



# General Assembly

Distr.: General  
17 December 2018

Original: English

---

## Seventy-third session

Agenda item 150

### 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**

#### **Addendum**

The present addendum contains information on planned and actual outputs relating to section II of document [A/73/661](#).



---

## Contents

	<i>Page</i>
II. Results-based-budgeting framework . . . . .	5
A. Department of Peacekeeping Operations . . . . .	5
B. United Nations Office to the African Union . . . . .	20
C. Department of Field Support . . . . .	22
D. Department of Management . . . . .	38
E. Office of Internal Oversight Services . . . . .	57
F. Executive Office of the Secretary-General . . . . .	58
G. Administration of justice . . . . .	60
H. Ethics Office . . . . .	61
I. Office of Legal Affairs . . . . .	62
J. Department of Public Information . . . . .	65
K. Department of Safety and Security . . . . .	67
L. Secretariat of the Advisory Committee on Administrative and Budgetary Questions . . . . .	70
M. Office of the United Nations High Commissioner for Human Rights . . . . .	71

## Abbreviations

AMISOM	African Union Mission in Somalia
DFS	Department of Field Support
DPKO	Department of Peacekeeping Operations
DSS	Department of Safety and Security
GSC	Global Service Centre
ICSC	International Civil Service Commission
ICT	information and communications technology
IPSAS	International Public Sector Accounting Standards
ITECNET	Information and Telecommunication Technology Network
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NGO	non-governmental organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OIOS	Office of Internal Oversight Services
POLNET	Political, Peace and Humanitarian Network
RSCE	Regional Service Centre in Entebbe, Uganda
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
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
UNMIS	United Nations Mission in the Sudan
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOS	United Nations Support Office in Somalia

## II. 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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
90 outreach activities, such as conferences, exhibits, public briefings and materials such as pamphlets, fact sheets and videos on the peacekeeping work of the United Nations	125	Outreach activities  The output was higher owing to the increased demand for specific campaigns
1,000 peacekeeping-themed posts on digital media platforms, including Facebook, Twitter, Instagram and Flickr, as well as on iSeek	3,742	Peacekeeping-themed posts  The output was higher owing to the use of the Instagram and Tumblr platforms and advocacy campaigns, such as the Service and Sacrifice campaign, International Women's Day and the seventieth anniversary of peacekeeping
290 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	386	Meetings or briefings by the Under-Secretary-General  The output was higher owing to the mission reconfiguration and drawdown of UNMIL, MINUJUSTH and UNAMID, as well as several peacekeeping reform initiatives requiring regular Member State consultations, such as initiatives to improve the safety and security of peacekeepers and the Action for Peacekeeping initiative
35 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping	49	Briefings  The output was higher owing to the evolving situations and mission reconfigurations in many areas of operations and to requests by the Security Council
4 briefings to the Special Committee on Peacekeeping Operations on new and developing policies and procedures	3	Briefings by the Under-Secretary-General
10 briefings/consultations with Member States and troop- and police-contributing countries on systemic issues and gaps that have an impact on the delivery of mandate by uniformed personnel to support the conduct of mission reviews (5 meetings conducted in support of the preparation of reviews and 5 follow-up meetings). In addition, 1 meeting with the	14	Briefings/consultations  The output was higher owing to an increase in requests for briefings by Member States

\* For planned and actual indicators of achievement, see [A/73/661](#).

military and police advisers community in the mission

35 briefings to troop- and police-contributing countries on operational developments in peacekeeping operations and concerning UNSOS	42	Briefings The output was higher owing to the higher number of issues requiring briefings
200 media events, including interviews and thematic press briefings on mission-specific topics, such as conduct and discipline and military, police and security issues	310	Media events The output was higher owing to sustained interest in conduct and discipline issues, media focus on peacekeeping budgets and the ongoing reform of the peace and security architecture by the Secretary-General, and specific campaigns
Prompt notifications to troop- and police-contributing countries of all casualties among uniformed personnel serving in all peacekeeping operations	Yes	Prompt notifications of casualties were provided to troop- and police- contributing countries upon receipt of information from peacekeeping missions

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
1 workshop on the use of data to improve evidence-driven planning and analysis during new mission planning and start-up	3	Workshops

---

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	12	Visits by the Under-Secretary-General to peacekeeping operations The output was higher owing to the evolving situations and mission reconfigurations in many areas of operation
Dissemination of 1 electronic document management framework in French to all peacekeeping missions	3	Guidance documents on information management were translated into French and published on the Peace Operations Policy and Practice Database
15 evaluations on the implementation of security policies in peacekeeping missions	15	Evaluations on the implementation of security policies were conducted jointly with DSS
Evaluations of field occupational safety risk management and implementation of organizational resilience management in all peacekeeping missions	Yes	Evaluations were undertaken through continuous engagement with field focal points for organizational resilience and field occupational safety
1 field safety training course and	1	Field safety training course
1 organizational resilience training course for peacekeeping staff	1	Organizational resilience management system course

5 reports on reviews and assessments to support the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards in 5 peacekeeping operations, including operational performance; and follow-up actions, as applicable	5	Reports. A report entitled “Improving security of United Nations peacekeepers” was issued at Headquarters and support was provided to peacekeeping operations on the development of action plans for their respective missions
8 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network	9	Inputs, including on the development of the road safety strategy, the air travel policy, the chemical, biological, radiological and nuclear threats policy, the policy and guidelines on security planning, the policy on the security of locally recruited personnel, the policy on compliance, evaluation and best practices, the manual on gender inclusion in security management, the programme criticality review and the security training working group  The output was higher owing to an increase in the development of new and/or the revision of existing safety and security programmes related to peacekeeping mission personnel that required direct oversight and insight from the focal point for security of DPKO and DFS
490 reports, including daily reports of the United Nations Operations and Crisis Centre and peacekeeping briefing notes, as well as ad hoc alerts and special incident reports, as required, to maintain situational awareness of developments in all peacekeeping operations and UNSOS and in support of other related areas of interest	504	Reports. In addition, ad hoc alerts and special incident reports were issued, as required  The output was higher owing to the number of issues that required reports and/or briefing notes
1 workshop for chiefs of joint mission analysis centres to align the management of individual centres with the strategic goals of peacekeeping and strengthen inter-mission cooperation in analysis; 2 capacity-building training courses on matters of reporting, operations and information analysis for staff of joint operations centres and joint mission analysis centres; and 1 capacity-building training course for relevant mission staff on field crisis management arrangements	1	Workshop for chiefs of joint mission analysis centres
	2	Capacity-building training courses for staff of joint operations centres and joint mission analysis centres
	1	Capacity-building training course for relevant mission staff on field crisis management, organized in partnership with the Norwegian Defence International Centre
1 annual conference for Special Representatives of the Secretary-General and heads of mission of DPKO-led operations	1	Annual conference

5 visits to peacekeeping operations to provide operational and technical support to joint operations centres and joint mission analysis centres and, where appropriate, to other field-based capacities undertaking similar work, such as heads of mission front offices and peacekeeping political affairs and integrated planning sections	5	Visits to 4 peacekeeping operations, MINUSCA, MINUSMA, UNAMID and UNISFA, as well as an additional visit to the World Food Programme Operations Centre to exchange best practices in situational awareness, in view of the subsequent visit to MINUSCA as well as the ongoing work of the situational awareness programme
24 situational analysis products focusing on potential, emerging and ongoing crisis situations to further contribute to enhanced situational awareness	32	Research papers. In addition, 54 infographic products reflecting developments in peacekeeping missions were prepared  The output was higher owing to the increased internal demand for situational analysis products
Deployment of the “Sage” information management and incident and event tracking system to 3 peacekeeping missions, in coordination with the Information and Communications Technology Division of DFS, to improve missions’ reporting and visualization capacity for enhanced situational awareness	2	Peacekeeping missions (UNAMID and UNISFA)  The output was lower as the deployment of “Sage” in MINURSO, which began during the reporting period, was still in progress
Development and dissemination of 3 guidance documents on: (a) the handling of information during an emergency evacuation; (b) standards for data collection; and (c) access to information	3	Guidance documents
Implementation of digital repository of code cables specific to 12 peacekeeping missions, along with training on its use	10	Peacekeeping missions (MINUSCA, MINUSMA, MINURSO, MINUSTAH/MINUJUSTH, UNAMID, UNDOF, UNIFIL, UNISFA and UNMIK)  The output was lower owing to the closure of UNOCI and UNMIL
Technical assessments of the implementation of electronic document management framework in 6 missions, including the protection and governance of sensitive information	10	Peacekeeping missions (MINUSCA, MINUSMA, MINUJUSTH, UNMISS, UNAMID, UNFICYP, UNMIK, UNDOF, UNIFIL and UNISFA)  The output was higher owing to the remote assessment of the technical implementation of the electronic document management framework in some missions
4 technical assessments of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges	2	Technical assessments, in MINUJUSTH and MINUSMA  The output was lower owing to the limitation of approved travel resources
Guidance to all field missions, through Peace Operations Intranet (POINT), on digital communications	Yes	Digital communications guidance was made available on POINT

1 workshop, in collaboration with the Department of Public Information and DFS, for chiefs of public information or senior public information officers from all peacekeeping operations to review the communication strategies and their implementation	1	Training workshop in Brindisi, Italy
---	---	--------------------------------------

### (b) Office of Operations

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
39 multidimensional substantive reports of the Secretary-General to the Security Council	49	Reports The output was higher owing to increased reporting requirements to the Security Council
38 letters from the Secretary-General to the President of the Security Council	26	Letters The output was lower owing to fewer senior mission leadership appointments
200 substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	172	132 substantive advisory notes and 40 white notes to the Security Council The output was lower owing to the greater use of emails
40 consultations with troop- and police-contributing countries providing updates on political and operational developments in all peacekeeping operations	19	12 formal and 7 informal consultations on mandate renewals The output was lower because the Security Council renews mandates for peacekeeping operations largely on an annual, rather than semi-annual, basis. The consultations with troop- and police-contributing countries coincided with those renewals
55 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM, as well as on the strategic partnership with the African Union and contingency planning related to Burundi	56 51	Oral briefings Weekly briefing notes to the Security Council
Briefings/consultations in response to all requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and NGOs on peacekeeping issues, including updates on political and	Yes	All requests for briefings/consultations were addressed, including updates on political and operational developments in all peacekeeping operations

operational developments in all peacekeeping operations and those related to support for AMISOM and contingency planning related to Burundi

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
4 integrated concepts of operations or mission concepts, in line with Security Council mandates, for new and existing peacekeeping operations requiring significant adjustments	3	Mission concepts were revised for 3 peacekeeping operations (MINUJUSTH, MINUSCA and UNAMID)

---

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Integrated guidance to all peacekeeping operations on strategic, policy and political operational matters	Yes	Guidance was provided to all peacekeeping missions through 423 code cables providing policy, political, operational and crisis management advice and operational and procedural guidelines for the conduct of official functions and mission operations
4 progress reviews against priority results identified in integrated strategic frameworks, including challenges and recommendations, completed for established integrated missions or missions in integrated settings, in collaboration with field presences	4	Progress reviews against priority results (UNAMID, MINUJUSTH, UNMIK and UNMISS)
4 integrated strategic assessments of peacekeeping operations to review and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	8	Advice and support provided to 7 missions for the planning and conduct of integrated strategic assessments and reviews (UNMISS, UNISFA, UNAMID (2), MONUSCO, MINUSCA, MINUSMA and UNFICYP)  The output was higher owing to the initiative of the Secretary-General to review peacekeeping, including externally led strategic reviews of UNFICYP, UNMISS, UNISFA and MINUSMA
25 integrated technical assessments and/or issue-specific assessment visits, which form inputs to or result in reports that provide overall guidance on and assist peacekeeping operations and support for AMISOM with planning and mandate implementation issues	25	Assessments for 10 missions and support for AMISOM

Advice and support for 4 mission planning processes on the implementation of the integrated assessment and planning policy	4	Advice and planning support were provided to 4 peacekeeping operations (MINUJUSTH, MONUSCO, UNMISS and UNAMID)
4 workshops/trainings on assessment and planning for Headquarters and field personnel	4	Workshops/trainings, on joint programming and funding; the policy for planning and review of peacekeeping operations; conflict analysis and strategic assessment; and the Senior Mission Administration and Resource Training Programme
5 advisory notes on United Nations/African Union strategic cooperation in peacekeeping, including the operationalization of the African Peace and Security Architecture, and the triangular United Nations/African Union/European Union cooperation	5	Advisory notes
Contribution to 1 progress report on the United Nations-African Union partnership, in coordination with UNOAU, the Department of Political Affairs and other stakeholders	1	Progress report

### (c) Office of Military Affairs

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations	13	Presentations, including 12 to Member States and 1 to a regional organization  The output was higher owing to increased requests from Member States
33 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping	33	Briefings and conferences, including 14 Military Staff Committee briefings, 17 formal briefings to troop-contributing countries and 2 force generation conferences
30 reports on regional strategic analysis on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	67	Strategic analysis reports  The output was higher owing to the security situation in the Middle East and the Sahel

26 briefings to troop-contributing countries on all military aspects of peacekeeping operations as well as on performance related to the prevention of sexual exploitation and abuse and on the Peacekeeping Capability Readiness System	26	Briefings to troop-contributing countries
--	----	---

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
4 strategic military plans for new or significantly adjusted peacekeeping operations	3	Military plans, comprising the concepts of operations for UNAMID and UNDOF as well as the configuration plan for UNAMID  The lower output was due to the change of requirements for MINUSMA
6 military assessment and advisory briefings to existing, emerging and new troop-contributing countries on specific operational requirements for new or significantly adjusted peacekeeping operations	7	Assessment and advisory briefings  The output was higher owing to additional requirements to increase the operational capabilities of MONUSCO
Deployment of an organized key nucleus of military staff and/or military staff support team to new and existing missions for up to 90 days	No	There were no requirements for deployment to peacekeeping operations

---

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
14 strategic or oversight assessment reports of military components of peacekeeping operations	16	Strategic and oversight assessment reports  The higher output was due to additional requirements for the Intervention Brigade of MONUSCO
8 predeployment and assessment reports of troop-contributing country capacities	14	Predeployment and assessment reports  The higher output was due to the findings of the “Improving security of United Nations peacekeepers” report
14 updated threat assessments reports for military operations in peacekeeping settings	18	Threat assessment reports  The output was higher owing to the security situation in the Middle East and the Sahel
1 conference of heads of military components of peacekeeping operations	1	Conference
1 workshop for military gender advisers	1	Workshop

5 guidance materials on: military support for public order management; collective training of force headquarters staff officers; operational readiness preparation of military units; gender guidelines for military components; and military intelligence doctrinal handbook and 2 revisions of the United Nations Military Experts on Mission Manual and the United Nations Infantry Battalion Manual	2	Guidance materials  The output was lower owing to the increasing security threat in the field and the reprioritization of activities to finalize the manuals on improvised explosive device threat mitigation and on explosive ordinance disposal  2 guidance materials, on collective training of force headquarters staff officers and military intelligence doctrinal handbook, were in progress. The gender guidelines for military components and the revisions of the United Nations Military Experts on Mission Manual and the United Nations Infantry Battalion Manual are to be finalized and revised by the end of 2019
3 regional workshops on the implementation of new policies and guideline materials, including the United Nations Military Unit Manuals	3	Regional workshops were held in Bangladesh, Kenya and Nigeria
2 military-to-military staff talks with European Union Military Service	2	Staff talks

