respond to administrative services to the field, including responses to queries on financial policy matters, master data requests and cost recovery enquiries (6 days)	Achieved. Responses to client departments are provided within 6 days of receipt of all pertinent documentation. Response turnaround time for requests for service delivery master data was within 5 days. For coding block master data requests, response time was also within 5 days. Master data requests for business partners were responded to within 48 hours
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Liabilities for troops and formed police units do not exceed 3 months	Achieved. As at 30 June 2018, liabilities for services rendered by troops and formed police units were less than 3 months for 5 active field missions with military and police personnel components. Reimbursements for services rendered by troops and formed police units as at 30 June 2018 were paid up to (a) October 2017 for MINUJUSTH, MINURSO and UNSOS; and (b) up to January 2018 for MONUSCO, UNDOF, UNISFA and UNMISS owing to liquidity constraints
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90 per cent of respondents to client surveys express satisfaction with the services received	Achieved. 98 per cent of the respondents to a survey conducted rated the services received from the Peacekeeping Financing Division as satisfactory or higher
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Revision of standard operating procedures and accounting manual developed to support IPSAS accounting and reporting	Achieved. Explanations on revised procedures and requirements for IPSAS-compliant financial statements for the 2017/18 period were provided to all missions through year-end instructions, job aids and videoconferences
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Payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States	Achieved. Payments for troops and contingent-owned equipment were processed on a quarterly basis pursuant to the payment instructions
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90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation	All payroll payments were processed on time, 40 per cent of staff separations were processed within 30 working days and 95 per cent of education grants were processed within 30 working days
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The delays in separation payments were attributable to the significant resources dedicated to support the testing, preparation and implementation of the International Civil Service Commission compensation package in Umoja, implementation of Umoja functionality in the United Nations information centres in the Department of Public Information, implementation of Umoja functionality in the Department of Safety and Security and post-

	production support. Potential implementation of the global service delivery model also caused payroll staff, especially in the General Service category, to move on to other permanent or temporary assignments in the Organization
90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation	Achieved. 92 per cent of vendor payments and 90 per cent of travel claims payments were processed within 30 working days
Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service are provided within 30 working days of the receipt of the request (100 per cent)	Achieved. All insurance contracts were reviewed, and guidance and advice with regard to insurance provisions and indemnity clauses were provided within 30 days
100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions	Achieved. All relevant communications to Member States were processed within 30 days of the adoption of resolutions
Requests for financial delegation of authority are approved and processed within 2 weeks of the receipt of required supporting documentation (100 per cent)	Achieved. All requests for approval of delegation of financial authority for incoming staff were processed within 2 weeks of receipt of the required supporting documentation
Peacekeeping support accounts investment pool rate of return equal to or above the 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Achieved. The peacekeeping support accounts investment pool rate of return was equal to or above the 90-day United States Treasury bill interest rate for United States dollar investments
100 per cent of payments requested for peacekeeping accounts processed within 2 business days	Achieved. All payments requested for peacekeeping accounts were processed within 2 business days
100 per cent availability of service support to users of the financial and budget information system	Achieved. All post-implementation support to Umoja clusters was absorbed within existing resources without disruption to existing legacy support

(c) Office of Human Resources Management

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

Planned indicators of achievement

Actual indicators of achievement

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

Achieved. Access to HR Insight online reports was offered to all Member States during the reporting period, with 143 Member States having access to the system

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

Monitor delegated authority on evacuation and deployment to the field medical officers and provide governance (100 per cent)

Achieved. Responded to all evacuation and deployment requests. The mission evacuation and deployment requests have not been delegated to the field medical officers yet, as the administrative instruction has not been promulgated

Reduction in the number of days of sick leave (7.5 days)

6.5 days of sick leave (certified and uncertified) were noted for the period

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

Achievements as at 30 June 2018 related to the strategic indicators specified in the human resources management scorecards and compacts for 11 stable peacekeeping operations were as follows:

