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

Budget performance of the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019

Report of the Secretary-General

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Summary

The present report contains the budget performance of the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019.

A total of \$324.7 million in gross expenditure was incurred in the 2018/19 period (including in connection with enterprise resource planning, information and systems security, the global service delivery model and peacekeeping capability readiness), representing a budget implementation rate of 100 per cent. By comparison, \$325.8 million was incurred in the 2017/18 period, which also represented full budget implementation. Expenditure under post resources was higher by \$10.7 million (4.9 per cent), owing mainly to lower vacancy rates, higher common staff costs and increases in the post adjustment multipliers for the Professional and higher categories of staff. The overall increased requirements under post resources were offset by lower expenditure in non-post resources, namely \$8.6 million (12.1 per cent) under operational costs and \$2.1 million (53.5 per cent) in unutilized resources for peacekeeping capability readiness. The average vacancy rates during the reporting period were 10.1 per cent in respect of the posts in the Professional and higher categories and 12.1 per cent in respect of the posts in the General Service category, compared with the budgeted rates of 11.9 per cent and 9.7 per cent, respectively.

Departments and offices at United Nations Headquarters continued to backstop field operations by providing agile and flexible support in line with the vision of the Secretary-General. The Department of Peace Operations supported the development of the Action for Peacekeeping initiative of the Secretary-General and led its implementation in the eight priority areas identified with Member States. The key achievements, guided by Action for Peacekeeping priorities, included the provision of guidance to: (a) the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) during the run-up to the general elections held in December 2018, as well as for the Ebola response; (b) the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) on its political and security strategy, which contributed to the signing of the Political Agreement for Peace and Reconciliation in the Central African Republic in February 2019; (c) the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Mission for Justice Support in Haiti (MINUJUSTH) on mission drawdown and the related transition; and (d) the United Nations Mission in South Sudan (UNMISS) and United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) on the implementation of peace agreements. The Department of Operational Support established a new change agent network that enabled the holding of a regular dialogue between senior management and staff to address issues related to reform, as well as operational support. Various improvement initiatives were progressed to strengthen global operational support. As part of the effort to streamline the recruitment process, three initiatives were developed that involved hiring managers and recruiters. The implementation will continue into the subsequent budget period. Various supply chain process reviews were launched. The Department of Management Strategy, Policy and Compliance provided leadership in developing management strategies, policies, programmes and practices aimed at facilitating a more efficient and effective delivery of mandates across the Secretariat, including in the peacekeeping operations. The Department provided the field missions with policy guidance and backstopping services related to budget formulation, financial and human resources management, programme planning, accountability, monitoring and evaluation, and delegation of authority. The Department rolled out a new system of delegation of authority and ensured that it was aligned with the responsibility to deliver on mandates.

Performance of financial resources

(Thousands of United States dollars; budget year is from 1 July 2018 to 30 June 2019)

Category	Apportionment	Expenditure	Variance	
			Amount	Percentage
Post requirements	218 684.1	229 363.0	(10 678.9)	(4.9)
Non-post requirements	71 154.4	62 552.1	8 602.3	12.1
Subtotal	289 838.5	291 915.1	(2 076.6)	(0.7)
Enterprise resource planning	28 859.1	28 859.1	–	–
Information and systems security	821.5	821.5	–	–
Global service delivery model	1 302.8	1 302.8	–	–
Peacekeeping capability readiness	3 881.6	1 805.0	2 076.6	53.5
Gross requirements	324 703.5	324 703.5	–	–
Staff assessment income	25 483.5	26 794.6	(1 311.1)	(5.1)
Net requirements	299 220.0	297 908.9	1 311.1	0.4

Human resources incumbency performance

Category	Authorized staff	Actual incumbency (average)	Vacancy rate (percentage) ^a	Budgeted vacancy rate
Posts				
Professional and higher	939	844	10.1	11.9
General Service and related	420	369	12.1	9.7
General temporary assistance positions				
Professional and higher	58	46	21.4	23.5
General Service and related	10	8	16.7	25.0

^a Based on monthly incumbency.

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

Abbreviations

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AMISOM	African Union Mission in Somalia
BINUH	United Nations Integrated Office in Haiti
BTAD	Business Transformation and Accountability Division
COE	Contingent-owned equipment
CPC	Committee for Programme and Coordination
DESA	Department of Economic and Social Affairs
DFS	Department of Field Support
DGC	Department of Global Communications (formerly Department of Public Information)
DM	Department of Management
DMSPC	Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations
DPO	Department of Peace Operations
DPPA	Department of Political and Peacebuilding Affairs
DSA	Daily subsistence allowance
ECA	Economic Commission for Africa
ECLAC	Economic Commission for Latin America and the Caribbean
ECOWAS	Economic Community of West African States
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ICT	Information and communications technology
IPSAS	International Public Sector Accounting Standards
MEU	Management Evaluation Unit
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MOU	Memorandum of understanding
NATO	North Atlantic Treaty Organization

NGO	Non-governmental organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHR	Office of Human Resources
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OPPFB	Office of Programme Planning, Finance and Budget
OSLA	Office of Staff Legal Assistance
PBPS	Policy and Best Practices Service
SADC	Southern African Development Community
SCM	Supply chain management
SWIFT	Society for Worldwide Interbank Financial Telecommunication
RSCE	Regional Service Centre in Entebbe, Uganda
SRM	Security risk management
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNCTAD	United Nations Conference on Trade and Development
UNDOF	United Nations Disengagement Observer Force
UNDT	United Nations Dispute Tribunal
UNEP	United Nations Environment Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNITAD	United Nations Investigative Team to Promote Accountability for Crimes Committed by Da'esh/Islamic State in Iraq and the Levant
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMAS	United Nations Mine Action Service
UNMHA	United Nations Mission to Support the Hdaydah Agreement
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISSET	United Nations Mission of Support in East Timor
UNMISS	United Nations Mission in South Sudan
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNODC	United Nations Office on Drugs and Crime
UNOMS	Office of the United Nations Ombudsman and Mediation Services
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
WFP	World Food Programme

I. Introduction

Presentation

1. The proposed budget for the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019 ([A/72/790/Rev.1](#)) reflected the impact on the budgetary requirements of each department and office affected by the proposals of the Secretary-General under the peace and security reform (see [A/72/772](#)), the management reform (see [A/72/492/Add.2](#)) and the global service delivery model (see [A/72/801](#), [A/72/801/Add.1](#) and [A/72/801/Add.1/Rev.1](#)).

2. The reform of the Secretary-General of the peace and security pillar, as approved by the General Assembly in its resolutions [72/199](#) and [72/262 C](#), has led to the creation of two new departments, DPPA and DPO, which replaced DPA and DPKO as at 1 January 2019. Similarly, the management reform of the Secretary-General, as approved by the General Assembly in its resolutions [72/266 B](#) and [73/281](#), led to the creation, as at 1 January 2019, of two new departments, DMSPC and DOS. In addition, as at 1 January 2019, OICT was established as a unified pillar reporting to the Under-Secretary-General for Operational Support and the Under-Secretary-General for Management Strategy, Policy and Compliance.

3. The proposed budget for the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019 ([A/72/790/Rev.1](#)), the resource requirements and results-based budgeting frameworks of DM and DFS for the period from 1 July 2018 to 31 December 2018, and of DMSPC, DOS and OICT for the period from 1 January 2019 to 30 June 2019, were presented separately. For DPKO/DPO, a single budget and results-based budgeting framework was proposed for the entire 2018/19 period, reflecting the continuation of activities under the support account during the transition period. The present report is structured according to these organizational segments as summarized in the table below. Proposed resources for the Peacebuilding Support Office under DPPA, which were included in section III.Q of the proposed budget for the 2018/19 period ([A/72/790/Rev.1](#)) were not approved by the General Assembly.

<i>Section</i>	<i>Entity</i>	<i>Period included</i>
II.A	Department of Peacekeeping Operations/ Department of Peace Operations	1 July 2018–30 June 2019
II.C	Department of Field Support	1 July–31 December 2018
II.D	Department of Management	1 July–31 December 2018
II.E	Department of Management Strategy, Policy and Compliance	1 January–30 June 2019
II.F	Department of Operational Support	1 January–30 June 2019
II.G	Office of Information and Communications Technology	1 January–30 June 2019
	All other departments and offices (sects. II.B and II.H–II.P)	1 July 2018–30 June 2019

4. In its resolution [71/295](#), the General Assembly requested the Secretary-General to streamline his report on the support account to make it more strategic and analytical and encouraged the use of more tables and graphics. Accordingly, tables have been

introduced to present the results for outputs, which make it easier to compare results with plans. Also, narratives have been included to explain the key performance results in the tables.

Overall summary of expenditure patterns

5. In paragraph 14 of its resolution [72/288](#), the General Assembly approved resources for the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019 in the amount of \$324,703,500, inclusive of the corporate costs of \$28,859,100 for the enterprise resource planning project, \$821,500 for information and systems security, \$1,302,800 for the global service delivery model project and \$3,881,600 for the peacekeeping capability readiness, including 1,365 posts and 68 12-month general temporary assistance positions. In the same resolution, the Assembly approved the transfer of six posts from the support account to six peacekeeping missions as at 1 January 2019, bringing the total number of approved posts and positions to 1,427 as at the end of the period.

6. Actual expenditure for the support account for the 2018/19 period amounted to \$324,703,500, which meant that the amount authorized by the General Assembly was fully utilized, resulting in no unencumbered balance. Of that expenditure, the core support account expenditure, excluding the corporate costs, amounted to \$291,915,100, compared with \$296,741,800 as proposed by the Secretary-General and \$289,838,500 as authorized by the Assembly.

7. Overexpenditure was recorded under post resources and the general temporary assistance class of expenditure. The increased requirement for staff costs of \$11.8 million was attributable to lower-than-budgeted actual vacancy rates for Professional posts and general temporary assistance positions combined; post adjustment multiplier changes since January 2018; a higher-than-budgeted level of common staff costs, partly as a result of the turnaround of staff; and changes in base salary and staff assessment.

8. Because of overexpenditure under salary costs, the support account could not meet its share of the contribution for after-service health insurance, which amounted to \$5,312,000 for the period from January to June 2019 (see [A/73/793](#), paras. 16–22). Part of the requirement was met by the unencumbered balances of nine peacekeeping operations (MINUJUSTH, MINURSO, MINUSCA, UNAMID, UNDOF, UNFICYP, UNISFA, UNMIK and UNSOS) through apportionment of costs based on the prorated share of the support account (\$2,809,700). The remainder was deferred to the 2019/20 period under the support account (\$2,502,300). In addition, the contribution for the peacekeeping share of the cost of the administration of justice in the amount of \$1,922,700 was also postponed to the 2019/20 period under the support account.

II. Results-based budgeting framework

A. Department of Peace Operations

9. The Department supported the development of the Action for Peacekeeping initiative of the Secretary-General and led its implementation in the eight priority areas identified with Member States. In line with the Action for Peacekeeping agenda, the Department worked towards: (a) enhancing the political impact of peacekeeping, including through the conduct of reviews of operations and improved analysis and reporting to the Security Council; (b) implementing the women and peace and security agenda, with a notable increase in the number of female uniformed personnel in peacekeeping; (c) strengthening the protection of civilians, with additional guidance and support provided to missions; (d) improving the safety and security of

peacekeepers through the implementation of the Action Plan, including through the provision of enhanced guidance and training support to five high-risk missions and to the troop- and police-contributing countries deploying there; (e) supporting performance and accountability, with the development and roll-out in four pilot missions of a comprehensive performance assessment system, the establishment of a military performance evaluation task force, the development of United Nations military performance standards for infantry and troop-contributing countries, the conduct of military capability studies and the development of an online evaluation tool for formed police units to support enhanced predeployment and in-mission assessments; (f) strengthening the impact of peacebuilding on sustaining peace, through enhanced support for mission transitions, in particular for rule of law and security institutions; (g) improving peacekeeping partnerships, in particular by pursuing triangular partnerships and co-deployments of peacekeepers; and (h) improving the conduct of personnel.

1. Office of the Under-Secretary-General

10. The Office of the Under-Secretary-General oversaw the development and implementation of the strategic priorities for United Nations peacekeeping outlined in the Action for Peacekeeping initiative. In particular, the Office oversaw political engagement with Member States, as well as initiatives to enhance the performance of missions. The Office coordinated the implementation of the Action Plan to improve the safety and security of peacekeepers, independent mission reviews and the Department's gender parity strategy, and coordinated efforts to advance the implementation of the women and peace and security mandates. The Office continued to oversee the provision of strategic guidance to, and the backstopping of, peacekeeping operations, with a focus on political engagement with major stakeholders. The Office supported the implementation of the reform of the peace and security pillar and related organizational change management activities and provided data analytics services and crisis management support.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels	Achieved. Key public information materials were made available in all six official languages on the United Nations peacekeeping website and social media channels	Target	6
		Estimate	6
		Actual	6

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Percentage of compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information	No new peacekeeping operations were established during the period	Target	100
		Estimate	N/A
		Actual	N/A

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) Percentage of compliance of all peacekeeping operations with information management standards	Achieved. Baseline information management standards, including the implementation of the Internet and intranet publication policy, were met by all peacekeeping operations	Target	100
		Estimate	100
		Actual	100
(ii) Development of 4 general and/or issue-specific communications strategies for peacekeeping operations	Achieved. Ten communications strategies and plans, including on the following subjects: Action for Peacekeeping and a related side event on the margins of the general debate of the General Assembly, the 2019 United Nations Peacekeeping Ministerial Conference, the United Nations Chiefs of Defence Conference, "Service and sacrifice", the International Day of United Nations Peacekeepers and a related plan for the awarding of the Captain Mbaye Diagne Medal for Exceptional Courage, peacekeeping in the Mano River basin, "United Nations peacekeeping: 70 years of service and sacrifice" and the gender parity strategy The output was higher owing to additional requests received for issue-specific communications strategies	Target	4
		Estimate	10
		Actual	10
(iii) Acceptance of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards	Achieved. 80 per cent of recommendations have been accepted and more than 60 per cent implemented. Reviews were undertaken in MINUSCA, MINUSMA, MONUSCO and UNMISS. The Office for the Peacekeeping Strategic Partnership continues to assist in the development and implementation of the action plan for the security and safety of United Nations peacekeepers	Target	80
		Estimate	80
		Actual	80

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
<i>Special Committee on Peacekeeping Operations</i>			
Substantive servicing of meetings			
1. Briefings on new and developing policies and procedures	4	4	100
<i>Security Council and General Assembly</i>			
Substantive servicing of meetings			
2. Briefings to Security Council, General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping	35	36	102.9
Other services			
3. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	290	270	93.1
4. Briefings and consultations with Member States and troop- and police-contributing countries on systemic issues and gaps that have an impact on the delivery of the mandate by uniformed personnel	10	12	120

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
5. Briefings to troop- and police-contributing countries on operational developments in peacekeeping operations and concerning UNSOS	35	44	125.7
6. Notifications to troop- and police-contributing countries of all reported casualties among uniformed personnel serving in all peacekeeping operations, to be provided within 2 hours of formal receipt of this information from the mission	1	1	100
7. Campaign, in collaboration with DGC, to promote the legacy and achievements of United Nations peacekeeping	1	2	200
8. Media events, including interviews and press briefings on thematic and mission-specific topics, including conduct and discipline, gender, military, police and security issues	250	300	120
9. Outreach events, such as conferences, exhibits and public briefings on United Nations peacekeeping, including development and production of associated promotional materials	90	123	136.7
10. Peacekeeping-themed posts on digital and social media platforms, including peacekeeping website, Facebook, Twitter, Instagram and Flickr, as well as on iSeek	1 000	3 393	339.3
11. Briefing on HIV/AIDS to Special Committee on Peacekeeping Operations	1	—	—
12. Bilateral briefing on HIV/AIDS to Member States	1	—	—
Other substantive activities			
<i>Good offices, fact-finding and other special missions</i>			
13. Visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	10	13	130
14. Technical assessments of the implementation of electronic document management frameworks in missions and service centres, including protection and governance of sensitive information	6	15	250
15. Support missions for peacekeeping operations developing or implementing occupational safety and health risk management programmes, facing a significant occupational safety and health risk or managing the response to a significant incident	3	—	—
16. Assessments of the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards, including operational performance	5	4	80
17. Operational and technical support missions for joint mission analysis centres, joint operations centres and other units undertaking similar work in peacekeeping operations	5	3	60
18. Deployment to peacekeeping operations of the Sage information management, incident and event tracking system to improve reporting and visualization capacity for enhanced situational awareness	2	1	50
19. Technical assessments and/or support missions for communications in peacekeeping operations undergoing transition and/or facing specific public information challenges	3	2	66.7
20. Field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations on HIV/AIDS	1	—	—
Technical material			
21. Development of a DPKO/DFS occupational safety and health risk management policy	1	1	100
22. Development of occupational safety and health standard operating procedures and training courses for civilian, military and police personnel	4	1	25
23. Annual analytical report on occupational safety and health incidents for all occupational groups	1	1	100
24. Evaluations of the implementation of security policies in field operations	15	14	93.3
25. Evaluations of field occupational safety and health risk management and implementation of organizational resilience management policy in all peacekeeping operations	15	15	100
26. Daily reports and peacekeeping briefing notes and, as required, ad hoc alerts and special incident reports necessary to maintain a strategic-level awareness of developments in all peacekeeping operations, UNSOS and related areas of interest	490	502	102.4
27. Analytical products focusing on potential, emerging and ongoing crisis situations to further contribute to enhanced situational awareness	40	47	117.5
28. Standard operating procedures for declassification and release of active records and data and for handling of sensitive information in field operations	2	2	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Seminars			
29. Annual conference for special representatives of the Secretary-General and heads of mission of DPO-led operations	1	1	100
30. Biennial conference for mission chiefs of staff	1	1	100
31. Training courses for mission focal points on occupational safety and health	2	2	100
32. Training course for mission focal points on organizational resilience	1	1	100
33. Workshop for field mission occupational safety and health personnel to ensure a harmonized approach to implementation and strengthen inter-mission cooperation on these issues	1	—	—
34. Workshop for chiefs of joint operations centres to align management of individual centres with strategic goals of peacekeeping and crisis management	1	—	—
35. Training courses on reporting, operations and information analysis for staff of joint mission analysis centres and joint operations centres	2	2	100
36. Training course on field crisis-management arrangements for relevant mission staff	1	1	100
37. Workshop for senior public information personnel from all peacekeeping operations to review DPKO/DFS strategic communication policy for the field and its implementation	1	1	100
38. Workshop on electronic document management in peacekeeping	1	1	100
39. Workshop on innovative uses of data to improve evidence-driven planning and analysis during new mission planning and start-up	1	1	100
40. Workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on HIV/AIDS	1	—	—
International cooperation and inter-agency coordination and liaison			
Other services			
41. Inputs on peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network	6	8	133.3
Leadership Support Section			
Other substantive activities			
Senior appointments			
42. Outreach visits to expand the candidate pool for senior mission appointments and to meet Organizational objectives for gender and geographical balance	3	2	66.7
43. Candidates sponsored annually to the United Nations Resident Coordinator Assessment Centre	2	5	250
44. Newly appointed heads and deputy heads of mission provided with leadership support, including opportunities for pairing with leadership partners (former and current mission leaders)	8	8	100
Integrated Assessment and Planning Unit			
Other substantive services			
45. Revision of 2008 DPKO/DFS policy entitled “Authority, command and control in United Nations peacekeeping operations”	1	—	—
46. Advice and support provided to at least 4 mission planning processes	4	4	100
Seminars			
47. Workshop/training on assessment and planning for Headquarters and field personnel	3	3	100
Gender Unit			
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
Other substantive activities			
Technical material			
48. Technical guidance material developed on women and peace and security	1	1	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
International cooperation and inter-agency coordination and liaison			
Other services			
49. Briefings to the Special Committee on Peacekeeping Operations on women and peace and security	1	1	100
50. Bilateral briefings to Member States on women and peace and security	1	1	100
51. Workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on women and peace and security	1	1	100
52. Field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations on women and peace and security	1	1	100
53. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on women and peace and security	1	1	100
54. Workshops organized to roll out the new gender policy and women, peace and security indicators for all peacekeeping personnel	4	4	100
55. Presentations to national and regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on women and peace and security	1	1	100

Key performance results

11. The development and implementation of the Action for Peacekeeping initiative necessitated the delivery of a higher number of outputs, notably in the areas of policy, guidance and training. The number of formal reports and communications (reports of the Secretary-General, letters to the Security Council, code cables to missions) decreased. This was offset by an increased number of briefings to the Council and related substantive notes, as well the increased use of videoconference and electronic forms of communication between Headquarters and missions. The number of meetings of integrated missions task forces decreased, in part owing to the reform of the peace and security and developmental pillars of the United Nations and the related transition. The delivery of certain outputs had to be delayed because of the reprioritization of resources in support of the implementation of the Action for Peacekeeping initiative.

12. A number of outputs related to occupational safety and health were not delivered owing to the extended vacancy of the related post and the transfer of occupational safety and health capacities to DOS on 1 January 2019, as part of the management reform. Additionally, the workshop for chiefs of joint operations centres had to be postponed to July 2019. With regard to output 19, support missions were postponed to July 2019 owing to the reprioritization of resources in support of the Action for Peacekeeping initiative, related high-level events, the seventieth anniversary of peacekeeping and the peace and security pillar reform. With regard to output 45, the revision was completed in October 2019.

2. Single regional political-operational structure

13. The key achievements for the single regional political-operational structure included the provision of guidance to: (a) MONUSCO during the December 2018 general elections, as well as for Ebola response in eastern Democratic Republic of Congo; (b) MINUSCA on its political and security strategy, contributing to the signing of a peace agreement in February 2019, and sequencing and prioritization of its mandate; (c) MINUJUSTH and UNAMID on mission drawdown and the related transition; and (d) MINUSMA and UNMISS on the implementation of peace agreements signed in September 2018 and May 2015, respectively. The strengthened political good offices role of MINUSCA contributed to the reaching of the political agreement in February 2019. Guidance and support were also provided to MINURSO,

UNDOF, UNFICYP, UNIFIL, UNISFA and UNMIK to ensure effective implementation of their respective mandates. Regular meetings of the integrated task forces, as well as consultations with the troop- and police-contributing countries and other Member States, ensured coherence among all partners involved in mission drawdown and transition (MINUJUSTH, UNAMID), supported peace agreement implementation (MINUSCA, MINUSMA, UNMISS) and the development of support plans to respond to fluid and dynamic situations (elections in the Democratic Republic of the Congo and Ebola response).

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Security Council resolutions incorporating recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM	Achieved. The Security Council incorporated in resolutions all recommendations for major adjustments to peacekeeping operations	Target	100
		Estimate	100
		Actual	100
(ii) Percentage of reports of the Secretary-General to the Security Council reflecting briefings with troop-contributing countries and Member State	Achieved. All reports reflected briefings with troop-contributing countries and Member States	Target	100
		Estimate	100
		Actual	100

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations	Achieved. While no new peacekeeping operations were established during the reporting period, planning processes were completed or ongoing in line with time requirements and missions priorities, including reconfiguration and drawdown of UNAMID and ongoing reconfiguration of MINUSMA	Target	100
		Estimate	100
		Actual	100

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Percentage of peacekeeping operations in integrated settings have up-to-date integrated strategic frameworks or equivalent frameworks	Achieved. All integrated settings (MINUJUSTH, MINUSCA, MINUSMA, MONUSCO, UNAMID, UNMIK and UNMISS) have in place up-to-date integrated strategic frameworks or equivalent frameworks	Target	100
		Estimate	100
		Actual	100
(ii) Percentage of peacekeeping operations fulfil major milestones, as defined in and mandated by Security Council resolutions	Achieved. All missions fulfilled major milestones as defined in and mandated by Security Council resolutions	Target	100
		Estimate	100
		Actual	100

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
Substantive servicing of meetings			
1. Briefings and consultations in response to 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 operational developments in all peacekeeping operations and those related to support for AMISOM	4 000	4 000	100
2. Informal meetings of the Fifth Committee on peacekeeping operation specific reviews	14	12	85.7
3. Informal briefings to the Special Committee on Peacekeeping Operations	4	4	100
<i>Security Council</i>			
Substantive servicing of meetings			
4. Oral briefings to the Security Council on peacekeeping issues	50	61	122
5. Weekly briefing notes to the Security Council on field operations	51	51	100
6. Reports of the Secretary-General on mission- and country-specific issues	42	38	90.5
7. Letters from the Secretary-General to the President of the Security Council	35	22	62.9
Other services			
8. Substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	120	151	125.8
9. Consultations with troop- and police-contributing countries	35	16	45.7
Other substantive activities			
10. Official substantive communications (code cables) providing policy, political-operational and crisis-management advice	500	248	49.6
11. Meetings of regular integrated mission task forces and integrated task forces to take stock and review progress on the ground by peacekeeping operations	144	96	66.7
12. Integrated strategic reviews of peacekeeping operations organized and conducted to assess and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	4	7	175
13. Integrated concept of operations or mission concepts, in line with Security Council mandates for new peacekeeping operations and existing peacekeeping operations requiring significant adjustments	4	3	75
14. Integrated technical assessments and/or issue-specific assessment visits organized and conducted, forming inputs to or resulting in reports that provide overall guidance to and assist peacekeeping operations and support for AMISOM on planning and mandate implementation issues	20	20	100
15. Advice and support provided to at least 4 mission planning processes	4	4	100
16. Advisory notes on United Nations-African Union strategic cooperation in peacekeeping, including the operationalization of the African Peace and Security Architecture and the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security	5	5	100
17. Revision of 2008 DPKO/DFS policy entitled "Authority, command and control in United Nations peacekeeping operations"	1	—	—
Seminars			
18. Workshop/training on assessment and planning for Headquarters and field personnel	3	3	100
19. Workshop for heads of political affairs of all peacekeeping operations	1	1	100

Key performance results

14. The outputs related to formal written products (reports of the Secretary-General, letters to the Security Council, code cables to missions) were generally lower than anticipated. The number of briefings to the Council and related substantive notes were generally higher than anticipated. This was partly attributable to a lower-than-anticipated number of requests for formal reporting from the Council, which was offset by an increased number of oral briefings. Also, an increased use of videoconference and electronic forms of communications between Headquarters and missions resulted in lower code cable traffic. Overall, there were fewer meetings of troop- and police-contributing countries than anticipated. This was attributable in part to the conduct of strategic reviews for a number of missions, whose outcomes were discussed within the framework of formal meetings of troop- and police- contributing countries at the time of mandate renewals, reducing the need for off-mandate cycle meetings. Overall, there was a lower-than-anticipated number of meetings of integrated mission task forces.

15. Output number 17 was not delivered owing to the need for additional consultations on the draft policy document. The revised policy was finalized in October 2019.