#### (d) Office of Rule of Law and Security Institutions

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
35 presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the global focal point arrangement for police, justice and corrections, and a partnership approach in the areas of the rule of law and security institutions	36	Presentations on the global focal point arrangement, comprising 5 in the area of security sector reform, 13 in justice and corrections, 12 in police and 6 in the rule of law in post-conflict and other crisis situations  The output was higher owing to the increased focus by Member States on the global focal point arrangement
Inputs to 48 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, including on the role of policing as an integral part of peacekeeping and post-conflict peacebuilding; justice and corrections; disarmament, demobilization and reintegration and community violence reduction; mine action, weapons and ammunition management, improvised explosive device responses and/or security sector reform	63	Reports  The output was higher owing to the increased focus on the rule of law and security institutions activities

83 briefings on peacekeeping operations to legislative bodies, Member State groupings, intergovernmental bodies, groups of friends, regional organizations and police-contributing countries in the areas of police (38); justice and corrections (10); mine action, weapons and ammunition management and improvised explosive device mitigation responses (10); disarmament, demobilization and reintegration and community violence reduction (15); and security sector reform (10)	85	Briefings, comprising 38 on police, 10 on justice and corrections, 10 on mine action, weapons and ammunition management and improvised explosive device responses, 17 on disarmament, demobilization and reintegration and community violence reduction and 10 on security sector reform  The output was higher owing to a development related to disarmament, demobilization and reintegration in MONUSCO that required additional briefings
4 briefing notes on developments in disarmament, demobilization and reintegration and community violence reduction in field operations	4	Briefing notes
1 multi-donor report on mine action covering activities in up to 10 field operations	1	The 2017 annual report of the Mine Action Service, covering activities in 10 field operations, was issued and circulated to donors

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialists and rapidly deployable capacities needed in the areas of the rule of law and security institutions	10	Briefings
15 end-of-assignment reports on required ongoing support, lessons learned and best practices (9 police, 3 justice and 3 corrections) for new, existing or transitioning peacekeeping operations	16	End-of-assignment reports, on police (9), justice (4) and corrections (3)  The output was higher owing to the increased demand for justice and corrections standing capacity support
1 outreach activity to promote the United Nations roster of security sector reform experts	1	Outreach activity
3 outreach activities to generate specialized police teams, enlarge the Senior Police Leadership Roster and increase the number of female police officers in peacekeeping	4	Outreach activities  The output was higher owing to the increased demand by Member States for bilateral briefings on specialized police teams

4 police assessment and advisory visits to police-contributing countries to evaluate the operational readiness of pledged police contributions of standby formed police units to peacekeeping operations	5	Assessments and advisory visits (Bangladesh, Bhutan, Indonesia, Jordan and Pakistan)  The output was higher owing to new requirements from police-contributing countries to evaluate operational readiness
--	---	--

---

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
7 new or revised concepts of operations on police operational plans, and/or standard operating procedures for police components of peacekeeping operations	7	Concepts of operations/standard operating procedures, comprising 3 concepts of operations (MINUJUSTH, MINUSCA and MONUSCO), 1 operational plan to support the transition of MINUSTAH, 1 operational plan to support the drawdown of UNMIL and 2 standard operating procedures on police administration (MINUJUSTH and MINUSCA)
49 in-country briefings/presentations on police issues (including the Peacekeeping Capability Readiness System) in peacekeeping operations, and certifications for deployment/rotation following recruitment, selection, assessments and/or inspection of equipment	49	In-country briefings/presentations on police issues
2 guidance documents and training tools for justice and corrections personnel and 1 guidance document and training tool on security sector reform	2  1	Guidance documents, comprising 1 assessment and lessons learned study on legal aid in Haiti and 1 lessons learned study on rule of law support in Liberia  Guidance document on security sector reform
1 training tool, 1 study on lessons learned and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration and reduction of community violence	1  1	Training tool, a handbook on effective weapons and ammunitions management  Guidance note on community violence reduction in MINUJUSTH
4 co-chaired videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices and information and 6 co-chaired meetings of the inter-agency task force on security sector reform to develop guidance and joint programmes for peacekeeping operations	5  6	Co-chaired videoconferences  The output was higher owing to the ongoing revision of the integrated disarmament, demobilization and reintegration standards, which required a separate videoconference  Co-chaired meetings of the inter-agency task force on security sector reform
2 training courses, 1 for 25 police planners from peacekeeping operations and 1 for 25 participants from peacekeeping operations on policy implementation, in accordance with the Strategic Guidance Framework for International Police Peacekeeping	2	Training courses, including remote/video teleconference assistance and guidance provided to all heads of police components of peacekeeping operations on the operationalization of the Strategic Guidance Framework and a United Nations police planners course

2 technical assessment missions to provide technical assistance to field operations in the areas of weapons and ammunition management and mitigation of improvised explosive devices	2	Technical assessment missions, to MINUSCA and UNSOS
3 conferences: 1 for heads of police components of peacekeeping operations; 1 for national chiefs of police and components; and 1 for heads of justice and corrections components, to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination	3	Conferences/meetings, comprising 1 conference for heads of police components, 1 summit of chiefs of police and 1 meeting of heads of justice and corrections components
46 technical or strategic support, review or assessment reports on the implementation of police (13); justice (7); corrections (7); mine action, weapons and ammunition management and improvised explosive device mitigation responses (7); disarmament, demobilization and reintegration and community violence reduction (7); and security sector reform (5) activities or mandates in peacekeeping operations	47	Technical or strategic support, review or assessment reports, comprising 12 on the implementation of police activities, 16 on the implementation of justice and corrections, 7 on the implementation of mine action, weapons and ammunition management and improvised explosive device responses, 7 on the implementation of disarmament, demobilization and reintegration and 5 on the implementation of security sector reform
1 report on the implementation of recommendations on the review of the Police Division	1	Report, which built upon the report of the Secretary-General on United Nations policing (S/2016/952), was submitted to the strategic police advisory group
1 joint United Nations-African Union police seminar to increase the number of trained, specialized and equipped police capabilities and/or personnel	1	The first command development course for female senior police officers from Africa was held in Addis Ababa
1 joint World Bank-United Nations review of public expenditure in a peacekeeping context	1	Joint World Bank-United Nations review of public expenditure in Liberia

### (e) Policy, Evaluation and Training Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
2 informal briefings to the Special Committee on Peacekeeping Operations and 10 bilateral briefings to Member States, on peacekeeping partnerships and related issues	2	Informal briefings, concerning partnerships with regional organizations and on peacekeeping and peacebuilding
	10	Bilateral briefings

1 report to the Special Committee on Peacekeeping Operations on the implementation of the recommendations of the Special Committee	1	Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/72/573)
7 briefings to Member States, 12 briefings to the Special Committee on Peacekeeping Operations and 4 briefings to the Security Council and/or its Working Group on Peacekeeping Operations, on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations	9	Briefings to Member States The output was higher owing to additional consultations covered under the Action for Peacekeeping initiative
	12	Briefings to the Special Committee on Peacekeeping Operations
	4	Briefings to the Security Council and its Working Group on Peacekeeping Operations
4 opening statements by the Under-Secretaries-General for Peacekeeping Operations and Field Support during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	4	Opening statements
5 workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues related to peacekeeping operations	5	Briefings
4 updated reports on the capability requirements for United Nations peacekeeping operations	4	Quarterly reports on uniformed capability requirements were shared with Member States and published

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
1 regional arrangement/organization capability registered in the Peacekeeping Capability Readiness System	1	Arrangement of the C-130 aircraft rotation in MINUSMA

---

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

---

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

emerging strategic issues related to peacekeeping operations

6 discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping missions	6	Discussion papers and speeches
6 reports on lessons learned across peacekeeping missions on policy, reform and operational issues in line with departmental priorities	6	Reports on lessons learned
2 trend analysis reports of knowledge management products (i.e., end-of-assignment reports and after-action reviews)	2	End-of-assignment reports
2 technical guidance materials developed on cross-cutting peacekeeping issues, such as women and peace and security, the protection of civilians and child protection	2	Gender policy and policy on accountability for the implementation of mandates for the protection of civilians
12 field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to women and peace and security, civil affairs, the protection of civilians, child protection, mission transitions and HIV/AIDS	12	Reports
6 evaluation reports comprising 4 mission-focused and 2 thematic evaluations	3	Evaluation reports, including on field visits to MONUSCO and MINUSMA  The output was lower owing to the reprioritization of staffing resources to the development of the comprehensive performance assessment system, as requested by the Special Committee on Peacekeeping Operations (see <a href="#">A/72/19</a> ) and endorsed by the General Assembly in its resolution <a href="#">72/304</a>
3 workshops for mission thematic advisers and focal points for knowledge-sharing and training	3	Workshops, comprising a conference for senior advisers on the protection of civilians; a biannual workshop for child protection advisers; and a workshop for senior gender advisers
12 e-newsletters to peacekeeping operations on new knowledge management reports	12	E-newsletters
10 briefings to international financial institutions, international and regional organizations and NGOs, on peacekeeping partnerships and related issues	10	Briefings

1 joint initiative to be undertaken with the World Bank or another international financial institution in a peacekeeping operation	1	Contribution to the United Nations-World Bank joint report <i>Pathways for Peace</i>
2 training sessions on gender-sensitive reporting developed and delivered for DPKO/DFS personnel	2	Training sessions
2 peacekeeping predeployment training standards produced and made available to all Member States	2	Peacekeeping predeployment training standards
2 guidance documents and/or standards on training development, design, delivery and evaluation	3	United Nations Military Unit Manuals, for the aviation, engineering and transportation units The higher output was due to the common legal framework for the 3 manuals for training delivery
1 focused training needs assessment for peacekeeping mission personnel	1	Training needs assessment
2 training-of-trainers courses conducted for 48 peacekeeping trainers from Member States	3	Training-of-trainers courses for 68 peacekeeping trainers from Member States The higher output was due to reduced travel costs, which enabled an additional course to be held
6 mobile training team activities in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations	6	Mobile training support activities and training development in Cambodia, Germany, Ghana, Rwanda, Tunisia and Uganda
5 training activities in support of peacekeeping operations	5	Training activities in support of peacekeeping operations (UNAMID, MINUSCA, MINUSMA, MONUSCO and UNMISS)
23 predeployment courses for 350 civilian peacekeeping personnel	20	Predeployment courses for 168 civilian peacekeeping personnel The lower output was due to the reduction in the number of new civilian personnel as a result of the closure and downsizing of field missions
1 workshop for integrated mission training centre personnel from peacekeeping operations	1	Workshop
Peacekeeping-specific training courses on senior leadership, management and administration for 110 peacekeeping personnel, including 1 senior mission leaders' course, 2 senior leadership programmes, 1 senior mission administration and resource training	1 2 1	Senior mission leaders' course was delivered to 25 participants Senior leadership programmes were delivered to 11 participants Senior mission administration and resource training programme was delivered to 41 participants

programme, 1 mission support leadership programme and 2 intensive orientation courses for heads of military components	1	Mission support leadership programme was delivered to 16 participants
	2	Intensive orientation courses for 6 heads of military components
5 support visits to Member States for peacekeeping training exercises and predeployment training assessments of new and emerging troop- and police-contributing countries	5	Support visits, to Egypt, Ghana, Italy, Rwanda and Sweden
8 training recognition services completed for Member States	8	Training recognition visits, to Argentina, Brazil, Germany, Mali (2), the Republic of Korea, Serbia and Sierra Leone
7 activities to support training partnership arrangements with and between regional organizations, Member States, peacekeeping training institutions and field missions	7	Activities in Egypt, Ethiopia, the Republic of Korea, Switzerland (2), Uganda and the United States of America

## 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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
The Secretary-General and the Deputy Secretary-General each participate in 1 African Union summit	Yes	The Secretary-General participated in the thirtieth ordinary session of the African Union summit, on 28 and 29 January 2018 in Addis Ababa. The Deputy Secretary-General participated in the thirty-first ordinary session of the African Union summit, on 1 and 2 July 2018 in Nouakchott
1 meeting between the United Nations Security Council and the African Union Peace and Security Council	Yes	The annual joint consultative meeting took place on 10 July 2018
2 meetings of the United Nations-African Union Joint Task Force on Peace and Security	Yes	The biannual meetings of the United Nations-African Union Joint Task Force on Peace and Security were held in Addis Ababa and in New York
18 presentations to the African Union Peace and Security Council on peace and security issues	30	Presentations and statements were made
1 meeting and 6 videoconferences or teleconferences between desks of the Secretariat and the African Union Commission	Yes	Achieved

1 joint UNOAU-African Union review aimed at assessing the progress achieved in the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security	Yes	The retreat of the Regional Coordination Mechanism for Africa was held in April 2018
12 monthly reports on cooperation in peace operations between the United Nations and the African Union; 52 weekly reports on developments in peace operations of the African Union; 40 code cables/briefing notes on the African Union summits, the meetings of the African Union Peace and Security Council, and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations	Yes	Achieved
Contributions submitted to 5 reports of the Secretary-General on various issues related to peace and security	6	Reports of the Secretary-General, 1 on the situation in the Lake Chad Basin region, 2 on Somalia, 2 on the Sahel and 1 on the causes of conflict and the promotion of durable peace and sustainable development in Africa
10 meetings of the African Union Partners' Group; 2 meetings of the Peace and Security Cluster of the Ten-Year Capacity-Building Programme; and 4 meetings of each of the 4 subclusters	12 4	Meetings of the African Union Partners' Group Meetings of the Regional Coordination Mechanism clusters
2 information publications to inform a broad public audience of the United Nations-African Union strategic partnership and the activities of the Office in support of the African Union; 1 meeting with the African Union and Member States press attachés; and the management of a UNOAU website	Yes	2 bulletins containing information on the "desk-to-desk" meetings, the African Union summit, the activities of the Joint Task Force on Peace and Security and the consultative meetings of the United Nations Security Council and the African Union Peace and Security Council were prepared and shared with relevant stakeholders. In addition, an infographic/informative flyer on United Nations and African Union peace instruments for youth for Peace Day 2017 was developed and widely circulated  The meeting with the African Union and Member States press attachés was postponed owing to conflicting priorities and time constraints. Instead, 2 joint press conferences were organized, 1 on the second African Union-United Nations annual conference on partnership in peace and security and 1 on the joint visit to Chad and the Sudan  On social media, Twitter followers increased from 2,800 to 7,600, and the management of the UNOAU website continued with the supervision of the Chief of Staff, in collaboration with sections within UNOAU. UNOAU also actively participated in events to promote the United Nations-African Union strategic partnership

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
5 annual reports on the achievements of the pillars of the African Peace and Security Architecture	No	No annual reports were produced. However, UNOAU reported on the achievements of the pillars of the African Peace and Security Architecture through monthly and thematic code cables
4 regional African Standby Force capabilities assessed, the African Standby Force continental logistics base concept adapted and operationalized	Yes	UNOAU supported the assessment of the 5 regional African Standby Force capabilities
9 policies or guidelines produced in support of African Union Peace and Security capabilities, in areas such as Joint Operations Centre, Joint Logistics Operations Centre, Joint Mission Analysis Centre and contingent-owned equipment	8	The following guidance documents were produced: (a) road map for the operationalization of the Continental Movement Coordination Centre; (b) revised strategic lift concept for the African Standby Force; (c) revised strategic lift concept for the Continental Movement Coordination Centre; (d) draft guidelines on vacancy and succession management for police professional staff in the African Union Commission or the African Union peace support operation; (e) draft guidelines on the management, tasking and coordination of the African Union Police Strategic Support Group; (f) draft standard operating procedure for assessing individual police officers for mission service; and (g) draft standard operation procedure for assessing the operational capacity of formed police units