- (a) 6 peacekeeping operations were within the established vacancy rate target range for international staff, 3 peacekeeping operations were below the vacancy rate target range for international staff and 2 peacekeeping operations were above the vacancy rate target range;
- (b) 1 peacekeeping operation had 47 per cent women among its international staff, 1 peacekeeping operation had 40 per cent women among its international staff, 7 peacekeeping operations had between 24 and 32 per cent women among their international staff and 2 peacekeeping operations had 19 per cent women among their international staff;
- (c) 4 peacekeeping operations achieved 80-89 per cent completion of performance evaluations within 4 months of end of cycle, while 7 peacekeeping operations achieved 90-99 per cent completion

100 per cent of staff have access to information or training on the new performance management policy or Inspira tool

17 field-based human resources practitioners were trained as certified performance management development trainers. 3 facilitator toolkits, on addressing underperformance, getting results from midpoint reviews and mandatory performance management training for managers and supervisors, were developed in English and French and shared with human resources practitioners in the field and the Chiefs of Human Resources in field operations. The performance management pages on the human resources portal were redesigned and updated to include new guidelines for all staff across the Secretariat, including field-based staff

(d) Office of Central Support Services

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

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

Archival material for all liquidated missions is available at Headquarters to the Organization, Member States and the general public (100 per cent)

Achieved. 5,324 linear feet of paper records and 12 terabytes of digital records were received from MINUSTAH and UNMIL and made available to authorized users

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Standard office accommodations are provided for new and existing personnel funded from the support account (staff and contracted personnel) at Headquarters (100 per cent)	Achieved. Standard office accommodation was provided to all new and existing staff and contracted personnel at Headquarters
Implementation of the updated fixed asset management framework in 13 peacekeeping operations, UNSOS, RSCE and UNLB through the provision of policies, guidance, training and certification programmes on the management of property (100 per cent)	Achieved. The compliance framework for fixed asset management was implemented to enable regular review of property records and ensure adequate inventory controls and accountabilities in line with IPSAS requirements. The fixed asset management framework was implemented across the Organization and training needs for fixed asset management were satisfied
Positive feedback on surveys of users of travel and transportation services (95 per cent)	Achieved. 96.2 per cent of respondents gave positive feedback
Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (91 per cent)	Achieved. 92 per cent of respondents gave positive feedback
Increase in the percentage of peacekeeping missions employing standard policies, tools and technical standards for records management (75 per cent)	Achieved. 5 per cent increase (from 70 to 75 per cent) in percentage of peacekeeping missions employing standard policies, tools and technical standards for records management in comparison with the previous reporting period
Percentage of supplier record maintenance requests processed within 3 business days (70 per cent)	Achieved. During the 2017/18 period, the average percentage of supplier record maintenance requests processed within 3 business days was 70 per cent
Average time for review of local procurement authority requests less than or equal to 8 days	Achieved. The average time for the review of local procurement authority requests was 6.6 days
Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases, less than or equal to 25 days	Achieved. The average time for submission of local committee on contracts cases was 17.4 days

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
99 per cent availability of established ICT infrastructure at Headquarters and existing enterprise information systems to Headquarters and all peacekeeping operations	Achieved. 99.9 per cent availability of all established ICT infrastructure services, including services located at Headquarters, enterprise information systems located at the enterprise data centre and all peacekeeping operations

E. Office of Internal Oversight Services

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

Planned indicators of achievement

Actual indicators of achievement

100 per cent of OIOS reports to the General Assembly are submitted in accordance with required deadlines

Achieved. All reports were submitted to the General Assembly in accordance with the required deadline

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Acceptance of 95 per cent of recommendations issued by the Internal Audit Division

Achieved. 99.3 per cent of 483 recommendations issued in audit reports were accepted

Acceptance of 95 per cent of evaluation and inspection recommendations

Achieved. All 16 recommendations issued were accepted

100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement are reviewed

Achieved. All 468 matters received relating to peacekeeping operations were reviewed

Increase in the number of fraud and corruption cases reported (15 cases)