3. Office of Military Affairs

16. The Office of Military Affairs provided technical advice and support, including analysis and assessment of potential threats to military operations; developed policy and guidance materials; and conducted regional workshops on the new policies and guideline materials, as well as training for key military leadership of missions to improve the performance of military components. During the reporting period, in line with the Action for Peacekeeping initiative, including the recommendations contained in the 2017 report by Lieutenant General (Retired) Carlos Alberto dos Santos Cruz entitled “Improving security of United Nations peacekeepers”, the Office focused on enhancing the performance of military peacekeepers. The Office established the Military Performance Evaluation Task Force, and further developed United Nations military performance standards for infantry and troop-contributing countries. The Office also conducted operational assessments, advisory visits and enhanced redeployment visits to verify self-certification of readiness troop-contributing countries and conducted military capability studies with an emphasis on improving operational performance.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Percentage of Security Council resolutions with recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Achieved. 17 Security Council resolutions incorporated 96 per cent of recommendations on military issues The indicator was higher owing to active and advanced consultations with respective offices within the Secretariat, Permanent Missions and troop-contributing countries	Target	90
		Estimate	95
		Actual	96

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Number of days needed to prepare military plans for a new or significantly adjusted peacekeeping operation from the day of the adoption of the relevant Security Council resolution	Achieved. Military plans for UNAMID were drafted within seven days of the adoption of Security Council resolutions	Target	7
		Estimate	7
		Actual	7
(ii) Number of days needed to establish a deployable nucleus of military headquarters personnel of a peacekeeping operation from the day of the adoption of a Security Council resolution or related decision	Achieved. Capability to readily deploy a nucleus of military headquarters personnel within 15 days was maintained The actual deployment was only for military headquarters personnel as part of an advance team to Yemen, within 15 days after the adoption of Security Council resolution 2451 (2018) , and for the establishment of UNMHA, within 15 days after the adoption of Security Council resolution 2452 (2019)	Target	15
		Estimate	15
		Actual	15
(iii) Increase in the total number of military and police units pledged by Member States in levels 1, 2 and 3 and the rapid deployment level of the Peacekeeping Capability Readiness System	Achieved. 28 units upgraded in the Peacekeeping Capability Readiness System The indicator was higher owing to strategic outreach to Member States in preparation for the 2019 United Nations Peacekeeping Ministerial Conference and their continued interest in the process	Target	16
		Estimate	20
		Actual	28

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Percentage of implemented military-related recommendations from end-of-assignment, after-conference/action reports, visits and study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations	86 per cent. 203 out of 237 military-related recommendations were implemented. Implementation of recommendations related to military capability studies for MINUSCA, MINUSMA, UNIFIL and UNMISS is in progress and expected to be completed before 31 March 2020	Target	100
		Estimate	100
		Actual	86

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
Substantive servicing of meetings			
1. Briefings to troop-contributing countries on all military aspects of peacekeeping operations, on performance related to the prevention of sexual exploitation and abuse and on the new Peacekeeping Capability Readiness System	23	24	104.3
<i>Security Council</i>			
Substantive servicing of meetings			
2. Briefings on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping	30	33	110

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Other services			
3. Strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	30	53	176.7
4. Strategic military plans for new or significantly adjusted peacekeeping operations	4	2	50
5. Updated threat assessments reports for military operations in peacekeeping settings	16	19	118.8
Other substantive activities			
<i>Good offices, fact-finding and other special missions</i>			
6. Military assessment and advisory briefings to troop-contributing countries to assess readiness for potential deployment to peacekeeping operations	8	9	112.5
7. Deployment of an organized key nucleus of a military staff and/or military staff support team to new and existing missions for up to 90 days	1	–	–
Technical material			
8. Strategic or oversight assessment reports of military components of peacekeeping operations	10	10	100
9. Predeployment and assessment reports of troop-contributing country capacities	8	12	150
Seminars			
10. Workshop for military gender advisers	1	–	–
11. Workshop for military legal advisers	1	–	–
12. Regional workshops on the implementation of new policies and guideline materials, including the United Nations Military Unit Manuals	3	3	100
13. Conference of heads of military components of peacekeeping operations	1	1	100
International cooperation and inter-agency coordination and liaison			
Other services			
14. 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	10	15	150
15. Military-to-military briefings with the European Union Military Staff	2	2	100

Key performance results

17. The implementation of the Action for Peacekeeping initiative, including the recommendations contained in the 2017 report by Lieutenant General dos Santos Cruz, necessitated the change of training-related outputs, shifting the focus to the key leadership of missions. Strategic outreach with Member States in preparation for the 2019 United Nations Peacekeeping Ministerial Conference resulted in a higher number of units upgraded in the Peacekeeping Capability Readiness System. Security and operational situations in MINUSMA, MONUSCO and the Middle East missions (UNDOF and UNIFIL) necessitated the delivery of a higher number of outputs in the area of mission and situational briefings and strategic analysis and threat assessments. With regard to the output related to the deployment of an organized key nucleus of military staff and/or a military staff support team, the only request for deployment was for an advance team to Yemen (Security Council resolution [2451 \(2018\)](#)) and the establishment of UNMHA (Council resolution [2452 \(2019\)](#)).

18. Owing to the reprioritization of training activities, the workshop for military legal advisers was cancelled while the workshop for military gender advisers was carried over to the 2019/20 period. With regard to output 4, two draft strategic military plans for UNMISS were pending final approval.

4. Office of Rule of Law and Security Institutions

19. During the reporting period, OROLSI continued to provide operational and advisory support to rule of law and security sector institutions and disarmament, demobilization and reintegration and mine action components in United Nations peacekeeping operations. OROLSI worked with Security Council members on rule of law mandates; advocated with a wide range of Member States, regional organizations and think tanks to build support for rule of law issues; assessed, recruited, rotated and deployed experts to 11 peacekeeping operations; and assisted transitioning missions, including through the rapidly deployable standing police capacity, the UNMAS Rapid Response and Technical Support Capacity and the Justice and Corrections Standing Capacity. OROLSI prepared policy, guidance and training materials and closely collaborated with key partners, including as a co-chair of the Global Focal Point for the Rule of Law and chair of the Inter-Agency Group on Mine Action.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Percentage of Security Council resolutions reflecting the activities to be carried out by police, judicial and corrections officers	Achieved. 100 per cent of Security Council resolutions for all peacekeeping operations with police and justice/corrections components included references to activities in these areas. 19 Security Council resolutions incorporated references to United Nations policing and 10 Council resolutions referenced justice and corrections	Target	100
		Estimate	100
		Actual	100
(ii) Percentage of Security Council resolutions incorporating specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration and community violence reduction, mine action, weapons and ammunition management and improvised explosive device responses in the establishment or adjustment of peacekeeping operations	Achieved. 16 Security Council resolutions included references to mine action, weapons and ammunition management and improvised explosive device response There were specific security sector reform provisions in 4 resolutions pertaining to 3 peacekeeping operations There were specific disarmament, demobilization and reintegration provisions in 7 Security Council resolutions	Target	100
		Estimate	100
		Actual	100

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Number of days needed to deploy police to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Achieved. While no new peacekeeping operations were established during the reporting period, United Nations police personnel were deployed within the 25-day period to support transitioning and restructuring in MINUJUSTH/BINUH and UNAMID	Target	25
		Estimate	25
		Actual	25
(ii) Number of days needed to deploy justice and corrections capacities to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Achieved. Justice and Corrections Standing Capacity personnel were deployed 6 times to 4 peacekeeping operations (MINUJUSTH, MINUSCA and MINUSMA and UNAMID) within the 30-day period	Target	30
		Estimate	30
		Actual	30

(iii) Number of days needed to deploy personnel specializing in mine action, weapons and ammunition management, improvised explosive device mitigation response and security sector reform to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Achieved. Security sector reform staff deployed 5 times to 4 peacekeeping operations (MINUSCA, MINUSMA, MONUSCO and UNMISS) within the 30-day period	Target	30
		Estimate	30
		Actual	30

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Integrated mission plans reflecting the response of police, justice, corrections, disarmament, demobilization and reintegration and community violence reduction, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device mitigation	Achieved. Rule of law and security institution components were reflected in 5 integrated mission plans for MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS	Target	5
		Estimate	5
		Actual	5
(ii) Reduction of vacancy rate for police in field operations	Achieved. MINUJUSTH staffing figures are being adjusted as per the new Security Council resolution	Target	13
		Estimate	13
		Actual	13
(iii) Annual plans for mine action, weapons and ammunition management and/or improvised explosive device mitigation response developed or updated for 5 peacekeeping operations	Achieved. 3 annual plans were developed for mine action, weapons and ammunition management and/or improvised explosive device mitigation response (MINUSMA, MINUSCA and UNAMID)	Target	3
		Estimate	3
		Actual	3

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
Substantive servicing of meetings			
1. Presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the global focal point arrangement for police, justice and corrections, and a partnership approach in the areas of rule of law and security institutions	35	36	102.9
Briefings on peacekeeping operations			
2. Police	34	34	100
3. Justice and corrections	10	10	100
4. Mine action, including weapons and ammunition management and improvised explosive device threat mitigation	10	10	100
5. Disarmament, demobilization and reintegration and community violence reduction	10	10	100
6. Security sector reform	10	10	100
Parliamentary documentation			
7. Inputs to reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, including on the role of policing; justice and corrections; disarmament, demobilization and reintegration and community violence reduction; and mine action, weapons and ammunition management, improvised explosive device threat mitigation and/or security sector reform	42	63	150

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Other substantive activities			
Technical material			
End-of-assignment reports on required ongoing support, lessons learned and best practices for new, existing or transitioning peacekeeping operations for:			
8. Police	7	7	100
9. Justice	3	3	100
10. Corrections	3	3	100
Technical material			
11. New or revised concepts of operations and/or standard operating procedures for police components of peacekeeping operations	5	5	100
Technical or strategic, review or assessment reports on the implementation of activities or mandates in peacekeeping operations			
12. Police	10	10	100
13. Justice	6	5	83.3
14. Corrections	6	4	66.7
15. Mine action, weapons and ammunition management and improvised explosive device threat mitigation	7	7	100
16. Disarmament, demobilization and reintegration and community violence reduction	7	7	100
17. Security sector reform	4	4	100
Technical material			
18. Assessment missions to provide technical assistance to field operations in the areas of weapons and ammunition management and threat mitigation of improvised explosive devices	2	2	100
19. In-country briefings/presentations on United Nations policing in peacekeeping operations; and assistance and assessment missions for selection/recruitment/deployment/rotation and/or inspection of police personnel, units and equipment	45	45	100
20. Briefing notes on developments in disarmament, demobilization and reintegration and community violence reduction in field operations	4	4	100
21. Training tool on key operational aspects of disarmament, demobilization and reintegration and reduction of community violence	1	1	100
22. Study on lessons learned and/or guidance note on key operational aspects of disarmament, demobilization and reintegration and reduction of community violence	1	1	100
23. Guidance documents and training tools for justice and corrections personnel	2	1	50
24. Guidance document/training tool on security sector reform	1	—	—
25. Co-chaired videoconference with Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices and information	4	4	100
26. Co-chaired meetings of Inter-Agency Security Sector Reform Task Force to develop guidance and joint programmes for peacekeeping operations	6	6	100
Training course on policy implementation, in accordance with the Strategic Guidance Framework for International Police Peacekeeping			
27. Number of police planners from peacekeeping operations	25	25	100
28. Number of participants from peacekeeping operations	25	25	100
Seminars			
29. Joint United Nations-African Union police seminar to increase the number of trained, specialized and equipped police capabilities and/or personnel	1	—	—
Conferences to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination			
30. Heads of police components of peacekeeping operations	1	1	100
31. Heads of security sector reform units	1	1	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
International cooperation and inter-agency coordination and liaison			
Other services			
32. 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 rule of law and security institutions	5	10	200
33. Outreach activities to generate specialized police teams, enlarge the senior police leadership roster and increase the number of female police officers in peacekeeping	3	3	100
34. Multi-donor report on mine action covering activities in 10 field operations	1	1	100
35. Outreach activity to promote the United Nations roster of security sector reform experts	1	1	100
36. Joint World Bank/United Nations public expenditure review of the security and justice sector in a peacekeeping context	1	–	–

Key performance results

20. OROLSI strengthened its engagement with Member States, groups of friends, regional organizations and other key partners, as evidenced by its higher-than-planned number of presentations and briefings, as well as inputs to reports of the Secretary-General. In December 2018, the Security Council unanimously adopted resolution [2447 \(2018\)](#), the first resolution underlining the work of the United Nations across police, justice and corrections areas. In that resolution, the Council stressed the important contributions of peace operations in strengthening the rule of law throughout the conflict cycle, from prevention to peacebuilding, and acknowledged that joint planning and delivery of assistance through the Global Focal Point for the Rule of Law had created greater effectiveness and efficiencies. In addition, in May 2019, OROLSI supported the establishment of the Group of Friends of Disarmament, Demobilization and Reintegration, comprising representatives from a geographically diverse range of Member States. OROLSI contributed to the implementation of the action plan to improve the security of peacekeepers and remained committed to the Action for Peacekeeping initiative of the Secretary-General, playing a key role in each of its thematic areas. For example, the training on explosive device disposal provided to troop-contributing countries to MINUSMA contributed to a reduction in peacekeeper fatalities.

21. The Justice and Corrections Service was unable to complete all planned technical reports on the implementation of activities and mandates in peacekeeping operations owing to a shortage of travel resources. The Security Sector Reform Unit postponed a guidance document/training tool on security sector reform until a commissioned external partner completes a key mapping study. A joint World Bank/United Nations public expenditure review of the security and justice sector in a peacekeeping context has been delayed owing to a review of the strategic priorities of the United Nations-World Bank Partnership Framework for Crisis and Post-Crisis Situations. The joint African Union-United Nations police seminar was held in September 2019.

5. Policy, Evaluation and Training Division

22. During the reporting period, the Division focused on priority areas of the following: the Action for Peacekeeping initiative, the implementation plan contained in the 2017 report by Lieutenant General dos Santos Cruz and the comprehensive performance assessment system. On the Action for Peacekeeping initiative, the Division coordinated the work of DPO, liaised with other departments and also engaged with Member States to assist them in the fulfilment of their Action for

Peacekeeping commitments. PBPS continued to support improved policy development and guidance, knowledge management, and best practices and lessons learned exercises, including the drafting of a UNOCI legacy report and the development of the revised Policy on the Protection of Civilians in United Nations Peacekeeping. The Integrated Training Service and the Strategic Force Generation and Capability Planning Cell of PBPS focused on advancing the implementation of the recommendations contained in the 2017 report by Lieutenant General dos Santos Cruz, particularly with regard to strengthening capacity and improving performance in peacekeeping, as well as reducing the number of fatalities among peacekeepers. This was mostly achieved through the provision of increased support to troop- and police-contributing countries deploying to the five high-risk missions, identification of capability gaps and improved training guidance. The Evaluation Team focused on responding to requests from Member States and senior management to develop the comprehensive performance assessment system to demonstrate the impact of missions and measure their performance, qualitatively and quantitatively, against the strategic objectives dictated by their mandates.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (percentage)	Achieved. More than 15 informal and 4 formal briefings were provided to the Special Committee on Peacekeeping Operations in response to its requests	Target	100
		Estimate	100
		Actual	100
(ii) The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations includes an overview on all key policy matters related to peacekeeping operations (percentage)	Achieved. The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and its addendum were issued as A/73/480 and A/73/480/Add.1 , respectively.	Target	100
		Estimate	100
		Actual	100

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Enabling or support capacities for the early deployment of a new or significantly adjusting peacekeeping operation are in place	Achieved. The rapid deployment level of the Peacekeeping Capability Readiness System is fully functional, including 11 units verified, ready and willing to deploy within 60 days of notification	Target	1
		Estimate	1
		Actual	1

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Percentage of new or revised training standards are available to all troop- and police-contributing countries and peacekeeping operations within 30 days from approval (percentage)	Achieved. All training standards were made available to all troop- and police-contributing countries and peacekeeping operations within 30 days of approval	Target	100
		Estimate	100
		Actual	100

(ii) All new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace operations intranet policy and practice database (percentage)	Achieved. 34 peacekeeping guidance documents were finalized and made available to staff through the policy and practice database, including 3 policies, 4 standard operating procedures and 27 guidelines	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
Substantive servicing of meetings			
1. Meetings of the Special Committee on Peacekeeping Operations and the Special Political and Decolonization Committee (Fourth Committee)	1	1	100
2. Informal briefings to the Special Committee on Peacekeeping Operations	2	7	350
Parliamentary documentation			
3. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1	1	100
Other services			
4. Briefings to Member States on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations	7	10	142.9
5. Briefings to the Special Committee on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations	10	15	150
6. Briefings to the Special Committee on Peacekeeping Operations on women and peace and security	1	1	100
7. Briefings to the Security Council and/or the Security Council Working Group on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations	4	4	100
8. Bilateral briefings to Member States on peacekeeping partnerships and related issues	8	12	150
9. Bilateral briefings to Member States on women and peace and security	1	1	100
10. Opening statements by the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support during debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	4	4	100
11. Training-of-trainers courses for 48 peacekeeping training personnel from Member States	2	3	150
12. Mobile training teams to provide training support for peacekeeping training institutes in Member States and peacekeeping training experts	6	6	100
13. Training recognition services for Member States related to predeployment training on preparation of uniformed personnel for United Nations peacekeeping operations	8	8	100
14. Development of United Nations peacekeeping training standards	2	2	100
15. Visits to support Member States in the design and delivery of exercises to strengthen troop- and police-contributing countries' performance in peacekeeping	5	9	180
16. Predeployment courses for 216 civilian peacekeeping personnel	18	22	122.2
17. Workshop for personnel serving in integrated mission training centres in peacekeeping operations	1	1	100
18. Training-of-trainers for field mission training personnel in substantive peacekeeping priorities, e-learning design and skills enhancement, and the conduct of training enhancement visits for field missions	5	5	100
19. Training needs assessment to meet emerging priority needs	1	1	100
20. Guidance document and/or standard on training development, design, delivery and evaluation	1	1	100
21. United Nations senior mission leaders course for 26 civilian and uniformed peacekeeping personnel	1	1	100
22. Senior leadership programmes for 26 newly appointed senior leaders in the field missions	2	2	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
23. Organization and delivery of senior mission administration and resource training programme for 32 field mission managers	1	1	100
24. Mission advanced staff training programme for 16 senior mission support and substantive staff	1	1	100
25. Intensive orientation courses for the heads of military components	2	2	100
26. Support for Member States in the establishment of peacekeeping training institutions and the design and delivery of mission-specific training for uniformed personnel	10	12	120
Other substantive activities			
Technical material			
27. Technical guidance material developed on cross-cutting peacekeeping issues such as protection of civilians and child protection	1	1	100
28. Technical guidance material developed on women and peace and security	1	1	100
29. Field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to civil affairs, protection of civilians and child protection	6	7	116.7
30. Field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations on women and peace and security	1	1	100
31. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	2	2	100
32. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on women and peace and security	1	1	100
33. E-newsletters to peacekeeping operations on new knowledge management reports	12	12	100
34. Discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping missions	6	10	166.7
35. Reports on lessons learned across peacekeeping missions on policy, reform and operational issues, in line with departmental priorities	6	5	83.3
36. Trend analysis reports of knowledge management products (end-of-assignment reports and after-action reviews)	2	2	100
37. Workshops organized to roll out the new gender policy and women, peace and security indicators for all peacekeeping personnel	4	4	100
International cooperation and inter-agency coordination and liaison			
Other services			
38. Presentations to national and regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping operations	5	5	100
39. Presentations to national and regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on women and peace and security	1	1	100
40. Briefings to international financial institutions, international and regional organizations and NGOs on peacekeeping partnerships and related issues	7	7	100
41. Joint initiative to be undertaken with the World Bank or another financial institution in a peacekeeping operation	1	1	100
42. Evaluation reports consisting of 3 mission-focused evaluations and 1 thematic evaluation	4	4	100
Technical cooperation			
43. 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 peace operations	3	4	133.3
44. Workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on women and peace and security	1	1	100
45. Updated reports on capability requirements for United Nations peacekeeping operations	4	4	100
46. Regional arrangement/organization capability registered in the Peacekeeping Capability Readiness System	1	1	100

Key performance results

23. The Division actively engaged Member States in order to garner support for the Action for Peacekeeping initiative of the Secretary-General and, as a result, the Action for Peacekeeping declaration was endorsed by over 150 Member States, as well as the European Union, the International Organization of la Francophonie, the African Union and the North Atlantic Treaty Organization. In the area of force generation, the Peacekeeping Capability Readiness System identified 11 units verified, willing and ready to deploy within 60 days of notification. In the area of training, the Division successfully carried out 22 civilian predeployment training courses, with an 83 per cent rate of attendance. The Division also directly supported nine visits to troop- and police-contributing countries and three training of trainers workshops and deployed six mobile training teams. The majority of contingents inspected by predeployment visits met United Nations standards of deployment. The Division launched the comprehensive performance assessment system in four pilot missions, further developing the system that will provide missions with an effective tool that links the development of strategic goals with operational planning, monitoring and reporting on performance with quantitative and qualitative data. A higher number of outputs were delivered in particular areas, mostly linked to the Action for Peacekeeping initiative and in response to the requests of Member States.

B. United Nations Office to the African Union

24. UNOAU enhanced its strategic partnership with the African Union in peace and security through joint actions, including United Nations-African Union visits, reviews, assessments, mission planning and consultations. It contributed to implementing and operationalizing the African Peace and Security Architecture through supporting the implementation of the five priorities of the African Peace and Security Architecture Roadmap 2016–2020 in preventing and responding to conflict, as well as to addressing the root causes of conflict. Various initiatives were also undertaken to build the institutional capacity of the African Union in managing peace support operations and dealing with conflict in general. Strategic and operational coordination was done through the annual conference of the Secretary-General and the Chairperson of the African Union Commission, meetings of the United Nations-African Union Joint Task Force on Peace and Security, meetings of the Committee of Experts of the African Union Peace and Security Council and desk-to-desk meetings. In addition to regular interaction with regard to thematic and country-specific situations, including United Nations statements delivered in open sessions of the Peace and Security Council of the African Union, coordination mechanisms were established with United Nations entities and other key partners to ensure synergy in collaboration with and support for the African Union among different partners.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Increased harmonization of approaches between the United Nations and the African Union on key United Nations-African peace and security issues in Africa (number of code cables)	Achieved. 44 substantive code cables were sent out, including 9 monthly analytical code cables and 35 other thematic code cables	Target	40
		Estimate	40
		Actual	44

(ii) Consultative mechanisms are in place at separate levels between the United Nations/United Nations Security Council and the African Union Commission/African Union Peace and Security Council (number of mechanisms)	Achieved. 7 consultative mechanisms with the African Union were implemented, comprising:	Target	7
	(a) Annual conferences of the Secretary-General and the Chairperson of the African Union Commission were held on 9 July 2018 and 6 May 2019;	Estimate	7
	(b) The fifteenth and sixteenth biannual meetings of the United Nations-African Union Joint Task Force on Peace and Security were held on 22 September 2018 and 12 February 2019, respectively;	Actual	7
	(c) Annual United Nations-African Union desk-to-desk meeting was held on 11 and 12 March 2019 in Addis Ababa;		
(iii) Coordination mechanisms are implemented with 2 key groups, United Nations agencies and African Union partners, to ensure coordination and coherence of operational and capacity-building support to the African Union in peacekeeping-related areas (number of mechanisms)	(d) UNOAU-African Union Commission prevention cluster and horizon scanning meetings were held on 20 September 2018 and 11 April 2019 in Addis Ababa		
	Achieved. Related key achievements of the mechanisms for coordination with United Nations agencies and African Union partners included:	Target	2
	(a) Monthly meetings with the African Union Partners Group;	Estimate	2
	(b) Two regional coordination mechanism meetings were held, in Nairobi and in Marrakesh, Morocco;	Actual	2
(iv) Implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security (percentage)	(c) The inaugural workshop for the African Union Military Strategic Support Group was held in November 2018 to deliver on the development of key policy documents for African Union peace support operations and capacity-building of African Union Peace Support Operations Division planning elements;		
	(d) Support provided to two police strategic support groups to develop the police roster in November 2018 and to the Civilian Strategic Support Group in September 2018;		
	(e) Establishment of a coordination platform between UNOAU and United Nations agencies on peace and security activities, including joint initiatives with the African Union in support of United Nations peacekeeping operations and African Union peace support operations;		
	(f) Meetings held and a memorandum of understanding signed with the Institute for Security Studies for coordination in support of African Union peace support operations, including training and technical support		
(iv) Implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security (percentage)	Achieved. Consultative meetings were held on conflict prevention, horizon scanning and enhanced partnership to operationalize the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security	Target	100
		Estimate	100
		Actual	100

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) 5 pillars of the African Peace and Security Architecture continue to be operational, including in respect of addressing capacity-building needs	<p>Achieved. Achievements in the five strategic priorities included:</p> <p>(a) Conflict prevention: participated in early warning mechanisms with the African Union Commission and regional mechanisms and supported the induction of 102 African women mediators into the Network of African Women in Conflict Prevention and Mediation (FemWise) roster of mediators;</p> <p>(b) Crisis and conflict management: supported the African Standby Force with regard to development and the planning of current operations;</p> <p>(c) Post-conflict reconstruction and development: provided advice on security sector reform, disarmament, demobilization and reintegration and mine action;</p> <p>(d) Strategic security issues: supported the Silencing the Guns by 2020 initiative and provided disarmament, demobilization and reintegration advice to the small arms and light weapons initiatives;</p> <p>(e) Coordination and partnerships: supported the African Union and the regional economic communities and regional mechanisms on planning and participated in the board of trustees of the Peace Fund</p>	Target	5
		Estimate	5
		Actual	5
(ii) Implementation of the operationalization of the African Standby Force activities in accordance with the five-year Maputo strategic workplan (2016–2020) (percentage)	<p>Achieved. Related visits included:</p> <p>(a) Visit to ECOWAS and SADC planning elements to assess gaps in the operationalization of the African Standby Force and identify gaps in staff capacity while suggesting policies and guidelines based on best practices aimed at the implementation of the Maputo strategic workplan;</p> <p>(b) Two logistical assessment visits with the African Union to SADC and the Eastern African Standby Force to assess the readiness of the regional logistics depots;</p> <p>(c) One visit to SADC to support the African Standby Capacity</p>	Target	100
		Estimate	100
		Actual	100
(iii) All ongoing African Union peace operations are fully operational and transitioned within their authorized mandates (percentage)	<p>Achieved. Contributed to capacity-building of the Peace Support Operations Division. Participated in the operational readiness assessment and the United Nations-African Union joint review of AMISOM, as well as the joint operational assessment of AMISOM and the Group of Five for the Sahel (G5 Sahel). Also supported operationalization of the regional stabilization strategy in the Lake Chad Basin and the development of regional response for areas affected by the Lord's Resistance Army</p>	Target	100
		Estimate	100
		Actual	100

(iv) African Union and AMISOM develop and implement revised concepts of operations and operational plans for capabilities within the envisaged mandate (number of concepts of operations)	Achieved. Contributed to development of the AMISOM concept of operations and the United Nations-African Union joint review of AMISOM to evaluate implementation of and progress with respect to the United Nations Transition Plan for Somalia	Target	1
		Estimate	1
		Actual	1

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>Security Council</i>			
Substantive servicing of meetings			
1. Annual joint consultative meeting of the United Nations Security Council and the African Union Peace and Security Council	1	1	100
Parliamentary documentation			
Report of the Secretary-General			
2. Somalia, Lake Chad Basin countries area	3	3	100
Other substantive activities			
Good offices, fact-finding and other special missions			
3. Regional African Standby Force capabilities assessed	5	5	100
Technical material			
4. Annual reports on the achievements of the pillars of the African Peace and Security Architecture	4	5	125
5. Submission of inputs to reports of the Secretary-General on issues related to peace and security	5	6	120
6. Policies or guidelines produced in support of African Union peace and security capabilities in areas such as joint operations centres, joint logistics operations centres, joint mission analysis centres and contingent-owned equipment	9	14	155.6
7. Monthly reports on cooperation in peace operations between the United Nations and the African Union	12	12	100
8. Weekly reports on developments in peace operations of the African Union	52	49	94.2
9. Code cables and briefing notes on African Union summits, African Union Peace and Security Council meetings and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations	40	44	110
10. Informational publications to inform a broad public audience of United Nations-African Union activities of the Office in support of the African Union	4	4	100
11. Press attachés provided for meetings with the African Union and Member States	1	–	–
Meetings			
12. Meetings of African Union Partners Group	10	10	100
13. Regional coordination mechanism cluster meetings	2	2	100
International cooperation and inter-agency coordination and liaison			
Other services			
14. Secretary-General and Deputy Secretary-General each participate in 1 African Union Summit	2	2	100
15. Meetings of United Nations-African Union Joint Task Force on Peace and Security	2	2	100
16. Annual African Union-United Nations conference with African Union Commission Chairperson and United Nations Secretary-General	1	1	100
17. Presentations to the African Union Peace and Security Council on peace and security issues	18	54	300
18. Meetings between desk officers of the Secretariat and the African Union Commission	1	1	100
19. Joint meeting to review progress in the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security	1	1	100

Key performance results

25. As a result of well-functioning consultative mechanisms between the Secretariat of the United Nations, the Security Council, the African Union Commission and the Peace and Security Council of the African Union, which are supported by UNOAU, the two organizations have undertaken joint or coordinated conflict prevention and good offices missions in the Central African Republic and the Sudan, which resulted in the signing of political agreements in both countries.