---

## C. Department of Field Support

### (a) Office of the Under-Secretary-General

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
96 briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional organizations on field support priorities, operations and performance	92	Briefings  The output was lower owing to fewer requests to address the relevant bodies
8 visits to Member States to discuss field support priorities, operations and performance	16	Visits, to Austria, Bangladesh, Canada, Germany, Japan, Kenya, Mali (2), the Russian Federation, South Sudan, Spain, Switzerland (2), Uganda (2) and the United Kingdom of Great Britain and Northern Ireland

		The output was higher owing to the efficient use of travel, including combining trips
10 presentations to other stakeholders on field support priorities, operations and performance at conferences, seminars and other public forums	15	Presentations The output was higher owing to the higher number of invitations from various stakeholders
15 briefings to Member States on field support priorities, operations and performance	15	Principal-level briefings
55 consolidated responses to the reports of the United Nations oversight bodies and 63 consolidated reports on the status of the implementation of approximately 1,300 recommendations made by the oversight bodies	59 74	Consolidated responses provided to oversight bodies Consolidated reports on the status of implementation of 1,244 recommendations made by the oversight bodies The outputs were higher because more reports were issued by oversight bodies
24 briefings to Member States and NGOs about the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	55	Briefings Additional meetings were required in order to brief Member States and obtain signatures for the voluntary compact on preventing and addressing sexual exploitation and abuse, as well as to brief Member States and obtain commitments regarding the trust fund in support of victims of sexual exploitation and abuse
Harmonized performance framework, including indicators and targets, introduced across all peacekeeping missions	Yes	Indicators and targets were introduced into support components of mission budgets for the 2018/19 period
Maintenance of 1 reporting platform to support performance oversight and decision-making	1	Platform (field analytics workspace) in place, with more than 260 registered users
Maintenance of 1 website on the strategic direction, priorities, operations and performance of DFS	1	Website maintained
Support for 10 fact sheets or issue briefs for stakeholders on the strategic direction, priorities and performance of DFS	Yes	Support was provided for the DFS vision/mission, the global client survey, the DFS performance initiative, the DFS fact sheet, supply chain management, the environment strategy, the United Nations Signals Academy, triangular partnership and multiple issue briefs/presentations on DFS priorities and performance
Support for 2 meetings of the Inter-Agency Task Force on Protection from Sexual Exploitation and Abuse	2	Meetings

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
3 mission support concepts developed and updated to reflect new or changing operational environments	3	1 mission support concept was developed (MINUJUSTH), and 2 were updated (MINUSMA and UNMIL)
6 field visits to provide temporary surge support to new and expanding missions	6	Field visits (MINUSCA, MONUSCO, MINUSMA (3) and MINUJUSTH)
4 visits to support planning efforts of the African Union	1	Visit  The output was lower owing to visits from the African Union to Headquarters, the increasing capacity of UNOAU to provide planning support and the increased focus and attention on other partnerships
4 situational awareness and high-level planning reports on emerging requirements and operations	4	1 report on the transition of MINUSTAH to MINUJUSTH, 1 report on MINUSMA (Group of Five for the Sahel) and 2 briefing notes on the drawdown and closure of UNMIL

---

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations
 

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
9 field visits to provide direction to mission leadership on support priorities, operations and performance related to mandate implementation	8	Visits, to MINUSMA (2), UNMISS, UNSOS, RSCE (2) and UNLB (2)
24 consultations with heads of mission on support priorities, operations and performance related to mandate implementation	113	Consultations  The output was higher because the Special Representatives of the Secretary-General and the Under-Secretary-General routinely met to discuss resource management and mission support issues
28 consultations with chiefs and directors of mission support to review and support their performance	47	Consultations  The output was higher because the chiefs and directors of mission support and the Under-Secretary-General routinely met to discuss resource management and mission support issues
1 global client survey to measure satisfaction with support services across peacekeeping missions	No	The sixth global client survey was postponed until the end of 2018 in order to include all clients of the future Department of Operational Support to serve as a baseline for its performance
2 meetings of the DFS client advisory board	1	DFS client advisory board meeting was held, and a second meeting was deferred owing to additional work related to management reform

1 workshop with mission support leadership on field support priorities, operations and performance	1	Conference of chiefs and directors of mission support was held in Entebbe
40 reviews of field support performance and priorities with the senior management of DFS	33	33 performance reviews The lower output was due to the significant increase in meetings on management reform
6 strategic assessments of mission requirements, set-ups and resourcing	6	Strategic assessments (MINUJUSTH, MINUSMA, MONUSCO, UNISFA, UNFICYP and UNMISS)
1 workshop on mission support planning for operations in start-up, transition or drawdown	1	Workshop on DPKO-DFS policy on planning and review of peacekeeping operations
3 technical assessment visits to field operations to assist with the preparation of mission support plans	2	Visits, to MINUJUSTH and MINUSMA The output was lower because the plan for UNMIL was prepared at Headquarters and a visit to the Mission was therefore not needed
2 field visits to DFS-led missions to ensure that strategic policies and guidance are aligned to operational support initiatives, in particular in areas where non-compliance would place mandate implementation at high risk	2	Trips, 1 to Uganda for the AMISOM Military Operations Coordination Committee; and 1 to UNSOS for the African Union-United Nations joint review of AMISOM and the strategic review of the United Nations presence in Somalia
3 outreach visits to expand the candidate pool for senior mission appointments and meet organizational objectives for gender and geographical balance	3	Targeted outreach visits, to Canada, Senegal and Switzerland, to participate in the high-level mediation course and the retreat for Deputy Special Representatives of the Secretary-General/resident coordinators/humanitarian coordinators
Provision of leadership support to 7 newly appointed heads and deputy heads of mission, including opportunities for pairing with leadership partners (former/current mission leaders)	7	Mentoring and support provided to 7 heads and deputy heads of mission
3 field visits to provide strategic advice to senior management and mission support personnel on the implementation of the environmental strategy to mitigate the environmental footprint of the missions	2	Field visits (MONUSCO and UNAMID). Instead of a third field visit, strategic advice on the implementation of the environment strategy was provided through global videoconferences and correspondence
Environmental performance indicators introduced in the budget frameworks of all peacekeeping missions	Yes	All peacekeeping missions have a common performance indicator on the DFS environmental management scorecard
3 United Nations Headquarters boards of inquiry convened to address serious incidents in the field	1	Headquarters board of inquiry The output was lower owing to a decrease in cases at Headquarters

1 strategic risk management guidance provided to field operations, based on the analysis of the findings and recommendations contained in 127 reports of the oversight bodies	Yes	Strategic risk management guidance was provided to field operations
Recording of 1,300 oversight and 350 boards of inquiry recommendations in the dedicated tracking systems	1,244	Oversight recommendations The output was lower owing to the decreased number of recommendations issued by oversight bodies
	427	Board of inquiry recommendations The output was higher owing to the increased number of recommendations issued by boards of inquiry
Follow-up on the implementation of about 350 recommendations of boards of inquiry	427	Board of inquiry recommendations The output was higher owing to the increased number of recommendations issued by boards of inquiry
1 training for audit focal points, board of inquiry officers and risk management focal points on ways to improve the follow-up of oversight and boards of inquiry recommendations and enterprise risk management	1	Training for 41 audit focal points and 38 risk management focal points from 14 peacekeeping operations and 2 service centres was held at RSCE
2 operational reviews of internal control frameworks at missions	2	Operational reviews of internal control frameworks (MINUSMA and UNSOS)
2 operational reviews of the procedures of boards of inquiry at missions	2	Operational reviews of the procedures of boards of inquiry (MINUSMA and UNSOS)
2 field visits to facilitate risk management processes in missions	2	Field visits (MINUSMA and UNSOS)
3 field visits to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other misconduct	3	Visits, to UNMIL (2) and MINUJUSTH. The drawdown and closure of UNMIL required the provision of additional support for the transition and the establishment of arrangements for handling matters of sexual exploitation and abuse
Review of investigation approximately 175 reports substantiating allegations of misconduct and related matters referred for appropriate disciplinary actions by the United Nations or Member States	178	Investigation reports analysed and referred to Member States or United Nations entities
Approximately 250 category I and 550 category II allegations of misconduct recorded and tracked in the misconduct tracking system	238	Category I allegations
	307	Category II allegations The outputs were lower owing to the low number of category I and category II allegations received

Verification and clearance of a monthly average of 1,700 staff members, United Nations Volunteers, individual contractors, individually deployed police officers or military observers or other government-provided personnel and members of military or police contingents before the issuance of an appointment or deployment	2,395	Monthly verifications of an average of 324 civilian candidates and an average of 2,071 individually selected police and military personnel, justice and corrections personnel, as well as individual members of military contingents and formed police units to be deployed in field missions. This manual vetting was in addition to monthly automated verifications of an average of 3,400 individuals. The monthly numbers of requests relating to the vetting of personnel requiring manual review and action by the Conduct and Discipline Unit have substantially increased for military and police personnel
Management of approximately 200 active delegations of procurement authority for the field and delegated authority for letters of assist (DFS United Nations Headquarters only)	295	Active delegations were managed  The output was higher owing to the implementation by DFS of a new approach to more accurately reflect the actual number of delegations. The revised methodology reports on the delegations issued to entities as opposed to the delegations issued to persons, as a delegation to a person may pertain to more than one entity
Joint reviews with the Department of Management, of missions' exercise of their delegated procurement authority and the functioning of local committees on contracts, including at least 4 field visits	3	Joint reviews conducted with the Department of Management

### (b) Field Budget and Finance Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Assessment and calculation for all contingent-owned equipment reimbursement entitlements within 3 months and all death and disability compensation claims for field operations; and processing the reimbursement of letter of assist claims	2,890	Claims for contingent-owned equipment reimbursement
	345	Letter of assist claims
	258	Death and disability compensation claims
Assessment and calculation of deduction percentages to personnel reimbursement owing to absent or non-functional contingent-owned major equipment contributed to all field operations	4	Quarterly assessment and calculation of the percentage of absent/non-functional major equipment for each contingent were completed



Coordination of input and support on business aspects (policies and procedures relating to contingent-owned equipment) to the information technology development team for the development of a comprehensive and effective information technology solution to deal with the complexity of the new reimbursement framework for troop- and police-contributing countries	Yes	Coordination of input and support were provided to the information technology team to validate functional requirements, confirm business rules, help to drive process standardization and maintain continuous engagement in the analysis of requirements and the review of solution design
--	-----	--

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of 2 resource plans and cost estimates for the implementation of new or expanding field operations mandated by the Security Council	1	Initial cost estimates for MINUJUSTH
Direct support for the establishment of field financial and budgetary functions for 2 new or restructured field operations	1	Direct support provided for MINUJUSTH
Assessment and administration of the premium payments for the rapid deployment of critical enabling capability newly deployed to field operations	No	No requests for the assessment and administration of premium payments were made during the reporting period
Preparation of pro-forma memorandum of understanding annexes for 10 military/ police capabilities pledged by Member States for registration into the Peacekeeping Capability Readiness System	10	Pro-forma annexes were prepared, of which 7 agreements were signed (Bangladesh (4), Bhutan, Jordan and Tunisia) and 3 others were under negotiation (China, India and Pakistan)

---

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Cross-cutting assistance and regulatory advice to all field operations on the formulation of budget proposals, the maintenance and preparation of financial accounts and field financial processes based on the promulgated strategic guidance and instructions issued by the Office of Programme Planning, Budget and Accounts, and the management of available resources	Yes	Cross-cutting analysis and advisory support on strategic priorities, programmatic funding and the budget formulation module were provided to all peacekeeping operations, UNSOS, UNLB and RSCE

Comparative analysis and management reports on major resourcing elements in all field operations to improve cost-effectiveness in field resourcing	Yes	Analysis was completed on improving the implementation of programme activities across missions in thematic areas, including rule of law and civil affairs
Coordination and preparation of 16 strategic guidance documents on major resourcing priorities to guide the development of annual budget proposals by all field operations, including GSC and RSCE	16	Strategic guidance documents were prepared and issued for all peacekeeping operations, UNSOS, UNLB and RSCE
Annual revisions to standard resourcing allocations and prices for implementation in field operations	Yes	The cost and ratio manual was updated and issued to guide budget preparation
Coordination of 4 reviews of major resource elements across field missions, GSC and RSCE to coordinate the implementation of initiatives and projects promulgated by the Resource Efficiency Group	2	Reviews, 1 on updated staffing tables and 1 on comparative resource scorecards for the analysis of the resourcing drivers underpinning the proposed budgets for 2018/19, were completed  The lower output was due to the need for more focus on field visits for front-end planning of budget priorities
Administration of residual matters relating to 5 field missions being liquidated, including follow-up on outstanding and disputed payments, compliance with administrative requirements and compilation of asset disposal reports	5	Liquidation activities, for UNMIT, MINURCAT, UNMIS, UNSMIS and UNOCI, were conducted. The reconciliation of all open items for UNMIT, MINURCAT, UNMIS and UNSMIS was completed.
10 visits to provide on-site support to field missions, GSC and RSCE, including the development of major budget priorities, analysis of major cost efficiencies and the implementation of financial administration initiatives and the provision of on-site assistance on budgetary and financial issues	10	Visits, to MINUSCA (2), MINUSMA (2), MONUSCO, UNAMID, UNIFIL, UNMISS, UNSOS and RSCE, were conducted to provide on-site support to implement agreed strategic priorities in the formulation of resourcing plans in advance of the discussions of mission budget committees
4 visits to field missions, GSC and RSCE to support IPSAS, Umoja and shared services arrangements, including advice on field financial management, procedures and practices	1	Visit to RSCE to support the implementation of Umoja in field missions  3 video teleconferences with field missions were conducted and 3 documents on field financial management were issued in lieu of visits
Support to field missions, GSC and RSCE in the preparation of financial reports and other financial communications to donors for peacekeeping trust funds	Yes	Support to build the capacity of field missions was provided through the enrolment of 55 field mission staff in the Chartered Institute of Public Finance and Accountancy programme, with 64 courses taken

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
1 recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve their target incumbency rates, as specified in the missions' compacts	Yes	For missions in liquidation or downsizing, relevant phase-down plans were established and implemented. During the start-up of MINUJUSTH, support was provided for the development and implementation of the recruitment plan
Rosters maintained across 24 job families through analysis of capacity gaps and development of a yearly generic job openings schedule, with at least 800 new candidates endorsed by the field central review bodies	Yes	1,353 candidates were endorsed by the field central review bodies for generic job openings across 23 job families, with the exception of security, which is now under the purview of DSS  The output was higher owing to an increased number of qualified candidates
60 Member States engaged through the biannual outreach to troop- and police-contributing countries, round tables, individual bilateral meetings and 2 outreach visits	66  2	Member States were engaged through the biannual outreach to troop- and police-contributing countries, round tables and individual bilateral meetings  Outreach visits, to Egypt and Turkey
1 guideline document for the utilization of national capacities mainstreamed in peacekeeping missions	1	Guideline document on nationalization for peace operations was issued to field missions for implementation and mainstreaming into their workforce planning exercises