Achieved. A total of 52 fraud and/or corruption investigations were reported, compared with 34 cases in the previous period

100 per cent of investigations conducted during the financial period are completed within 12 months or less

74 per cent of investigations conducted during the financial period were completed within 12 months or less

The lower output is attributable to the overall increase in caseload and by the expansion of the OIOS mandate in relation to sexual harassment

100 per cent of investigations pertaining to sexual exploitation and abuse are completed within 6 months or less

29 per cent of investigations pertaining to sexual exploitation and abuse were completed within 6 months or less

The lower output was attributed to the overall increase in caseload and by the expansion of the OIOS mandate in relation to sexual harassment. While the 6-month timeline is a target mirroring the request of the Secretary-General to Member States in his report on special measures for protection from sexual exploitation and sexual abuse (A/69/779), management of these cases is largely tied to the speed with which cases are handled within Member States

Personnel from 70 per cent of peacekeeping missions are trained on basic investigation training and newly developed investigation training programmes

Achieved. Personnel from 80 per cent of peacekeeping missions were trained through one induction training session; three open source intelligence training sessions; and two comprehensive investigative training sessions for national investigation officers

F. Executive Office of the Secretary-General

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

Planned indicators of achievement

Actual indicators of achievement

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

Achieved. 98 per cent of the reports of the Secretary-General to the Security Council and 96 per cent of the reports of the Secretary-General to the General Assembly were submitted on or before the deadline. In some cases, a slightly longer period of time was required owing to the complexity or sensitivity of the issue

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

Documents were reviewed and returned within 4 days or less to the lead department. In some rare cases, a longer period of time was required owing to the complexity or sensitivity of the issue

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

95 per cent of queries from DPKO are handled within 5 days

Achieved. Guidance was provided to DPKO and DFS within 5 working days. In some rare cases, a longer period of time was required owing to the complexity or sensitivity of the issue

G. Administration of justice

(a) Office of Staff Legal Assistance

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

Planned indicators of achievement

Actual indicators of achievement

Reports of statistics and other information, including any systemic issues identified, submitted on due dates (3 reports)

Achieved. The Office of Staff Legal Assistance provided substantive and/or statistical information by the due date for (a) the eleventh activity report of the Office of Administration of Justice, for the period from 1 January to 31 December 2017; (b) the report of the Secretary-General on the administration of justice at the United Nations; and (c) the report of the Internal Justice Council on the administration of justice at the United Nations

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Actual indicators of achievement

Workplace conflicts prevented or resolved in a timely and efficient manner through:

- Employment of Office of Staff Legal Assistance services by a large proportion of peacekeeping staff with disputes,

Achieved. The Office of Staff Legal Assistance was employed by 317 peacekeeping staff with disputes during the period. 221 matters were resolved through informal mechanisms and advice; 10 were disciplinary cases; 54 went to formal management evaluation; and

relative to those who file Tribunal cases unrepresented (70 per cent)	32 cases were initiated at the United Nations Dispute Tribunal during the period
<ul style="list-style-type: none"> Meeting all deadlines for filing dispute resolution submissions on behalf of peacekeeping staff 	Achieved. All advice and representation was provided in a timely manner. No requests for extensions of time limits were sought

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

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Informal conflict resolution services provided to 3 per cent of eligible staff in peacekeeping operations	Achieved. Informal conflict resolution services were provided to approximately 9 per cent of the eligible population (1,318 cases out of a total of 14,325 staff in field missions (see A/73/79))

H. Ethics Office

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Enhanced ethical awareness through the increasing number of requests for ethics advice guidance (100 inquiries)	Achieved. 148 requests for ethics advice or guidance received
Full compliance with the financial disclosure programme	Achieved. 99.9 per cent compliance rate
Increased quality of outreach and briefing sessions (30 sessions)	80 sessions. 98 per cent of the seminar participants rated the sessions as excellent or good in developing their understanding of ethics issues
Requests for protection against retaliation are evaluated within 14 days of having received complete documentation from claimants (100 per cent)	Achieved. The Office evaluated all requests within 14 days of having received complete documentation from claimants