26. UNOAU supported the response of the African Union to conflict with current and planned field commitments, including an operational assessment mission of AMISOM and the development of a new mission concept of operations, as well as the provision of joint assessments to the Multinational Joint Task Force against Boko Haram in the Lake Chad region, the G5 Sahel and the regional community initiative against the Lord's Resistance Army. UNOAU participated in African Union military, police and civilian support groups and contributed to capacity-building of the African Union and regional mechanisms through supporting the development of policy, guidelines and standard operating procedures, as well as the development and delivery of training for African Union military, police and civilian staff. Additional outputs also included support for the drafting of African Union policies and guidelines reflecting the improved working relationships and trust between the African Union Commission, its Peace and Security Department and UNOAU.

27. Some of the activities, such as the provision of press attachés for meetings with the African Union and Member States, were not implemented as planned in the African Union Peace Support Operations Division annual and quarterly workplans owing to reprioritization, a change in schedules and shifts in African Union Commission priorities.

C. Department of Field Support

28. DFS continued to provide services to field missions with challenging environments and diverse mandates. Efforts on the five priority field support initiatives continued to include: (a) improving supply chain management; (b) strengthening environmental management; (c) fostering technology and innovation; (d) strengthening administration and management by preparing for implementation of the Secretary-General's vision to shift the management paradigm; and (e) combating misconduct.

29. The Department maintained the field support performance framework, including the core set of standardized indicators for the results-based budgeting framework of the support components of peacekeeping operations and service centres, as well as improved the effectiveness of business analytics. DFS also provided backstopping support to UNSOS.

30. In the second half of 2018, the Department focused on preparations for implementation of the Secretary-General's management reform, including supporting the new delegation of authority framework and the transition to two new departments, namely the Department of Management Strategy, Policy and Compliance and the Department of Operational Support.

1. Office of the Under-Secretary-General

31. Detailed information regarding performance against the indicators of achievement and outputs is provided in the tables below.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) All planned briefings and presentations to the General Assembly, legislative bodies, Security Council, regional organizations and other stakeholders are delivered (number of briefings)	There were fewer meetings with legislative bodies as DFS prepared for the change of responsibilities concerning peacekeeping budgets	Target	70
		Estimate	70
		Actual	60
(ii) All reports of the Secretary-General to the Security Council on peacekeeping operations address conduct and discipline, as appropriate (percentage)	Achieved. Information on conduct and discipline was included in 23 reports of the Secretary-General to the Security Council	Target	100
		Estimate	100
		Actual	100
(iii) All critical recommendations of OIOS on peacekeeping operations are implemented within target dates (percentage)	DFS implemented one out of the two OIOS critical recommendations due for implementation by the end of 2018. The recommendation that UNSOS should develop and implement a policy on air services could not be implemented owing to legal, financial, and operational complexities associated with the carriage of non-United Nations passengers on United Nations air assets. The policy is expected to be promulgated under DOS in the subsequent period	Target	100
		Estimate	100
		Actual	50

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) All new and expanded peacekeeping operations have mission support concepts (percentage)	No new peacekeeping operations were established during the reporting period	Target	100
		Estimate	100
		Actual	N/A
(ii) Advanced teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity (percentage)	Achieved. Teams were deployed to all new missions (UNITAD, the Special Envoy of the Secretary-General on Myanmar and UNMHA) to support meeting target dates for initial operating capacity	Target	100
		Estimate	100
		Actual	100

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the misconduct tracking system (percentage)	92.3 percent of all allegations were recorded in the misconduct tracking system within 7 days of receipt	Target	100
		Estimate	92
		Actual	92.3
(ii) All peacekeeping operations implement DFS environmental performance and risk management system (percentage)	Achieved. All peacekeeping operations have implemented the mission-wide environmental action plan and the environmental management scorecard	Target	100
		Estimate	100
		Actual	100

(iii) All incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to attention of relevant stakeholders through boards of inquiry tracking system (number of days)	Achieved. Action was taken on 219 reports, which were reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the board of inquiry tracking database	Target	100
		Estimate	100
		Actual	100

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
Substantive servicing of meetings			
1. Briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional organizations on field support priorities, operations and performance	48	36	75
Other services			
2. Briefings to Member States on field support priorities, operations and performance	8	8	100
3. Visits to Member States to discuss field support priorities, operations and performance	2	3	150
4. Fact sheets or issue briefs on DFS strategic direction, priorities and performance	5	4	80
5. Presentations on field support priorities, operations and performance at conferences, seminars and other public forums	5	5	100
6. Briefings to Member States and AMISOM troop- and police-contributing countries on key operational issues related to UNSOS	2	4	200
7. Briefings to Member States and non-governmental organizations on comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	12	12	100
Administrative support services			
Overall management			
8. Situational awareness and high-level planning reports on emerging requirements and operations	2	7	350
9. Mission support concepts developed and updated to reflect new or changing operational environments	2	4	200
10. Consultations with heads of mission on support priorities, operations and performance related to mandate implementation	30	71	236.7
11. Consultations with directors and chiefs of mission support to review and support their performance	25	65	260
12. Field visits to provide direction to mission leadership on support priorities, operations and performance related to mandate implementation	4	6	150
13. Reviews of field support performance and priorities with senior DFS management	15	3	20
14. Meetings of DFS Client Advisory Board, consisting of representatives of force commanders, police commissioners and civilian chiefs of staff in peace operations and Headquarters departments	1	–	–
15. Harmonize performance framework, including indicators and outputs, maintained across peacekeeping missions	1	1	100
16. Maintain reporting platform, including various data sources and systems, supporting performance oversight and decision-making	1	1	100
17. Global client survey to measure satisfaction with support services across peacekeeping missions	1	–	–
18. Workshop with mission support leadership on field support priorities, operations and performance	1	1	100
19. Baseline indicators established in UNSOS to benchmark and monitor performance for enhanced oversight	5	8	160
20. Maintain website on DFS strategic direction, priorities, operations and performance	1	1	100
Oversight response			
21. Consolidating responses to reports of United Nations oversight bodies	25	38	152
22. Consolidating reports drafted on status of implementation of recommendations made by United Nations oversight bodies	40	47	117.5
23. United Nations Headquarters boards of inquiry convened to address serious incidents in the field	2	–	–

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
24. Strategic risk management guidance (code cables) provided to field operations, based on review of risk management processes and capacities of missions	1	1	100
25. Oversight recommendations recorded in dedicated tracking systems and followed up	625	729	116.6
26. Board of inquiry recommendations recorded in dedicated tracking systems and followed up	180	219	121.7
27. Operational reviews of board of inquiry procedures at missions	1	2	200
28. Reports issued by United Nations oversight bodies registered and uploaded into dedicated repositories	60	47	78.3
Conduct and discipline			
29. Field visits to provide technical assistance and advice to senior management and conduct and discipline personnel on implementation of strategy to address sexual exploitation and abuse and other misconduct	1	1	100
30. Review investigation reports substantiating allegations of misconduct and related matters referred for appropriate disciplinary action by the United Nations or Member States	75	88	117.3
31. Category I allegations of misconduct recorded and tracked in misconduct tracking system	100	110	110
32. Category II allegations of misconduct recorded and tracked in misconduct tracking system	250	175	70
33. Staff members and United Nations Volunteers reviewed/screened per month	500	236	47.2
34. Individually deployed police officers or military observers and members of military or police contingents manually reviewed per month before issuance of appointment or deployment to a peacekeeping operation	2 600	5464	210.2
Senior appointments			
35. Outreach visits to expand candidate pool for senior mission appointments and meet Organizational objectives for gender and geographical balance ^a	3	2	66.7
36. Candidates sponsored annually to the United Nations Resident Coordinator Assessment Centre	2	5	250
37. Newly appointed heads and deputy heads of mission provided with leadership support, including opportunities for pairing with leadership partners (former or current mission leaders)	8	8	100
Environment			
38. Field visits to provide strategic advice to senior management and mission support personnel on implementation of environmental strategy to mitigate environmental footprint of missions	1	–	–
39. Issuance of preliminary score on annual environmental performance to each peacekeeping mission	1	1	100
Field procurement liaison			
40. Management of active delegations with regard to procurement authority and authority to enter into financial agreements with the United Nations Office of Project Services in the field	250	299	119.6
41. Joint reviews, in coordination with DM, of exercise by missions of delegated procurement authority and of functioning of local committees on contracts	1	–	–
Other substantive activities			
Good offices, fact-finding and other special missions			
42. Strategic assessments of mission requirements, set-ups and resourcing	2	9	450
43. Lead strategic assessment of UNSOS	1	1	100
44. Effective drawdown and transition of peacekeeping operations completed in accordance with Security Council decisions	2	3	150
Seminars			
45. Workshop on mission support planning for operations in start-up, transition or drawdown	1	1	100
International cooperation and inter-agency coordination and liaison			
46. Meetings of inter-agency Task Force on Protection from Sexual Exploitation and Abuse supported	1	2	200
47. Field visit to conduct review of United Nations-African Union knowledge and expertise exchange programme	1	1	100
48. RSCE Steering Committee meetings conducted and serviced	2	2	100

^a Transferred to DPO-Office of the Under-Secretary-General.

2. Field Budget and Finance Division

32. Detailed information regarding performance against the indicators of achievement and outputs is provided in the tables below.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) COE reimbursement claims assessed and processed on a timely basis at the end of each quarter (number of months)	Achieved. The average processing time for reimbursement claims was maintained at 90 days from the receipt of verification reports for certification	Target	3
		Estimate	3
		Actual	3
(ii) Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (compliance rate)	No requirements for new, expanding or transitioning field operations during the reporting period	Target	100
		Estimate	100
		Actual	N/A
(iii) Member States given the opportunity to provide input to the General Assembly on the continued update and/or development of the reimbursement framework for troop- and police-contributing countries (number of intergovernmental meetings)	Intergovernmental meetings took place in the second half of the 2018/19 period and the indicator was continued in DOS	Target	0
		Estimate	0
		Actual	0

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Budgeted costs for new, expanding or transitioning field operations identified on a timely basis after the adoption of a related Security Council resolution (number of days)	No requirements for new, expanding or transitioning field operations during the period	Target	21
		Estimate	21
		Actual	N/A
(ii) MOUs for contingents deployed to new or expanding missions finalized on a timely basis after deployment (number of days)	There were no new or expanding missions during the reporting period	Target	90
		Estimate	90
		Actual	N/A

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Reduction in the marginal cost of peacekeeping operations (percentage reduction in the average cost per deployed uniformed personnel)	Achieved. Reduction of 3.9 per cent, a per capita reduction from \$75,400 in the 2017/18 period, ^a adjusted for inflation, to \$72,400 in the 2018/19 period	Target	1
		Estimate	1
		Actual	3.9
(ii) Death and disability claims processed within 90 days of documentation submission (compliance rate)	Achieved. 95 per cent of death and disability claims were processed within 90 days of receipt of a complete submission. The rate excludes claims related to post-traumatic stress disorder cases that were undergoing an expert review	Target	95
		Estimate	95
		Actual	95

(iii) MOUs for contingents deployed to existing missions finalized on a timely basis after deployment (number of days)	Achieved. 1 was signed within 90 days of deployment and 1 was signed prior to deployment	Target	90
		Estimate	90
		Actual	90

^a The figure of \$73,800 reported in the previous performance report (A/73/661) was based on the approved levels for the 2017/18 period. The figure of \$75,400 in the table above is based on the audited financial statements and actual deployment levels for the 2017/18 period.

Actual outputs

Outputs	Planned	Actual	Rates
Administrative support services			
Overall management			
1. Quarterly assessment and calculation of contingent-owned equipment reimbursement and letter-of-assist entitlements for military and police contingents deployed to field missions (number of payments)	1 300	1 300	100
2. Assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions (number of claims)	50	50	100
3. Quarterly calculation of proportional deductions to personnel reimbursement owing to absent or non-functional major contingent-owned equipment contributed to field operations (number of payments)	600	600	100
4. Memorandums of understanding negotiated and signed for military and police contingents newly deployed to field missions (number of memorandums of understanding)	8	8	100
5. Amendments to existing memorandums of understanding for military and police contingents as a result of changes to operational or technical requirements (number of amendments to memorandums of understanding)	75	75	100
6. Agreements negotiated and signed for military and police contingents committed to Peacekeeping Capability Readiness System (number of agreements)	5	5	100
7. Assessment and calculation of premiums payable for risk or rapid deployment of enabling contingents for military and police contingents deployed to field missions (number of awards)	3	3	100
8. Quarterly status reports to troop- and police-contributing countries on verified status of required contingent-owned equipment and status of memorandums of understanding and payment of reimbursement of contingent-owned equipment (number of reports)	600	600	100
9. Cross-cutting assistance to all field operations on formulation of budget proposals, maintenance and preparation of financial accounts and field financial processes based on promulgated strategic guidance and instructions issued by the Office of Programme Planning, Budget and Accounts, and management of available resources	15	15	100
10. Comparative analysis and management reports on major resourcing elements in field operations to improve cost-effectiveness in field resourcing (number of field entities)	15	15	100
11. Coordination of guidance on major resourcing priorities for field missions (number of field entities)	15	15	100
12. Annual revisions to standard resourcing allocations and prices for implementation in field missions (number of guidance documents)	1	1	100
13. Coordination of reviews of major resource elements and projects across field missions (number of reviews)	4	1	25
14. Administration of residual matters relating to field missions being liquidated (number of field missions)	2	1	50
15. Identification of resource implications for proposal to the Security Council which have significant financial and field support implications (number of proposals)	3	—	—
16. Preparation of initial resource plans and cost estimates for implementation of new or expanding field operations mandated by the Security Council (number of missions)	1	—	—
17. Support for establishment of field financial and budgetary functions for new or restructured field operations (number of missions)	1	2	200

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
18. Completion of field roster exercises for field financial management personnel (number of recruitment exercises)	1	—	—
19. Workshops on development of field financial procedures and stewardship capacity (number of workshops)	1	4	400
20. Support provided for the transition of field financial functions to financial oversight and partner capacities (number of field entities)	8	8	100
International cooperation and inter-agency coordination and liaison			
Other services			
21. Briefings to Member States with regard to reimbursement framework, as well as predeployment visits to troop- and police-contributing countries	10	10	100

3. Field Personnel Division

33. Detailed information regarding performance against the indicators of achievement and outputs is provided in the tables below.

Actual indicators of achievement

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) All peacekeeping operations in start-up, expansion or transition meet the annual average incumbency rate target ranges specified in their approved budgets and deployment plans (annual average incumbency rate target ranges for international and national staff as applicable for each mission) (Note: Missions that are downsizing, restructuring or in liquidation are not included)	Achieved. UNAMID was in transition and the average incumbency rate was 89.8 per cent for international posts and 96.8 per cent for national posts	Target	1
		Estimate	1
		Actual	1
(ii) Stabilize the average lead time of recruitment from the roster (number of calendar days from job requisition approval to the selection of a candidate, excluding the posting period)	Achieved. The average lead time during the reporting period was 34 days	Target	86
		Estimate	86
		Actual	34
(iii) Increase in the total number of women on the rosters of candidates endorsed by the field central review bodies (percentage)	The total number of women on the rosters of endorsed candidates was 33 per cent as at 31 December 2018. Efforts to increase the number of women on the roster are an ongoing task and continued under DOS	Target	36
		Estimate	36
		Actual	33

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) All stable peacekeeping operations meet the annual average incumbency rate target ranges specified in their approved budgets and deployment plans (annual average incumbency rate target ranges for international and national staff, as applicable for each mission)	For the period from 1 July to 31 December 2018, the incumbency rates for stable peacekeeping operations were as follows:	Target	9
		Estimate	9
	(a) International posts:	Actual	7 (IP)
	(i) The average incumbency rates for international posts in the following 7 missions were within the target rate: MINURSO, MINUSMA, UNAMID, UNFICYP, UNIFIL, UNISFA and UNMISS;		8 (NP)
	(ii) The average incumbency rate in MONUSCO was above the target rate;		
	(iii) The average incumbency rates in the following 6 entities were below the target rate: MINUSCA, RSCE, UNDOF, UNLB, UNMIK and UNSOS;		
	(b) National posts:		
	(i) The average incumbency rates for national posts in the following 11 entities were within the target range: MINUSCA, MINUSMA, RSCE, UNAMID, UNFICYP, UNIFIL, UNISFA, UNLB, UNMIK, UNMISS and UNSOS;		
	(ii) The average incumbency rates in MINURSO and MONUSCO were above the target range;		
	(iii) The average incumbency rate in UNDOF was below the target range		

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Administrative support services			
Overall management			
1. Recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve target incumbency rates as specified in mission compacts	1	1	100
2. Analysis of capacity gaps and development of a yearly schedule of generic job openings, with at least 1,000 new candidates endorsed by field central review bodies for inclusion in rosters across 23 job families (number of candidates placed on rosters)	500	700	140
3. Engagement of Member States through biannual outreach to troop- and police-contributing countries, round tables, individual bilateral meetings and 2 outreach visits	30	30	100
4. Report on each transactional process delegated to field missions or service centres to allow performance measurement and monitoring of all delegated transactional human resources authorities	1	1	100
5. Field visits to missions to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management	2	3	150
Human resources performance and accountability framework			
6. Implementation of human resources performance and accountability framework through maintenance of 1 regularly updated dashboard covering strategic and operational indicators for informational and monitoring purposes; 1 analytics report; and 2 analytics training sessions	3	3	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Advisory and capacity-building services			
7. Legal, policy guidance and responses provided to informal and formal cases and enquiries from field missions, MEU, UNOMS, the Office of Human Resources Management and other offices	150	189	126
8. Field visits to monitor compliance with delegated human resources management authorities	1	1	100
9. Field visits to missions to deliver on-site advice and technical support, including career support on management of locally recruited and international staff in the light of process changes, staffing reviews and downsizing	1	1	100
10. Comprehensive strategy mainstreamed for capacity-building of field human resources practitioners, including certification programmes, knowledge management and training activities and a mentoring programme	1	1	100

4. Logistics Support Division

34. Detailed information regarding performance against the indicators of achievement and outputs is provided in the tables below.

Actual indicators of achievement

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) Improved performance index for property management for all peacekeeping missions, based on scores for 20 key performance indicators (performance index for property management)	The property management performance index in the peacekeeping operations improved during the reporting period from 1,453 in the 2017/18 period to 1,621 in the first half of the 2018/19 period. It is still below the target of 1,800, however. Missions continued to implement the recommendations made by the Board of Auditors as well as the inventory management and clean-up activities within the “Physical inventory reconciliation and optimization” project	Target	1 800
		Estimate	1 800
		Actual	1 621
(ii) Reduction in the number of days of submission of quarterly verification reports on physical inspection of major equipment and self-sustainment (number of days)	Achieved. Average for all the verification reports was 29 days	Target	30
		Estimate	30
		Actual	29

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (number of days to deployment)	No new peacekeeping operations were established during the reporting period	Target	90
		Estimate	90
		Actual	N/A

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) Compliance of active peacekeeping operations with newly established light passenger vehicle-holding policies (percentage)	New vehicle ratios, expected to reduce the projected holdings, are being implemented gradually by the missions. The actual holdings at the end of the 2018/19 period was 7 per cent lower compared with actual holdings at the end of the 2017/18 period	Target	90
		Estimate	90
		Actual	87
(ii) All mission functions, structures and business processes are aligned with SCM initiative as outlined in SCM blueprint (percentage)	Achieved. Mission structures have been aligned with end-to-end supply chain processes as provided in the supply chain management blueprint. Some processes remained under continuous review, improvement and alignment with end-to-end supply chain management processes	Target	100
		Estimate	100
		Actual	100
(iii) Implementation of centralized warehousing concept by all missions, in accordance with centralized warehousing guidance (percentage)	The actual implementation remained at 80 per cent. A web-based platform was developed to continuously monitor implementation status in order to achieve the target of 100 per cent by the end of fiscal year	Target	100
		Estimate	100
		Actual	80
(iv) Rate of evaluation of vendors through the supplier appraisal system	Achieved. Performance reports were collected for all contracts. In addition, a new system to electronically collect performance data from field missions was implemented	Target	100
		Estimate	100
		Actual	100

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Administrative support services			
Overall management			
1. An annual supply chain management plan to provide global visibility of field mission demands and develop long-term demand forecasting and sourcing strategies for selected goods and services relevant to end-to-end supply chain management approach	1	1	100
2. Quarterly performance reports on implementation of property management directives and IPSAS compliance across field missions	2	2	100
3. Casualty evacuation policy across all missions promulgated and implemented	1	1	100
4. Quarterly global status reports on contingent-owned equipment	2	2	100
5. Performance management framework developed to measure overall health of upstream supply chain management against established baselines to facilitate informed decision-making	1	1	100
6. Updated and promulgated supply chain management blueprint to provide guidance to field missions on developing business processes, standard operating procedures and business rules in line with the end-to-end supply chain management approach	1	—	—
7. Maintenance of 100 global systems contracts for more than 20 commodities groups, including design and review of technical specifications, solicitation and document and vendor submission in the areas of engineering, transport, medical and general supplies (number of contracts)	100	100	100
8. Maintenance of 30 turnkey contracts for fuel and rations	30	30	100
9. Reports on aviation safety assessments for peacekeeping missions with air assets and regional aviation safety office	6	4	66.7
10. Safety standards developed to operate single-engine turbine aeroplanes in peacekeeping operations	1	1	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
11. Implementation of electronic rations management systems in field missions	2	2	100
12. Online platform developed and implemented to facilitate self-paced online training on supply chain management for all related staff across all field missions and at Headquarters	1	1	100
13. Management of air service contracts with commercial and military providers across all missions (192 aircraft serviced under commercial contracts and letters of assist, 2 commercial and 10 military unmanned aircraft systems, 71 air charter agreements, 5 standby contracts and 1 satellite tracking contract)	281	285	101.4
14. Consultation, assessments and cooperation with 3 existing and potential aviation asset-providing partners	1	1	100
15. Deployment, rotation and repatriation movements of 87,500 uniformed personnel and associated cargo (approximately 25,000 tons) by air, naval and ground transport modalities	87 500	63 151	72.2
16. Guidance and technical support provided to all troop- and police-contributing countries deploying troops to all peacekeeping missions for the preparation and shipment of contingent-owned equipment	15	15	100
17. Standardized template for statement of requirements developed to accelerate completion of solicitation exercise to establish systems contracts and improve quality of technical details for procuring goods and services	1	1	100
18. Monthly videoconferences with peacekeeping missions to review demand planning	6	6	100
19. Monthly meeting with Procurement Division to discuss planning of sourcing activities	6	6	100
20. A contract portfolio developed and implemented to optimize global systems contracts and turnkey fuel and rations contracts through joint collaboration between DFS and DM	1	1	100
21. A web-based system for monitoring jointly agreed Logistics Support Division/Procurement Division solicitation process steps to ensure timely completion of solicitations, with clearly identified roles and responsibilities of different entities involved within end-to-end solicitation processes	1	1	100
22. Supply chain management conference	1	1	100
23. Briefing to directors and chiefs of mission support on implementation supply chain management across all missions	1	1	100
24. Headquarters staff trained in supply chain management	20	20	100
International cooperation and inter-agency coordination and liaison			
Other services			
25. Meetings with international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions	3	3	100
26. Meeting with United Nations partner organizations (ICAO, WFP and others), through United Nations Aviation Technical Advisory Group, to ensure development of an effective and efficient United Nations aviation regulatory framework through collaborative discussion and dialogue	1	1	100
Technical cooperation			
27. Predeployment/assessment visits to troop- and police-contributing countries to assess logistics capabilities and advise Member States on major equipment and self-sustainment shortfalls	5	6	120
28. Logistics support-related briefings to and consultation with Member States and/or their permanent missions on different areas of logistics requirements	10	10	100
29. Consultations with troop- and police-contributing countries to support negotiation of memorandums of understanding or address shortfalls	3	3	100

5. Information and Communication Technology Division

35. Detailed information regarding performance against the indicators of achievement and outputs is provided in the tables below.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) The Security Council is provided, within 3 days of request, with up-to-date geospatial information products, satellite imagery and thematic analysis maps relating to matters in question (days)	Achieved. The Security Council was provided with up-to-date geospatial information services for daily consultation meetings	Target	3
		Estimate	3
		Actual	3

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Communication links to enterprise systems established within 24 hrs of equipment arrival for a new peacekeeping operation or expansion (hours)	No new peacekeeping operations were established during the reporting period	Target	24
		Estimate	24
		Actual	N/A
(ii) Complete 1 rapid deployment exercise with the participation of 3 peacekeeping missions, at UNLB or RSCE, establishing full communications systems in less than 24 hours, by linking one modular command centre to Headquarters and UNLB (hours)	A rapid deployment exercise and workshop were conducted at RSCE and included representatives from MINUSMA, MONUSCO and UNLB, utilizing the newly deployed modular command centre system	Target	24
		Estimate	24
		Actual	24
(iii) Provision of up-to-date geospatial information products and services to departments and offices of the Secretariat, with a particular focus on the United Nations Operations and Crisis Centre, DPKO, and DSS, within 9 days of request (days)	Geospatial information products and services were provided to the United Nations Operations and Crisis Centre and DPKO within 9 days of request	Target	9
		Estimate	9
		Actual	9
(iv) Provision of information systems to newly established missions within 10 days of request (days)	No new peacekeeping operations were established during the reporting period	Target	10
		Estimate	10
		Actual	N/A

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) 99 per cent availability to all peacekeeping operations of established ICT infrastructure and existing ICT applications	Achieved for availability of data centre and satellite systems	Target	99
		Estimate	99
		Actual	99
(ii) Provision of a portfolio of technology equipment and services to protect personnel, premises, assets and civilians in peacekeeping operations, when required (contract)	Solicitation exercise was ongoing. Contract finalization was delayed owing to request by vendors for extensions of deadline owing to the complexity of the requirement	Target	1
		Estimate	1
		Actual	1

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>Security Council</i>			
Substantive servicing of meetings			
1. Provision of secretarial services to Committee of Experts on Global Geospatial Information Management, together with the Statistics Division	3	2	66.7
Administrative support services			
Overall management			
2. Information and communications technology support for field network, field-specific applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOS	1	1	100
3. Audio and videoconferencing services provided to field operations, including technical and day-to-day operational support	3 000	3 696	123.2
4. Statements of work and technical evaluation for 3 systems contracts and monitoring and administration of 33 contracts for information and communications technology services and equipment	18	18	100
5. Disaster recovery plans for field operations and guidance and oversight of disaster recovery reconstitution exercises in 5 missions	8	8	100
6. Optimized existing information and communications technology systems and infrastructure in all peacekeeping operations and UNSOS	1	1	100
7. Mainstreaming of technologies to protect civilians, United Nations personnel and premises across peacekeeping missions	2	2	100
8. Implementation of field support services information systems, electronic correspondence and document-sharing systems in field missions	11	17	154.5
Parliamentary documentation			
9. Up-to-date peacekeeping deployment maps for inclusion in reports of the Secretary-General	25	20	80
Other substantive activities			
Technical material			
10. Up-to-date geospatial information products, satellite imagery and thematic analysis maps provided to Security Council consultation meetings and its Panels of Experts	15	17	113.3
11. Standard enterprise geospatial visualization platform in 5 pilot missions in order to enhance mission common operational picture and situational awareness under the framework of the situational awareness programme	2	1	50
12. Analysis reports on international boundaries to enhance knowledge base of international boundary issues, including status of disputed boundaries, treaties, maps and satellite imagery	2	1	50
13. Analysis and coordination of second administrative-level boundaries data from 10 Member States	5	12	240
Seminars			
14. Annual workshops with humanitarian partners on areas related to technology	1	1	100
International cooperation and inter-agency coordination and liaison			
Other services			
15. Development of partnerships with Member States, academic institutions and professional organizations and contractual arrangements for the provision of open-source geospatial software-based services	1	6	600
Technical cooperation			
16. Pilot projects for the provision of geospatial data, services and open-source solutions, in partnership with the United Nations system, Member States, academia and non-profit organizations	1	1	100

D. Department of Management

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

37. The Department continued to work closely with the Executive Office of the Secretary-General and DFS on key organizational reforms, including the development of a new system of delegation of authority that more closely aligns decision-making authority with the responsibility for mandate delivery, as well as in preparation for the launch of the new departments at Headquarters effective 1 January 2019. At the same time, the Department continued an extensive simplification exercise for the administrative policy framework.