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Performance measurement, monitoring and direct strategic advice provided on all delegated human resources management authorities to support peacekeeping operations in the achievement of human resources management goals and targets	Yes	Performance measurement, monitoring and direct strategic advice were provided
4 field visits to missions conducted by the Rapid Response Team to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management	5	Field visits, to MINUSTAH, UNMIL, MINUSCA, MONUSCO and UNAMID  The output was higher owing to requests made by the Security Council in its resolutions and changes in mission mandates
Support and guidance provided to field missions to facilitate utilization of the human resources performance and accountability framework through updated dashboards covering strategic, operational and transactional indicators for	Yes	Support and guidance to field missions was provided through web-based training sessions, and 3 analytical reports on recruitment activities in field missions were produced

informational and monitoring purposes;  
3 analytics reports per year; and 4 analytics  
training sessions (in person or web-based)

Legal, policy guidance and responses provided for approximately 300 informal and formal cases and inquiries from field missions, the Management Evaluation Unit, the Ombudsman and Mediation Services, OHRM and other offices	659	Legal and policy guidance and responses were provided for 529 formal cases and enquiries, and more than 130 communications were issued to missions on policy guidance on the conditions of service and other related human resources issues  The number was higher owing to a large number of cases related to downsizing in the missions
2 field visits to monitor compliance with delegated human resources management authorities	2	Visits (UNDOF and UNIFIL). In addition, a desk review was conducted for UNMISS
3 field visits to missions conducted to deliver on-site advice and technical support, including on the management of locally recruited and international staff in the light of the roll-out of the global mobility and career development framework, process changes, staffing reviews and downsizing	3	Field visits (MINUSTAH, UNMIL and MINURSO)
1 comprehensive strategy mainstreamed for capacity-building of field human resources practitioners, including certification programmes, a mentoring programme and human resources career pathing	1	Comprehensive strategy to enhance the capacity of field human resources professionals

#### (d) Logistics Support Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
An annual supply chain plan is prepared based on the consolidated requirements of the field missions to provide global visibility of field missions' demand and forecasting to meet those requirements	Yes	An annual supply chain plan entitled "Peacekeeping demand and acquisition plan for the financial year 2018/19" was prepared and promulgated
10 predeployment visits to troop- and police-contributing countries to assess logistics capabilities and advise Member States on shortfalls under major equipment and self-sustainment	10	Predeployment, rapid deployment level verification and advisory and assessment visits were made to Bangladesh, Benin, Bhutan, Canada, Côte d'Ivoire, Egypt, Indonesia, Jordan, Nepal and Tunisia
10 planning meetings and 4 logistics inputs into the support concept of operations for peacekeeping missions	10	Planning meetings (MINUSCA (2), MINUSMA (2), MONUSCO, UNDOF, UNFICYP, UNIFIL and UNMISS (2))

	4	Logistics inputs provided (MINUSCA, MINUSMA, MONUSCO and UNDOF)
20 logistics support-related briefings to Member States	20	Briefings on logistics support to troop- and police-contributing countries
6 meetings with international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions	6	Meetings with international partners and Member States, on the MINUSMA support agreement; the tripartite agreement to support the Joint Force of the Group of Five for the Sahel; logistics cooperation; strategic lift; and contingent-owned equipment support to other troop- and police-contributing countries
6 consultations with troop- and police-contributing countries to support the negotiation of memorandums of understanding or to address shortfalls	6	Consultations on MINUSMA were held with Bangladesh, Canada, Egypt, El Salvador, Nepal and Tunisia
4 quarterly performance reports on the implementation of property management directives and IPSAS compliance across field missions	4	Quarterly reports
Preparation of IPSAS-compliant reports on assets for incorporation into the financial statements of the Organization	Yes	IPSAS-compliant financial reports for plant and equipment inventory for the period ending 30 June 2017 were completed and submitted to the Office of Programme Planning, Budget and Accounts in time for inclusion in the financial statements
4 quarterly global status reports on contingent-owned equipment	4	Quarterly global status reports on contingent-owned equipment were finalized

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Arrange, coordinate and monitor deployment and rotation movements for approximately 180,000 uniformed personnel and associated cargo of approximately 65,000 tons annually by air, naval and ground transport modalities, through long-term agreements for passenger air transportation, approximately 160 short-term commercial contracts and approximately 65 letters of assist established with Member States	Yes	Deployment and rotation movements for 211,000 personnel and 74,000 tons of cargo were arranged, coordinated and monitored through 1 long-term contract, 130 short-term contracts and 70 letters of assist  The outputs were higher owing to increased requirements for the movement of uniformed personnel and cargo
Provision of guidance and technical support to troop- and police-contributing countries for the preparation and shipment of their contingent-owned equipment	Yes	Guidance and technical support were provided to all troop- and police-contributing countries for the preparation and shipment of their equipment

---

**Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations**


---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Implementation of the DFS supply chain management strategy for enhancing end-to-end business processes in all peacekeeping missions	Yes	<p>The status of elements of the supply chain management blueprint was as follows:</p> <p>(a) The new organizational structure for the Logistics Support Division was implemented;</p> <p>(b) The phased implementation of new processes was ongoing;</p> <p>(c) An online acquisition planning tool has been developed;</p> <p>(d) An annual supply plan was developed and promulgated;</p> <p>(e) The new tracking and tracing tool was implemented;</p> <p>(f) Regional consolidation of sourcing and delivery through the East Africa corridor was completed;</p> <p>(g) The Galileo decommissioning project was completed;</p> <p>(h) The reprofiling of supply chain management staff was ongoing;</p> <p>(i) Initial training was completed for field staff. A total of 234 staff received Supply Chain Operations Reference professional training, and the self-paced online training school was introduced</p>
1 supply chain management conference and 1 briefing to all directors and chiefs of mission support on the implementation of supply chain management across all missions	Yes	1 conference was held in New York in April 2018 and 1 briefing was provided to all directors and chiefs of mission support on the implementation of supply chain management
Key performance indicators established to serve as a performance management framework for the supply chain management initiative	Yes	The supply chain self-assessment and performance reporting on the attributes of reliability and responsiveness were rolled out in the field operations
Approximately 130 contracts, including 100 global systems contracts, in the areas of engineering, transport, general supplies and medical support and 30 turnkey contracts for fuel and rations recorded, maintained and tracked for more than 20 commodities groups, including design and review of technical specifications, solicitation documents and vendor submission	Yes	Approximately 130 systems contracts and 30 turnkey contracts were maintained and tracked

Monthly videoconferences with peacekeeping missions to review the demand planning, development and maintenance of systems contracts to meet the requirements and monitoring not-to-exceed values and contract expiration based on the contract dashboard; and monthly meetings with the Procurement Division to discuss the planning of sourcing activities	Yes	Monthly videoconferences with missions and meetings with the Procurement Division took place
Updating of the Fuel Operations Manual; and guidance and support provided to missions on compliance with the standing procedures on fuel management	Yes	Updated fuel management guidelines were developed in consultation with missions and will replace the Fuel Operations Manual
Implementation of the electronic rations management system in 4 missions	2	Implementation was completed in MINUSCA and UNMISS  Deployment to UNSOS and UNDOF was postponed owing to delays in the finalization of new contracts
1 training course developed, in cooperation with the Medical Services Division of the Department of Management, for troop- and police-contributing countries on first aid in field missions	Yes	A training course entitled "United Nations buddy first aid course" was developed in cooperation with the Medical Services Division of the Department of Management
Manage air service contracts with commercial and military providers for 81 air services, as well as 3 unmanned aerial vehicle systems, across all missions with air assets, including through the implementation and maintenance of an aviation information management system, promulgating 1 policy on standby air charter agreement and managing, reviewing and updating 56 air charter agreements	81 3 1 1 56	Contracts for air services managed  Unmanned aerial vehicle systems maintained  Aviation information management system was maintained and continuously improved  Standard operating procedure for standby air charter agreement was issued in lieu of a policy  Air charter agreements were updated
4 inspections and assessments of potential and existing air vendors and aircraft-operating field missions	4	Inspections (UNISFA, MINUSMA, MONUSCO and UNSOS)
15 reports on aviation safety assessments for peacekeeping missions and regional offices and 4 joint reports on the evaluation of air service vendors	7	Safety reports (MINUSMA (2), MINUSCA, UNSOS, MONUSCO, UNAMID and UNMISS)  3 missions (MINUSTAH, UNMIL and UNOCI) did not require safety reports as they were in their liquidation phase  The safety report on MINURSO was deferred to 2019 owing to the reprioritization of work, including in-flight vendor registration  The output was lower because only 11 peacekeeping missions had air assets

4 Joint reports on the evaluation of air service vendors were completed

### (e) Information and Communications Technology Division

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
3 analysis reports on international boundaries to enhance the knowledge base of international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery	3	Analysis reports, on the region of the Middle East, Africa and Asia  25 queries were received from Member States and United Nations agencies on issues related to international boundaries and disputed territories for which guidance or responses were provided
Reactivation of the Second Administrative-level Boundaries website and analysis and coordination of data from 10 Member States	30	The Second Administrative-level Boundaries website was reactivated. Analysis and coordination of Second Administrative-level Boundaries data from 30 Member States was undertaken, and 4 harmonized data sets were published (Cameroon, Cyprus, Mali and Senegal)  The output was higher owing to increased awareness of the importance of the Second Administrative-level Boundaries data set for enhancing Sustainable Development Goal monitoring by Member States, as the administrative boundaries serve as a baseline for monitoring thematic statistical information

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Communications links established within 24 hours of arrival of the ICT equipment in a new peacekeeping operation	No	No new communications links were needed for MINUJUSTH as the transition from MINUSTAH was undertaken using existing infrastructure and support
Information, geospatial and communications technology support for new peacekeeping operations in response to newly established Security Council mandates	No	No additional support was needed for MINUJUSTH as the transition from MINUSTAH was undertaken using existing support
Updated geospatial database (or United Nations map) on 2 priority areas for peacekeeping operations	2	Geospatial databases were updated for missions in the Central African Republic and South Sudan  Geospatial data was collected to revise the regional profile maps of Middle Africa and the profile maps of Cameroon

Information system tools that are explicitly requested by new peacekeeping operations will be established within 10 days of the request	Yes	MINUJUSTH was provided with the necessary information tools within 10 days of its request
---	-----	---

---

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
ICT support for field network and field applications, including disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOS	Yes	Intelligent wide area network and dynamic bandwidth allocation system projects were completed to support optimized network connections to the field missions. Disaster recovery exercises were conducted by the field missions with support from UNLB and the operational resilience team
6,000 audio and videoconferencing services provided to field operations, including technical and day-to-day operational support	4,286	<p>Audio and videoconferencing services. Monitoring of the collaboration meeting rooms service is incorporated into the monitoring of overall videoconference system resources</p> <p>The output was lower owing to the introduction of the collaboration meeting rooms service, the use of which was not recorded. The service enables end users to engage with a preconfigured number of participants in a video teleconference with minimal administrative support. The service creates efficiencies as it releases the existing videoconference resources and infrastructure to cope with the continuing demand for videoconference services for field missions</p>
Statements of work and technical evaluation for 5 planned systems contracts and monitoring and administration of 39 contracts for ICT services and equipment and geospatial information systems services	Yes	<p>5 statements of work were provided for ICT services, Cisco products, uninterruptible power supplies, printers and toners and wireless communications equipment</p> <p>38 contracts and 5 letters of assist were monitored and managed</p>
Development of an ICT security and operational resilience compliance matrix scorecard for ICT field mission operations and ICT-supported systems updated on a bimonthly basis	Yes	An ICT disaster recovery planning and self-assessment tool was developed for the mission self-assessment website to allow the oversight of disaster recovery activities in field missions
Ensure that the performance of all ICT systems and infrastructure are monitored and managed in line with industry best practices	Yes	All ICT systems and infrastructure were monitored and managed in line with industry best practices
Architecture of the situational awareness suite for peacekeeping operations developed and pilot project implemented in 2 field missions	Yes	The high-level architecture for the situational awareness programme suite of applications was fully developed. The pilot project was implemented in MINUSCA and initiated in UNMISS

Development of partnership and implement pilot projects for the provision of open source geospatial software-based services	Yes	The United Nations open geospatial information systems initiative was demonstrated at UNLB and RSCE, and a workshop was held in the Republic of Korea
Timely provision of geospatial data sets obtained from 2 field missions to fulfil the information requirements of the Secretariat in response to an ongoing or developing crisis	2	Geospatial data sets, from MINUSCA and MINUSMA, were completed  In addition, geospatial data sets were obtained and processed from UNSOS and UNISFA for the review of peacekeeping operations
Optimized existing ICT systems and infrastructure for peacekeeping operations and UNSOS to ensure a stable foundation with which to support Umoja Foundation, Umoja Extension and other clusters and IPSAS-related imperatives and improve responsiveness and resilience, as well as develop and deploy reporting and business intelligence solutions in support of Umoja	Yes	Change requests were implemented in Umoja in various functional areas, including finance, funds management, “source to acquire” and service delivery
Develop and deploy significant enhancements to existing or new enterprise applications in at least 5 field missions	Yes	The development and implementation of field support suite-related modules and field applications were completed, including enhancements to existing applications in all field missions

## 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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of technical and substantive secretariat support to approximately 100 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, and approximately 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly	119	Formal and informal meetings of the Fifth Committee on peacekeeping matters were held and advice on procedures provided. In addition, a significant number of informal-informal consultations on peacekeeping matters were held and supported
	36	Draft resolutions/decisions were prepared and adopted by the Fifth Committee
	30	Reports of the Fifth Committee were adopted by the General Assembly
Preparation of notes on the programme of work and the status of documentation and preparation of approximately 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee	Yes	The programme of work was updated on an ongoing and as-needed basis, prior to, during and at the close of each session

	30	Procedural notes were prepared on peacekeeping-related items
Maintenance and updating of the web pages of the Fifth Committee relating to peacekeeping matters	Yes	Two websites were maintained and updated on an ongoing basis, including weekly and daily updates of the public website during sessions and the organization, presentation and maintenance of 6,673 pages of supplementary information on peacekeeping-related issues on the Fifth Committee eRoom/e-deleGATE

---

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations
 

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
90 meetings of the Headquarters Committee on Contracts and 20 meetings of the Headquarters Property Survey Board	Yes	The Headquarters Committee on Contracts held 96 meetings and the Headquarters Property Survey Board held 30 meetings
Review of 500 procurement actions and 125 disposal actions	Yes	A total of 429 procurement actions and 292 disposal actions were reviewed. The Headquarters Committee on Contracts processed all cases submitted for its review  The output was lower owing to the number of cases actually submitted
3 field assistance missions to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	3	Field assistance missions
15 training courses on committees on contracts and property survey boards in support of peacekeeping missions	15	Training courses
130 additional staff enrolled for the online training resources on the committees on contracts and property survey boards	215	Additional staff were enrolled. The Headquarters Committee on Contracts transitioned its online training resource from a third-party vendor to the Office of Information and Communications Technology
Review of 7 procurement challenges by independent high-level experts	No	No eligible procurement challenges were received during the reporting period
Provision of support to the predeployment, deployment and post-production support activities to ensure the integration of peacekeeping supply chain management functionalities within the Umoja integrated solution with supply chain management – phase 1, including the decommissioning of Galileo	Yes	Galileo was successfully decommissioned and replaced with Umoja functionality in September 2017. Post-deployment ramp-up was successfully completed and the solution stabilized. All related inventory, equipment and asset activities, including financial reporting thereof, are now performed within the integrated Umoja supply chain solution
Provision of support towards the design, prototyping, build and test activities for the demand and supply planning functionalities included in supply chain management – phases 2 and 3	Yes	Detailed technical and functional analyses have been undertaken and mock-ups/prototypes were prepared and presented to business focal points. The refinement of requirements and process design are proceeding in parallel