I. Office of Legal Affairs

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>
Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (less than 40 per cent of the amount originally claimed)	Achieved. Claims arising out of peacekeeping operations totalling \$35.4 million were resolved, including by arbitral award or approved settlement, in the amount of \$4.8 million, representing a reduction of 86.3 per cent in actual liability from the amount claimed

Absence of instances arising out of peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained (no instances)

Achieved. Privileges and immunities were maintained in all agreements for peacekeeping-related matters reviewed by the Office of Legal Affairs and, unless waived, were maintained in all legal proceedings involving the Organization or its officials and concerning peacekeeping matters

J. Department of Public Information

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

90 per cent of peacekeeping operations surveyed indicate overall satisfaction with the quality of public information support

60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets

Actual indicators of achievement

All missions indicated the level of support as very good or satisfactory

More than 60 per cent of the stories distributed were broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets

K. Department of Safety and Security

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned indicators of achievement

Implementation in all peacekeeping operations of the security risk management process and up-to-date security plans (90 per cent)

Implementation of the United Nations Secretariat Safety and Security Integration Project with all Secretariat security resources, including the safety and security services components in all peacekeeping operations, under the authority of the Under-Secretary-General for Safety and Security (100 per cent)

Actual indicators of achievement

Achieved. The Department's security standards, policy, guidelines, directives, procedures and recommendations from security management reviews of field operations, such as security risk assessments/security risk management, security standards for facilities and residences and security level system development or review, were being implemented on an ongoing basis by all peacekeeping operations

Achieved. The United Nations Secretariat Safety and Security Integration Project was completed in June 2018, with the transition of all of the Department's field-based international staff from being on UNDP letters of appointment to being on Secretariat letters of appointment. This effectively created an integrated Secretariat security workforce, with a common administrative policy and legal framework, that is professional, mobile and flexible

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

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

Planned indicators of achievement

Actual indicators of achievement

100 per cent of reports of the Advisory Committee are submitted within the deadline

Achieved. All reports of the Advisory Committee were submitted in accordance with the deadline

100 per cent of the reports of the Advisory Committee are free of error

All reports of the Advisory Committee were submitted free of error

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

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

Planned indicators of achievement

Actual indicators of achievement

Security Council resolutions on peacekeeping operations incorporate human rights dimensions (100 per cent)

Achieved. Security Council resolutions adopted for 6 missions (MINUJUSTH, MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS) included concrete language on the promotion and protection of human rights, such as the promotion of accountability, protection of civilians, conflict-related sexual violence and compliance with the human rights due diligence policy

Member States are provided regular briefings and documented reports on human rights (33)

Achieved. Member States were provided with 33 briefings and documented reports, including: (a) input for 4 briefings to Security Council members on the human rights situation in the Democratic Republic of the Congo and the Central African Republic, compliance of the Group of Five for the Sahel with its human rights obligations and human rights in peace operations; (b) input for 3 DPKO notes to Security Council members on human rights in the Central African Republic; (c) 12 information briefs on human rights violations documented by human rights components in the Democratic Republic of the Congo, the Central African Republic, Mali and South Sudan; (d) 4 joint briefings with DPKO to the Special Committee on Peacekeeping Operations on protection functions, prevention of conflict-related sexual violence, protection of civilians and implementation of the human rights due diligence policy; (e) 4 briefings to Member States on the role of human rights components in MINUSMA, MINUJUSTH and MINUSCA; (f) 1 briefing to the African Union-United Nations high-level dialogue on human rights; (g) 4 public reports by human rights components in UNMISS (2), UNAMID and MINUSMA; and (h) 1 briefing to troop- and police-contributing countries on cooperation between human rights components and uniformed components in MINUSMA, MINUJUSTH and MINUSCA

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

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

Human rights officers, including specialist functions, are identified for deployment to newly established peacekeeping operations or in response to crisis situations within the critical time frame (60 days)