1. Office of the Under-Secretary-General

38. Detailed information regarding performance against the indicators of achievement and outputs is provided in the tables below.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and CPC (percentage)	95.7 per cent of the respondents to a survey distributed to the members of the Bureau of the Fifth Committee and the coordinators of the work of the Committee during the seventy-third session of the General Assembly rated the services received as satisfactory or higher	Target	100
		Estimate	100
		Actual	95.7

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) The average processing time for Headquarters Committee on Contracts minutes in business days	Achieved. Average actual processing time was 5.7 days	Target	7
		Estimate	5.5
		Actual	5.7
(ii) Percentage of members of local committees on contracts who have received the relevant mandatory basic training	Achieved. 91.4 per cent of all current members of local committees on contracts completed the mandatory training	Target	90
		Estimate	91
		Actual	91.4
(iii) Umoja budget formulation, implementing partner management and fundraising functionality are available to staff in peacekeeping operations (percentage)	The Umoja solution for the results-based budgeting framework was deployed to all peacekeeping operations in April 2019. The budget formulation module was deployed to all peacekeeping operations in September 2019, in time for the preparation of the 2020/21 budget.	Target	100
		Estimate	100
		Actual	75

	Implementing partner management, which was deployed to UNEP, the United Nations Human Settlements Programme (UN-Habitat) and UNMAS in 2018, will be rolled out to the peacekeeping operations at the end of 2019. Fundraising functionality, which was deployed in September 2018 in the Department of Economic and Social Affairs, ECA, ECLAC, UNCTAD, UNEP, UNMAS and UNODC, is available and ready for all entities but is pending deployment to peacekeeping operations		
(iv) All Umoja SCM phase 2 functionality is available to staff in peacekeeping operations (percentage)	Phase 2 was deployed in early 2019 under DMSPC	Target	100
		Estimate	100
		Actual	100
(v) Umoja end-to-end solution for payments to troop- and police-contributing countries in 2 phases is available for all peacekeeping missions	The second phase was divided into two parts, owing to the increase in scope. The first part was deployed in December 2018. The second part was deployed in August 2019. By the end of June 2019, the overall completion rate was 90 per cent under DMSPC	Target	100
		Estimate	100
		Actual	90
(vi) Umoja conference and event management functionality is available for all peacekeeping missions	The functionality was made available by 31 December 2018. Deployments to Brindisi and Valencia were completed in the second and third quarters of 2019 under DMSPC. The solution is available for the missions when planning an event	Target	100
		Estimate	100
		Actual	75
(vii) Number of process improvements delivered for Umoja Foundation and UE1 business processes	Of the 6 process improvements planned for the full 2018/19 period, 2 were completed under DM and 4 were completed under DMSPC	Target	6
		Estimate	6
		Actual	6
(viii) Percentage of management evaluation requests filed by peacekeeping staff members reviewed and responded to within 45 days (percentage)	Owing to an overall high volume of management evaluation requests, 80 per cent of cases were responded to within 45 days	Target	100
		Estimate	100
		Actual	80
(ix) Maintenance of the percentage of cases proceeding to UNDT for formal litigation, that is, a remedy was found or the original decision was overturned	Achieved. Only 19 per cent of reviewed cases proceeded to formal litigation	Target	42
		Estimate	42
		Actual	19

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
<i>Fifth Committee</i>			
Substantive servicing of meetings			
1. Formal meetings and informal consultations of the Fifth Committee, as required	55	46	83.6
2. Advice to Chairs, Bureaux of the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination, Fifth Committee and Member States	1	1	100
3. Preparation of draft resolutions for adoption by the Committee, as required	6	11	183.3
4. Preparation of reports for adoption by the General Assembly, as required	6	8	133.3
5. Procedural notes for the Chair, as required	12	16	133.3
6. Notes on the programme of the work, as required	1	1	100
7. Notes on the status of documentation, as required	1	1	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Other management services			
8. Monitoring visits to discuss policies, support strategies and diversity and enhance awareness of various policies promulgated by DM	2	—	—
Headquarters Committee on Contracts			
9. Headquarters Committee on Contracts meetings	40	47	117.5
10. Headquarters Property Survey Board meetings	8	10	125
11. Review of procurement actions	250	218	87.2
12. Review of disposal actions	65	46	70.8
13. Field assistance missions to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	1	1	100
14. Training courses on committees on contracts and property survey boards in support of peacekeeping missions	6	5	83.3
15. Additional staff enrolled in online training resources on committees on contracts and property survey boards	40	32	80
16. Review of procurement challenges by independent high-level experts	2	—	—
Umoja project			
17. Provision of support to design, building, deployment and post-production support activities for strategic planning, budget formulation and performance management for peacekeeping operations	1	1	100
18. Provision of support to design, building, deployment and post-production support activities for implementing partner management for peacekeeping operations	1	—	—
19. Provision of support to design, building, deployment and post-production support activities for fundraising and donor relations for peacekeeping operations	1	1	100
20. Provision of support to design, building and deployment activities for supply chain management functionality	1	1	100
21. Provision of support to design, building, deployment and post-production support activities for conference and event management for peacekeeping operations	1	1	100
22. Provision of support to design, building and deployment activities for payment to troop- and police-contributing countries functionality	1	1	100
23. Provision of support for Umoja continuous improvements for foundation and extension 1 functionality	1	1	100
Management evaluation			
24. Provision of reasoned decisions on behalf of the Secretary-General as to whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with applicable rules and regulations	150	158	105.3
25. Provision of reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members	15	5	33.3
26. Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned	1	—	—
Other substantive activities			
Technical material			
27. Maintenance and update of web pages of the Fifth Committee relating to peacekeeping matters	1	1	100

2. Office of Programme Planning, Budget and Accounts

39. Detailed information regarding performance against the indicators of achievement and outputs is provided in the tables below.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) 100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Of the 21 financial reports produced during the reporting period, 20 (95 per cent) were submitted by the target dates. The budget performance report for UNMIL was submitted after the target date owing to follow-up and resolution of outstanding matters in the light of the rapid closure and liquidation of the mission	Target	100
		Estimate	100
		Actual	95
(ii) No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Achieved. No negative comments were made on the format and presentation of performance reports and other related reports	Target	0
		Estimate	0
		Actual	0
(iii) Provision of responses to requests for supplementary information from Fifth Committee and ACABQ no later than 5 working days after their receipt	Achieved. Written responses to follow-up questions were provided to the Fifth Committee and the Advisory Committee, on average, no later than 5 working days after their receipt. Exceptions reflected detailed requests requiring the preparation of analyses by field missions and the collation and verification of results at Headquarters	Target	5
		Estimate	5
		Actual	5
(iv) Positive audit opinion of Board of Auditors on peacekeeping financial statements	The Board of Auditors will issue its opinion after the completion of audit. For the 2017/18 financial statements, a positive audit opinion was issued.	Target	Positive
		Estimate	Positive
		Actual	N/A
(v) Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (months)	Financial statements are submitted to the Board of Auditors within 3 months, which is by 30 September 2019.	Target	3
		Estimate	3
		Actual	N/A
(vi) Monthly status of contributions available online by the end of the following month (months)	Achieved. Monthly reports have been prepared and made available online to Member States and users from United Nations offices through the contributions web portal	Target	1
		Estimate	1
		Actual	1

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Banking operations set up within 3 months of the establishment of new peacekeeping operations (months)	No new peacekeeping operations were established during the period	Target	3
		Estimate	N/A
		Actual	N/A

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Number of days to respond to administrative services to the field, including responses to queries on financial policy matters, master data requests and cost-recovery enquiries (days)	Achieved. Requests, including queries on financial policy, master data and cost recovery matters, were reviewed and responses provided within 6 working days	Target	6
		Estimate	6
		Actual	6

(ii) Requests for financial delegation of authority are approved and processed within 2 weeks of the receipt of required supporting documentation	Achieved. All requests were approved and processed within 2 weeks	Target	100
		Estimate	100
		Actual	100
(iii) Liabilities for troops and formed police units do not exceed 3 months	Achieved. As at 31 December 2018, liabilities for services rendered by troops and formed police units were less than 3 months for 8 active field missions with military and police personnel components. Reimbursements for services rendered by troops and formed police units as at 31 December 2018 were paid up to (a) October 2017 for MINURSO and (b) July 2018 for MONUSCO, UNAMID and UNSOS, owing to liquidity constraints	Target	3
		Estimate	3
		Actual	3
(iv) 90 per cent of respondents to client surveys express satisfaction with the services received (percentage of respondents expressing satisfaction)	Achieved. 95 per cent of survey respondents rated the services received from the Peacekeeping Financing Division as satisfactory or higher	Target	90
		Estimate	90
		Actual	95
(v) Standard operating procedures and accounting manuals are developed to support IPSAS accounting and reporting (percentage)	Achieved. Standard accounting procedures of peacekeeping operations were reconciled with those of regular budget operations. A set of harmonized procedures was used during the current year	Target	100
		Estimate	100
		Actual	100
(vi) All payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States (percentage)	Achieved. All payments were processed within the required time frames and in accordance with the payment instructions	Target	100
		Estimate	100
		Actual	100
(vii) 90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation	Achieved. 90 per cent of payments were processed within 30 days of receipt of supporting documents	Target	90
		Estimate	90
		Actual	90
(viii) 90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation	Achieved. 90 per cent of payments were processed within 30 days of receipt of supporting documents	Target	90
		Estimate	90
		Actual	90
(ix) Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service are provided within 30 working days of the receipt of the request (percentage of respondents expressing satisfaction)	Achieved. 100 per cent client satisfaction regarding the advice on insurance contracts handled	Target	100
		Estimate	100
		Actual	100
(x) 100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions	Achieved. All relevant communications to Member States were processed within 30 days of the adoption of resolutions	Target	100
		Estimate	100
		Actual	100
(xi) Peacekeeping support account's investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Achieved. The rate of return was equal to or greater than the 90-day United States Treasury bill interest rate for United States dollar investments	Target	1.24
		Estimate	0.75
		Actual	2.14
(xii) 100 per cent of payments requested for peacekeeping accounts processed within 2 business days	Achieved. All payments requested for peacekeeping accounts processed within 2 business days	Target	100
		Estimate	100
		Actual	100

(xiii) 100 per cent availability of service support to users of the financial and budget information system	Achieved. 100 per cent availability of service support to users of the financial and budget information system	Target	100
		Estimate	100
		Actual	100

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
<i>Fifth Committee</i>			
Substantive servicing of meetings			
1. Formal meetings of the Committee	2	2	100
2. Informal consultations of the Committee	5	3	60
<i>Advisory Committee on Administrative and Budgetary Questions</i>			
Substantive servicing of meetings			
3. Hearings of the Advisory Committee	2	1	50
Parliamentary documentation			
Reports of the Secretary-General			
4. Budget performance of United Nations peacekeeping operations for the period from 1 July 2017 to 30 June 2018	15	15	100
5. Updated financial position of closed peacekeeping missions as at 30 June 2018	1	1	100
6. Final disposition of assets of peacekeeping missions in liquidation (UNOCI)	1	1	100
7. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations (overview, support account, UNLB and RSCE)	3	3	100
8. Financial statements for the year ended 30 June 2018 and financial report on United Nations peacekeeping operations for the period from 1 July 2017 to 30 June 2018	1	1	100
Notes by the Secretary-General			
Other services			
9. Supplementary financial information for the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee for 12 active peacekeeping operations and UNSOS, budget performance for MINUSTAH and UNMIL, and disposition of assets for UNOCI, UNLB, RSCE and the support account	2	1	50
10. Discussions with Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions	21	21	100
11. Review and coordination of responses to follow-up questions from legislative bodies on 12 active peacekeeping operations and UNSOS, MINUSTAH, UNMIL, UNOCI, UNLB, RSCE, the support account and cross-cutting issues	100	62	62
Administrative support services (other assessed resources)			
Financial management			
12. Review and authorization of delegations of authority relating to financial matters, including review and approval of requests for clearance of staff members designated to perform significant functions in the management of financial resources in accordance with Secretary-General's bulletin ST/SGB/2005/7	1	1	100
13. Monitoring of the delegation of authority to field operations (number of missions)	15	15	100
14. Monitoring the audit recommendations pertaining to accounting and budgetary aspects of field operations (number of missions)	15	15	100
15. Review and approval of all requests for peacekeeping master data (number of missions)	15	15	100
16. Review of all cost plans for peacekeeping cost-recovery activities and provision of training (number of missions)	15	12	80

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Financial services relating to peacekeeping activities			
17. Issuance of funding authorizations and staffing table authorizations for peacekeeping operations, RSCE, UNLB and UNSOS, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis	265	216	81.5
18. Weekly monitoring of cash position for special accounts of peacekeeping operations and utilization of Peacekeeping Reserve Fund	26	26	100
19. Policy guidance provided to 12 active peacekeeping operations and UNSOS, RSCE, UNLB and 14 Headquarters departments and offices on formulation of budget proposals and performance reports, including on the Financial Regulations and Rules, policies and procedures, results-based budgeting, recommendations of legislative bodies and establishment of related trust funds	29	29	100
20. Visits to peacekeeping operations, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues	5	7	140
21. Organization and conduct of videoconferences with peacekeeping operations and UNSOS, RSCE, and UNLB, and in-person meetings with Headquarters departments and offices, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	10	10	100
22. Financial reports and other financial communications to donors for peacekeeping trust funds	5	5	100
Financial accounting and reporting			
23. Strengthening of internal controls in all peacekeeping operations and missions (number of missions)	15	15	100
24. Provision of guidance on sustaining IPSAS compliance in the missions (number of missions)	15	15	100
25. Provision of advice to peacekeeping operations on the Financial Regulations and Rules; accounting policies, procedures and practices; and insurance matters (number of missions)	15	15	100
26. Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings (number of missions)	15	15	100
27. Processing of payments to Member States, staff and vendors	10 000	8 000	80
28. Payment of education grant claims and advances	5 000	5 000	100
29. Negotiation and administration of insurance policies covering peacekeeping operations, including master aviation policy and worldwide vehicle policy	6	N/A ^a	N/A
30. Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	53 222	N/A ^a	N/A
31. Settlement of peacekeeping commercial insurance claims and claims reviewed by Advisory Board on Compensation Claims	25	40.5	162
32. Timely issuance of assessment letters and comprehensive reminders to Member States of unpaid assessments	3 474	3 872	111.5
33. Processing of investment settlements for peacekeeping operations in accordance with industry standards	1 750	328	18.7
34. Processing of receipts from Member States for contributions to peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	2 071	2 063	99.6
35. Effective servicing of the Committee on Contributions by timely provision of all requested data (number of missions)	3	—	—
Treasury Service			
36. Execution of foreign exchange transactions	575	1879	326.8
37. Investment settlements	300	328	109.3
38. Execution of payments for peacekeeping missions	150 000	N/A ^a	N/A
39. Execution of replenishments to peacekeeping house banks	900	N/A ^a	N/A
40. Processing bank signatory amendments	100	157	157

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Financial Information Service			
41. Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control	1	1	100
42. Maintenance of charts of accounts and other finance-related data (number of work orders for coding block and for service delivery)	1 200	777	64.8
43. Enhanced financial management reports (number of reports and data extractions provided)	25	25	100
44. Update and maintenance of SWIFT and payment data for global United Nations payments (number of payments supported)	65 000	65 000	100
45. Development and enhancement of ad hoc applications (number of applications)	2	2	100

^a Outputs could be established only for the full 2018/19 period. Please see results shown under DMSPC.

3. Office of Human Resources Management

40. Detailed information regarding performance against the indicators of achievement and outputs is provided in the tables below.

Actual indicators of achievement

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) Percentage of availability of online reports for Member States on human resources information for field operations	Achieved. Access to HR Insight online reports was offered to all Member States during the reporting period	Target	100
		Estimate	100
		Actual	100

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) Respond to all mission evacuation and deployment requests by delegating to field medical officers and providing governance (percentage)	Achieved. All requests received from field mission medical officers on mission evacuations and deployments were responded to and governance was provided	Target	100
		Estimate	100
		Actual	100
(ii) Reduction in the number of days of sick leave (days)	The increase of average sick leave days per staff member per year is currently being reviewed.	Target	6.1
		Estimate	6.1
		Actual	7.1
(iii) Peacekeeping operations achieve the targets set out in the strategic indicators of the human resources management scorecard	Achievements as at 31 December 2018 related to the strategic indicators, with targets specified in the human resources management scorecards and compacts, were as follows: (a) 7 out of 12 stable peacekeeping operations were within the established vacancy rate target range for international staff (b) Gender parity was achieved at the respective grades as follows (when there was only one staff member or no staff members at a particular grade, the grade has not been included): • D-1: 2 out of 11 peacekeeping operations • P-5: 2 out of 11 peacekeeping operations	Target	100
		Estimate	100
		Actual	(a) 58
			(b) N/A
			(c) N/A
			(d) 75
			(e) 0

- P-4 and P-3: 1 out of 12 peacekeeping operations
- P-2: 1 out of 7 peacekeeping operations
- FS-7: 0 out of 4 peacekeeping operations
- FS-6 and FS-5: 1 out of 12 peacekeeping operations
- FS-4: 2 out of 12 peacekeeping operations
- FS-3: 1 out of 5 peacekeeping operations
- (c) 7 out of 12 stable peacekeeping operations achieved 90–99 per cent completion of performance evaluations within 4 months of the end of the cycle, while 4 peacekeeping operations achieved 81–89 per cent completion and 1 peacekeeping operation achieved 74 per cent completion;
- (d) 9 out of 12 stable peacekeeping operations met the target in the recruitment process for recruit-from-roster selections
- (e) No peacekeeping operations met the recruitment timeline target when a position-specific job opening was required

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
Substantive servicing of meetings			
1. Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations	2	2	100
Administrative support services			
Human resources management			
Human resources policy			
2. Representation of Secretary-General's position in cases involving peacekeeping staff at the first-instance level in the internal justice system (UNDT in New York, Nairobi and Geneva)	75	125	166.7
3. Processing of disciplinary matters referred for action by DFS	75	56	74.7
4. Written and oral policy advice to DFS, DPKO and field missions on human resources matters affecting staff serving in peacekeeping operations, including on pertinent policy frameworks and on development and interpretation of, and compliance with, applicable rules and regulations	90	140	155.6
5. Substantive support for strengthening of United Nations response to sexual exploitation and abuse and for other policies directly relevant to the field (days)	70	70	100
6. Support services for administration of field-related staff entitlements (actions)	355	650	183.1
7. Implementation of new common system compensation package approved in General Assembly resolution 70/244 and applicable to all internationally recruited staff members based in the field, including development of a new salary scale for the Field Service category	1	1	100
8. Development of a streamlined, simplified and modernized human resources policy framework applicable to the field to expedite rapid deployment in emergencies and surge operations	1	1	100
9. Development and issuance of administrative instructions and information circulars on policy framework and conditions of service of field staff	28	28	100
10. Comprehensive and interim salary surveys for peacekeeping missions in consultation with local salary survey committees	8	4	50
11. Review of ad hoc DSA requests for field staff	9	13	144.4

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Strategic planning and staffing			
12. Online and ad hoc reports to Member States and field operations on human resources information for field operations, including support for users in permanent missions	15	15	100
13. Guidance to peacekeeping missions and UNSOS on exercise of delegated authority for human resources management, including mission support visits	15	13	86.7
14. Information on human resources management scorecard reported for peacekeeping missions and UNSOS, including to Management Performance Board, Management Committee and Performance Review Group	15	13	86.7
15. Develop enhancements to mobility and career development framework to ensure it best meets needs of field operations	15	1	6.7
16. Provision of assessment expertise, methods, tools and technology to support screening and assessment of applicants to peacekeeping missions and UNSOS	15	1	6.7
17. Clearance and certification of Chief or equivalent functions in administration and human resources management in DFS and field operations	20	14	70
18. Outreach missions to identify candidates for field operations and for Headquarters support for peacekeeping operations (number of missions)	4	5	125
19. Language Competitive Examinations available in peacekeeping missions and UNSOS for staff members to certify their proficiency in any of the six official languages of the United Nations	15	15	100
20. Guidance on implementation of the Inspira talent management system, using instruction manuals and other tools, to support peacekeeping operations	3	3	100
21. Designing, testing, implementing and communicating changes to the Inspira talent management system to align it with the needs of peacekeeping operations	10	10	100
22. Resolution of issues raised on the Inspira talent management system relevant to functions needed for peacekeeping operations	25	25	100
Learning, development and human resources service			
23. Consultations and guidance on various human resources-related issues with respect to staff members of peacekeeping operations, including conversion to continuing appointment and ICSC compensation review	1 400	1 500	107.1
24. Responses to requests related to termination of appointments owing to civilian staffing reviews, closure of peacekeeping missions, health reasons, outside activities, special leave with full or half pay, family support, waiver of privileges and immunities, administrative reviews and appeals and exceptions to Staff Regulations and Rules	150	163	108.7
Medical Service			
25. Development of United Nations standards to improve patient safety and quality of care in United Nations health-care facilities	1	1	100
26. 3 reports on on-site assessments of field mission medical facilities as per requests, and 1 report on regional medical evacuation centre linked to peacekeeping missions	1	—	—
27. WebEx-based continuous medical education sessions for medical personnel in the field	5	8	160
28. Design and develop programme for improvement of mental health of all United Nations military and police personnel both before and after deployment	1	—	—
29. Provide active case management for staff who meet criteria of long sick leave	10	292	2 920
30. Oversight over medical clearance conducted in the field; medically clear military observers and United Nations Police staff for recruitment; pre-mission briefings and medical consultations and immunizations for staff travelling to field operations	9 000	1 955	21.7
31. Mental health counselling and consultations	125	91	72.8
32. Mission readiness and mobility-related training for field mission staff and staff planning to work in field missions	3	7	233.3
33. Deliver resilience-building training workshops for field mission staff and staff planning to work in field missions	3	6	200

4. Office of Central Support Services

41. Detailed information regarding performance against the indicators of achievement and outputs is provided in the tables below.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Increase in percentage of peacekeeping-related records that Archives and Records Management Section takes custody of, protects, preserves and makes available under rules to Member States to support decision-making (percentage)	Achieved. The percentage of peacekeeping records (paper and digital) that the Section must preserve increases yearly, as peacekeeping missions liquidate. The Section's processing work, including security screening, allows peacekeeping records to be made available to Member States and authorized staff	Target	45
		Estimate	45
		Actual	47

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (percentage)	Achieved. 93 per cent of respondents gave positive feedback	Target	92
		Estimate	92
		Actual	93
(ii) Positive feedback on surveys of users of travel and transportation services (percentage)	88 per cent of respondents gave positive feedback at the end of 2018	Target	95
		Estimate	95
		Actual	88
(iii) Increased percentage of peacekeeping operations employing standard policies, tools and technical standards for information and records management (paper and digital records) (percentage)	Percentage of peacekeeping operations applying policies, standards and guidelines remained at 75 per cent	Target	75
		Estimate	75
		Actual	75
(iv) Standard office accommodations are provided to all new and existing personnel funded from the support account at Headquarters	Achieved. Standard office accommodations have been provided	Target	100
		Estimate	100
		Actual	100
(v) Average time for review of local procurement authority requests less than or equal to 8 days	Achieved. The average time for the review of local procurement authority requests was 5.7 days	Target	8
		Estimate	8
		Actual	5.7
(vi) Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases, less than or equal to 25 days	Achieved. The average time for submission of local committee on contracts cases was 25 working days	Target	25
		Estimate	25
		Actual	25

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Administrative support services			
Mail operations services: screening and delivery of incoming and outgoing mail and valises to DPKO, DFS and all peacekeeping operations:			
1. Servicing postal mail (pieces)	255 000	73 369	28.8
2. Servicing pouch (pounds)	20 000	10 221	51.1
3. Servicing pouch mail (valises)	135	90	66.7
Travel services			
4. Negotiation or renegotiation of airline agreements to reduce costs to field missions	23	23	100
5. Responses to requests for guidance relating to specific air travel implementation and shipment policies and procedures provided to peacekeeping missions	600	600	100
6. Processing of travel authorizations	1 500	1 797	119.8
7. Processing of United Nations travel documents	3 250	4 111	126.5
8. Processing of requests for visas	650	565	86.9
9. Processing of host-country registrations	400	491	122.8
10. Entitlement calculations of lump-sum home leave travel requests for DPKO and DFS staff members at Headquarters	150	427	284.7
11. Provision of videoconference sessions with travel units of peacekeeping missions in relation to ongoing changes in the travel and shipment industries and Umoja travel processes and issues	12	6	50
12. Hosting of an annual conference for travel managers from peacekeeping missions to assist with travel policy interpretation and Umoja travel module topics	1	—	—
Facilities management			
13. Training sessions and outreach initiatives for property managers across offices away from Headquarters, regional commissions and field missions	1	1	100
14. Number of service requests for spaces in order to meet changing needs of Organization	30	47	156.7
Archives and records management			
Capacity-building and direct field support:			
15. Development of guidance to peacekeeping operations on records and information management that is current, relevant and fit for purpose	3	4	133.3
16. Community of practice (monthly videoconferences) for all peacekeeping operation information management focal points facilitated by Archive and Records Management Section	6	3	50
17. Biennial information and records management workshop delivered for all peacekeeping operation information management focal points; improved mission capability to implement records management requirements	1	1	100
18. Assessment mission with recommendations and continuing distance support to establish and improve records and information management during maintenance and/or transition: MINUSMA and UNAMID	2	3	150
Provision of reference services			
19. Responses to research and access requests for peacekeeping records and archives are made within the target deadline (hours)	12	24	200
20. Use of Organization's peacekeeping archives increases by 5 per cent as a result of an outreach campaign: online catalogues, thematic guides, exhibits, social media feed (campaign)	1	1	100
Management and preservation of digital peacekeeping operation information			
21. Maintenance and preservation of additional peacekeeping operation digital records and archives transferred to the Archives and Records Management Section in 2018/19 (terabytes)	2	4	200
22. Maintain Archives and Records Management Section receiving process for digital records in compliance with requirements for secure, documented receipt and application of retention policy (business process)	1	1	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
23. Provide scalable, secure and stable technology infrastructure for storage and protection of additional volume of digital archives (infrastructure)	1	—	—
24. Digitally endangered data sets (UNMISSET Serious Crimes Unit (2005) under Security Council resolution 1599 (2005) and UNMIK Department of Justice/Office of Missing Persons and Forensics and Kosovo Property Agency (1999–2008)) restored and preserved (data set)	1	1	100
25. Formulation of business case to set out strategy, process and procedures for digital preservation system to allow a standardized method of transferring digital peacekeeping operations records to custody of the Archives and Records Management Section upon transition and/or liquidation	1	—	—
26. Solicit a request for expressions of interest and a request for proposals for a digital preservation system to future-proof United Nations peacekeeping archives for accessibility and retrievability	1	—	—
27. Technical chain of custody processing of digital records from MINUSTAH and UNMIL done, security copies made and data secured	1	1	100
28. Application of approved retention policy by Archives and Records Management Section to DFS-managed decommissioned data sets leads to disposal of obsolete data, reducing storage and maintenance costs (terabytes)	0.75	1	133.3
Management and preservation of paper peacekeeping records			
29. Maintain and indefinitely preserve new paper records and archives received in 2018/19 (boxes)	2 350	1 100	46.8
Procurement Service			
30. Staff trained in courses on supply and value chain management and contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses	18	105	583.3
31. Issuance of purchase orders in support of peacekeeping operations	750	362	48.3
32. Staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars	15	468	3120
33. Issuance of systems and regular contracts, including amendments in support of peacekeeping operations	290	401	138.3
34. Staff at Headquarters and in field operations trained in procurement courses offered on the online procurement training campus	50	428	856
35. Organization of business seminars for developing countries and countries with economies in transition and training of 10 staff members from chambers of commerce on procedures for vendor registration (number of locations)	13	12	92.3
36. Review of level 1 and level 2 supplier qualification level requests	600	611	101.8
37. New international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment vehicles and material handling equipment, fuel, rations, general supplies, medical and security equipment and services, and information technology and communications requirements	36	33	91.7
38. New international tenders launched in support of peacekeeping missions in relation to passengers and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services	85	97	114.1
39. Site visits, bidders' conferences and contract negotiations prior to awarding of contracts for new tenders launched, and participation in 2 trade and industry fairs	11	11	100
40. Review of local procurement authority requests and local committees on contracts and Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded	150	119	79.3
41. Procurement assistance visits	3	—	—
42. Technical review and administrative support of established high-value and complex systems contracts in major commodity groups of vehicles, fuel, rations, engineering, long-term freight-forwarding, long-term air charter, supplies, logistics and information and communications technology	143	222	155.2

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Other substantive activities			
Good offices, fact-finding and other special missions			
43. Market surveys, assistance to DFS on commercial negotiations and review of 100 letters of assist/Headquarters Committee on Contracts cases from DFS for deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions	100	100	100
44. Processing of cargo insurance requests and claims, shipping authorizations and import customs clearances	125	125	100

5. Office of Information and Communications Technology

42. Detailed information regarding performance against the indicators of achievement and outputs is provided in the tables below.