Provision of support towards the design activities for the management of implementing partners functionalities	Yes	The SAP grantor management solution was identified after a detailed fit-gap analysis. 6 major integration gaps were identified and resolved in early 2018. With the active participation and support of a wide range of business stakeholders, the first release will be deployed in December 2018
Provision of support for analysis, update, testing and change management of the planned Umoja SAP software upgrades	Yes	Software upgrades have been meticulously planned, executed and documented. In addition to minimizing the disruption of Umoja Extension 2 development, testing and quality assurance, the supplier relationship management software and employee and manager self-service portals were successfully upgraded ahead of schedule. These two upgrades were the culmination of planning and testing over nearly 9 months before the final, concurrent migration to production in Valencia and Brindisi
Provision of support to build, test and support activities for predeployment, deployment and post-production of budget formulation processes through 2018	Yes	After a series of workshops and some proofs of concept, a prototype was completed at the end of July 2017. Subsequently, SAP stated that one of the products would not be supported beyond 2020 and no alternative product was available. It was determined that a custom solution could be built for the missing functionality. The solution was built in-house and was deployed beginning from September 2018
Provision of support for efforts aimed at the continuous improvement of Umoja, including with regard to troop- and police-contributing country reimbursements and the Member States portal for the status of contributions	Yes	403 requests for change have been completed. These changes are a combination of notable process improvements as well as less complex changes that incrementally improved the usability and stability of the Umoja solution. Some notable process improvements include the automation of the updates to salary scales, a more intuitive employee self-service travel portal, simplified processing of travel expense reports and the automation of material master changes. With respect to the system for reimbursement and payment to troop- and police-contributing countries, building is under way, with the first work package due for deployment at the end of 2018
Provision of 350 reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations	737	Reasoned decisions against 737 requests
Provision of 30 reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members	53	Reasoned decisions against 53 requests

Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned	No	Owing to the high volume of requests, draft guidance on lessons learned was not finalized
--	----	---

### (b) Office of Programme Planning, Budget and Accounts

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
28 reports on budget performance and budget estimates for 13 active peacekeeping operations and UNSOS; and 1 report on budget performance for UNOCI	24	Reports of the Secretary-General on budget performance of and budget proposals for 11 active peacekeeping operations and UNSOS
	2	Reports of the Secretary-General on budget proposals for MINUJUSTH for the 2017/18 and 2018/19 periods
	1	Report of the Secretary-General on the revised budget for UNAMID for the 2018/19 period
	3	Reports of the Secretary-General on the budget performance of MINUSTAH, UNMIL and UNOCI
	2	Notes on financing arrangements for MONUSCO and UNMISS for the 2017/18 period
	1	Addendum to the report of the Secretary-General on additional requirements for MONUSCO for the 2018/19 period
1 report on the updated financial position of closed peacekeeping operations	1	Report of the Secretary-General on the updated financial position of 29 closed peacekeeping operations
10 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report, support account for peacekeeping operations, UNLB and RSCE	7	Reports of the Secretary-General, on the overview of the financing of the United Nations peacekeeping operations (1); the support account for peacekeeping operations (2); UNLB (2); and RSCE (2)
		In addition, financial implications under the support account were incorporated into the revised estimates for the management and peace and security reforms (see <a href="#">A/72/492/Add.1</a> and <a href="#">A/72/772</a> )
	1	Report of the Secretary-General on the comprehensive review of the support account for peacekeeping operations
	4	Notes by the Secretary-General on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations ( <a href="#">A/C.5/72/21</a> , <a href="#">A/C.5/72/23</a> , <a href="#">A/C.5/72/24</a> and <a href="#">A/C.5/72/25</a> )

18 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 13 active peacekeeping operations and UNSOS, budget performance for UNOCI, UNLB, RSCE and the support account for peacekeeping operations	21	Supplementary packages (3,103 pages) were provided for 12 active peacekeeping operations, MINUSTAH, UNMIL, UNOCI, UNSOS, UNLB, RSCE and the support account  The output was higher owing to the provision of supplementary information packages related to the budget estimates for MINUJUSTH for the 2017/18 period, the revised budget for UNAMID for the 2017/18 period and the budget performance of MINUSTAH
	1	Request for preliminary resources until December 2017 for the start-up of MINUJUSTH
	3	Requests for additional resources for MINUSCA, MINUSMA and UNDOF as an authority to enter into commitments for the 2017/18 period
Review and coordination of responses to follow-up questions from legislative bodies on 13 active peacekeeping operations and UNSOS, UNOCI, UNLB, RSCE, the support account and cross-cutting issues	4,657	Pages of written responses to questions raised, including 2,065 pages of responses to follow-up questions from the Advisory Committee on Administrative and Budgetary Questions and 2,592 pages of responses to follow-up questions from the Fifth Committee
A set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions	Yes	IPSAS-compliant financial statements for the 2017/18 period were released to the Board of Auditors on 26 September 2018
Online status of contributions, including summary information and outstanding assessed contributions	Yes	The status of contributions, including summary information, has been made available online to Member States and users from United Nations offices through the contributions web portal

---

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

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Assist the peacekeeping operations in the selection of banks to provide the required banking services	No	Except for MINUJUSTH, which was able to use banking operations for MINUSTAH, no new peacekeeping operations were established during the period

---

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Monitoring of the delegation of authority to field operations	Yes	Approved designations of appointed administrative, budget and finance staff and issued and revoked delegations of financial authority, ensuring that there were no unauthorized financial approvals

Monitoring the audit recommendations pertaining to accounting and budgetary aspects of field operations	Yes	Reviewed and tracked audit recommendations issued by the oversight bodies pertaining to accounting and budgetary aspects of field operations to ensure timely implementation of those pertaining to the Office of Programme Planning and Accounts and to monitor internal control issues at field missions identified by auditors
Review and approval of all requests for peacekeeping master data	Yes	An average of 2,200 business partner requests (1,400 commercial, 600 individual and 200 third-party), 15 service delivery master data requests and 40 coding block master data requests were processed per month
Review of all cost plans for peacekeeping cost-recovery activities	36	Requests for allocations were reviewed and processed within 5 business days
Policy guidance provided to 13 active peacekeeping operations and UNSOS, RSCE, UNLB and 14 Headquarters departments and offices on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies, and establishment of related trust funds	Yes	<p>Instructions were provided for the preparation of the 2016/17 budget performance reports and the 2018/19 budgets for 11 peacekeeping operations, UNSOS, UNLB, RSCE and the support account, the 2017/18 and 2018/19 budget reports for MINUJUSTH, the revised 2017/18 budget for UNAMID and the budget performance reports for MINUSTAH, UNMIL and UNOCI. In addition, high-level meetings were conducted on the preparation of peacekeeping budgets and working-level meetings were held for Headquarters departments and offices on the preparation of budget proposals for the support account. Furthermore, policy guidance was provided on an ongoing basis</p> <p>With the decommissioning of Galileo, the Peacekeeping Financing Division successfully led the financial validation process for the conversion of more than 1,600 purchase orders, totalling more than \$220 million. Guidance and training were provided to missions on the new financial structures and processes under Umoja, with a total of 3 videoconferences held</p>
Visits to 6 peacekeeping operations, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues	8	Visits to 7 peacekeeping operations and a workshop for chief finance officers and key finance and budget officers
500 funding authorizations and 31 staffing table authorizations for peacekeeping operations, UNSOS, UNLB, RSCE, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis	400 34	<p>Funding authorizations</p> <p>Staffing table authorizations, comprising 20 for peacekeeping operations, UNSOS, UNLB and RSCE and 14 for Headquarters departments and offices</p> <p>The output was higher owing to the mission requirements for MINUJUSTH, MONUSCO and UNAMID</p>
10 financial reports and other financial communications to donors for peacekeeping trust funds	1	<p>Financial report and other financial communication</p> <p>The output was lower owing to the lower number of requests made by donors</p>

Organization and conduct of videoconferences with peacekeeping operations, UNSOS, UNLB and RSCE, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	Yes	Videoconferences were held with all active field operations during the budget review process, as and when required  High-level review meetings relating to budget and performance issues for the support account were also held
Provision of guidance on IPSAS benefits realization	Yes	The results of IPSAS benefits realization were presented to the IPSAS Steering Committee and provided in the related progress report on the adoption of IPSAS by the United Nations ( <a href="#">A/72/213</a> )
Provision of guidance on sustaining IPSAS compliance in the missions	Yes	The Financial Reporting Service provided ongoing guidance and support on policy and accounting treatment queries. Direct guidance and training were provided on specific issues through: (a) videoconferences and emails; and (b) on-site support to peacekeeping missions
Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters	Yes	Policy guidance and advice on compliance with IPSAS were provided on a continuous basis through the review of monthly accounts and bilateral communications. Assistance was provided with regard to the review and follow-up after the decommissioning of Galileo system
Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings	Yes	Training on Umoja asset modules and the phasing out of standard cost methodology for assets under construction was provided to field missions. Videoconferences were utilized for the rectification of audit findings on staff welfare and recreation committees as well as for the provision of guidance on the timely and accurate closing of June 2018 accounts
Processing of 20,000 payments to Member States, staff and vendors	Yes	More than 15,135 vendor payments were processed, not including payments to Member States and staff
Payments of 10,000 education grant claims and advances	Yes	More than 10,000 education grant claims and advances were processed
Negotiation and administration of 12 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	12	Policies were negotiated, put in place and administered for peacekeeping operations
Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	Yes	All eligible international staff members and all national staff members who chose to enrol were provided with health insurance coverage for themselves and their dependants. Life insurance coverage was provided on an optional basis to all eligible staff
Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims	Yes	All complete commercial insurance claims presented to the Insurance and Disbursement Service were reviewed, processed and/or settled under the respective insurance policies. All complete claims were reviewed by the Advisory Board on Compensation Claims and its secretariat at the subsequent monthly meeting of the Board

Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments	Yes	51 assessment calculations and 15 credit calculations were completed and communicated to Member States in a timely manner. Comprehensive reminder letters regarding unpaid assessments were sent to Member States
Processing of 3,500 investment settlements for peacekeeping operations in accordance with industry standards	636	Investment settlements for peacekeeping operations were processed in accordance with industry standards  The output was lower owing to the change in the way deposits and withdrawals from participating funds in the cash pool are recorded and maintained following the implementation of cluster 4 in Umoja. Investment-related electronic fund transfers are no longer used under Umoja
Processing of approximately 3,000 receipts from Member States for contributions for peacekeeping operations, and maintenance of accurate and up-to-date unpaid contributions records	Yes	Approximately 3,775 receipts were issued to Member States for peacekeeping operations, and contribution records were maintained on an accurate and timely basis
Effective servicing of the Committee on Contributions by the timely provision of all requested data	Yes	All requested data was submitted to the Committee on Contributions on time
Delegation to field finance officers of the authority to act as approving officers	Yes	All delegations of approving authority were processed through user provisioning facilities in the Umoja portal
United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines	Yes	United States dollar funds of peacekeeping accounts were invested in accordance with United Nations approved guidelines
Execution of approximately 1,550 investment-related electronic fund transfers, 950 foreign exchange transactions and 530 investment settlements	Yes	Approximately 2,013 foreign exchange transactions and 636 investment settlements were executed
Execution of approximately 260,000 payments for peacekeeping operations	Yes	Approximately 260,000 payments for peacekeeping operations were executed
Execution of approximately 1,800 replenishments totalling approximately \$1.6 billion to house banks managed by peacekeeping missions	Yes	Approximately 3,300 replenishments totalling approximately \$1.6 billion to house banks managed by peacekeeping missions were executed
Processing of approximately 120 bank signatory amendments for house banks managed by peacekeeping missions	Yes	Approximately 120 bank signatory amendments for house banks managed by peacekeeping missions were processed
Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control	Yes	Systems were updated, maintained and operated in line with the service requirements of the Office. Umoja post-implementation support, including master data management, finance role provisioning and global treasury banking support, were provided within the approved resources

Maintenance of charts of accounts and other finance-related data; development and enhancement of ad hoc applications	Yes	Finance master data management support for Umoja was provided. The maintenance and enhancement of budget forms and troop databases continued
Enhanced financial management reports	Yes	Financial reports in Umoja for peacekeeping missions continued to be expanded and reports already deployed were maintained. Ongoing training was provided to users globally on the utilization of business intelligence reports

### (c) Office of Human Resources Management

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations	2	Reports issued: the report of the Secretary-General on the composition of the Secretariat: staff demographics ( <a href="#">A/73/79</a> ); and the report of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors ( <a href="#">A/73/79/Add.1</a> )
Online reports for Member States on human resources information for field operations, including support for 300 users in the permanent missions and ad hoc reports on human resources in response to requests from Member States	Yes	Online reports, including support for 143 Member States, with 10,172 HR Insight page hits and 117 ad hoc requests

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of legal advice to address administrative law issues, the representation of the Administration before the Dispute Tribunal and the processing of disciplinary matters referred for action by DFS	Yes	Provided legal advice for DFS/DPKO personnel and handled the processing of 232 disciplinary matters and 221 appeals arising from peacekeeping operations. Provided advice to and represented the Administration before the Dispute Tribunal, including on issues relating to the informal resolution of appeals
Amendments to the Staff Regulations and Rules and issuance of new and revised policies affecting the conditions of service of staff in peacekeeping operations; provision of policy advice to Umoja on operational implementation of human resources policies governing the conditions of service of staff in peacekeeping operations following the deployment of cluster 5 to all staff in the field	No	The proposed amendments to the Staff Regulations and Rules reflecting the ICSC guidelines for the employment of National Professional Officers as endorsed by the General Assembly in its resolution <a href="#">72/255</a> have been prepared and will be considered by the General Assembly at its seventy-third session. A draft administrative instruction regulating downsizing exercises was developed

Provision of policy guidance and support to DFS, DPKO and field missions on human resources matters affecting staff serving in peacekeeping operations, including on the pertinent policy framework, and the development interpretation of and compliance with applicable rules and regulations	Yes	<p>254 instances of written and oral policy advice</p> <p>66 working days of substantive participation in meetings (ICSC, the Staff Management Committee, the Human Resources Network, the Advisory Committee on Administrative and Budgetary and the Fifth Committee) on topics directly relevant to field and mission staff</p> <p>103 working days of substantive policy support for the strengthening of the United Nations response to sexual exploitation and abuse and other policies directly relevant to the field</p> <p>464 actions on support services for the administration of field-related entitlements</p> <p>57 administrative instructions and information circulars were developed and issued</p> <p>5 reviews of ad hoc requests for daily subsistence allowance for field staff</p>
Implementation of the new common system compensation package applicable to all internationally recruited staff members based in the field, including the development of new salary scale for the Field Service category	Yes	<p>The required amendments to the relevant Staff Regulations and Rules and administrative issuances for the implementation of the new common system compensation package have been promulgated. In addition, advocacy was carried out with ICSC for the introduction of an end-of-service grant and a non-family service allowance payable in D and E duty stations where the extreme hardship conditions and absence of basic necessities of life prevent the internationally recruited staff from bringing their family members but where security considerations do not trigger a non-family designation. The salary scale for the Field Service was revised with effect from 1 January 2018</p>
Development of a streamlined, simplified and modernized human resources policy framework applicable to the field, with a view to allowing for rapid deployment in cases of emergencies and surge operations	Yes	<p>A comprehensive review of the Staff Regulations and Rules to streamline and simplify the current policy framework was coordinated and supported. The corresponding amendments will be considered by the General Assembly at its seventy-third session. If approved, the framework will provide the foundation for increased delegation of authority for all managers, including heads of missions, thereby contributing to reducing delays</p>
Issuance of communications to staff in the field on the policy framework and the conditions of service of staff in the field, including to the field staff unions	Yes	<p>Communications have been issued routinely to both management and staff representatives in the field missions in the context of the established consultative process for the promulgation of new, revised and updated administrative issuances as well as proposed amendments to the Staff Regulations and Rules</p>