The position to perform this function was not continued in the 2017/18 period

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

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

8 new or updated mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets reflect human rights priorities

Achieved. Reviewed and informed preparation of 8 updated mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets, including MINUSCA conflict analysis, MINUSCA budget and staffing review, MINUSMA conflict analysis and budget, MONUSCO budget and MINUJUSTH budgets (2)

Human rights content is integrated into peacekeeping policies and training for mission personnel, and peacekeeping operations and the African Union are equipped with mechanisms and tools that comply with policies related to human rights (20)

Achieved. Human rights content was integrated into 6 DPKO training materials and 19 peacekeeping policies, a workshop on accountability mechanisms for African Union peace operations held in Addis Ababa, the development of a matrix of areas of collaboration between OHCHR and the African Union regarding the establishment of a compliance framework for African Union operations, as referred to in Security Council resolutions [2320 \(2016\)](#) and [2378 \(2017\)](#), support for the development of draft policies on conduct and discipline and on the prevention of and response to sexual exploitation and abuse for African Union peace and security operations, and a communiqué resulting from the first high-level dialogue on human rights between the African Union and the United Nations

Senior peacekeeping posts are more systematically and consistently screened under the policy on human rights screening of United Nations personnel (50)

The position to perform this function was not continued in the 2017/18 period

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 2017 to 30 June 2018)^a

Category	Apportionment (1)	Expenditure (2)	Variance	
			Amount (3)=(1)-(2)	Percentage (4)=(3)÷(1)
I. Post resources	223 866.3	223 173.5	692.8	0.3
II. Non-post resources				
General temporary assistance	12 199.0	13 732.0	(1 533.0)	(12.6)
Consultants	3 240.4	2 275.2	965.2	29.8
Official travel	8 131.8	7 833.8	298.0	3.7
Facilities and infrastructure	21 734.3	21 856.4	(122.1)	(0.6)
Ground transportation	55.3	80.3	(25.0)	(45.2)
Air transportation	—	31.2	(31.2)	—
Communications	2 030.3	1 997.3	33.0	1.6
Information technology	13 305.2	13 113.7	191.5	1.4
Medical	135.4	117.4	18.0	13.3
Other supplies, services and equipment	14 373.7	14 842.6	(468.9)	(3.3)
Subtotal, category II	75 205.4	75 879.9	(674.5)	(0.9)
Total, categories I and II	299 071.7	299 053.4	18.3	—
Enterprise resource planning	25 038.3	25 038.3	—	—
Information and systems security	821.5	821.0	0.5	0.1
Global service delivery model	868.5	868.5	—	—
Gross requirements	325 800.0	325 781.2	18.8	—
III. Staff assessment income	27 180.2	26 344.6	835.6	3.1
Net requirements, categories I–III	298 619.8	299 436.6	(816.8)	(0.3)

^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 2018 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 Peacekeeping Operations	93 887.1	94 615.2	(728.1)	(0.8)
United Nations Office to the African Union	7 641.0	7 859.0	(218.0)	(2.9)
Department of Field Support	68 744.9	67 124.9	1 620.0	2.4
Department of Management	82 796.9	83 317.6	(520.7)	(0.6)
Office of Internal Oversight Services	28 010.7	28 438.0	(427.3)	(1.5)
Executive Office of the Secretary-General	1 028.8	1 058.0	(29.2)	(2.8)
Administration of justice	2 670.0	2 670.0	—	—
Office of Staff Legal Assistance	136.7	99.1	37.6	27.5
Office of the United Nations Ombudsman and Mediation Services	2 200.4	2 234.0	(33.6)	(1.5)
Ethics Office	1 059.6	1 056.3	3.3	0.3
Office of Legal Affairs	3 896.3	3 815.0	81.3	2.1
Department of Public Information	758.7	636.6	122.1	16.1
Department of Safety and Security	3 837.5	3 757.2	80.3	2.1
Advisory Committee on Administrative and Budgetary Questions	411.2	379.5	31.7	7.7
Office of the United Nations High Commissioner for Human Rights	1 991.9	1 993.0	(1.1)	(0.1)
Subtotal	299 071.7	299 053.4	18.3	0.0
Enterprise resource planning	25 038.3	25 038.3	—	—
Information and systems security	821.5	821.0	0.5	0.1
Global service delivery model	868.5	868.5	—	—
Gross requirements	325 800.0	325 781.2	18.8	0.0