Actual indicators of achievement

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) 99 per cent availability of established ICT infrastructure at Headquarters and existing enterprise information systems to Headquarters and all peacekeeping operations (percentage)	Achieved. 99.9 per cent availability of all established information and communications technology infrastructure services, including services located at Headquarters and enterprise information systems located at the enterprise data centres, to all peacekeeping operations	Target	99
		Estimate	99
		Actual	99

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Administrative support services			
Overall management			
1. Implementation of and support for electronic fuel and rations management solutions in 2 additional peacekeeping operations ^a	2	N/A	N/A
2. Porting of electronic fuel management solution from Windows CE to Android mobile platform	1	1	100
3. Provision of support for enterprise identity management system to users at Headquarters and in the field	1	1	100
4. Provision of support for contact database application to users at Headquarters and in the field	1	1	100
5. Implementation of second major release of customer relationship management application for troop-contribution management in 3 peacekeeping operations, adding the mobile component to eliminate paper-based inspection in the field	3	—	—
6. Unite service desk and production support for Umoja, Inspira and other enterprise applications, including enhancements to talent management, performance management and learning management modules in Inspira for use in all peacekeeping operations	1	1	100
7. Training on new features and changes to Inspira provided to human resources officers in peacekeeping operations ^a	4	N/A	N/A
8. Establishment of a common platform for management of information security efforts for the Secretariat in accordance with General Assembly resolutions	1	1	100

^a Outputs could be established only for the full 2018/19 period. Please see results shown under OICT for the second half of the 2018/19 period.

E. Department of Management Strategy, Policy and Compliance

43. During the period from 1 January to 30 June 2019, DMSPC provided leadership in developing management strategies, policies, programmes and practices aimed at facilitating more efficient and effective delivery of mandates across the Secretariat, including in peacekeeping missions. The Department provided policy guidance and backstopping services to field missions on matters related to budget formulation, financial and human resources management, accountability and delegation of authority.

44. DMSPC oversaw the rolling out of the new system of delegation of authority to ensure that such delegation is better aligned with the responsibility to deliver on mandates. The Department provided support to heads of entity on delegation of authority, including guidance on subdelegation and monitoring and reporting on the key performance indicators under the accountability framework.

45. The Department also served as the secretariat of the newly established Management Client Board, co-chaired by the Under-Secretaries-General for Management Strategy, Policy and Compliance, and for Operational Support. The Board serves as a two-way feedback mechanism between DMSPC, DOS and their client entities, including peacekeeping operations, and has been an important vehicle for sharing information and improving the business model.

46. In addition, the Department provided strategic risk management guidance to field operations based on reviews of the missions' risk management processes and capacities. Furthermore, DMSPC created an online portal providing heads of mission with an intuitive application to draft, submit and acknowledge their respective senior managers' compacts as endorsed by the Secretary-General. The key achievements of the backstopping support under each pillar of DMSPC are provided below under each section.

1. Office of the Under-Secretary-General

47. The Office of the Under-Secretary-General provided support to the Under-Secretary-General, including in her role as Co-Chair of the Action for Peacekeeping task force with the Under-Secretaries-General for Peace Operations and for Operational Support. Within the task force, the Under-Secretary-General oversaw the implementation of strategic and policy management matters to enable the accomplishment of the goals of the Action for Peacekeeping initiative. In this context, a high-level meeting on the initiative was convened in Berlin in February 2019, where mission leadership was briefed and guidance provided on: (a) the roles and responsibilities of the leadership in the implementation of the new delegation of authority framework; (b) the integration within DMSPC of the conduct and discipline function across the global Secretariat; and (c) the new Secretariat-wide approach to upholding the standards of conduct for all personnel – civilian and uniformed alike.

48. The secretariat of the Fifth Committee provided substantive and technical services in support of the Committee's work. The meetings of the Committee were conducted according to the programmes of work, in a timely, orderly and procedurally correct manner.

49. The secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board continued to facilitate the timely review of proposed procurement actions and disposal of assets in support of peacekeeping missions. In addition, the secretariat of the two Committees continued to conduct capacity-building activities in peacekeeping missions, including training and field assistance missions for local committees on contracts and local property survey

boards, with a view to further enhancing their internal control functions and vetting capacity. Furthermore, the secretariat continued to utilize distance learning techniques, when appropriate, to deliver training to field staff through WebEx.

50. The Management Evaluation Unit received 264 requests for management evaluation from staff members serving in peacekeeping missions and continued its outreach efforts, including briefings and presentations with field entities, in order to impart lessons learned and systemic issues.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and CPC (percentage)	95.7 per cent of the respondents to a survey distributed to the members of the Bureau of the Fifth Committee and the coordinators of the work of the Committee during the seventy-third session of the General Assembly rated the services received as satisfactory or higher	Target	100
		Estimate	100
		Actual	95.7

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Umoja end-to-end solution for payments to troop- and police-contributing countries (2nd phases) is available for all peacekeeping missions	The solution was deployed in August 2019. As at 30 June 2019, the project was at the product integration testing phase, marking the project as 90 per cent complete	Target	100
		Estimate	100
		Actual	90
(ii) Number of process improvements delivered for the Umoja Foundation and UE1 business processes	Of the 6 process improvements planned for the full 2018/19 period, 2 were completed under DM and 4 were completed under DMSPC	Target	100
		Estimate	100
		Actual	100
(iii) Percentage of management evaluation requests filed by peacekeeping staff members reviewed and responded to within 45 days (percentage)	Owing to an overall high volume of management evaluation requests, only 71 per cent of cases were responded to within 45 days	Target	100
		Estimate	100
		Actual	71
(iv) Maintenance of the percentage of cases proceeding to UNDT for formal litigation, that is, a remedy was found or the original decision was overturned	Achieved. Only 11 per cent of reviewed cases proceeded to formal litigation	Target	42
		Estimate	30
		Actual	11
(v) Average processing time for Headquarters Committee on Contracts minutes (business days)	Achieved. The actual processing time was 4.3 days	Target	7
		Estimate	4
		Actual	4.3
(vi) Percentage of members of local committees on contracts who have received the relevant mandatory basic training	Achieved. 91.4 per cent of current members of local committees on contracts completed the mandatory training	Target	90
		Estimate	90
		Actual	91.4

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
<i>Fifth Committee</i>			
Substantive servicing of meetings			
1. Formal meetings and informal consultations of the Fifth Committee, as required	55	63	114.5
2. Advice to the Chairs and Bureaux of the Advisory Committee on Administrative and Budgetary Questions, the Committee for Programme and Coordination and the Fifth Committee and to Member States	1	1	100
3. Preparation of draft resolutions of the Committee for adoption by the Committee, as required	24	26	108.3
4. Preparation of reports of the Committee for adoption by the General Assembly, as required	24	22	91.7
5. Procedural notes for the Chair, as required	13	15	115.4
6. Notes on the programme of the work, as required	1	1	100
7. Notes on the status of documentation, as required	1	1	100
Other management services			
8. Monitoring visits to discuss policies, support strategies, diversity and to enhance awareness about various policies promulgated by DM	2	—	—
9. Meetings of Management Client Board	2	3	150
Umoja project			
10. Provision of support to deployment and post-production support activities for strategic planning, budget formulation and performance management for peacekeeping operations	1	1	100
11. Provision of support to deployment and post-production support activities for implementing partner management for peacekeeping operations	1	1	100
12. Provision of support to deployment and post-production support activities for fundraising and donor relations for peacekeeping operations	1	1	100
13. Provision of support to design, building and deployment activities for the supply chain management functionality	1	1	100
14. Provision of support to design, building and deployment activities for payment to the troop- and police-contributing countries functionality	1	1	100
15. Provision of support to deployment and post-production support activities for conference and event management for peacekeeping operations	1	1	100
16. Provision of support for Umoja continuous improvements for foundation and extension 1 functionality	1	1	100
Management evaluation			
17. Provision of reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations	200	238	119
18. Provision of reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members	15	26	173.3
19. Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned	1	—	—
Other substantive activities			
Technical material			
20. Maintenance and update of web pages of the Fifth Committee relating to peacekeeping matters	1	1	100
Headquarters Committee on Contracts and the Headquarters Property Survey Board^a			
21. Headquarters Committee on Contracts meetings	50	49	98
22. Headquarters Property Survey Board meetings	12	10	83.3

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
23. Review of procurement actions	250	232	92.8
24. Review of disposal actions	60	51	85
25. Field assistance missions to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	2	1	50
26. Training courses on committees on contracts and property survey boards in support of peacekeeping missions	7	14	200
27. Additional staff enrolled for online training resources on committees on contracts and property survey boards	50	57	114
28. Review of procurement challenges by independent high-level experts	2	–	–
29. Procurement assistance visits conducted	3	2	66.7

^a The present section was proposed under BTAD in the budget report ([A/72/790/Rev.1](#)) and approved under the Office of the Under-Secretary-General by the General Assembly in its resolution [72/266](#) B as part of the management reform.

Key performance results

51. Between 1 January and 30 June 2019, three meetings of the Management Client Board were held and provided valuable feedback on the newly implemented system of delegation of authority, including in the context of peace operations. During the same period, the secretariat of the Fifth Committee provided technical and substantive support to 63 formal and informal meetings of the Fifth Committee on peacekeeping matters. Client satisfaction surveys results indicated a 95.7 per cent satisfaction rate for the services provided to the Fifth Committee at its seventy-third session. The Management Evaluation Unit received 264 requests for management evaluation from staff members serving with the peacekeeping missions, and approximately 28 per cent of the cases submitted during the period were resolved informally at the management evaluation stage, which contributed to limiting the number of cases proceeding to litigation.

52. Monitoring visits were not carried out as planned, as other travel was required in relation to the Action for Peacekeeping initiative and, notably, to address crosscutting issues relevant for peacekeeping missions. In the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, the registrar of the Award Review Board did not receive any eligible cases during the period from 1 January to 30 June 2019; therefore, there was no need to involve external consultants. On output 19, the Management Evaluation Unit has advanced work on the lessons learned guide, which has been delayed owing to the heavy volume of requests for management evaluation.

2. Office of Programme Planning, Finance and Budget

53. OPPFB continued to support the reform agenda of the Secretary-General, which is aimed at increasing effectiveness and efficiency. It played a significant role in identifying the liquidity and broader structural problems that the Organization is facing, including its peacekeeping budget and cash challenges. OPPFB prepared the report of the Secretary-General on improving the financial situation of the United Nations ([A/73/809](#)), which laid out a set of proposals to address liquidity issues and broader structural problems that constrain budget management.

54. A set of harmonized standard accounting procedures for volume I and II financial statements were implemented for the closing of mission accounts. Regarding treasury operations, OPPFB continued to provide guidance to peacekeeping missions on related policies and procedures. It also continued the initiative of consolidating and integrating bank accounts in order to streamline operations and reduce the number of bank accounts in peacekeeping missions.

55. To strengthen budget management, OPPFB worked closely with missions in monitoring approved resource utilization during budget implementation. To afford missions every opportunity to deliver their mandates, attention was given to identifying and discussing with mission leadership the major priorities and the resourcing requirements associated with those priorities. Furthermore, OPPFB provided monitoring and oversight of property management-related activities for year-end statements of account at all peacekeeping missions, including internal controls for physical annual verification and impairment reviews.

56. As part of accounts monitoring, irregular patterns in mission accounts were reviewed and followed up with the missions on a monthly basis. In conjunction with DOS, OPPFB supported the “Physical inventory reconciliation and optimization” project, which helped peacekeeping missions to review and clean up inventory records, including on mission visits and training. Training sessions were conducted in relation to upcoming changes to IPSAS on revenue recognition and leases.

57. In terms of treasury operations, OPPFB managed the investments and liquidity of peacekeeping funds, executed replenishments of bank accounts managed by the peacekeeping missions, executed non-local payroll (including education grants) and vendor payments on behalf of the peacekeeping missions and processed amendments to bank account signatory panel registrations. Furthermore, under the commercial insurance services, it completed the procurement process for worldwide automobile, mobile equipment and foreign general liability policies, which resulted in significant cost savings for all participants, notably field missions.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) 100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Of the 17 financial reports produced for the period from 1 January to 30 June 2019, 13 (76 per cent) were submitted by the target dates. The budget reports for the support account, RSCE and UNLB were submitted after the target date owing to the need for extensive consultations on aspects of operational mission support. The budget report for MONUSCO was pending the decision of the Security Council on the Mission’s mandate	Target	100
		Estimate	100
		Actual	76
(ii) No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Achieved. No negative comments were made on the format and presentation of peacekeeping budgets, performance reports and other related reports	Target	0
		Estimate	0
		Actual	0
(iii) Provision of responses to requests for supplementary information from Fifth Committee and ACABQ no later than 5 working days after their receipt	Achieved. Written responses to follow-up questions were provided to the Committees, on average, no later than 5 working days after their receipt. Exceptions reflected detailed requests requiring the preparation of analyses by field missions and the collation and verification of results at Headquarters	Target	5
		Estimate	5
		Actual	5
(iv) Security Council informed of resources and field support implications during consideration of new, expanding or transitioning field operations (percentage)	Achieved. The Security Council was informed of the resources and field support implications for expanded and transitioning field operations	Target	100
		Estimate	100
		Actual	100

(v) Positive audit opinion of Board of Auditors on peacekeeping financial statements	Achieved. An unqualified opinion was issued on the financial statement for the 2017/18 period. The opinion for the 2018/19 period is expected to be issued in January 2020	Target Estimate Actual	Positive Positive Positive
(vi) Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (months)	Achieved. Financial statements were available to the Board of Auditors within 3 months of the end of the financial period	Target Estimate Actual	3 3 3
(vii) Monthly status of contributions available online by the end of the following month (months)	Achieved. Monthly reports have been prepared and made available online to Member States and users at United Nations offices through the contributions web portal	Target Estimate Actual	1 1 1

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Resource requirements for new, expanding or transitioning field operations in response to Security Council mandates planned no later than 21 working days after the receipt of the request	Achieved. Requests for additional resources were submitted to the Advisory Committee for MINUSMA and UNMISS, on average, no later than 21 working days after their receipt	Target Estimate Actual	21 21 21
(ii) Banking operations set up within 3 months of the establishment of new peacekeeping operations (months)	No new peacekeeping operations were established during the period	Target Estimate Actual	3 3 N/A

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Number of days to respond to administrative services to the field, including responses to queries on financial policy matters, master data requests and cost-recovery enquiries (days)	Achieved. Requests concerning administrative services to the field, including queries on financial policy, master data and cost-recovery matters, were responded to within 6 working days	Target Estimate Actual	6 6 6
(ii) Liabilities for troops and formed police units do not exceed 3 months	As at 30 June 2019, liabilities for services rendered by troops and formed police units were less than 3 months for 5 active field missions with military and police personnel components. Reimbursements for services rendered by troops and formed police units as at 30 June 2019 were paid up to October 2017 for MINURSO, up to October 2018 for MINUJUSTH and UNMISS and up to January 2019 for MONUSCO, UNAMID, UNFICYP and UNISFA owing to liquidity constraints	Target Estimate Actual	3 3 3
(iii) 90 per cent of respondents to client surveys express satisfaction with the services received (percentage of respondents expressing satisfaction)	Achieved. 95 per cent of survey respondents rated the services received from the Field Operations Finance Division as satisfactory or higher	Target Estimate Actual	90 90 95
(iv) Implementation of the updated fixed asset management framework in peacekeeping operations, through the provision of policies, guidance, training and certification programmes on the management of property	Achieved. Monitoring and oversight of property management-related activities were provided for year-end statements of account at all peacekeeping and special political missions, including internal controls for physical annual verification and impairment reviews. Training and certification of staff with responsibilities related to property management were also provided	Target Estimate Actual	100 100 100

(v) Property management aspect of the financial statements is in compliance with IPSAS	Achieved. Financial data for compliance with IPSAS and property management framework were reviewed	Target	Yes
		Estimate	Yes
		Actual	Yes
(vi) All standard operating procedures and accounting manual are developed to support IPSAS accounting and reporting (percentage)	Achieved. Standard accounting procedures for peacekeeping operations were reconciled with those of regular budget operations. A set of harmonized procedures was used during the period	Target	100
		Estimate	100
		Actual	100
(vii) Advice on insurance terms for peacekeeping contracts referred to the Finance Division are provided within 30 working days of the receipt of the request (percentage of respondents expressing satisfaction)	Achieved. All insurance contracts were reviewed, and guidance and advice regarding insurance provisions and indemnity clauses in complex peacekeeping contracts were provided within 30 days	Target	100
		Estimate	100
		Actual	100
(viii) 100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions	Achieved. 100 per cent of communications to Member States were processed within 30 days after the adoption of resolutions	Target	100
		Estimate	100
		Actual	100
(ix) Peacekeeping support account's investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Achieved. The rate of return was equal to or greater than the 90-day United States Treasury bill interest rate for United States dollar investments	Target	1.24
		Estimate	0.75
		Actual	2.46
(x) 100 per cent availability of service support to users of the financial and budget information system	Achieved. 100 per cent of service support provided to users of the financial and budget information system	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
<i>Fifth Committee</i>			
Substantive servicing of meetings			
1. Formal meetings of the Committee	13	6	46.2
2. Informal consultations of the Committee	55	50	90.9
<i>Advisory Committee on Administrative and Budgetary Questions</i>			
Substantive servicing of meetings			
3. Hearings of the Advisory Committee	50	26	52
Parliamentary documentation			
Reports of the Secretary-General			
4. Budget for United Nations peacekeeping operations for the period from 1 July 2019 to 30 June 2020	13	13	100
5. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations (overview, support account, UNLB and RSCE)	4	4	100
6. Financial statements for the year ended 30 June 2018 and financial report on United Nations peacekeeping operations for the period from 1 July 2017 to 30 June 2018	1	1	100
Notes by the Secretary-General			
7. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations	4	4	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Other services			
8. Supplementary financial information for the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee for 12 active peacekeeping operations and UNSOS, budget performance for MINUSTAH and UNMIL, disposition of assets for UNOCI, UNLB, RSCE and the support account	19	19	100
9. Discussions with Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions	21	21	100
10. Review and coordination of responses to follow-up questions from legislative bodies on 12 active peacekeeping operations and UNSOS, MINUSTAH, UNMIL, UNOCI, UNLB, RSCE, the support account and cross-cutting issues	1 900	2 962	155.9
11. Statements to Security Council and other reports on activities other than peacekeeping operations authorized by Council resolutions	5	18	360
Administrative support services (other assessed resources)			
<i>Financial management</i>			
12. Financial oversight, including oversight of the staff members designated to perform functions in the management of financial resources in field operations (number of missions)	15	12	80
13. Monitoring audit recommendations pertaining to accounting and budgetary aspects of field operations (number of missions)	15	15	100
14. Review and approval of all requests for peacekeeping master data (number of missions)	15	15	100
15. Review of all cost plans for peacekeeping cost-recovery activities and provision of training (number of missions)	15	10	66.7
Financial services relating to peacekeeping activities			
16. Issuance of funding authorizations and staffing table authorizations for peacekeeping operations, UNSOS, UNLB, RSCE, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis	265	271	102.3
17. Weekly monitoring of cash position of special accounts of peacekeeping operations and utilization of Peacekeeping Reserve Fund	26	26	100
18. Policy guidance provided to 12 active peacekeeping operations and UNSOS, RSCE, UNLB and 14 Headquarters departments and offices on 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	29	29	100
19. Visits to peacekeeping operations, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues	5	—	—
20. Organization and conduct of videoconferences with peacekeeping operations and UNSOS, RSCE and UNLB and in-person meetings with Headquarters departments and offices, as and when required, on preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives	10	16	160
21. Establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis	1	1	100
22. Financial oversight of liquidating field operations	1	1	100
23. Formulation of resource requirements to support assessment and planning for new, expanding, transitioning and liquidating field operations in response to Security Council mandates	1	1	100
24. Formulation of resource requirements owing to new initiatives, unforeseen circumstances and changed environments	1	1	100
25. Training of peacekeeping budget and finance personnel on new and existing field financial systems and business processes	1	1	100
26. Expert advice on approaches and methodologies for budgeting and measuring costs of providing services to internal and external users	1	—	—
27. Guidance on enhanced recording, analysis and reporting of costs of activities for service providers and service recipients	1	—	—
28. Expert advice and support on Umoja financial policy and procedures	1	1	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Facilities management			
Policy guidance and oversight services			
29. Publication of property management manual	1	—	—
30. Training sessions and outreach initiatives for property managers at offices away from Headquarters, regional commissions and field missions	1	1	100
31. Training and certification of staff with responsibilities related to property management	25	80	320
32. Review of financial data for compliance with IPSAS and property management framework	100	115	115
33. Umoja master data governance related to the classification of property	8 170	14 436	176.7
34. Support for Umoja-related issues	5	6	120
Finance			
35. Strengthening of internal controls in all peacekeeping operations and missions	15	15	100
36. Provision of guidance on sustaining IPSAS compliance in the missions	15	15	100
37. Provision of advice to peacekeeping operations on the Financial Regulations and Rules; accounting policies, procedures and practices; and insurance matters	15	15	100
38. Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings	15	15	100
39. Negotiation and administration of 6 insurance policies that cover peacekeeping operations, including master aviation policy and worldwide vehicle policy (annual figure)	6	11	183.3
40. Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants (annual figure)	53 222	52 989	99.6
41. Settlement of peacekeeping commercial insurance claims and claims reviewed by Advisory Board on Compensation Claims	25	40.5	162
42. Timely issuance of assessment letters and comprehensive reminders to Member States regarding unpaid assessments	3 474	3 820	110
43. Processing of 1,750 investment settlements for peacekeeping operations, in accordance with industry standards	1 750	320	18.3
44. Processing of approximately 1,727 receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	1 727	1 838	106.4
45. Effective servicing of Committee on Contributions by timely provision of all requested data	46	45	97.8
46. Execution of foreign exchange transactions	575	1 665	289.6
47. Investment settlements	300	330	110
48. Execution of payments for peacekeeping missions (annual figure)	150 000	486 781	324.5
49. Execution of replenishments to peacekeeping house banks (annual figure)	900	6 190	687.8
50. Processing bank signatory amendments	100	45	45
51. Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control	1	1	100
52. Maintenance of charts of accounts and other finance-related data (number of work orders for coding block and for service delivery)	1 200	889	74.1
Financial information services			
53. Enhanced financial management reports (number of reports and data extractions provided)	25	25	100
54. Update and maintenance of SWIFT and payment data for global United Nations payments (number of payments supported)	65 000	65 000	100
55. Development and enhancement of ad hoc applications (number of applications)	2	2	100

Key performance results

58. In the context of support provided to the field, OPPFB enhanced its outreach to field missions through mission visits and videoconferences to provide technical

advice and guidance on results-based budgeting, staffing and financial resource requirements, and to support missions with budget formulation. It provided guidance on the timely utilization of resources while enhancing adherence to approved appropriations and helped peacekeeping missions with the heavy workload related to the financial year-end closure process. The Office also managed the Umoja-related activities on material master data by providing guidance on policies, processes and procedures related to equipment, inventory and property and fixed-asset master data. One additional output was the preparation of the report of the Secretary-General on improving the financial situation of the United Nations ([A/73/809](#)).

59. With regard to output 19, field visits were undertaken in 2018 to assist missions with budget formulation. With regard to output 43, owing to the elimination of the previous system of deposits and withdrawals, such transactions are no longer recorded separately.

3. Office of Human Resources

60. OHR continued to work extensively with the local salary survey committees in the peacekeeping missions on completing comprehensive and interim salary surveys. Classification requests by peacekeeping missions were expediently processed as a result of the new delegation of authority framework, which came into effect on 1 January 2019. A recently implemented internal website enhanced the ability to track the status and key information of compensation and classification cases. The Office also continued to actively support ICSC in the review of the salary survey methodology for non-Headquarters duty stations, leading the Human Resources Network focus group.

61. OHR engaged in extensive consultation with the field regarding the policy on medical evacuation. In addition to providing support to field missions in the exercise of their increased delegation of authority, OHR actively contributed to the Human Resources Network working group on parental leave, supporting the inclusion of the perspective and needs of staff members serving in the field. Furthermore, OHR advanced several administrative issuances on subjects of interest to field missions, including downsizing, special entitlements for staff members serving at designated duty stations and temporary special measures for the achievement of gender parity.

62. In an effort to attract as many qualified candidates as possible, in particular women, for peace operations, a wide range of outreach activities, including job and career awareness workshops and seminars, were undertaken in troop- and police-contributing countries. Social media and other outreach materials were also effectively used to promote jobs and profiles with the Organization.