Development of standard job profiles to streamline and standardize the functional titles, levels, duties and responsibilities for field personnel to facilitate the new staff selection and managed mobility system	No	No additional input was required from OHRM, since the Field Personnel Division developed a considerable number of standard job profiles for its country-wide classification exercise
18 interim salary surveys at peacekeeping missions upon request by the local salary survey committee	Yes	Comprehensive salary surveys were completed in MINUJUSTH, UNFICYP, UNISFA and UNMOGIP. 10 duty station locations that either are the headquarters of the missions or are within the mission areas requested interim salary surveys. 20 salary scales for the General Service and the National Professional Officer categories were reviewed. Interim salary surveys are conducted upon request from duty stations
Guidance to 13 peacekeeping missions and UNSOS on the exercise of delegated authority for human resources management, including mission support visits	13	Peacekeeping missions and UNSOS
Information on the human resources management scorecard is reported for 13 peacekeeping missions and UNSOS, including to the Management Performance Board, the Management Committee and the Performance Review Group	13	Peacekeeping missions and UNSOS
Implementation of the new staff selection and managed mobility system for staff in POLNET and ITECNET in 2017 and 2 additional networks in 2018 for 13 peacekeeping missions and UNSOS	Yes	Before the Secretary-General decided to pause of the implementation of the mobility framework in December 2017, POLNET carried out 2 staffing exercises and 1 managed mobility exercise in 2017 and ITECNET implemented 1 staffing exercise and 1 managed mobility exercise in 2017. All selections and reassignments were finalized by August 2018. No new network was implemented following the decision of the Secretary-General to pause the implementation of the mobility framework
Conduct of videoconferences, webinars and briefings to inform staff in POLNET, ITECNET and 2 additional networks of the new staff selection and managed mobility system	Yes	A strong communications strategy accompanied the implementation of the mobility framework, both in POLNET and ITECNET, to inform candidates, programme managers, human resources partners and staff members of the new system. The following tools were used: webinars, in-person meetings, a specific web section in the human resources portal (regularly updated to inform candidates of the schedule of the next assessments) and iSeek articles

Clearance and certification of 30 Chief or equivalent functions in administration and human resources management in DFS and in peacekeeping operations	Yes	A total of 20 requests for the designation of selected candidates to perform significant functions in the area of human resources management for field missions were reviewed and subsequently approved. In addition, as part of the overall requirement for designation, 17 requests for the designation of candidates to perform significant functions in other areas of resource management were cleared by the Office
6 to 8 outreach missions to identify candidates for field operations and for Headquarters support for peacekeeping operations	7	Outreach missions have been undertaken to Canada, Japan, Monaco, Oman, the Republic of Korea, the United Kingdom of Great Britain and Northern Ireland and the United States. Extensive presence on social media sites and at virtual career fairs, as well as efficient coordination with DFS/the Field Personnel Division with regard to mission outreach, proved to be useful in view of the broadening of human resources-related outreach and awareness-raising on a global level
Language Proficiency Examinations at 13 peacekeeping missions and UNSOS for staff members to certify their proficiency in any of the 6 official languages of the United Nations	Yes	Language Proficiency Examinations were offered to 377 staff in peacekeeping operations
Standardized pre-selection tests, substantive knowledge tests and competency-based interviews for applicants for job openings at peacekeeping operations under POLNET and ITECNET	Yes	To screen the high number of applications received in the staffing exercises of the mobility framework (more than 130,000 in 2016 and 2017), the following assessment tools were used and optimized in the recruitment processes of both POLNET and ITECNET: self-assessment questionnaire, standardized pre-selection test, drafting skills test, substantive knowledge test, suitability screening performed by subject matter experts, preparation of a pre-recorded video interview to assess language skills and competency-based interview
Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations	Yes	Timely guidance was provided to the field operations through phone and email as necessary. In addition, a training course for 40 human resources practitioners from field missions on the human resources staffing policy, processes and procedures and strategic human resources targets was conducted at RSCE. A number of enhancements were implemented in the staffing module in Inspira that have simplified the determination of eligibility and the processes of recording and documenting the evaluation and assessment of applicants
Provision of guidance, advice and support, training, communication, monitoring and evaluation on performance management to all staff in peacekeeping operations, through videoconferences, WebEx, briefings and teleconferences	315	Field staff were trained  The training plan was scaled down as the general temporary assistance position undertaking the function was not approved for the 2017/18 period

Delivery of updated online training, guidance user support on the e-Performance tool, in accordance with the policy for all staff in peacekeeping operations	100	Field staff were trained  The training plan was scaled down as the general temporary assistance position undertaking the function was not approved for the 2017/18 period
Provision of 2,800 consultations and guidance on various human resources-related issues with respect to the staff members of peacekeeping operations, including conversion to continuing appointment and ICSC compensation review	Yes	Approximately 2,990 consultations and guidance were provided to ensure the appropriate and consistent application of the Staff Regulations and Rules, policies and best practices, including changes in entitlements resulting from the ICSC compensation review. Consultation on the separation of staff members remained high, given the closure, downsizing and reconfiguration of missions. OHRM continued to provide frequent consultation and advice on appointments of senior officials at the Under-Secretary-General and Assistant Secretary-General levels for the peacekeeping operations, as well as on the review of conversion to continuing appointment
Provision of administrative support for approximately 300 requests related to the termination of appointments owing to the civilian staffing review, the closure of peacekeeping operations, health reasons, outside activities, special leave with full/half pay, family support, waiver of privileges and immunities, administrative reviews and appeals and exceptions to the Staff Regulations and Rules	Yes	Support was provided for more than 700 administrative requests that required approval by the Secretary-General, the Under-Secretary-General for Management, the Assistant Secretary-General for Human Resources Management or OHRM. The substantial increase in support resulted mostly from the large number of appointments terminated owing to the transition from MINUSTAH to MINUJUSTH and the closure of UNMIL and the downsizing/reconfiguration of other missions. Support in other areas, such as termination due to health reasons, agreed termination, special leave and exceptions to the Staff Rules, remained at the same level
Development of standards to improve patient safety and quality of care in United Nations health-care facilities in peacekeeping operations	Yes	Health-care quality and patient safety standards were developed and agreed upon by Member States at a conference held in Brindisi in August 2018
Organization of 1 regional meeting of chief medical officers and head nurses	Yes	A meeting of chief medical officers and force medical officers was organized in May 2018. During the meeting, training was conducted on health risk assessment, delegation of authority in military and civilian medical clearances and delegation of authority in sick leave processing and management
3 reports on on-site assessments of field mission medical facilities, as requested, and 1 regional medical evacuation centre linked to peacekeeping operations	No  1	No request for assessment was received during the reporting period  Assessment of medical facilities in Cyprus for approval as a regional evacuation centre
10 WebEx-based continuous medical education sessions for medical personnel in the field	Yes	14 WebEx education sessions were provided

Provision of active case management for 90 per cent of staff who meet criteria of long-term sick leave	Yes	100 per cent case management of long-term sick leave cases (>60 days)
Oversight of medical clearance conducted in the field; medical clearance of military observers and United Nations police for recruitment; and conduct of pre-mission briefings and medical consultations and provision of immunizations for staff travelling to peacekeeping operations	Yes	Oversight of medical clearance was conducted for 1,214 staff members; 4,850 military observers and United Nations police were medically cleared for recruitment; and 1,879 medical consultations were conducted and 761 immunizations were provided to staff
Provision of 250 mental health counselling and consultations, 12 mission-readiness and resilience workshops for staff planning to work in field missions and conduct of psychosocial assessments/counselling/training in 1 peacekeeping operation	Yes	248 counselling and consultations, 1 mission-readiness and 15 building resilience workshops were provided; and psychosocial assessments/counselling/training were conducted in 2 peacekeeping missions (MINURSO and MINUJUSTH)  Demand for the building resilience training workshop series increased. Demand for the mission-readiness programme decreased significantly owing to fewer temporary duty assignments and temporary job openings in field positions  In addition, 2 train-the-trainer sessions were delivered in Brindisi under the building resilience programme for field-based counsellors, yielding new trainers throughout the system, including in UNAMID, UNMISS, MINUSMA and MONUSCO

#### (d) Office of Central Support Services

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Identification of archival records at UNMIL for immediate transfer to Headquarters	Yes	3,308 linear feet of paper records and 5 terabytes of digital records were identified and transferred from UNMIL, which doubled the volume of digital holdings and increased the volume of the paper holdings by 8.9 per cent. In addition, 2,016 linear feet of paper records and 7 terabytes of digital records were identified and transferred from MINUSTAH
1,000 reference responses to the Organization and Member States regarding peacekeeping archives	1,401	Reference responses were provided to the Secretariat, Member States and the public
50,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation	No	Owing to resource constraints, no additional archives could be digitized and uploaded onto the United Nations Internet site for public consultation

---

**Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations**


---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Office accommodation and related support services provided in accordance with United Nations standards to all staff and contractors funded from the support account at Headquarters	Yes	Standard office accommodation and related support services were provided to staff backstopping peacekeeping operations at Headquarters
Trainings and certifications of property managers across peacekeeping operations	Yes	A training module and a certification programme for property managers and fixed asset management officers were rolled out. The fixed asset management framework was implemented across the Organization, and training needs for fixed asset management have been satisfied
Negotiation or renegotiation of 45 airline agreements to reduce costs to peacekeeping operations	Yes	51 airline agreements were renegotiated
Responses to requests for guidance relating to specific air travel implementation and shipments policies and procedures provided to peacekeeping operations through the platforms: the Unite Communities online forum, iNeed, telephone and email	Yes	Responses have been issued through the online forum, iNeed, telephone and email
Provision of 24 video teleconference sessions with the travel units of peacekeeping operations relating to ongoing changes in the travel and shipment industries and Umoja travel processes and issues	Yes	24 sessions were conducted
Inspection of 5,600 travel authorizations and processing of 6,500 travel documents, 1,300 requests for visa and 800 host country registrations	3,124	Travel authorizations
	4,837	Travel documents
	1,352	Visa requests
	1,070	Host country registrations
		The lower output for inspection of travel authorizations was due to the continued reduction in clients' travel budgets, while the complexity of travel arrangements has increased as more trips have been combined. The lower number of travel documents processed was due to requests for renewal coming in late during the period, with the elevated volume at the end expected to continue throughout the 2018/19 period. The number of host country registrations increased as a result of the Travel and Transportation Section informing staff members to check their registration status

Entitlement calculation of 300 lump-sum home leave travel requests for DPKO and DFS at Headquarters	298	Calculations
Screening and delivery of incoming and outgoing mail and valises to DPKO, DFS and all peacekeeping operations	Yes	616,986 pieces of postal and courier mail processed 37,809 pounds of pouch mail processed 202 valises for pouch services screened, inspected and delivered
Implementation of an electronic records management programme that is in line with United Nations record-keeping requirements at MINUSMA	Yes	Owing to an urgent request, UNISFA was prioritized and support was provided in establishing the force's records management programme. The visit was extended to UNMISS, which is adjacent to UNISFA, and assessment and advice on the records management programme were provided
Delivery of a digital records and information management workshop at RSCE, in collaboration with DPKO/DFS, for focal points of all peacekeeping operations	No	Owing to resource constraints, the Archives and Records Management Section has postponed the records and information management workshop at RSCE to the 2018/19 period
Issuance of 1,500 purchase orders, 230 systems contracts, including amendments, and 350 regular contracts, including amendments, in support of peacekeeping operations	1,031 225 218	Purchase orders Systems contracts Regular contracts, including amendments, in support of peacekeeping operations
Organization of business seminars in 25 locations for developing countries and countries with economies in transition and training of 10 staff members from chambers of commerce on procedures for vendor registration	Yes	57 seminars were held in various locations, of which 40 seminars were held in developing countries and 2 in countries with economies in transition. 15 representatives from chambers of commerce/trade or similar government agencies of Member States received training on vendor registration procedures and United Nations procurement practices/processes in general
Follow-up on applications for registration in the United Nations Global Marketplace within 1 month with all vendors that participated in business seminars	Yes	4,865 companies attended business seminars. Follow-up communications were sent within a month to those who attended business seminars
Review of 1,000 and 200 supplier qualification-level requests at levels 1 and 2, respectively	3,488 170	Requests at level 1 were reviewed Requests at level 2 were reviewed  A total of 3,488 level 1 registration applications were received and evaluated, of which 1,919 registrations were completed. For level 2, a total of 170 registration applications were received and evaluated, of which 107 registrations were completed

73 new international tenders launched in support of existing peacekeeping operations for the entire range of engineering support and equipment, modularization, vehicles, armoured vehicles, airport specialized vehicles and material handling equipment, including all related spare parts and after-sale service, fuel, including turnkey contracts, rations, general supplies, medical and security equipment and services and information technology and communications requirements	88	New international tenders for engineering, vehicles, fuel, including turnkey contracts, rations, general supplies, medical and security equipment and information technology and communications requirements were launched
220 new international tenders launched in support of peacekeeping missions in relation to passenger and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services	314	New international tenders in support of peacekeeping missions in relation to passenger and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services
22 site visits for bidders' conferences and contract negotiations prior to contract award for the new tenders launched; participation in 5 trade and industry fairs to ensure competition; participation in the rations contract management conference of DFS at UNLB; and 7 procurement assistance visits	23	Site visits for bidders' conferences and contract negotiations were conducted prior to contract award for the new tenders launched
	12	Trade and industry fairs were attended to ensure that competition is maximized
	1	Participated in the rations contract management conference of DFS
Review of 200 local procurement authority requests and 100 local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping operations' delegation of procurement authority has been exceeded	148	Local procurement authority requests were reviewed
	90	Local committees on contracts/Headquarters Committee on Contracts cases were reviewed
Technical review and administrative support of 286 established high-value and complex systems contracts (30 vehicle contracts, 80 contracts on fuel, rations and supplies, 32 engineering contracts, 10 long-term freight-forwarding, logistics-related and ship charter contracts, 100 long-term air charter and aviation-related contracts and 34 information technology and communications contracts) in support of peacekeeping operations	343	Contracts managed, comprising: 65 vehicle contracts, 87 contracts on fuel, rations and supplies, 44 engineering contracts, 132 long-term freight-forwarding, air charter and aviation-related contracts and 15 information technology and communications contracts. In addition, the Regional Procurement Office managed 69 contracts
100 staff at Headquarters and in peacekeeping operations trained in procurement courses offered at the online Procurement Training Campus	815	Staff were trained in procurement courses offered at the online Procurement Training Campus  The increased output was due to continued efforts to professionalize the procurement function as well as the launch of a new Procurement Training Campus platform and associated communication thereon