Table 3
Other income and adjustments

(Thousands of United States dollars)

Category	Amount
Investment revenue	1 152.2
Other/miscellaneous revenue	277.9
Cancellation of prior-period obligations	1 610.5
Total	3 040.6

B. Analysis of variances¹

	<i>Variance</i>	
General temporary assistance	(\$1 533.0)	(12.6%)

42. The variance was attributable primarily to: (a) the costs of operationalization of the mobility framework, attributable to peacekeeping operations (\$784,100) in the Department of Management, whereby the General Assembly approved the absorption of such costs within existing approved resources (resolution 68/265); and (b) the higher-than-expected costs for the staff in OIOS outside New York (\$619,100), owing to the increase in the post adjustment multipliers for international staff and salaries of national staff in relation to the exchange rates of the United States dollar to local currencies during the period.

	<i>Variance</i>	
Consultants	\$965.2	29.8%

43. The variance was attributable primarily to the Department of Field Support (\$400,500), the Department of Management (\$214,500) and the Ethics Office (\$255,500) for the following reasons: (a) consultancy services for the quadrennial survey of troop- and police-contributing countries personnel costs were carried out internally and resources were reprioritized under the other supplies, services and equipment class of expenditure for the publication of the manual produced by the triennial Working Group on Contingent-Owned Equipment in the six official languages (Department of Field Support); and (b) the decision to engage the services of consultancy companies instead of individual consultants for budgeted activities, which resulted in some charges being recorded under the information technology class of expenditure (Department of Field Support, Department of Management and Ethics Office).

IV. Activities of the Integrated Training Service

Core training activities in the period 2017/18

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Training recognition for predeployment training – United Nations police	Sierra Leone	July 2017
Training-of-trainers course on revised core predeployment training materials	China	July 2017
Training recognition for predeployment training – United Nations military	Argentina	July 2017
Workshop for United Nations police commanders	Italy	Aug. 2017
Training-of-trainers course on standardized training materials for United Nations military units	China	Aug. 2017
Mobile training team deployment for capacity-building on United Nations peacekeeping predeployment	Cambodia	Aug. 2017
Peacekeeping mission liquidation workshop	Italy	Aug. 2017

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

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Mobile training team deployment for capacity-building on comprehensive protection of civilians for United Nations police	Germany	Aug. 2017
Senior mission administration and resource training programme – workshop 1	Italy	Sept. 2017
Mobile training team deployment for capacity-building on United Nations peacekeeping predeployment	Ethiopia	Sept. 2017
Twenty-third annual International Association of Peacekeeping Training Centres conference	Egypt	Sept. 2017
Training recognition for civil-military cooperation course	Brazil	Sept. 2017
Meeting of the Advisory Board of the UNITAR Peacekeeping Training Programme	Switzerland	Oct. 2017
Workshop for United Nations police commanders	Uganda	Oct. 2017
NATO Military Contribution to Peace Support conference	Switzerland	Oct. 2017
Training-of-trainers course – United Nations staff officers	Uganda	Oct. 2017
Training-of-trainers course on comprehensive protection of civilians	Austria	Oct. 2017
Training recognition for predeployment training – United Nations military observers course	Serbia	Oct. 2017
Training-of-trainers course for corrections officers	Sweden	Oct. 2017
Senior mission leaders course	Senegal	Oct. 2017
Training recognition for predeployment training – United Nations police	Mali	Oct. 2017
Training recognition for predeployment training – civil-military cooperation	Mali	Oct. 2017
Intensive orientation course for heads of military components	Headquarters	Oct. 2017/ Mar. 2018
Final coordination conference for the “Viking 18” command post exercise	Sweden	Nov. 2017
Training-of-trainers course on comprehensive protection of civilians	Republic of Korea	Nov. 2017
Planning events for United Accord exercise for African troop-contributing countries	Ghana/Rwanda	Nov. 2017/ Feb. 2018/ Apr. 2018
PRINCE2 foundation and practitioner training and certification for DPKO/DFS	Headquarters	Nov. 2017/ Feb. 2018
Senior leadership programme	Headquarters	Nov. 2017
Participation in Shared Accord 2017 exercise for African troop-contributing countries	Rwanda	Dec. 2017
Support for regional seminar on deployments of formed police units	Ghana	Dec. 2017
Preparatory workshop to plan and develop the pilot senior women talent pipeline course	Sweden	Dec. 2017