63. Through the establishment of the Administrative Law Division, work related to appeals and disciplinary matters was brought together with the work of the conduct and discipline team, focusing on critical incident response to ensure an integrated approach across the Secretariat, including in field operations. The Division ensured that the standards of conduct were effectively harmonized and applicable to all categories of United Nations personnel, including those deployed by Member States. As part of the effort to shift the organizational culture towards greater transparency and accountability, the Division was also focused on preventive efforts, comprehensive risk management and accountability mechanisms for all categories of personnel.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Availability of online reports for Member States on human resources information for field operations (percentage)	Achieved. Access to HR Insight online reports was offered to all Member States during the reporting period	Target	100
		Estimate	100
		Actual	100

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Timely responses (reviewed within 7 days) to critical incidents	Achieved. Responses to clients affected by critical incidents (managers and staff) were provided within the target period and necessary follow-ups (policy advice) were initiated	Target	100
		Estimate	100
		Actual	100
(ii) Timely processing of appeals and disciplinary cases within statutory time limits	Achieved. Responses were provided within the statutory time limit in all cases brought before the UNDT by peacekeeping staff	Target	100
		Estimate	100
		Actual	100
(iii) All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt for entry in the misconduct tracking system	91 per cent of allegations were entered within 7 days	Target	100
		Estimate	100
		Actual	91
(iv) Peacekeeping operations achieve the targets set out in the strategic indicators of the human resources management scorecard (percentage)	The activity was transferred to BTAD. A working group is being established to ensure a smooth transition	Target	100
		Estimate	100
		Actual	N/A

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>General Assembly</i>			
1. Annual report on the composition of United Nations Secretariat, including staff demographics for field operations	1	1	100
Administrative support services			
Human resources management services			
Administrative Law Division			
2. Representation of Secretary-General's position in cases involving peacekeeping staff at first-instance level in internal justice system (UNDT in New York, Nairobi and Geneva)	75	152	202.7
3. Processing of disciplinary matters referred for action by DOS	75	76	101.3
4. Written and oral policy advice to DOS, DPO and field missions on human resources matters affecting staff serving in peacekeeping operations, including on pertinent policy framework, development and interpretation of, and compliance with, applicable rules and regulations	90	176	195.6
5. Substantive policy support provided to the strengthening of United Nations response to sexual exploitation and abuse and other policies directly relevant to the field (days)	70	70	100
6. Review of investigation: approximately 90 reports substantiating allegations of misconduct and related matters referred for appropriate disciplinary action by the United Nations or Member States	1	1	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
7. Approximately 125 category I and 275 category II allegations of misconduct recorded and tracked in misconduct tracking system	1	1	100
8. Member States engaged through annual outreach to troop- and police-contributing countries, round tables and individual bilateral meetings during outreach visit	1	1	100
Global Strategy and Policy Division			
9. Implementation of new common system compensation package approved in General Assembly resolution 70/244 that is applicable to all internationally recruited staff members based in the field, including development of new salary scale for Field Service category	1	1	100
10. Development of streamlined, simplified and modernized human resources policy framework applicable to the field to expedite rapid deployment in emergencies and surge operations	1	1	100
11. Development and issuance of administrative instructions and information circulars on policy framework and conditions of service of field staff	28	23	82.1
12. Comprehensive and interim salary surveys for peacekeeping missions in consultation with local salary survey committees	8	8	100
13. Review of ad hoc DSA requests for field staff	9	3	33.3
14. Guidance to peacekeeping missions and UNSOS on exercise of delegated authority for human resources management, including mission support visits	15	42	280
15. Information on human resources management scorecard is reported for peacekeeping missions and UNSOS, including to Management Performance Board, Management Committee and Performance Review Group	15	13	86.7
16. Enhancements developed to mobility and career development framework to ensure it best meets the needs of field operations	15	1	6.7
17. Provision of assessment expertise, methods, tools and technology to support screening and assessment of applicants to peacekeeping missions and UNSOS	15	–	–
18. Outreach missions to identify candidates for field operations and Headquarters support for peacekeeping operations (number of missions)	1	3	300
19. Guidance on implementation of Inspira talent management system, using instruction manuals and other tools to support peacekeeping operations	3	3	100
20. Designing, testing, implementing and communicating changes to Inspira talent management system to align it with needs of peacekeeping operations	10	10	100
21. Resolution of work for Inspira talent management system raised to address issues relevant to functions needed for peacekeeping operations	25	25	100
22. Development of United Nations standards to improve patient safety and quality of care in United Nations health-care facilities	1	1	100
23. Design and development of a programme for improvement of mental health of all United Nations military and police personnel both before and after deployment	1	1	100

Key performance results

64. During the six-month period, 23 administrative issuances were promulgated and 5 were abolished, while 10 administrative issuances directly relevant to the field were sent for consultation between staff and management. In addition, the report of the Human Resources Network working group on parental leave was finalized under the leadership of the Secretariat, for discussion by the Human Resources Network and ICSC.

65. The administrative instruction on special entitlements for staff members serving at designated duty stations was revised. OHR also worked on the administrative instruction on downsizing, which would contribute to the establishment of a more consistent and transparent framework for staff members affected by downsizing or restructuring, which a few field missions are encountering or are expected to encounter. The staff selection system manual, a guide for applicants and a new Inspira access provisioning template were issued.

66. The Administrative Law Division of OHR represented the Secretary-General before the United Nations Dispute Tribunal in a total of 152 cases brought by peacekeeping staff. It also handled a total of 76 matters referred for disciplinary action concerning peacekeeping staff.

67. The victim assistance tracking system was rolled out to all peace operations. Every category of civilian and uniformed personnel in field missions is now vetted, amounting to an average of 236 civilian personnel and 5,464 uniformed personnel vetted per month. Outreach and awareness-raising with Member States on measures and activities to prevent and address sexual exploitation and abuse continued, including a meeting on the trust fund in support of victims of sexual exploitation and abuse.

68. The promulgation of some human resources policy issuances was affected by the deferral by the General Assembly of the consideration of the proposed amendments to the Staff Regulations and Rules.

69. The Secretary-General decided to pause implementation of the mobility framework in late 2017. While implementation has been paused, OHR supported the consultation process on the development of a new mobility scheme through management focus groups and a working group established by the Staff-Management Committee as an output.

70. The revision of the administrative instruction on special entitlements for staff members serving at designated duty stations was initiated to implement a decision made by the General Assembly in its resolution 73/273. Furthermore, the function of providing assessment expertise, methods, tools and technology to support the screening and assessment of applicants to peacekeeping missions and UNSOS has been shifted to DOS after the implementation of management reform.

4. Business Transformation and Accountability Division

71. BTAD brings together functions dedicated to monitoring and strengthening performance and accountability across the Organization. During the reporting period, it laid foundations for strengthening the self-evaluation capacity of the Secretariat. The Division worked with various entities to gather business requirements in order to prepare for the establishment in the subsequent period of a roster of evaluation experts, including for peace operations.

72. BTAD received and reviewed the risk registers for six peacekeeping operations and provided guidance on best practices for risk management in line with the Secretariat policy framework. It also interviewed representatives of seven peacekeeping missions as part of the Secretariat-wide risk assessment to evaluate the strategic risks that have an impact on the missions.

73. In early 2019, BTAD made an online portal available to heads of mission in order to draft, submit and acknowledge their respective compacts endorsed by the Secretary-General. It provided support to all heads of mission on delegation of authority matters and established a portal to record delegations of authority to heads of entity, as well as subdelegations of authority by the heads of entity. It also conducted delegation of authority visits to MINUSCA, MONUSCO and UNSOS to provide hands-on support at the point of delivery and, notably, assisted entities in setting up their subdelegation structures.

74. In terms of strengthening accountability, BTAD analysed the findings and recommendations of the oversight bodies to identify material weaknesses and reportable conditions for the attention of senior management, provided quarterly reports on the implementation of recommendations and related issues to the Management Committee and Independent Audit Advisory Committee and prepared reports of the Secretary-General on the implementation of the recommendations of the Board of Auditors.

75. The secretariat of the Vendor Review Committee in BTAD conducted a due diligence review of vendors in relation to financial, ethical and performance issues. The secretariat served the operational requirements of field missions, while minimizing financial, ethical and reputational risks to the Organization.

76. BTAD launched management dashboards to provide heads of mission with information to enable evidence-based decision-making. It delivered a report on key performance indicators for all heads of entity as a consolidated source of metrics and analysis for all administrative process areas, including human resources, finance, procurement, travel and asset management. It also delivered monthly operational analytic reports for key areas such as financial open items, bank reconciliations and travel to enable missions to identify and resolve issues.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Strategic business data made available online to Member States and peacekeeping missions (number of online platforms)	Achieved. The data included: (a) Management dashboards for heads of entity for evidence-based decision-making; (b) Report on key performance indicators available online for all heads of entity as a consolidated source of metrics and analysis for all administrative process areas; (c) Monthly operational analytic reports to enable missions to identify and resolve delays or other impacts	Target	3
		Estimate	3
		Actual	3

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Appropriate level of authority delegated to heads of newly established peacekeeping missions (percentage of newly established missions receiving delegated authority)	Achieved. Heads of all peacekeeping missions were granted delegation of authority by the Secretary-General under ST/SGB/2019/2	Target	100
		Estimate	100
		Actual	100

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of delegation of authority (number of support actions taken)	Achieved. 2 briefing sessions for heads of mission to explain the new delegation of authority framework, followed by 4 workshops and 2 site visits to missions in support of exercising authority delegated to the field	Target	1
		Estimate	3
		Actual	8
(ii) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of results-based management (number of support actions taken)	During the reporting period, the Results-based Management Section focused on internal capacity-building, including intensive training on results-based management, as well as information-gathering from across the United Nations system. The provision of support and guidance to peacekeeping missions on results-based management will fully	Target	2
		Estimate	3
		Actual	0

	commence upon the full deployment of the strategic planning, budgeting and performance management solution in Umoja Extension 2		
(iii) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of enterprise risk management (number of support actions taken)	Achieved. This included: (a) Review and guidance on 8 risk registers from peacekeeping operations; (b) Interviews of representatives of 7 peacekeeping operations to evaluate the strategic risks that have an impact the missions (c) Organization of 2 workshops to prepare service for the peacekeeping operations	Target Estimate Actual	2 6 3
(iv) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of self-evaluation (number of support actions taken)	Achieved. A draft self-evaluation policy was shared with peacekeeping operations and support discussions were held with several peacekeeping missions. The policy will serve as an overarching framework for conducting self-evaluations in the Secretariat	Target Estimate Actual	2 3 2
(v) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of data analytics (number of support actions taken)	Achieved. Support and guidance were provided to the peacekeeping operations through demonstrations, follow-ups and other interactions	Target Estimate Actual	3 5 20

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Parliamentary documentation			
1. Note by Secretary-General on reports of the Joint Inspection Unit	1	1	100
2. Report of Secretary-General on implementation of recommendations of Board of Auditors	1	1	100
3. Report of Secretary-General on standards of accommodation for air travel	1	1	100
Administrative support services			
4. Annual training workshop for about 30 focal points for oversight bodies of the United Nations Secretariat	1	—	—
5. Quarterly updates on oversight issues to the Independent Audit Advisory Committee	2	2	100
6. Provision of online platforms (e.g., dashboards) in the areas of Organizational performance, resource utilization and human resources	3	3	100
7. Development of a system for supporting and monitoring use of delegated authority	1	1	100
8. Development of training modules on managing delegated authority	2	2	100
9. Development of a results-based management manual, related policies and practical guidance for using a results-based approach in all related areas of work	2	—	—
10. Development of training content for senior mission leadership and staff at all levels on preparation of results frameworks and implementation of results-based management	1	—	—
11. Strategic risk management guidance provided to field operations based on review of missions' risk management, processes and capacities	2	3	150
12. Development of training modules on evaluation design and methods, evaluation approaches and techniques, strategies and capacity and analytical approaches	1	1	100
13. Establishment and maintenance of a roster of evaluation experts	1	0.5	50
Headquarters Committee on Contracts and the Headquarters Property Survey Board^a			

^a This section was proposed under BTAD and approved under the Office of the Under-Secretary-General as part of the management reform. Please see the section on the Office of the Under-Secretary-General for results.

Key performance results

77. BTAD shared the draft self-evaluation policy with all peacekeeping operations for comments and consultations. It also regularly engaged with all stakeholders on the operationalization of the upcoming policy and on developing training materials and guidance. The new online portal was used by peacekeeping missions to draft and submit their senior managers' compacts, including the application of a common template and generation of identically formatted documents.

78. In addition, BTAD coordinated oversight activities as the central focal point of the Secretariat. While the peacekeeping missions were responsible for implementing the recommendations of oversight bodies, the Oversight Coordination Section of BTAD monitored compliance, tracked rates of implementation and provided quarterly updates to the Management Committee, noting areas in which action was not being taken. The secretariat of the Vendor Review Committee in BTAD reviewed 70 cases, 56 of which were resolved and 14 remained outstanding.

79. BTAD is in the process of establishing a roster of evaluation experts. Outputs 9 and 10 will be carried over to the 2019/20 period. In addition, the full deployment of Umoja Extension 2 and its strategic planning, budgeting and performance management solution will play a critical role in the implementation of results-based management across the Secretariat. The annual training workshop under output 4 was replaced by ad hoc support and guidance for audit focal points as additional efforts were made in parallel to support the implementation of delegation of authority in the missions.

F. Department of Operational Support

80. On 1 January 2019, DOS was established to deliver operational support services to the Secretariat globally, including all peacekeeping operations, while also embarking on a review of its internal processes, systems, skills and set-ups to enhance service provision.

81. DOS established a new change agent network to enter into a regular dialogue between senior management and staff to address issues related to reform. Moreover, a workplace culture initiative was launched, and a new benefits management framework for the reform was set up, guided by the framework of the Executive Office of the Secretary-General.

82. Various improvement initiatives were undertaken to improve global operational support. As part of the streamlining of the recruitment process, three initiatives were defined with hiring managers and recruiters globally, prototyped and launched in the second half of 2019.

83. A new procurement manual was drafted and was undergoing final internal consultations at the end of the reporting period. Various supply chain process reviews were launched, in line with the vision of the Secretary-General of more nimble, responsible, effective and efficient operational support.

1. Office of the Under-Secretary-General

84. Alongside providing direct support to the Under-Secretary-General for Operational Support in relation to his engagements and guiding the implementation of measures in relation to the new management structures, including the roll-out of new information management and correspondence systems, the Office continued to guide the implementation of key strategic management initiatives, such as on operational performance, analytics and innovation, and also continued to roll out new environmental measures.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) All planned briefings and presentations to the General Assembly, legislative bodies, Security Council, regional organizations and other stakeholders are delivered (number of briefings)	Fewer meetings with legislative bodies, reflecting the structural change of responsibilities concerning peacekeeping budgets	Target	145
		Estimate	N/A
		Actual	37
(ii) All critical recommendations of OIOS on peacekeeping operations are implemented within target dates (percentage)	Not applicable. No critical OIOS recommendations were due for implementation between 1 January and 30 June 2019	Target	100
		Estimate	N/A
		Actual	N/A

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) All peacekeeping operations provided with guidance to enable implementation of DFS environmental performance and risk management system (percentage)	Achieved. All peacekeeping operations have been provided with guidance to enable implementation of the environmental performance and risk management framework, including the mission-wide environmental action plan and the environmental management scorecard	Target	100
		Estimate	100
		Actual	100
(ii) All incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system (number of days)	Achieved. Action was taken on 176 reports, which were reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the board of inquiry tracking database	Target	10
		Estimate	10
		Actual	10

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, including reports thereto			
Substantive servicing of meetings			
1. Briefings to General Assembly and its subsidiary legislative bodies, Security Council and regional organizations on field support priorities, operations and performance	48	24	50
Other services			
2. Briefings to Member States on field support priorities, operations and performance	7	7	100
3. Visits to Member States to discuss field support priorities, operations and performance	1	1	100
4. Fact sheets or issue briefs on DOS direction, priorities and performance	5	4	80
5. Presentations on field support priorities, operations and performance at conferences, seminars and other public forums	5	6	120
6. Briefings to Member States and AMISOM troop- and police-contributing countries on key operational issues related to UNSOS	1	6	600
Administrative support services			
Overall management			
7. Consultations with heads of mission on support priorities, operations and performance related to mandate implementation and programme delivery	30	59	196.7
8. Consultations with directors and chiefs of mission support to review and support their performance	20	18	90

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
9. Field visits to provide direction to mission leadership on support priorities, operations and performance related to mandate implementation and programme delivery	3	2	66.7
Performance and analytics			
10. Reviews of operational support performance and priorities with senior DOS management	15	9	60
11. Meetings of Management Client Board	2	3	150
12. Operational support performance framework strengthened and used as basis for guidance to peacekeeping missions on operational support management	1	1	100
13. Reporting platform supporting operational performance oversight and decision-making maintained	1	1	100
14. Global client survey to measure satisfaction with support services across peacekeeping missions	1	–	–
15. Website on United Nations field support strategic direction, priorities, operations and performance maintained	1	1	100
16. Analytics deliverables provided to support reviews of peacekeeping performance	3	4	133.3
17. Internal communications materials produced and disseminated, such as field support updates	3	11	366.7
Oversight response			
18. Consolidating responses to the reports of United Nations oversight bodies	25	30	120
19. Consolidating reports drafted on status of implementation of recommendations made by United Nations oversight bodies	40	58	145
20. United Nations Headquarters boards of inquiry convened to address serious incidents in the field	2	2	100
21. Strategic risk management guidance provided to field operations, based on review of missions' risk management processes and capacities	1	–	–
22. Oversight recommendations recorded in dedicated tracking systems and followed up	625	429	68.6
23. Board of inquiry recommendations recorded in dedicated tracking systems and followed up	180	176	97.8
24. Operational reviews of internal control frameworks at missions	1	–	–
25. Reports issued by United Nations oversight bodies registered and uploaded into dedicated repositories	120	58	48.3
Environment			
26. Field visits to provide strategic advice to senior management and mission support personnel on implementation of environmental strategy to mitigate missions' environmental footprint	1	1	100
27. Design of harmonized environmental performance monitoring platform for peacekeeping missions	1	–	–
Other substantive activities			
Good offices, fact-finding and other special missions			
28. Strategic assessments of mission requirements, set-up and resourcing	1	1	100
29. RSCE Steering Committee meetings conducted and serviced	1	–	–

Key performance results

85. The Office intensified its engagement with stakeholders in relation to the operationalization of new organizational structures, including through the Management Client Board, additional consultations with heads of mission and internal communications efforts. Additional analytics were provided for reviews of peacekeeping operational performance, and the Office also provided support to the Action for Peacekeeping initiative. Although a global client survey was postponed, the Office led major outreach to clients on improving specific processes. For example, on the recruitment process, feedback was received from over 300 hiring managers and recruiters at more than 40 duty stations, including at least nine missions, and was incorporated into specific changes to expedite recruitment to field entities.

86. The operationalization of new structures coincided with developments that led to several areas having fewer outputs than planned. For example, the Under-Secretary-General gave fewer intergovernmental briefings than planned, as part of the

structural change of responsibilities concerning peacekeeping budgets. Field visits were undertaken as planned for the 2018/19 period as a whole. A decision was made to postpone a global client survey until the new departments were fully operational. Strategic risk management guidance or reviews of internal control frameworks were not provided by DOS, as these functions fell under the purview of DMSPC. The design of a harmonized environmental performance monitoring platform remained in progress, and to ensure wide participation of its members in three different time zones, one half-day RSCE Steering Committee meeting was held during the period via videoconference.

2. Office of Support Operations

87. The Office promoted and maintained staff health, while ensuring medical compatibility with job requirements through the development and promulgation of United Nations policies on health-care issues and the coordination and monitoring of their implementation. The Office continued to work on implementing the recommendations made by the High-level Independent Panel on Peace Operations and the recommendations of the 2017 report by Lieutenant General dos Santos Cruz, including initiating a medical performance framework to support peacekeeping operations. This included conducting health risk assessments, preparing health support plans, continuing to promulgate the buddy first aid training course, promulgating the standards manual for health-care quality and patient safety for all United Nations health-care facilities and conducting a pilot of field medical assistant training. The implementation of the electronic medical records and occupational health management system (EarthMed) in all missions has improved, including the pilot and refinement of a casualty evacuation reporting module. The centralized database system has increased efficiencies in the processing of medical and medico-administrative cases.

88. The Office also implemented rigorous credentialing procedures to ensure that health-care personnel (both civilian and uniformed) have the necessary qualifications and skills. Training programmes in resuscitation, pre-hospital trauma life support and clinical pathway development were delivered. Support was provided for recruitment, in terms of the technical design of assessment exercises, interviews and technical clearance of proposed appointees.

89. A standardized framework and approach to operational support partnerships was launched to help to fill various operational capacity gaps, including in the field. With the increased decentralization of the delegation of authority, the Human Resources Services Division of the Office of Support Operations was focused on understanding the mandates and requirements of clients to strengthen the human resources capacity of all Secretariat entities. Significant progress was made, which included desk reviews for all peace operations across the full spectrum of human resources indicators. Broad positive feedback was received on these desk reviews, which represented a substantial advancement and baseline for enabling entities to conduct their own self-monitoring activities with a view to improving performance.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) All peacekeeping operations in start-up, expansion or transition meet the annual average incumbency rate target ranges specified in their approved budgets and deployment plans (annual average incumbency rate target ranges for international and national staff, as applicable for each mission)	This indicator was discontinued in DOS	Target	N/A
		Estimate	N/A
		Actual	N/A
(ii) Stabilize the average lead time of recruitment from the roster (number of calendar days from job acquisition approval to selection of a candidate, excluding the posting period)	Achieved. The average lead time during the reporting period was 51 calendar days	Target	86
		Estimate	101
		Actual	51
(iii) Increase in the total number of women on the rosters of candidates endorsed by the field central review bodies (percentage)	Women represented 33 per cent of the total number of endorsed candidates on the rosters as at 30 June 2019. DOS will continue to effectively utilize the senior women talent pipeline and to work with the Outreach Section of DMSPC to reach out to a wider community, specifically women applicants	Target	36
		Estimate	36
		Actual	33

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) All stable peacekeeping operations meet annual average incumbency rate target ranges specified in their approved budgets and deployment plans (annual average incumbency rate target ranges for international and national staff, as applicable for each mission)	This indicator was discontinued in DOS	Target	9
		Estimate	N/A
		Actual	N/A
(ii) Respond to all mission evacuation and deployment requests by delegating to the field medical officers and providing governance (percentage)	Achieved. All requests received from field medical officers on mission evacuations and deployments were responded to and governance was provided	Target	100
		Estimate	N/A
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
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Administrative support services

Overall management/human resources services

1. Report on transactional processes delegated to supported entities or service centres to allow performance measurement and facilitate monitoring of all delegated transactional human resources authorities	1	—	—
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Human resources support and advisory service

2. Legal and policy guidance and responses provided to informal and formal cases and inquiries from field missions, MEU, UNOMS, the Office of Human Resources and other offices	150	144	96
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<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
3. Support client entities in the implementation of the Organization's human resources performance and accountability framework through analysis, action plans, advice and analysis of performance; maintain dashboards covering indicators for informational and monitoring purposes for exercise of delegated authorities; development of 2 analytics reports and 2 analytics trainings	4	4	100
4. Field visits to monitor compliance with delegated human resources management authorities	1	1	100
5. Field visits to missions to deliver on-site advice and technical support, including career support, on management of locally recruited and international staff in light of process changes, staffing reviews and downsizing	2	2	100
6. Guidance to peacekeeping missions and UNSOS on exercise of delegated authority for human resources management, including mission support visits	15	30	200
7. Clearance and certification of Chief or equivalent functions in administration and human resources management in DOS and in field operations	15	—	—
8. Consultations and guidance on various human resources-related issues with respect to staff members of peacekeeping operations, including conversion to continuing appointment and ICSC compensation review	1 600	530	33.1
9. Responses to requests related to termination of appointments owing to civilian staffing review, closure of peacekeeping mission(s), health reasons, outside activities, special leave with full or half pay, family support, waiver of privileges and immunities, administrative reviews and appeals and exceptions to Staff Regulations and Rules	150	84	56
Staffing service			
10. Analysis of capacity gaps and development of a yearly schedule for generic job openings, with at least 500 new candidates endorsed by field central review bodies for inclusion in rosters in 23 job families (number of candidates placed on rosters)	500	354	70.8
11. Input to human resources management scorecard for client entities, including Management Performance Board, Management Committee and Performance Review Group	1	1	100
12. Provision of assessment expertise, methods, tools and technology to support screening and assessment of applicants to peacekeeping missions and UNSOS	15	38	253.3
13. Guidance on implementation of Inspira talent management system, using instruction manuals and other tools to support peacekeeping operations	6	3	50
14. Designing, testing, implementing and communicating changes to Inspira talent management system to support alignment with needs of peacekeeping operations	20	6	30
15. Resolution of work for Inspira talent management system raised to address issues relevant to functions needed for peacekeeping operations	50	38	76
Capacity development and operational training service			
16. Workshops on development of financial procedures and DOS stewardship capacity (number of workshops)	2	3	150
17. Conduct workshops on development of operational training that includes system, process, delegation of authority training for human resources procedures and stewardship of operational resources	2	15	750
18. Support for establishment of field financial and budgetary functions for new or restructured field operations (number of missions)	8	2	25
19. Coordination and support for implementation of comprehensive programme of capacity development for delivery of operational support	1	1	100
20. Capacity-building of field human resources practitioners, including certification programmes, knowledge management and training activities and mentoring programme	1	1	100
21. Establishment and coordination of continuous programme of function-specific and cross-cutting business process reviews and improvement initiatives in support of simplification, decentralization and delegation of authority	1	1	100
22. Establishment and maintenance of centralized hub for operational support guidance, standards and best practices	1	—	—

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
23. Coordination and delivery of framework of training to support governance and stewardship skills of senior staff charged with delegated authorities	1	1	100
24. Support for establishment of operational support capacities for new or restructured offices or missions	1	1	100
25. Development and review of operational support structures in offices and missions	1	2	200
Occupational safety and health and medical services			
26. Development of United Nations standards to improve patient safety and quality of care in United Nations health-care facilities	1	1	100
27. Organization of regional meetings of chief medical officers and head nurses	1	1	100
28. 3 reports on on-site assessments of field mission medical facilities as per requests, and 1 regional medical evacuation centre linked to peacekeeping missions	1	1	100
29. WebEx-based continuous medical education sessions for medical personnel in the field	5	8	160
30. Design and develop programme for improvement of the mental health of all United Nations military and police personnel both before and after deployment	1	—	—
31. Provide active case management for staff who meet criteria of long sick leave	1	1	100
32. Oversight over medical clearance conducted in the field; medically clear military observers and United Nations Police for recruitment; pre-mission briefings and medical consultations and immunizations for staff travelling to field operations	9 000	838	9.3
33. Mental health counselling and consultations	175	122	69.7
34. Mission readiness and mobility-related training for field mission staff and for staff planning to work in field missions	3	35	1 167.7
35. Deliver resilience-building training workshops for field mission staff and for staff planning to work in field missions	3	33	1 100
36. Conduct psychosocial risk assessments, counselling and training in 1 peacekeeping mission	1	2	200
37. Support missions for peacekeeping operations developing or implementing occupational safety and health risk management programmes, facing a significant occupational safety and health risk or managing the response to a significant incident	3	3	100
38. Development of occupational safety and health standard operating procedures and training courses for civilian, military and police personnel	2	1	50
39. Annual analytical report on occupational safety and health incidents for all occupational groups	1	1	100
40. Evaluations of field occupational safety and health risk management	7	5	71.4
41. Workshop for field mission occupational safety and health personnel to ensure a harmonized approach to implementation and to strengthen inter-mission cooperation on these issues	1	1	100
42. Briefings to Special Committee on Peacekeeping Operations on HIV/AIDS	1	—	—
43. Bilateral briefings to the Member States on HIV/AIDS	1	—	—
44. Field-based technical reports related to implementation of guidance and lessons learned by peacekeeping operations on HIV/AIDS (1)	1	—	—
45. Workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on HIV/AIDS	1	—	—

Key performance results

90. The Office responded to 530 requests for advisory services from peacekeeping entities and disseminated five guidance packages on human resources topics to all Secretariat entities, including for the field. In the context of the new delegation of authority framework, the Office also initiated a series of improvements to enable entities to meet the average recruitment timelines of 120 calendar days established by the General Assembly.

91. Outputs 13 to 15 are multi-year projects. They are related to process improvements in the recruitment timeline. The lower number for output 18 was based on actual requirement. Output 22 is in progress and the hub will be launched in January 2020. Output 30 was not developed owing to the lack of capacity. Output 33 was lower owing to a shift in service modality to reach a greater number of United Nations personnel globally through live and online training and group sessions. Output 38 was developed for civilian personnel only. The development of standard operating procedures for military and police personnel requires policy decisions. The lower number for output 40 was resulted from the limited number of board of inquiry incidents, which would call for a full review. The four outputs related to HIV/AIDS (outputs 42–45) were not implemented owing to the pending recruitment of the responsible officer.

3. Office of Supply Chain Management

92. The establishment of the integrated end-to-end supply chain function through logistics, procurement and uniformed capabilities, all supported by a common enabling and outreach capability, provides an opportunity to align the supply chain management function as an efficient, agile, client-oriented and accountable service.