30 staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars	39	Staff enrolled in external professional procurement certification courses, including online courses and webinars
35 staff trained in courses on supply and value chain management, contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses	52	Staff attended or participated in specialized training courses
200 market surveys, assistance to DFS on commercial negotiations and review of letters of assist/Headquarters Committee on Contracts cases from DFS for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping operations	41	Requests for market surveys were processed  The lower output was due to the introduction of the new methodology for reimbursing Member States for strategic passenger movements. The new methodology is based on the cost of utilizing the long-term wide-body aircraft contract, which is administrated by the Procurement Division. The demand for wide-body aircraft increased, and the Division worked with DFS on the new request for proposal exercise, which has a wider scope, requiring additional due diligence and workload to ensure effective international competition and best value for money
	89	Letters of assist/Headquarters Committee on Contracts cases from DFS for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military aviation assets and maritime services in support of peacekeeping missions were reviewed
Due diligence investigations of requests for sole-source procurement based on proprietary nature of goods and services to ensure internal control, including performance of market research related to information technology and communications requirements of missions	Yes	Services were provided to the field with regard to sole-source procurement due diligence
Performance of 250 cargo insurance requests in support of inter-mission shipments, including preparation of monthly reports for the Insurance and Disbursements Service, 6 mission cargo insurance claims handled in consultation with the Travel and Transportation Section and 45 shipping authorizations and import customs clearances performed for United Nations property shipped between missions and New York	194	Cargo insurance requests and mission cargo insurance claims were processed
	56	Shipping authorizations and import customs clearances were performed

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Implementation of and support for the electronic fuel and rations management solutions in 2 additional peacekeeping operations	5	Deployments of electronic fuel management solutions (MINUSCA, UNSOS and MINUJUSTH) and electronic rations management solutions (UNMISS and MINUSCA)
Provision of support for the enterprise identity management application to users at Headquarters and in the field	Yes	Application support was provided
Provision of support for the contact database application to users at Headquarters and in the field	Yes	Application support was provided
Implementation of the second major release of the customer relationship management application for troop-contribution management in 3 peacekeeping operations, adding the mobile component to eliminate paper-based inspection in the field	5	Deployments, in MINUJUSTH, UNFICYP, UNIFIL, UNAMID and MINUSCA
Help desk and production support for Inspira, including enhancements to the talent management, performance management and learning management modules for use in all peacekeeping operations	Yes	The Unite Service Desk provided Inspira support for 24,837 tickets  The Inspira team delivered 224 enhancements across multiple areas, including recruitment, reference verification, performance management and Umoja integration
Training on new features and changes to Inspira provided to human resources officers in peacekeeping operations	Yes	The Inspira team delivered the train-the-trainer programme to 104 personnel in peacekeeping operations in collaboration with OHRM
Harmonization and centralized management of information security efforts for the Secretariat in accordance with General Assembly resolutions	Yes	Harmonization of information security efforts progressed through: (a) the issuance of common policies, guidelines and technical procedures; (b) reporting of incidents against a common taxonomy; and (c) the increased use of common technology. Centralized management of efforts was carried out, including through: (a) coordination of the response to significant incidents; (b) the sharing of threat intelligence and alerts; and (c) increased alignment and coordination of information security assessments

## E. Office of Internal Oversight Services

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
OIOS reports specifically requested by the General Assembly	No	No specific report was requested by the General Assembly
Annual report to the General Assembly on peacekeeping oversight results	1	Report on the activities of the Office of Internal Oversight Services on peace operations for the period from 1 January to 31 December 2017 ( <a href="#">A/72/330 (Part II)</a> )

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 audit reports by auditors at Headquarters	7	Reports The lower output was due to: (a) complex audits in some missions that required extensive consultations with key stakeholders; and (b) vacancies in some missions, including the D-1 position
76 audit reports by auditors at peacekeeping missions	66	Reports The lower output was due to the comprehensive and complex audits in some missions that required extensive consultations with key mission and Headquarters officials
1 meeting of chief resident auditors for annual work planning; and 1 conference of resident auditors for professional development	Yes	1 meeting and 1 conference
5 evaluation and/or inspection reports addressing aspects of performance at the subprogramme level and cross-cutting strategic priorities or topics	3	Reports. There were also 3 ongoing evaluations (1 completed in July 2018; and 2 completed in October 2018) The output was lower owing to the time required to fill the newly approved posts based in Entebbe
350 reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action	468	Reviews and analyses of reports The higher output was due to the increase in cases received for investigation

40 cases of fraud and corruption reported	52	Cases  The higher output was attributable to: (a) the effect of the implementation of the Anti-Fraud and Anti-Corruption Framework of the United Nations Secretariat, which resulted in OIOS becoming the centralized mechanism for receiving such reports; and (b) the fact that OIOS is seen as a trusted partner in the investigation of fraud and corruption
45 investigations of sexual exploitation and abuse completed within 6 months	20	Investigations of sexual exploitation and abuse out of 68 were completed within 6 months from date of receipt of report  The monthly rate of overall reporting to OIOS rose from about 50 to 100 matters. The investigations caseload concomitantly rose from an average of 145 to 220 cases, representing a 55 per cent rise in the 6-month period from January to June 2018. As the management of such cases is tied largely to the speed with which the troop-contributing country deals with the matter, it is a timeline beyond the control of the Investigations Division/OIOS
110 investigations completed within 12 months	91	Investigations out of 123 were completed within 12 months from date of receipt of report  The lower output was attributable to the overall increase in caseload and the expansion of the mandate in relation to sexual harassment
4 investigations training programmes implemented on investigation standards, prohibited conduct and sexual exploitation and abuse for national investigation officers and the immediate response team	6	Investigations training programmes, including 1 induction training programme, 3 open source intelligence training programmes and 2 comprehensive investigative training programmes 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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of advice for approximately 125 reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues	183	Reports  The output was higher owing to the situation in peacekeeping operations, notably in the Sudan, West Africa, the Central African Republic, the Democratic Republic of the Congo, the Sahel, Lebanon, the Syrian Arab Republic and the Middle East, as well as increased attention to thematic issues, such as peacebuilding, women and peace and security, children and armed conflict, terrorism, accountability, the

		responsibility to protect and conflict-related sexual violence. Mission reviews, mission reconfigurations and transitions also led to an increase in workload
Provision of advice for approximately 1,600 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council	Yes	This included talking points for trips by and engagements of the Secretary-General and his delegation and trips by the Deputy Secretary-General and her engagement on peacekeeping operations, as well as statements
Provision of advice for 150 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues	221	Instances of advice  The output was higher owing to the situation in peacekeeping operations, notably in the Sudan, the Democratic Republic of the Congo, Somalia, West Africa, the Sahel, the Central African Republic, Lebanon, the Syrian Arab Republic and the Middle East, as well as increased attention to thematic issues, such as peacebuilding, women and peace and security, children and armed conflict, terrorism and accountability. There has also been an increase in the exchange of letters with key interlocutors on peacekeeping issues (such as with regional organizations and troop-contributing countries). Mission reviews, mission reconfigurations and transitions also led to an increase in workload

---

**Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations**


---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Comments and guidance to peacekeeping missions, DPKO and DFS on the Secretary-General's reports on peacekeeping missions provided within 5 days	Yes	Guidance is usually provided to DPKO and DFS within 5 working days. In 2018, the guidance was provided even more promptly. In some rare cases, a slightly longer period of time was required owing to the complexity or sensitivity of the issue
Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days	Yes	With respect to the reports to the General Assembly and the Security Council, advice was generally provided within 5 days or less. A longer period of time was required in exceptional cases 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

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

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of summary advice in 100 per cent of cases received and representation in 100 per cent of peacekeeping-related cases received and found to have a reasonable chance of success	Yes	Legal advice was provided in all 221 cases received that could be resolved informally. The Office provided formal representation in 96 cases
Provision of clear legal advice in 100 per cent of cases found not to have a reasonable chance of success, to dissuade inappropriate use or overuse of the justice system	Yes	Legal advice was provided in all cases
Awareness-raising activities to increase appropriate utilization of dispute resolution mechanisms, for example, through dissemination of electronic and written materials and other outreach	Yes	The Office provided information sessions and legal clinics to staff of peacekeeping missions and posted comprehensive information on the new website of the Office of Administration of Justice

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

**Expected accomplishment 3.1:** Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Services in at least 600 ombudsmen and mediation cases, including through on-call ombudsmen and mediators	1,318	Cases, which, continuing the upward trend of the past 6 years, was 2.7 per cent more than the previous period (1,283 cases)

		The increase in usage was attributable to the continued information campaign by the Office and the higher awareness of staff members and managers of the informal system
Cross-cutting tracking and analysis of 600 cases to identify contributing factors to conflict and systemic issues for regular upward feedback, with view to organizational improvement	1,318	Cases were tracked and analysed
Annual report to the General Assembly, including information on systemic issues	Yes	Report of the Secretary-General on the activities of the Office (A/73/167)
11 regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness	13	Visits, to locations in MINUSMA (Bamako and Mopti), MINUSCA (Bangui, Bouar, Bria and Kaga Bandoro), UNIFIL, UNDOF, MINURSO, MINUSTAH, UNMIK, UNMIL and UNLB
8 visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)	8	Visits within the mission area, to Kigali, Kinshasa, Kananga, Butembo, Bukavu, Dungu, Kalemie and Beni
8 visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNAMID, UNMISS, UNISFA)	10	Visits, to locations in UNMISS (Juba, Malakal and Yambio), UNAMID (Khartoum, El Fasher, Nyala, Zalingei and Ed Daien) and UNISFA (Abyei and Kadugli)
Awareness-raising and skill-building activities to enhance conflict competence, for example through video teleconferencing; WebEx; bimonthly updates to the Office's website; production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters); and 40 presentations/workshops for staff and managers	Yes	440 outreach activities, including meetings, training sessions, workshops and information sessions, targeting 4,000 staff and 170 senior officials, and partnership consultations with internal and external stakeholder groups

## H. Ethics Office

### Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Responses to 100 inquiries from field missions	148	Ethics enquiries responded to
Administration of approximately 1,650 financial disclosure filings or declaration of interests filings from peacekeeping-funded personnel	1,375	Financial disclosure forms or declarations of interest received and processed  The lower output was due to the closure and transition of UNMIL and MINUSTAH

4 official visits to peacekeeping missions (UNMIK, UNISFA, UNMISS and UNIFIL)	6	Visits to 6 peacekeeping missions (UNIFIL, UNISFA, UNMIK, UNMISS, RSCE and UNLB)
Deployment of annual leadership dialogue project in field missions	1	The 2017 Leadership Dialogue was conducted and the leader's guide for the 2018 Leadership Dialogue was prepared

## I. Office of Legal Affairs

### Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provisions of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis, regarding:	Yes	See remarks concerning particular outputs below
70 legislative aspects of peacekeeping missions, including their mandates, governance, and on the applicability of United Nations regulations and rules	151	Memorandums, correspondence and other written and verbal communications and accompanying legal texts and drafts concerning the legislative aspects of peacekeeping operations  The increased output was attributable to higher demand for advice
325 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements as well as general questions of public international law, rules of engagement and measures to counter piracy), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements	330	Agreements, memorandums, correspondence and other written and verbal communications and accompanying legal texts concerning institutional and operational arrangements for peacekeeping operations
50 instances of advice and negotiations concerning logistical and other support arrangements (e.g., letters of assist, memorandums of understanding, framework agreements for cooperation, donations and other similar arrangements) with Governments, other international organizations and United Nations entities	73	Memorandums, correspondence and other written and verbal communications and accompanying legal texts and drafts concerning logistical and other support arrangements with Governments, other international organizations and United Nations entities  The increased output was attributable to higher demand for advice

95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international character in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth and other commissions in the context of peacekeeping operations	107	Memorandums, correspondence and other written and verbal communications with international criminal tribunals in connection with their activities, as well as support for the establishment of truth and other commissions and boards of inquiry in the context of peacekeeping operations
25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law	23	Memorandums and other written and verbal communications concerning investigations into allegations of such violations
595 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements	752	Draft contracts, memorandums, advice on negotiations and related communications with United Nations offices and vendors on commercial aspects of peacekeeping operations  The increased output was attributable to heavy demand for legal services for all of the various commercial aspects of peacekeeping operations
90 instances of advice on claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel	101	Matters involving claims arising from peacekeeping operations for which legal analysis, advice and settlement negotiations were undertaken
15 financial questions, including formation and interpretation of the financial regulations and rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	17	Memorandums and related documents and advice on financial questions
2 arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies	2	Legal representation and support for ongoing arbitral proceedings and for other judicial or administrative proceedings arising out of or related to the Organization's peacekeeping operations
65 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	161	Instances of maintaining privileges and immunities, including legal correspondences and related representation  The increased output was attributable to higher demand for legal services in connection with maintaining, and where necessary, waiving the privileges and immunities of the Organization in the context of requests to make United Nations officials and documents available for purposes of judicial, quasi-judicial and administrative proceedings related to allegations of sexual exploitation and abuse

76 instances of advice related to accountability and conduct and discipline of United Nations and associated personnel, including in respect of sexual exploitation and abuse, and related support and advice to conduct and discipline teams, internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities	86	Memorandums and other correspondence relating to accountability issues  The higher output was attributable to heavy demand for legal services in connection with various accountability and investigation issues, as well as the Organization's response to addressing sexual exploitation and abuse in peacekeeping operations
175 instances of advice on personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances	172	Memorandums and related documents and advice concerning personnel matters
20 cases representing the Secretary-General before the United Nations Appeals Tribunal	21	Instances of representation of the Secretary-General in cases before the United Nations Appeals Tribunal
240 instances of advice on matters and cases under the system for the administration of justice	331	Instances of advice on matters and cases arising under the system for the administration of justice  The increased output was due to increased demand for advice on matters relating to the downsizing and closure of various missions
50 legal aspects of security, including the application of the Security Handbook	93	Memorandums and related documents and advice  The increased output was due to increased demand for services resulting from the United Nations Secretariat Safety and Security Integration Project
120 instances of participation in peacekeeping-related standing committees, boards and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements guidelines and operating procedures	161	Instances of participation in peacekeeping-related standing committees, including the Headquarters Committee on Contracts, the Headquarters Property Survey Board and the Advisory Board on Compensation Claims, as well as related legal advice to boards of inquiry and review of policies, reports and procedures  The increased output was attributable to heavy demand for legal services for all of the various commercial aspects of peacekeeping operations
20 instances of advice concerning the legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness/surveillance, and so forth	31	Memorandums and related documents and advice
50 instances of providing advice on the establishment of boards of inquiry and expert panels to review issues related to peacekeeping matters, providing such boards and panels with technical and legal assistance and following up on their outcomes	53	Memorandums and related documents and advice