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Training-of-trainers course on predeployment of individual police officers	Republic of Korea	Jan. 2018
Senior mission administration and resource training programme – workshop 2	Italy	Jan. 2018
Pilot course for United Nations police commanders	Uganda	Feb. 2018
Mobile training team course for comprehensive protection of civilians	Rwanda/Ghana	Feb. 2018/ May 2018
International Association of Peacekeeping Training Centres Executive Committee meeting	New Zealand	Feb. 2018
Training-of-trainers programmes on facilitation and presentation skills	Headquarters	Feb. 2018
Training-of-trainers course for francophone countries – United Nations staff officers	France	Feb. 2018
Training-of-trainers course for integrated mission training centres	Uganda	Mar. 2018
United Nations senior national planners course	Egypt	Mar. 2018
Workshop for chiefs of the integrated mission training centres and training focal points	Headquarters	Mar. 2018
Participation in seminar on capacity-building for African troop-contributing countries	Germany	Mar. 2018
Training-of-trainers course on revised core training materials for predeployment	Tunisia	Apr. 2018
Support and participation in the “Viking 18” peacekeeping command and control post exercise	Sweden	Apr. 2018
Training recognition renewal of United Nations Staff Officers Course	Germany	Apr. 2018
Senior mission administration and resource training programme – workshop 3	Italy	Apr. 2018
Predeployment visit to a combat convoy company and a special forces company	Egypt	Apr. 2018
Advanced training for senior mission officials	Italy	May 2018
European Association of Peacekeeping Training Centres conference	Switzerland	May 2018
Training coordination meeting with African Union on training and capacity-building for peace operations	Ethiopia	May 2018
Training enhancement visit to UNAMID	Sudan	May 2018
2018 annual general meeting and workshop of the Association of Asia-Pacific Peace Operations Training Centres	Republic of Korea	May 2018
Training enhancement visit to MINUSCA and MINUSMA	Central African Republic/Mali	May 2018
Seminars on the implementation of the operational readiness assurance and performance improvement policy for African troop-contributing countries (1 anglophone, 1 francophone)	Uganda	May 2018
Training-of-trainers course for military trainers on comprehensive protection of civilians	Ghana	May 2018

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Training-of-trainers courses for United Nations staff officers (1 anglophone, 1 francophone)	Uganda/China	May 2018
Training needs assessment – formed police units	United States of America	May 2018
Mobile training team deployment for capacity-building on United Nations peacekeeping predeployment	China	May 2018
Senior mission leaders course	Canada	June 2018
Training recognition for United Nations police – individual police officers course	Republic of Korea	June 2018
Training enhancement visit to MONUSCO and UNMISS	Democratic Republic of the Congo and South Sudan	June 2018
Global Peace Operations Initiative meeting	United States of America	June 2018

V. Actions to be taken by the General Assembly

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

(a) To decide on the treatment of the unencumbered balance of \$18,800 in respect of the period from 1 July 2017 to 30 June 2018;

(b) To decide on the treatment of other revenue amounting to \$3,040,600, comprising investment revenue (\$1,152,200), other miscellaneous revenue (\$277,900) and cancellations of prior-period obligations (\$1,610,500), in respect of the period from 1 July 2017 to 30 June 2018.