93. Since its establishment on 1 January 2019, the Office of Supply Chain Management has striven to provide improved, effective and efficient support to clients by dedicating a single point of contact for troop- and police-contributing countries, forging coordinated work between logistics and procurement to facilitate cost-effective sourcing or acquisition and advancing development of the performance management framework for end-to-end supply chain management. The Office has also continued its support for client entities in areas such as the development and promulgation of demand and acquisition plans, the establishment and maintenance of systems contracts and long-term air charters, the carrying out of aviation safety assessments and the provision of guidance on the strategic airlift of contingents, rations, ground transportation, medical equipment and fuel.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) COE reimbursement claims assessed and processed on a timely basis at the end of each quarter (number of months)	Achieved. The average processing time for reimbursement claims was maintained at 90 days from the receipt of verification reports for certification	Target	3
		Estimate	3
		Actual	3
(ii) Member States given the opportunity to provide input to the General Assembly on the continued update and/or development of the reimbursement framework for troop- and police-contributing countries (number of intergovernmental meetings)	Achieved. Updates provided to meetings of the Fifth Committee and the Special Committee on Peacekeeping Operations	Target	0
		Estimate	N/A
		Actual	6
(iii) Improved performance index for property management for all peacekeeping missions, based on scores for 20 key performance indicators (performance index for property management)	The property management performance index for the peacekeeping operations improved during the reporting period from 1,453 in 2017/18 to 1,612 in 2018/19, but was still below the target of 1,800. Missions continued to implement recommendations made by the Board of Auditors and in the mission-specific management letters, as well as the inventory management and clean-up activities within the “Physical inventory reconciliation and optimization” project	Target	1 800
		Estimate	1 800
		Actual	1 612

(iv) Reduction in the number of days of submission of quarterly verification reports on physical inspection of major equipment and self-sustainment (number of days)	Achieved. The average time for submission of reports was 29 days	Target	30
		Estimate	30
		Actual	29
(v) MOUs for contingents deployed to new or expanding missions finalized on a timely basis after deployment (number of days)	There were no new or expanding missions during the reporting period	Target	90
		Estimate	90
		Actual	N/A

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (number of days to deployment)	No new peacekeeping operations were established during the reporting period	Target	90
		Estimate	90
		Actual	N/A
(ii) Reduction in the marginal cost of peacekeeping operations (percentage reduction in the average cost per deployed uniformed personnel)	Achieved. Reduction of 3.9 per cent, a per capita reduction from \$75,400 in 2017/18, ^a adjusted for inflation, to \$72,400 in 2018/19	Target	1
		Estimate	N/A
		Actual	3.9

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Death and disability claims processed within 90 days of documentation submission (compliance rate)	Achieved. 95 per cent of death and disability claims were processed within 90 days of receipt of a complete submission. The rate excludes claims related to post-traumatic stress disorder cases that were undergoing an expert review	Target	95
		Estimate	95
		Actual	95
(ii) MOUs for contingents deployed to existing missions finalized on a timely basis after deployment (number of days)	Achieved. 1 was signed within 90 days of deployment and 1 was signed prior to deployment	Target	90
		Estimate	90
		Actual	90
(iii) Compliance of active peacekeeping operations with newly established light passenger vehicle holding policies (percentage)	New vehicle ratios, expected to reduce the projected holdings, are being implemented gradually by the missions. The actual holdings of vehicles at the end of the 2018/19 period were 7 per cent lower compared with actual holdings at the end of the 2017/18 period	Target	90
		Estimate	90
		Actual	87
(iv) All mission functions, structures and business processes are aligned with SCM initiative as outlined in SCM blueprint (percentage)	Achieved. Mission structures have been aligned with end-to-end supply chain processes as provided for in the blueprint. Some processes remained under continuous review, improvement and alignment with end-to-end supply chain management processes	Target	100
		Estimate	N/A
		Actual	100
(v) Implementation of centralized warehousing concept by all missions in accordance with centralized warehousing guidance (percentage)	The actual implementation rate remained at 80 per cent. A web-based platform was developed to continuously monitor the implementation status in order to achieve the target of 100 per cent in the next fiscal year	Target	100
		Estimate	100
		Actual	80
(vi) Rate of evaluation of vendors through the supplier appraisal system	Achieved. Performance reports were collected for all contracts. In addition, a new system to electronically collect performance data from field missions was implemented	Target	100
		Estimate	100
		Actual	100

(vii) Average time for review of local procurement authority requests less than or equal to 8 days	Achieved. The average time for the review of local procurement authority requests was 4.11 days. The actual number of days was lower than the planned indicator owing to increased efforts to improve client services	Target	8
		Estimate	7
		Actual	4.11
(viii) Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases less than or equal to 25 days	Achieved. The average time for submission of cases was 9.79 working days	Target	25
		Estimate	18
		Actual	9.79

^a The figure of \$73,800 reported in the previous performance report (A/73/661) was based on the approved levels for the 2017/18 period. The figure of \$75,400 above is based on the audited financial statements and actual deployment levels for the 2017/18 period.

Actual outputs

Outputs	Planned	Actual	Rates
Administrative support services			
Overall management			
Uniformed capabilities support			
1. Quarterly assessment and calculation of contingent-owned equipment and personnel reimbursement and letter-of-assist entitlements for military and police contingents deployed to field missions (number of payments)	1 300	1 584	121.8
2. Assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions (number of claims)	50	272	544
3. Quarterly calculation of proportional deductions to personnel reimbursement owing to absent or non-functional major contingent-owned equipment contributed to field operations (number of payments)	600	600	100
4. Memorandums of understanding negotiated and signed for military and police contingents newly deployed to field missions (number of MoUs)	7	17	242.9
5. Amendments to existing memorandums of understanding for military and police contingents as a result of changes to operational or technical requirements (number of amendments to MoUs)	75	79	105.3
6. Agreements negotiated and signed for military and police contingents committed to Peacekeeping Capability Readiness System (number of agreements)	5	10	200
7. Assessment and calculation of premiums payable for risk or rapid deployment of enabling contingents for military and police contingents deployed to field missions (number of awards)	2	–	–
8. Quarterly status reports to troop- and police-contributing countries on verified status of required contingent-owned equipment, status of memorandums of understanding and payment of reimbursement of contingent-owned equipment (number of reports)	600	600	100
9. Briefings to Member States on reimbursement framework and predeployment visits to troop- and police-contributing countries	10	29	290
Logistics			
10. Annual supply chain management plan to provide global visibility of field mission demands and develop long-term demand-forecasting and sourcing strategy for selected goods and services relevant to end-to-end supply chain management approach	1	1	100
11. Casualty evacuation policy across all missions promulgated and implemented	1	1	100
12. Maintenance of 100 global systems contracts for more than 20 commodity groups, including design and review of technical specifications, solicitation and document and vendor submission in the areas of engineering, transport, medical and general supplies (number of contracts)	100	100	100
13. Maintenance of 30 turnkey contracts for fuel and rations	30	30	100
14. Reports on aviation safety assessments for peacekeeping missions with air assets and regional aviation safety office	8	7	87.5
15. Safety standard developed for operating single-engine turbine aeroplanes in peacekeeping operations	1	1	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
16. Implementation of electronic rations management systems in field missions	2	1	50
17. Online platform developed and implemented to facilitate self-paced online training on supply chain management for all related staff across all field missions and at Headquarters	1	1	100
18. Management of air service contracts with commercial and military providers across all missions (192 aircraft serviced under commercial contracts and letters of assist, 2 commercial and 10 military unmanned aircraft systems, 71 air charter agreements, 5 standby contracts and 1 satellite tracking contract)	281	285	101.4
19. Consultation, assessments and cooperation with 3 existing and potential aviation asset-providing partners	2	2	100
20. Deployment, rotation and repatriation movements of uniformed personnel and associated cargo (approximately 51,000 tons) annually by air, naval and ground transport modalities	87 500	72 822	83.2
21. Guidance and technical support provided to all troop- and police-contributing countries deploying troops to all peacekeeping missions for preparation and shipment of contingent-owned equipment	8	8	100
22. Standardized template for statement of requirements developed to accelerate completion of solicitation exercise to establish systems contract and improve quality of technical details for procuring goods and services	1	1	100
23. Monthly videoconferences with peacekeeping missions to review demand planning	6	6	100
24. Monthly meeting with Procurement Division to discuss planning of sourcing activities	6	6	100
25. A web-based system for monitoring solicitation process steps to ensure timely completion of solicitations, with clearly identified roles and responsibilities of different entities involved within end-to-end solicitation processes	1	1	100
26. Hosting of conference on implementation of supply chain management	1	1	100
27. Briefing to directors and chiefs of mission support on implementation of supply chain management across all missions	1	1	100
International cooperation and inter-agency coordination and liaison			
Other services			
28. Meetings with international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions	3	3	100
29. Meeting with United Nations partner organizations (ICAO, WFP and others), through the United Nations Aviation Technical Advisory Group, to ensure development of an effective and efficient United Nations aviation regulatory framework through collaborative discussions and dialogues	1	1	100
Technical cooperation			
30. Predeployment/assessment visits to troop- and police-contributing countries to assess logistics capabilities and advise Member States on major equipment and self-sustainment shortfalls	5	5	100
31. Logistics support-related briefings to and consultation with Member States and/or permanent missions on different areas of logistics requirements	10	10	100
32. Consultations with troop- and police-contributing countries to support negotiation of memorandums of understanding or address shortfalls	3	3	100
Enabling service			
33. Quarterly performance reports on implementation of property management directives	2	2	100
34. Performance management framework developed to measure overall health of upstream supply chain management against the established baselines to facilitate informed decision-making	1	1	100
35. Supply chain management blueprint updated and promulgated to provide guidance to field missions on developing business processes, standard operating procedures and business rules in line with end-to-end supply chain management approach	1	—	—
36. Compilation of yearly Secretariat-wide procurement statistics to provide data to broad group of stakeholders to support the integrated end-to-end supply chain	1	1	100
37. Publication of new or amended Umoja business intelligence reports for Secretariat-wide consumption by procurement staff	4	4	100
38. Publication of upcoming Secretariat procurement opportunities (expressions of interest) on Division website	500	525	105
39. Processing of requests for level 1 supplier qualification for registration of qualified suppliers worldwide	500	709	141.8

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
40. Processing of request for level 2 supplier qualification for registration of qualified suppliers worldwide	100	71	71
41. Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations	12	11	91.7
Procurement			
42. Staff trained in courses on supply and value chain management and contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses	18	105	583.3
43. Issuance of purchase orders in support of peacekeeping operations	750	620	82.7
44. Staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars	15	82	546.7
45. Issuance of systems and regular contracts, including amendments in support of peacekeeping operations	290	302	104.1
46. Staff at Headquarters and in field operations trained in procurement courses offered on the online procurement training campus	50	428	856
47. Organization of business seminars for developing countries and countries with economies in transition and training of 10 staff members from chambers of commerce on procedures for vendor registration (number of locations)	12	11	91.7
48. Review of level 1 and level 2 supplier qualification level requests	600	780	130
49. New international tenders launched in support of existing peacekeeping missions for entire range of engineering support and equipment, vehicles and material-handling equipment, fuel, rations, general supplies, medical and security equipment and services, and information technology and communications requirements	37	31	83.8
50. 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	85	192	225.9
51. Site visits, bidders' conferences and contract negotiations prior to contract award for the tenders launched, and participation in 5 trade and industry fairs	11	19	172.7
52. Review of local procurement authority requests and 100 local committees on contracts and Headquarters Committee on Contracts cases in which threshold for delegation of procurement authority to peacekeeping missions has been exceeded	75	51	68
53. Technical review of and administrative support for established high-value and complex systems contracts in major commodity groups of vehicles, fuel, rations, engineering, long-term freight-forwarding, long-term air charter, supplies, logistics and information and communications technology	140	167	119.3
Other substantive activities			
Good offices, fact-finding and other special missions			
54. Market surveys, assistance to DOS on commercial negotiations and review of 100 letters of assist and Headquarters Committee on Contracts cases for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions	100	62	62
55. 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 the information and communications technology requirements of missions	30	10	33.3
56. Processing of cargo insurance requests and claims, shipping authorizations and import customs clearances	125	125	100

Key performance results

94. Within six months of its establishment, the Office had expedited the completion of 10 new memorandums of understanding for military and police units, reducing the backlog of unsigned memorandums of understanding to a record of 21 by the end of the reporting period. Furthermore, the processing of contingent-owned equipment and personnel reimbursement claims is now conducted by a single division, resulting in better service for troop- and police-contributing countries.

95. For output 35, a final report on supply chain management was issued to all entities. For output 16, implementation of the rations management system in UNSOS

was deferred, pending finalization of contracts and completion of preparatory work by the Mission.

4. Division for Special Activities

96. The Division for Special Activities has a key role in bringing together the capacity of DOS to respond to emergency or special situations. For example, the mission support concept developed for Yemen contained all the vital elements of mission support and marked an important milestone for handing over responsibilities to the supported entity. As a result of the planning capacity and situational awareness processes within the Division, DOS was able to deploy an advance team one day after the adoption of a Security Council resolution.

97. Furthermore, the emergency and surge capacity pool initiative undertaken by the Division will enable the Secretariat to establish a mechanism whereby staff are invited to nominate themselves to be placed in a pool for rapid deployment, following a review process and pre-approved release by their managers and head of entity. In the event of a special situation, the identified staff member in the pool would be required to deploy to the requesting duty station within 5 to 10 days for a period not exceeding 90 days. This arrangement will enable the Organization to effectively and efficiently respond to corporate priorities across the Secretariat to support a particular mandate while the standard recruitment and staffing processes are initiated.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (compliance rate)	There were no requirements for new, expanding or transitioning field operations during the period	Target	3
		Estimate	4
		Actual	N/A

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) All new and expanded peacekeeping operations have Mission Support Concepts (percentage)	There were no new or expanding peacekeeping operations during the reporting period Such a concept was developed for UNMHA	Target	100
		Estimate	100
		Actual	N/A
(ii) Advanced teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity (percentage)	Achieved. Start-up of UNITAD, UNMHA, the European Emergency Response Capacity and BINUH was effectively managed with the deployment of an advance team to cover critical functions, enabling operations to commence activities in accordance with Security Council mandates. The team also established capacity within the new entity to reach the desirable post incumbency to operate at full capacity	Target	100
		Estimate	100
		Actual	100

(iii) Inputs for budgeted costs for new, expanding or transitioning field operations identified on a timely basis after the adoption of a related Security Council resolution (number of days)	Achieved. A funding arrangement was in place within 21 days of the adoption of the Security Council resolution on UNMHA	Target	21
		Estimate	21
		Actual	21

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Client support and special situations			
1. Recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve target incumbency rates as specified in mission compacts	1	3	300
2. Field visits to missions to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management	2	2	100
Operational planning			
3. Strategic assessments of mission requirements, set-up and resourcing	4	4	100
4. Effective drawdown and transition of peacekeeping operations	2	3	150
5. Situational awareness and high-level planning reports on emerging requirements and operations	4	4	100
6. Mission support concepts developed and updated to reflect new or changing operational environments in programme delivery	3	1	33.3
Special partnerships			
7. Participate in joint African Union-United Nations review of AMISOM	1	1	100
8. Lead strategic assessment of UNSOS to ensure mandate and resources are aligned to new AMISOM and UNSOM mandates and strategic priorities	1	1	100
9. Baseline indicators established in UNSOS to benchmark and monitor performance for enhanced oversight	5	8	160
10. Strengthen links on operational matters in regional and subregional organization operations as mandated by Security Council: establishment of 2 new arrangements	2	—	—
11. Management of joint support arrangements with countries and/or regional/subregional organizations	5	7	140
12. Engage with regional organizations, Member States and troop- and police-contributing countries to identify and support implementation mechanisms responsible for oversight and accountability as well as compliance related to human rights and international humanitarian law in field missions (number of engagements)	100	20	20
Resource planning and analysis			
13. Comparative analysis and management reports on elements in operational support (number of field entities)	15	—	—
14. Coordination of guidance on major resourcing priorities for field missions (number of field entities)	15	—	—
15. Annual revisions to standard resourcing allocations and prices for implementation in field missions (number of guidance documents)	1	—	—
16. Coordination of reviews of major projects across field missions (number of reviews)	4	—	—
17. Administration of residual matters relating to field missions being liquidated (number of field missions)	3	1	33.3
18. Estimated impact of proposals to the Security Council which have significant financial and field support implications (number of proposals)	3	—	—
19. Costing of major operational initiatives and strategic reviews	6	3	50
20. Cross-cutting assistance and advice to offices and missions on operational support solutions (number of field entities)	15	—	—
21. Preparation of initial resource plans for implementation of new or expanding field operations mandated by Security Council (number of missions)	1	1	100
22. Support provided to field financial and budgetary functions for new or restructured field operations (number of missions)	1	1	100

Key performance results

98. A new guide for senior leadership on field entity closure was issued. Furthermore, the Division developed a strategy on a surge capacity pool and rolled out a tool to establish such pools, enabling the quick deployment of staff to special situations.

99. Under output 10, efforts continued to explore opportunities for new support arrangements with regional and subregional organizations. Outputs 13–16 and 20 were completed by DFS in the first six months of the reporting period. Output 18 was not required during the second half of the reporting period.

5. Division of Administration, New York

100. The Division of Administration provided office space to all staff members under the support account budget. For travel services, it assumed the role of sole processor for all MINUJUSTH travel. In support of the new guide for senior leadership on field entity closure, the Division developed a standard operating procedure for managing paper and digital archives at mission closure.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Increase in the percentage of peacekeeping-related records that the Archives and Records Management Section takes custody of, protects, preserves and can make available under rules to Member States to support decision-making (percentage)	Achieved. The percentage of peacekeeping records (paper and digital) that the Section must preserve increases yearly, as peacekeeping missions liquidate. The Section's processing work, including security screening, allows peacekeeping records to be made available to Member States and authorized staff	Target	45
		Estimate	45
		Actual	47

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Consolidation of infrastructure as a consequence of application consolidation and migration to Office 365 suite of products (percentage)	The General Assembly did not approve the proposed Information and Communications Technology Section under the Division of Administration	Target	N/A
		Estimate	N/A
		Actual	N/A
(ii) Migration of secondary technology centre to hybrid enterprise data centre and decommissioning of the secondary technology centre	The General Assembly did not approve the proposed Information and Communications Technology Section under the Division of Administration	Target	N/A
		Estimate	N/A
		Actual	N/A
(iii) Increased availability of network at Headquarters (percentage)	The General Assembly did not approve the proposed Information and Communications Technology Section under the Division of Administration	Target	N/A
		Estimate	N/A
		Actual	N/A
(iv) Increased percentage of peacekeeping operations employing standard policies, tools and technical standards for information and records management (paper and digital records) (percentage)	Percentage of peacekeeping operations applying policies, standards and guidelines remained at 75 per cent. The deployment of new technology to store and manage records and the related governance mechanism are expected to improve digital records management practices and reduce the quantity of paper records	Target	75
		Estimate	75
		Actual	75

(v) Standard office accommodations are provided to all new and existing personnel funded from the support account at Headquarters	Achieved. Standard office accommodation was provided to staff funded from the support account at Headquarters	Target	100
		Estimate	100
		Actual	100
(vi) Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (percentage)	Achieved. Some 93 per cent of respondents gave positive feedback	Target	92
		Estimate	92
		Actual	93
(vii) Positive feedback on surveys of users of travel and transportation services (percentage)	Satisfaction rate was 89.3 per cent as at 30 June 2019	Target	95
		Estimate	95
		Actual	89.3

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Administrative support services			
Mail operations services: screening and delivery of incoming and outgoing mail and valises to all peacekeeping operations			
1. Servicing postal mail (pieces)	255 000	58 509	23
2. Servicing pouch (pounds)	20 000	13 494	68
3. Servicing pouch mail (valises)	135	72	53
Travel services			
4. Negotiation or renegotiation of airline agreements to reduce costs to field missions	23	24	104.3
5. Responses to requests for guidance relating to specific air travel implementation and shipments policies and procedures provided to peacekeeping missions	600	600	100
6. Processing of travel authorizations	1 500	1 652	110.1
7. Processing of United Nations travel documents	3 250	3 434	105.7
8. Processing of requests for visas	650	390	60
9. Processing of host-country registrations	400	232	58
10. Entitlement calculations of lump-sum home leave travel requests for staff members at Headquarters	150	322	214.7
11. Provision of videoconference sessions with travel units of peacekeeping missions in relation to ongoing changes in travel and shipment industries and Umoja travel processes and issues	12	7	58.3
12. Hosting of annual conference for travel managers from peacekeeping missions to assist with travel policy interpretation and Umoja Travel module topics	1	1	100
Facilities management			
13. Training sessions and outreach initiatives for property managers across field missions	1	—	—
14. Number of service requests for spaces in order to meet changing needs of Organization	30	50	166.7
Archives and records management			
Capacity-building and direct field support			
15. Community of practice (monthly videoconferences) for all information management focal points of peacekeeping operations facilitated by the Archives and Records Management Section	3	3	100
16. Biennial information/records management workshop delivered for all peacekeeping operations information management focal points; mission capability to implement records management requirements is improved	1	—	—
Provision of reference services			
17. Responses to research and access requests for peacekeeping records and archives are provided within the target deadline (hours)	24	24	100
18. Use of the Organization's peacekeeping archives increases by 5 per cent as a result of an outreach campaign: online catalogues, thematic guides, exhibits and social media feed (campaign)	1	1	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Management and preservation of digital peacekeeping operations information			
19. Maintenance and preservation of additional peacekeeping operations digital records and archives transferred to the Archives and Records Management Section in 2018/19 (terabytes)	2	—	—
20. Maintain the Archives and Records Management Section receiving process for digital records, in compliance with requirements for secure, documented receipt and application of retention policy (business process)	1	1	100
21. Provide a scalable, secure and stable technology infrastructure for storage and protection of additional volume of digital archives (infrastructure)	1	—	—
22. Digitally endangered datasets (UNMISSET Serious Crimes Unit (2005) under Security Council resolution 1599 (2005) and UNMIK Department of Justice/Office of Missing Persons and Forensics and Kosovo Property Agency (1999–2008)) are restored and preserved (data set)	1	1	100
23. Formulation of business case detailing strategy, process and procedures for a digital preservation system that allows a standardized method of transferring digital peacekeeping operations records to the custody of the Archives and Records Management Section upon transition and/or liquidation	1	—	—
24. Solicit a request for expressions of interest and requests for proposals for digital preservation system to future-proof United Nations peacekeeping archives for accessibility and retrievability	1	—	—
25. Technical chain of custody processing of digital records from MINUSTAH and UNMIL is done; security copies made; and data secured	1	1	100
26. Application of approved retention policy by Archives and Records Management Section to decommissioned data sets, leading to disposal of obsolete data, reducing storage and maintenance costs (terabytes)	0.75	1	133.3
Management and preservation of paper peacekeeping records			
27. Maintain and indefinitely preserve new paper records and archives received in 2018/19 (boxes)	2 350	2 013	85.7
Information and communications technology			
28. Maintenance of telecommunications infrastructure connecting United Nations Headquarters with offices away from Headquarters and peacekeeping missions, including satellite earth station and secondary technology centre	1	N/A	—
29. Maintenance of telephone service for staff in New York and connection to a centralized call manager	1	N/A	—

Key performance results

101. The Division achieved a 93 per cent satisfaction rating for mail services and an 89.3 per cent satisfaction rating for travel and transportation services. It also achieved an increase in the percentage of peacekeeping-related records that the Archives and Records Management Section takes custody of, protects, preserves and makes available to Member States. Owing to the general downward trend in demand for mail and pouch services as a result of the increasing use of digital communication between Headquarters and field missions, these services had a lower output (outputs 1–3). There were increases in the processing of visa requests and host-country registrations (outputs 8 and 9) in the first half of the 2018/19 period, which accounted for the decrease in the second half, though on an annual basis the transactions were in line with targets.

102. Output 13 was transferred to the Global Asset Management Policy Service in DMSPC. Output 21 is a multi-year project, and the infrastructure to facilitate the storage and protection of additional volumes of digital archives has already been implemented, but enhancements are required to meet digital preservation requirements. A contract was established by the United Nations Office at Geneva for a digital preservation system that can be used for future United Nations peacekeeping archives, resulting in output 24 no longer being required. As the General Assembly did not approve the proposed Information and Communications Technology Section under the Division of Administration, outputs 28 and 29 were no longer applicable. Outputs 16 and 19 were completed during the first half of the 2018/19 period.

G. Office of Information and Communications Technology

103. Starting on 1 January 2019, a single office (OICT) provided direct information services and remote support for missions through assessments, guidance, alerts and threat intelligence. In addition, the infrastructure upgrade and migration of Umoja, as well as the establishment of cloud computing environments, were supported through security and architecture reviews and assessments.

104. The Office continued to deliver voice, video and high-speed data and network capability while providing technology-based solutions and geospatial information to peacekeeping operations and UNSOS, as well as DPO and DOS at Headquarters. It also delivered automated solutions that supported UNLB in Brindisi, Italy, and Valencia, Spain, as well as RSCE.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Security Council is provided, within 3 days of request, with up-to-date geospatial information products, satellite imagery and thematic analysis maps relating to matters in question (days)	Achieved. The Security Council was provided with up-to-date geospatial information services for daily consultation meetings within 3 days of request	Target	3
		Estimate	3
		Actual	3

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Communication links to enterprise systems established within 24 hours of equipment arrival for a new peacekeeping operation or expansion (hours)	No new peacekeeping operations were established during the reporting period	Target	24
		Estimate	24
		Actual	N/A
(ii) Complete 1 rapid deployment exercise, with the participation of 3 peacekeeping missions, at UNLB or RSCE, establishing full communications systems in less than 24 hours, by linking 1 modular command centre to Headquarters and UNLB (hours)	A rapid deployment exercise and workshop were conducted at RSCE, involving representatives from MINUSMA, MONUSCO and UNLB, utilizing the newly deployed modular command centre system	Target	24
		Estimate	24
		Actual	24
(iii) Provision of up-to-date geospatial information products and services to departments and offices of the Secretariat, with a particular focus on the United Nations Operations and Crisis Centre, DPO and DSS, within 9 days of request (days)	Geospatial information products and services provided to peacekeeping operations and crisis centre, as well as other Secretariat entities, within 9 days of request	Target	9
		Estimate	9
		Actual	9
(iv) Provision of information systems to newly established missions within 10 days of request (days)	No new peacekeeping operations were established during the reporting period	Target	10
		Estimate	10
		Actual	N/A

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) 99 per cent availability of established ICT infrastructure and existing enterprise information systems to Headquarters and all peacekeeping operations	Achieved	Target	99
		Estimate	99
		Actual	99
(ii) Provision of portfolio of technology equipment and services to protect personnel, premises, assets and civilians in peacekeeping operations, when required (contracts)	Solicitation exercise is ongoing and contract is expected to be established by the end of 2019	Target	1
		Estimate	1
		Actual	1

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Servicing of intergovernmental and expert bodies, including reports thereto			
<i>Security Council</i>			
Substantive servicing of meetings			
1. Provision of secretarial services to Committee of Experts on Global Geospatial Information Management, together with Statistics Division	3	1	33.3
Administrative support services			
Overall management			
2. Implementation of and support for electronic fuel and rations management solutions in 2 additional peacekeeping operations (annual figure)	2	2	100
3. Porting of electronic fuel management solution from Windows CE to Android mobile platform	1	–	–
4. Provision of support for enterprise identity management system to users at Headquarters and in the field	1	1	100
5. Provision of support for contact database application to users at Headquarters and in the field	1	1	100
6. Implementation of 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	3	–	–
7. Help desk and production support for Inspira, including enhancements to talent management, performance management and learning management modules for use in all peacekeeping operations	1	1	100
8. Training on new features and changes to Inspira provided to human resources officers in peacekeeping operations (annual figure)	4	4	100
9. Establishment of common platform for management of information security efforts for Secretariat, in accordance with General Assembly resolutions	1	1	100
10. ICT support for field network, field-specific applications and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOS	1	1	100
11. Audio and videoconferencing services provided to field operations, including technical and day-to-day operational support	3 000	5 150	171.7
12. Statements of work and technical evaluation for 3 systems contracts and monitoring and administration of 33 contracts for information and communications technology services and equipment	18	18	100
13. Disaster recovery plans for field operations as well as guidance and oversight of disaster recovery reconstitution exercises in 5 missions	7	7	100
14. Optimized existing information and communications technology systems and infrastructure in all peacekeeping operations and UNSOS	1	1	100
15. Mainstreaming of technologies to protect civilians, United Nations personnel and premises across peacekeeping missions	1	1	100
16. Report on centralized operations readiness and completeness of strategic deployment stocks to support peacekeeping missions to ensure preparedness for new operations	1	1	100

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
17. Implementation of field support services information systems, electronic correspondence and document-sharing systems in field missions	22	22	100
18. Contract for commercial acquisition of sensors, day/night-vision cameras, radars and sense-and-warning systems established	1	–	–
Parliamentary documentation			
19. Up-to-date peacekeeping deployment maps for inclusion in reports of the Secretary-General	25	25	100
Other substantive activities			
Technical material			
20. Up-to-date geospatial information products, satellite imagery and thematic analysis maps provided to Security Council consultation meetings and its Panels of Experts	15	38	253.3
21. Standard enterprise geospatial visualization platform in 5 pilot missions in order to enhance common mission operational picture and situational awareness under the framework of the situational awareness programme	3	1	33.3
22. Analysis reports on international boundaries to enhance knowledge base of international boundary issues, including status of disputed boundaries, treaties, maps and satellite imagery	1	1	100
23. Analysis and coordination of data for the Second Administrative-level Boundaries project from 10 Member States	5	19	380
Seminars			
24. Annual Partnership for Technology in Peacekeeping symposium	1	1	100
25. Annual workshops with humanitarian partners on areas related to technology	1	1	100
International cooperation and inter-agency coordination and liaison			
Other services			
26. Development of partnerships with Member States, academic institutions and professional organizations and contractual arrangement for the provision of open source geospatial software-based services	1	6	600
Technical cooperation			
27. Pilot projects for the provision of geospatial data, services and open-source solutions, in partnership with United Nations system, Member States, academia and non-profit organizations	2	1	50

Key performance results

105. OICT delivered administrative systems that complement Umoja in supporting peacekeeping operations. The automation, tracking and performance management of service delivery was critical to both management reform and the optimization of support services. The fuel and rations management solutions generated annual cost savings and the mobile solution for troop contribution management achieved significant efficiencies by avoiding double data entry, eliminating the use of paper and providing close-to-real-time access to inspection data.