## J. Department of Public Information

### Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Strategic advice and backstopping support to 13 peacekeeping operations and UNSOS, in collaboration with DPKO and DFS	Yes	Guidance and support were provided to all peacekeeping operations
Field visits to 3 peacekeeping operations to provide communications advice and support in situ	1	Field support visit was made to the public information component of UNMIL  The lower output was due to the lower level of approved resources for travel
Organization and facilitation of a 1-week specialized training course, in cooperation with DPKO and DFS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	Yes	A workshop was held for the chiefs of public information to provide guidance and training on strategic communications issues, including best practices on transitioning missions and communications; communicating on the Action for Peacekeeping initiative; gender in peace operations; improving the delivery of content and campaigns on peacekeeping, including by highlighting the impact of peace operations; planning, evaluating and measuring the impact of campaigns; digital communications, including leadership voices on social media; branding; and United Nations reform and communications priorities. The Department jointly led a 1-day reputational risk simulation exercise to develop and assess participants' shared understanding of how to communicate when addressing different types of reputational risks for the United Nations
Hosting, updating and maintenance, in collaboration with DPKO, of approximately 200 web pages on the peacekeeping website in English	Yes	Updated and maintained approximately 200 web pages. A redesigned version of the website was launched and now has information consolidated on approximately 100 pages
Coordination of maintenance of the peacekeeping website in the other five official languages of the United Nations	Yes	Coordinated the daily maintenance of the peacekeeping website in the 6 official languages of the United Nations
Serving as mission focal point, in conjunction with DPKO and DFS, for the UNLB-hosted content management system introduced for local peacekeeping mission websites to ensure a system with consistent branding and content and requiring minimum maintenance cost for the mission	Yes	Served as focal point for peacekeeping mission websites, carrying out reviews and providing guidance and support

Outreach to 40 troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through the United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations	Yes	Conducted specific outreach to 55 troop- and police-contributing countries on mission activities by means of press releases, photographs, social media posts and feature articles sent to their major media outlets, government agencies and permanent missions, and through the United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations. The Service and Sacrifice campaign, which targeted 29 troop- and police-contributing countries, was also launched
25 broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed through its website and through the Associated Press Television News global video wire	Yes	30 broadcast-quality stories per month on topics related to peacekeeping were produced and distributed by UNifeed through its website and through the Associated Press Television News global video wire, which reaches more than 1,000 broadcast points (more than 560 broadcasters) globally, and through Reuters and Eurovision
Monthly uploading and hosting of 8 peacekeeping related web videos on the United Nations Web TV and on the United Nations Channel on YouTube	8	Live coverage and archived webcast peacekeeping-related videos available on United Nations Web TV and the United Nations Channel on YouTube
5 feature stories per year on peacekeeping topics for the <i>UN in Action</i> series and distribution to broadcasters worldwide	5	Feature stories on peace and security topics for the <i>UN In Action</i> series were distributed to global broadcasters
2 in-depth reports on peacekeeping topics for the Department's monthly magazine	2	Feature stories for the monthly news magazine series
Video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed	Yes	20 videos highlighting the work of troop- and police-contributing countries in United Nations peacekeeping were completed and distributed to national broadcasters and on United Nations social media accounts in multiple languages  A virtual reality film on the largest peacekeeping mission, MONUSCO, was created to highlight the work and sacrifice of troop contingents stationed in the Democratic Republic of the Congo. The film was distributed by <i>Time</i> magazine

## K. Department of Safety and Security

### Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
20 visits to 14 field missions, UNLB and RSCE, to review security management arrangements, assess crisis preparedness, and produce recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats	20	Visits to 11 field missions, UNLB and RSCE  The number of field missions visited was lower owing to the non-issuance of visas for the visit to UNISFA, as well as the prioritization of missions requiring additional strategic/staffing reviews
Continual review of the security risk management process of 14 field missions, UNLB and RSCE; and provision of advice and guidance on mandate-enabling security risk management measures to senior mission officials	Yes	91 security risk management processes, 93 security level areas, 62 security plans, 13 residential security standards and security budget submissions for all peacekeeping operations were reviewed
Provision of training on security management: “designated official training” for the newly appointed heads of missions; targeted security-related training during field visits based on gap analysis; and an annual workshop for 20 senior security personnel from field missions, UNLB and RSCE	9  1	Designated official training sessions were conducted for newly appointed heads of missions and designated officials/designated officials ad interim  Annual workshop for 18 senior security personnel
261 security inputs for the DSS daily security report delivered to United Nations security management system focal points, and regular provision of significant security incident reports on 14 field missions, UNLB and RSCE	312	Daily security reports and significant security incident reports were contributed by the Peacekeeping Operations Support Section to inform United Nations security management system focal points
5 strategic threat assessments or strategic security threat information liaison visit reports on 5 peacekeeping operations	3	Strategic security threat information liaison visits  The output was lower owing to the cancellations of visits to MONUSCO and UNDOF because of visa issues
Coordination, monitoring and enhancement of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of field missions	Yes	Results and recommendations from the 3 strategic security threat information liaison visits were disseminated to the DPKO/DFS security focal points

Review and updating of 7 training modules and 29 lessons on the analysis of security threat information and development of best practices for all field missions	7 29	Training modules were reviewed and updated  Lessons were reviewed and updated  The most recent lessons learned and best practices were incorporated into the training modules and lessons. In addition, all course modules and lessons, as well as the course workbook and security analysis handbook, were updated to reflect changes in the Department's policy
Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts supporting improved analysis, situational awareness and reporting on peacekeeping missions	2 33	Security analysis process and practice courses  Security information analysts were trained  The number of analysts trained was lower owing to the cancellation of some participants from missions due to operational requirements, funding and visa issues
Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on the use of force policy and tactics; the use of lethal and less lethal tactical measures; active shooter response; defensive/evasive driving; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training (approximately 150 personnel in 5 peacekeeping operations); and basic security training, including physical security; access control; screening procedures; and surveillance detection (approximately 150 personnel in 3 peacekeeping operations)	7 171	Peacekeeping operations  Personnel trained
Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in peacekeeping operations	Yes	13 firearms training officers, 2 firearms training instructors and 5 basic defensive tactics instructors were certified
5 evaluation reports and assistance provided for security training units, facilities and equipment in 5 peacekeeping missions	3	Evaluation reports on 3 peacekeeping missions  The outcome was lower owing to the reprioritization of resources to enable the Department to provide the necessary security training to mission security personnel

Provision of needs assessment and stress management sessions for staff in 8 peacekeeping operations, and deployment of stress counsellors in 4 peacekeeping operations	6	Needs assessment and operational support missions were conducted in 6 peacekeeping missions  The output was lower owing to the cancellation of the planned mission to UNAMID because of the non-issuance of visas and the postponement of the planned mission to MINURSO because of operational circumstances in the mission
	4	Stress counsellors were deployed to 4 peacekeeping missions
Training and certification on critical incident stress prevention and management for 10 counsellors in peacekeeping operations; and 3 peer helper workshops for 30 staff in 3 peacekeeping operations	8	Counsellors in peacekeeping missions were trained and certified on critical incident stress prevention and management. 2 counsellors were unable to attend owing to the demands of the mission
	3	Peer helper workshops were conducted in 3 peacekeeping missions
	72	Staff were trained as peer helpers  The number of staff trained was higher owing to the need to improve access to counselling services in MINUSCA because of the situation on ground
Provision of technical guidance to 10 senior counsellors from peacekeeping missions, and technical support and collaboration and coordination with headquarters managers on the psychosocial aspects of crises, provision of counselling services and subsequent follow-up on all staff who need special measures, as well as provision of recommendations on case management	10	Senior counsellors received technical guidance and advice
	Yes	Technical support and consultative advice on the psychosocial well-being of staff were provided to: DPKO/DFS Headquarters senior managers and desk officers, in particular during the crises in the Central African Republic, Mali and the Democratic Republic of the Congo; human resources officers on the recruitment of staff in UNSOS; and newly appointed chiefs and directors of mission support during briefings conducted in New York
Provision of input to the annual report of the Secretary-General on the status of implementation of the United Nations Secretariat Safety and Security Integration Project	Yes	The status of the project was included in the annual report of the Secretary-General on the safety and security of humanitarian personnel and protection of United Nations personnel ( <a href="#">A/72/490</a> )
Conduct of 1 briefing to Member States to report progress on the United Nations Secretariat Safety and Security Integration Project	Yes	A briefing was conducted for members of the Special Committee on Peacekeeping Operations
Development and implementation of the strategy for the integration of all Secretariat security resources under the authority of the Under-Secretary-General for Safety and Security, in consultation with relevant stakeholders	Yes	The project was fully implemented

Conduct of 6 videoconference briefings with peacekeeping operations to update on the final steps of the project	Yes	The project team briefed mission security staff on integration at each of the 5 global town hall meetings/videoconferences held in the reporting period. In addition, the team briefed mission security personnel in person at regional workshops and the global security workshop
Organization of 1 meeting of the United Nations Secretariat Safety and Security Integration Project steering group at the Principal level and 2 meetings of the working group at the Director level, all with the full range of stakeholders of integration	Yes	The meetings of the working group and the steering group were held on 6 September 2017 and 9 February 2018, respectively, with all stakeholders fully represented. Owing to the progress made on all issues related to the project, there was no need for an additional working group meeting in the reporting period

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

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Substantive servicing of meetings: provision of substantive and technical advice and support to approximately 130 meetings of the Advisory Committee	120	Meetings The marginally lower-than-budgeted actual number of meetings reflected the combination of meetings on a number of items relating to peacekeeping
Parliamentary documentation: production of approximately 45 reports	32	Reports The lower-than-budgeted number of reports reflected the consolidation of items relating to peacekeeping
Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports	Yes	The meeting schedule was sufficiently flexible to accommodate all reports submitted to the Advisory Committee for consideration

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

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 regular country and thematic reports of the Secretary-General to the Security Council and the General Assembly, including on protection of civilians and on special measures for protection from sexual exploitation and abuse, include OHCHR input and contain information and recommendations related to human rights	12	Regular country reports of the Secretary-General to the Security Council, containing recommendations on: improving the human rights situation in the Central African Republic (3), the Democratic Republic of the Congo (3) and Mali (3); strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including on the work of UNOAU; and the protection of civilians in armed conflict; and the report to the General Assembly on special measures for protection from sexual exploitation and abuse
18 briefings on human rights developments, trends and related activities in peacekeeping operations, including on the human rights due diligence policy on United Nations support for non-United Nations forces, are delivered to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries, and regional organizations	18	Briefings included those made to intergovernmental bodies, Member States, troop- and police-contributing countries and regional organizations on human rights situations in the Central African Republic and the Democratic Republic of the Congo, human rights compliance of the Group of Five for the Sahel, human rights components in MINUSMA, MINUJUSTH and MINUSCA, protection functions, prevention of conflict-related sexual violence, the protection of civilians and the implementation of the human rights due diligence policy

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

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
1 strategic or technical assessment to establish human rights needs for a newly mandated peacekeeping operation	No	No strategic or technical assessments for a new peacekeeping operation were carried out during the reporting period
1 predeployment mission to establish a human rights component for a new peacekeeping operation, contribute to new mission planning processes and assist mission leadership with the identification of human rights priorities or 1 surge capacity deployment of staff to assist human rights components in crisis situations	Yes	Surge deployment to assist the MINUSCA human rights component in the monitoring and reporting of the human rights situation in the Central African Republic

Development and validation of a blueprint for establishing minimum human rights operational capacity in new peacekeeping operations and identification of specialist profiles for deployment	No	Staff resources to perform these functions were not continued in the 2017/18 period
--	----	---

---

**Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations**


---

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Strategic and technical advice on the inclusion of human rights analysis and priorities in 4 mission planning documents, including mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets for United Nations peacekeeping operations	Yes	Strategic and technical advice on the inclusion of human rights analysis and priorities in 4 mission planning documents was provided, comprising a conflict analysis for the Central African Republic, an operational plan for the MINUSCA human rights component, the MINUSCA staffing review and the joint review of AMISOM by the African Union and the United Nations
Technical review and clearance provided for 8 public human rights reports drafted by human rights components of peacekeeping operations, prior to their transmission to national authorities and subsequent publication	4	Public reports by human rights components (UNMISS (2), UNAMID and MINUSMA)
Monthly advice to human rights components of peacekeeping operations on the integration of human rights according to developments in the respective mission areas and in the context of support for national authorities	Yes	Weekly and monthly advice was provided to human rights components in MINUSCA, MINUSMA, UNMIL, MONUSCO, MINUSTAH/MINUJUSTH, UNMISS and UNAMID
7 strategic and technical assessment missions to peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations, including to further the implementation of the human rights due diligence policy	7	Operational support visits to strengthen the human rights monitoring strategy and align staffing and structures, including to improve mandate implementation and to strengthen the implementation of the human rights due diligence policy and human rights integration (MONUSCO, UNMISS, MINUSMA, MINUSCA and MINUJUSTH)
Quarterly consultations on developments affecting the integration of human rights in peacekeeping, to establish strategic human rights priorities and facilitate planning by human rights components in peacekeeping operations	Yes	Consultations between Geneva, New York and peacekeeping operations on strategic priorities and planning in support of human rights in peacekeeping were carried out on a quarterly basis, including on the implementation of the human rights due diligence policy and support for UNOAU and African Union Peace Support Operations

<p>Monthly support for human rights components of peacekeeping operations to facilitate risk assessments according to the human rights due diligence policy; and development of 2 standard operating procedures for the implementation of the policy</p>	<p>Yes</p>	<p>Regular support was provided to the MONUSCO, MINUSCA and MINUJUSTH human rights components</p>
<p>Monthly advice to UNOAU and the African Union on integrating human rights and protection analysis in the planning, deployment and military-police operations of regional or joint peacekeeping operations</p>	<p>Yes</p>	<p>Monthly advice on measures and mechanisms to prevent human rights violations in African Union peace operations (including screening, training, compliance, accountability, monitoring and reporting, and protection) was given to the African Union and UNOAU</p>
<p>Expert advice and guidance is provided to 2 peacekeeping operations on monitoring and investigation in relation to sexual exploitation and abuse by non-United Nations forces; 1 guidance note is developed and disseminated on the monitoring, investigation and reporting of sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate</p>	<p>Yes</p>	<p>Regular advice and support were provided to MINUSCA and UNMISS on the monitoring, investigation and reporting of allegations of sexual exploitation and abuse involving non-United Nations forces and on victim protection; 2 guidance materials were developed, issued and disseminated on handling allegations of sexual exploitation and abuse and using the OHCHR human rights case database to record allegations involving non-United Nations forces</p>
<p>2 human rights sessions are delivered as part of DPKO predeployment training for uniformed personnel; 2 specialized human rights courses are delivered for uniformed peacekeeping personnel at the mission or regional level; 1 course is delivered in support of the Standing Police Capacity</p>	<p>Yes</p>	<p>Human rights sessions were delivered as part of 3 predeployment training sessions for future senior military, police and civilian leaders and 1 training session for military peacekeeping predeployment trainers. 5 human rights training sessions were delivered to uniformed personnel in missions. The Standing Police Capacity course was rescheduled to await the next rotation</p>
<p>2 technical support visits are conducted to assist peacekeeping operations in the development of operational guidance for uniformed components on human rights</p>	<p>Yes</p>	<p>Support on operational guidance was provided. 1 technical support visit was conducted to Entebbe to assist DPKO and peacekeeping missions in the development of a conflict-related sexual violence operational handbook. 1 technical support visit was conducted to the Standing Police Capacity to assist in the development of materials for United Nations police commanders. Extensive advice was telecommunicated to UNMISS and MINUSCA on operational guidance regarding detention procedures</p>
<p>Responses are provided systematically and consistently to 50 requests for United Nations entities to assist in their information collection and assessment for human rights screening of candidates for senior positions in peacekeeping operations</p>	<p>No</p>	<p>Staff resources to perform these functions were not continued in the 2017/18 budget</p>

40 United Nations staff members at Headquarters and in Geneva receive briefings on the human rights screening policy and methodology relevant to the human rights screening of prospective peacekeeping personnel; and briefing and methodology materials are developed

No

Staff resources to perform these functions were not continued in the 2017/18 budget

---