106. The Inspira consultant selection system module was implemented in all peacekeeping operations. A surge capacity pool for the rapid deployment of staff was built. The senior managers' compact module was launched. The performance evaluation, central review board and reference verification modules were enhanced in Inspira.

107. The intrusion detection service allows the Organization to contain the negative impact of intrusions and security breaches. An average of 20 potential intrusions per month specific to peacekeeping operations were detected in the enterprise data centres in Valencia and Brindisi. Information security assessments of mission-specific application infrastructure allowed for the identification of vulnerabilities and the development of plans for their mitigation.

108. Output 3 was completed in the first half of the 2018/19 period under the Department of Management. For output 6, major changes to the mobile component of the application for integration with Umoja Extension 2 were prioritized. Under output 18, a solicitation exercise was completed but contract finalization was delayed owing to the complexity of the requirement.

H. Office of Internal Oversight Services

109. Within OIOS, the Internal Audit Division completed 63 audit assignments of peace operations covering various high-risk and priority areas, including asset and warehouse management, logistics, environmental activities, human resources, gender mainstreaming, relevant perspectives of the Sustainable Development Goals, substantive programmes and the implementation of reform initiatives, such as increased delegation of authority. The Division contributed to improving the effectiveness and efficiency of peacekeeping operations by issuing recommendations to address risk assessments and strategic planning; the training of individuals responsible for managing and implementing programmes; the monitoring and evaluation and/or impact assessment of programmes, projects and activities; and the assignment of responsibility. It also continued to provide tools, practice guides and training courses in the areas of fraud and performance auditing, data analytics, gender mainstreaming and organizational culture, aimed at improving the operations and management of resources by the Organization. The Division, in partnership with the Inspection and Evaluation Division, developed an OIOS practice guide on auditing and evaluating organizational culture to build an assessment of culture into audits and evaluations. Working with the Investigations Division, it continued to develop its audit techniques to better identify fraud indicators. It also continued to develop its capacity in data analytics.

110. The Inspection and Evaluation Division completed three evaluation reports: (a) an inspection of the performance of operational responses to the protection of civilian-related incidents in peacekeeping operations; (b) an evaluation of the effectiveness of human rights monitoring, reporting and follow-up in United Nations multidimensional peacekeeping operations; and (c) an evaluation of the contribution of the UNMISS Civil Affairs Division to the reduction of local conflict in South Sudan. At the end of the reporting period, work on two additional reports was at an advanced stage, while work on three evaluations, focusing on transition in UNAMID, organizational culture in peacekeeping operations and sexual exploitation and abuse, was ongoing.

111. The Investigations Division focused on three principal subjects: (a) personnel, by designing a robust selection process for investigators, as well as training to continuously develop skills; (b) investigations, by focusing on sexual harassment, sexual exploitation and abuse, retaliation, fraud and corruption, as well as building capacity with partners; and (c) the future, by improving the investigation of sexual exploitation and abuse and sexual harassment and engagement in the system-wide strategic response to both issues. The Division has continued to work on the development of a new case management system.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) 100 per cent of OIOS reports to the General Assembly are submitted in accordance with required deadlines (percentage of reports)	Achieved. 100 per cent of reports were submitted to the General Assembly in accordance with the required deadline	Target	100
		Estimate	100
		Actual	100

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (percentage of acceptance)	Achieved. 99.5 per cent of 381 recommendations issued in audit reports were accepted	Target	95
		Estimate	95
		Actual	99.5
(ii) Acceptance of 95 per cent of evaluation and inspection recommendations (percentage of reports)	Achieved. 100 per cent of 25 recommendations issued during the year were accepted	Target	95
		Estimate	95
		Actual	100
(iii) 100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct, as well as waste of resources, abuse of authority and mismanagement, are reviewed (percentage of matters received)	Achieved. 100 per cent of the 566 matters received relating to peacekeeping operations were reviewed	Target	100
		Estimate	100
		Actual	100
(iv) Increase in the number of fraud and corruption cases reported (number of increase)	Achieved: 26 cases. A total of 78 investigations into fraud and/or corruption were reported compared with 52 cases in the previous period	Target	20
		Estimate	N/A
		Actual	26
(v) 100 per cent of investigations conducted during the financial period are to be completed within 12 months or less (percentage of investigations)	61 per cent of investigations conducted during the financial period were completed within 12 months or less The lower output was attributable to the overall increase in caseload and the expansion of the mandate in relation to sexual harassment	Target	100
		Estimate	100
		Actual	61
(vi) 100 per cent of investigations pertaining to sexual exploitation and abuse to be completed within 6 months or less (percentage of investigations)	43 per cent of investigations pertaining to sexual exploitation and abuse were completed within 6 months The lower output was attributable to the overall increase in caseload, the expansion of the mandate in relation to sexual harassment, the complexity of such cases and the dependency on actions on the part of the troop-contributing countries	Target	100
		Estimate	100
		Actual	43
(vii) Personnel from 70 per cent of peacekeeping missions are trained on basic investigation training and newly developed investigation training programmes (percentage of trained personnel)	Achieved. Personnel from 80 per cent of peacekeeping operations were trained through three training sessions on prohibited conduct, held in New York, Nairobi and Vienna, with a view to improving local capacity in this area; one training session for national investigation officers was held in Nepal	Target	70
		Estimate	70
		Actual	80

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Parliamentary documentation			
Reports of the Secretary-General			
1. OIOS report specifically requested by the General Assembly	1	—	—
2. Annual report to the General Assembly on peacekeeping oversight results	1	1	100
Administrative support services			
Internal Oversight Services			
Audit			
3. Audit reports by auditors at United Nations Headquarters	15	10	66.7
4. Audit reports by auditors at peacekeeping missions	67	53	79.1
Inspection and evaluations			
5. Evaluation and/or inspection reports addressing aspects of performance at subprogramme level and cross-cutting strategic priorities or topics	5	3	60
Investigations			
6. Reviews and analyses of reports of possible misconduct for decisions as to jurisdiction and investigative action	350	566	161.7
7. Fraud and corruption cases reported	40	78	195
8. Sexual exploitation and abuse investigations completed within 6 months	45	26	57.8
9. Investigations completed within 12 months	110	125	113.6
Other substantive activities			
Seminars			
10. Conference of resident auditors for professional development	1	1	100
11. Meeting of chief resident auditors for annual work planning	1	1	100
12. Investigations training programmes implemented on investigation standards, prohibited conduct and sexual exploitation and abuse for national investigations officers and immediate response team	4	4	100

Key performance results

112. Through its audits and recommendations, the Internal Audit Division contributed to improving the effectiveness and efficiency of peacekeeping operations, safeguarding its assets and ensuring compliance with United Nations regulations, rules and procedures. For instance, the audit of procurement in MONUSCO resulted in recommendations to enhance the efficiency and effectiveness of the procurement process. In an audit of reimbursements of contingent-owned equipment, payments were identified for unserviceable equipment, as well as overpayments that were subsequently recovered.

113. Through its three reports, the Inspection and Evaluation Division issued a total of 25 recommendations (10 critical and 15 important) aimed at improving the effectiveness of peacekeeping operations in the areas of protection of civilians, human rights and civil affairs. The team based in Entebbe engaged in the ongoing evaluation focusing on UNAMID in its transition. The team has also supported other evaluations led from Headquarters, which resulted in savings in travel expenditure.

114. In the Investigations Division, all investigators deployed to the field have received induction training and training in the forensic interviewing of children. The arrival of six new sexual harassment investigators enabled the Division to support the Secretary-General's strategy on addressing sexual harassment. There was a fourfold increase in the number of reports in 2018 compared with 2017 and a sixfold increase in the number of investigations. The time taken for an investigation into sexual

harassment was reduced from 7.5 months to 5.5 months. The Division also trained 103 National Investigations Officers from 32 troop-contributing countries in investigating sexual exploitation and abuse, in partnership with the former DPKO and DFS. In partnership with the former DM, the Investigations Division also trained 90 managers from 42 United Nations offices to qualify them as members of fact-finding panels. This effort supports the Organization in strengthening and improving the quality of investigations into prohibited conduct.

I. Executive Office of the Secretary-General

115. The Executive Office of the Secretary-General continued to assist the Secretary-General in guiding policy development and providing direction in relation to the work of peacekeeping operations. All reports of the Secretary-General relating to peacekeeping operations, to both the General Assembly and the Security Council, were cleared by the Office, as were all communications, statements and talking points pertaining to peacekeeping-related matters for the Secretary-General and the Deputy Secretary-General. The Office continued to liaise with the departments, Member States and other interlocutors on the Action for Peacekeeping initiative, which has received more than 150 endorsements from Member States and regional organizations and provides a shared road map for strengthening peacekeeping.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date (percentage)	76 per cent of the reports of the Secretary-General to the Security Council and 89 per cent of the reports of the Secretary-General to the General Assembly were submitted on or before the deadline In some cases, submissions were delayed owing to the complexity and sensitivity of the issues	Target	95
		Estimate	95
		Actual	76
(ii) All documents are reviewed and returned to the lead department within 4 days (days)	Achieved. All documents, such as reports, talking points, statements, letters and speeches, were reviewed and returned to the lead department within 4 days	Target	4
		Estimate	4
		Actual	4

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Queries from DPO are handled within 5 days (percentage)	Achieved. Guidance was usually provided to DPO and DOS within 5 working days. In some rare cases, a longer period was required owing to the complexity or sensitivity of the issue	Target	95
		Estimate	95
		Actual	95

Actual outputs

Outputs	Planned	Actual	Rates
1. Provision of advice for reports of the Secretary-General to the Security Council and General Assembly on peacekeeping issues (number of reports)	125	188	150.4

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
2. Provision of advice for talking points, including preparation of 12 presentations by Secretary-General to the Security Council (number of talking points)	1 600	1 627	101.7
3. Provision of advice for letters related to peacekeeping matters from the Secretary-General to the Security Council, General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues (number of letters)	150	231	154
4. Comments and guidance to peacekeeping missions, DPO and DOS on reports of the Secretary-General on peacekeeping missions provided within 5 days	90	121	134.4
5. Advice on preparation and subsequent revision of reports on peacekeeping issues for submission to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days	125	143	114.4

Key performance results

116. The Executive Office of the Secretary-General has provided, through relevant departments, policy guidance and feedback to the field on peace and security issues.

J. Administration of justice

1. Office of Staff Legal Assistance

117. OSLA continued to provide legal advice and representation to staff of the peacekeeping operations in relation to workplace disputes. During the reporting period, advice or representation was provided in 411 new cases, and 34 cases were carried over from the previous year. In addition, the Office provided information sessions and legal clinics at various peacekeeping operations to raise awareness of the internal justice system and provide staff in the field with access to legal assistance in person.

Actual indicators of achievement

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) Reports of statistics and other information, including any systemic issues identified, submitted on due dates for inclusion in the annual report of the Secretary-General to the General Assembly	Achieved. The Office provided substantive and/or statistical information for (a) the report of the Secretary-General on the administration of justice at the United Nations; (b) the twelfth activity report of the Office of Administration of Justice; and (c) the report of the Internal Justice Council on the administration of justice at the United Nations	Target	3
		Estimate	3
		Actual	3

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

		<i>Performance measures</i>	
<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>		<i>2018/19</i>
Workplace conflicts prevented or resolved in a timely and efficient manner through:			
(i) Employment of OSLA services in cases brought by peacekeeping staff against the Organization	Achieved. The services of OSLA were employed in 445 cases brought by peacekeeping staff during the period, 411 of which were new requests for assistance from OSLA	Target	60
		Estimate	60
		Actual	445

(ii) Increasing percentage of peacekeeping staff appearing before the Tribunals who are represented by OSLA	Achieved. OSLA represented peacekeeping staff in 27 new cases before the Tribunals and continued representation in 7 other cases	Target	2
		Estimate	25
		Actual	34
(iii) Increasing number of peacekeeping cases resolved through provision by OSLA of summary advice or informal settlement	Achieved. A total of 313 matters were resolved through informal mechanisms or summary advice	Target	50
		Estimate	50
		Actual	313

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Other services			
1. Provision of summary advice and representation in peacekeeping-related cases received and found to have a reasonable chance of success	300	355	118.33
2. Provision of clear legal advice in cases found not to have a reasonable chance of success in order to dissuade inappropriate use or overuse of the justice system	400	90	22.5
3. Awareness-raising activities to increase appropriate utilization of dispute resolution mechanisms, for example, through dissemination of electronic and written materials	10	9	90

Key performance results

118. Through successful resolution of staff members' disputes with the Organization, OSLA contributes to delivering overall administrative support to the field. Successful resolution of disputes, in particular at an early stage, fosters a more harmonious working environment, saves money and contributes to positive organizational behavioural change. Of the 445 peacekeeping matters handled by the Office in the 2018/19 period, 313 were resolved without recourse to the Management Evaluation Unit or the Tribunals.

119. Matters that were carried over to the subsequent period were ongoing matters before the formal justice system mechanism or matters still being negotiated under informal resolution.

2. Office of the United Nations Ombudsman and Mediation Services

120. During the period, UNOMS addressed and resolved employment-related disputes by staff in peacekeeping operations. The total number of cases addressed was 1,380. The successful resolution of conflicts was facilitated by mission outreach, awareness-raising and capacity-building activities.

Actual indicators of achievement

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

<i>Planned indicators of achievement</i>	<i>Actual indicators of achievement</i>	<i>Performance measures</i>	
			<i>2018/19</i>
(i) Percentage of eligible staff in peacekeeping operations provided with informal conflict resolution services	Achieved. Informal conflict resolution services provided to 10 per cent of the eligible population (1,380 cases for a population of 13,780 staff in peacekeeping operations, in accordance with A/74/82)	Target	3
		Estimate	4
		Actual	10

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Parliamentary documentation			
1. Annual report to the General Assembly on the activities of UNOMS, including information on systemic issues	1	1	100
Other services			
2. Service ombudsmen and mediation cases, including through on-call ombudsmen and mediators	840	1 380	164.3
Awareness-raising and skill-building activities to enhance conflict competence			
3. Monthly videoconferences and 2 WebEx meetings per week	119	119	100
4. Bimonthly updates to Office website	6	6	100
5. Production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters)	5 500	5 500	100
6. Presentations and workshops for staff and managers	40	60	150
Other substantive activities			
Good offices, fact-finding and other special missions			
7. Regular and ad hoc visits to missions to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness	11	11	100
8. Visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)	8	8	100
9. Visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNAMID, UNISFA and UNMISS)	8	8	100
Technical material			
10. Cross-cutting tracking and analysis of cases from peacekeeping missions to identify contributing factors to conflict and systemic issues for regular upward feedback with a view to organizational improvement	1	1	100

Key performance results

121. The Office of the United Nations Ombudsman and Mediation Services contributed to greater output and productivity in the workplace.

122. A sustained increase in the number of cases emanating from staff in peacekeeping operations was attributable to the volatile and changing environment of peacekeeping, including downsizing of missions. During the reporting period, 60 information sessions and workshops were conducted, which were rated as very useful by participants.

K. Ethics Office

123. The Ethics Office responded to 267 requests for ethics advice and guidance from peacekeeping operations and conducted 21 pre-appointment reviews of declarations of interest by candidates for leadership positions in peacekeeping operations, as well as continued induction ethics briefings to appointed senior officials.

124. The Office continued to roll out the new online financial disclosure programme platform, with 1,302 filers in peacekeeping operations for the 2018 filing cycle. It was also engaged in developing and reviewing United Nations policies and standards, including on addressing conflict of interest and whistle-blower policies and practices in the United Nations system, and was engaged in a review of the regulatory frameworks on the prohibited conduct of sexual harassment and sexual exploitation and abuse.

125. The Office designed and implemented the annual Secretariat-wide Leadership Dialogue for 2018, on the theme “Speaking up: when does it become whistle-blowing?”, and designed the Leadership Dialogue for 2019, on the theme “Conflicts of interest: why do they matter?”. Approximately 14,452 staff members (compared with 14,825 in 2017) in peacekeeping operations participated in the Leadership Dialogue initiative in 2018.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Enhanced ethical awareness through the increasing number of requests for ethics advice guidance (2016/17: 129 inquiries; 2017/18: 148 inquiries)	Achieved. 267 requests for ethics advice or guidance received	Target	110
		Estimate	110
		Actual	267
(ii) Full submission of financial disclosure statement (2016/17: 100 per cent; 2017/18: 99.9 per cent)	Achieved. 100 per cent compliance rate	Target	100
		Estimate	100
		Actual	100
(iii) Increased quality of outreach and briefing sessions as indicated by seminar participants (2016/17: 77 sessions; 2017/18: 80 sessions)	82 sessions provided. Aggregated evaluation forms indicated that 92 per cent of seminar participants rated presentations as excellent or good	Target	30
		Estimate	40
		Actual	82
(iv) Requests for protection against retaliation are evaluated within 30 days of having received complete documentation from claimants, based on new provisions of Secretary-General's bulletin ST/SGB/2017/2/Rev.1 (2016/17: 100 per cent; 2017/18: 100 per cent)	Achieved. The Office evaluated all requests within 30 days of receiving complete documentation from claimants	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Other substantive activities			
Good offices, fact-finding and other special missions			
1. Inquiries from field missions responded to	100	267	267
2. Administration of financial disclosure filings or declaration of interests from peacekeeping personnel	1 650	1 302	78.9
3. Official visits to peacekeeping missions (MINUJUSTH, MINUSMA, MONUSCO, MINURSO and UNDOF)	5	5	100
4. Deployment of annual Leadership Dialogue programme in field missions	1	1	100

Key performance results

126. The Office continued to engage with field staff through its website, dedicated ethics helpline and email, and outreach missions, addressing anti-fraud measures and protection against retaliation initiatives. It undertook visits to five peacekeeping operations and conducted five town hall meetings during the visits. A total of 92 per cent of the forms submitted by the participants indicated that the presentations at the town hall meetings were excellent or good.

L. Office of Legal Affairs

127. The Office of Legal Affairs contributed to the effective delivery of the substantive mandates of peacekeeping operations in accordance with international law and to the improvement of the management of peacekeeping operations and activities by providing legal advice, mitigating legal risk and limiting legal liability. Each year, it contributes significantly to these goals and has reported a significant reduction in legal liability to the Organization's peacekeeping operations as a result of the legal representation, support and assistance that it has provided.

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

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Liabilities arising from peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (percentage of amount originally claimed)	Achieved. Claims arising from peacekeeping operations totalling \$1,664,389 were resolved as a result of approved settlements in the amount of \$400,407, representing 24 per cent of the amount originally claimed In addition, through successful appeals to the United Nations Appeals Tribunal, the Office of Legal Affairs reduced by \$63,267 the compensation awarded by the United Nations Dispute Tribunal in judgments arising from peacekeeping operations	Target	40
		Estimate	40
		Actual	24
(ii) Absence of instances arising from peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained	Achieved. Privileges and immunities were maintained in all agreements for peacekeeping-related matters reviewed by the Office of Legal Affairs and, unless waived, were maintained in all legal proceedings involving the Organization or its officials concerning peacekeeping matters	Target	0
		Estimate	0
		Actual	0

Actual outputs

Outputs	Planned	Actual	Rates
Administrative support services			
Overall management			
Instances of provision of legal support and assistance			
1. Legislative aspects of peacekeeping missions, including their mandates, governance and the applicability of United Nations regulations and rules	70	77	110
2. Institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements) as well as general questions of public international law, rules of engagement and measures to counter piracy, including negotiation, interpretation and implementation of agreements with Governments, international organizations and other partners concerning such arrangements	325	328	100.9

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
3. Advice on logistical and other support arrangements (e.g., letters of assist, memorandums of understanding, framework agreements for cooperation, donations and other similar arrangements) with Governments, other international organizations and partners and United Nations entities	50	55	110
4. Advice on 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 establishment of truth and other commissions in the context of peacekeeping operations	95	43	45.3
5. Aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law	25	24	96
6. Commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets and air and sea charter arrangements	595	632	106.2
7. Advice on claims with respect to contractual disputes, United Nations personnel death and disability claims and third-party claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel	90	121	134.4
8. Financial questions, including formation and interpretation of the Financial Regulations and Rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	15	34	226.7
9. 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	2	100
10. Maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	65	71	109.2
11. Advice on accountability and conduct and discipline of United Nations and associated personnel, including with respect to sexual exploitation and abuse, and related support and advice to conduct and discipline teams, internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities	76	86	113.2
12. Advice on personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances	175	185	105.7
13. Cases representing Secretary-General before United Nations Appeals Tribunal	20	20	100
14. Advice on matters and cases under system for administration of justice	240	218	90.8
15. Legal aspects of security, including application of the Security Policy Manual	50	55	110
16. Participation in peacekeeping-related standing committees, boards and training events and other organizational forums, as well as in development and review of policies, reports, framework agreements guidelines and operating procedures	120	132	110
17. Advice on legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness/surveillance, etc.	20	21	105
18. Advice on establishment of boards of inquiry and expert panels to review issues related to peacekeeping matters, providing such boards and panels with technical and legal assistance and following up on their outcomes	50	54	108

Key performance results

129. The Office continued to mitigate legal risk and limit legal liabilities, as well as provide legal advice on issues arising from peacekeeping operations. It defended the Organization from claims totalling \$1,664,389 arising from peacekeeping operations. As a result, a total amount of \$400,407 was paid in agreed settlements, representing some 24 per cent of the amount originally claimed. In addition, through successful appeals to the United Nations Appeals Tribunal, the Office reduced by \$63,267 the compensation awarded by the United Nations Dispute Tribunal in judgments arising from peacekeeping operations.

M. Department of Global Communications

130. DGC continued to provide strategic communications support to peacekeeping operations. During the reporting period, it supported public information components of field missions by: launching the second phase of the Service and Sacrifice campaign thanking troop- and police-contributing countries for their contributions to peacekeeping; guiding communications strategies and workplans; holding a training course for senior staff in the field on monitoring and analytic practices for digital, social and traditional media; organizing a workshop for Chiefs of Strategic Communications and Public Information for all peacekeeping operations; taking part in the work of the integrated task forces led by DPO and providing input on communications-related issues; assisting with websites hosted by missions; evaluating public information candidates for field positions; providing targeted media outreach to troop- and police-contributing countries; connecting peacekeeping missions with the global network of United Nations information centres and other DGC platforms; and preparing, collecting and distributing video materials. DGC continued to work with DPO, DOS and peacekeeping operations to promote the United Nations zero tolerance policy towards sexual exploitation and abuse, and provided media training on that subject to senior officials at peacekeeping missions.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Support to peacekeeping operations indicating overall satisfaction with the quality of public information support provided to them (percentage)	Achieved. 100 per cent of missions that responded to the survey indicated that the level of support was very good or satisfactory	Target	90
		Estimate	90
		Actual	100
(ii) 60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (percentage)	Achieved. More than 60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets	Target	60
		Estimate	60
		Actual	60

Actual outputs

Outputs	Planned	Actual	Rates
Substantive services			
1. Strategic advice and backstopping support provided to 12 peacekeeping operations and UNSOS in collaboration with DPO	15	14	93.3
2. Field visits to peacekeeping operations to provide communications advice and support in situ	3	1	33.3
3. Organization and facilitation of a one-week specialized training course, in cooperation with DPO and DOS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	1	1	100
4. Hosting, updating and maintenance, in collaboration with DPO, of approximately 200 web pages on the peacekeeping website in English	200	200	100
5. Coordination of maintenance of peacekeeping website in the other official languages of the United Nations	5	5	100
6. Serve as mission focal point, in conjunction with DPO and DOS, for UNLB-hosted content management system introduced for local peacekeeping mission websites	15	14	93.3

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
7. Outreach to troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent, and through United Nations information centres/ services network on issues relevant to participation of individual countries in specific peacekeeping operations	40	50	125
8. Broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed through its website and through Associated Press Television News global video wire	25	30	120
9. Monthly uploading and hosting of peacekeeping-related web videos on United Nations Web TV and on the United Nations channel on YouTube	8	10	125
10. Feature stories per year on peacekeeping topics for the UN in Action series and distribution to broadcasters worldwide	5	5	100
11. In-depth reports on peacekeeping topics for the Department's monthly magazine	2	25	1 250
12. Video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed	2	20	1 000

Key performance results

131. DGC organized a workshop for Chiefs of Strategic Communications and Public Information of all peacekeeping operations at UNLB to address strategic communications issues. Participants discussed the priorities for 2019: United Nations reform, structural changes and delegation of authority and their impact on communications components; revision of the policy for strategic communications and public information for peacekeeping operations; communication on the Action for Peacekeeping initiative; gender in peace operations; gender parity; integrated evaluation framework, monitoring tools, evaluations and influencers; and the need for trained military and police public information officers. DGC, jointly with DPKO, led a two-day simulation exercise on communication in various types of crises involving reputational risks for the United Nations. The lower outputs for field visits reflect the actual number of trips that could be undertaken within the approved level of resources.

N. Department of Safety and Security

132. DSS continued to focus on high-risk peacekeeping operations, in particular in the Central African Republic, the Democratic Republic of the Congo, Mali and South Sudan. These were the missions in which significant security incidents occurred, with a direct impact on the implementation of mission mandates, as well as programme activities, including those of United Nations entities and humanitarian partners. Emphasis was also placed on peacekeeping operations in challenging security environments and those undergoing transition, such as in Darfur and Haiti.

133. DSS also continued to deliver training to instructors to build internal training capacities in peacekeeping operations, which has reduced demand for direct training from Headquarters. To that end, DSS has trained and certified 23 instructors for firearms use and the less lethal use of force.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Implementation in all peacekeeping missions of SRM process and up-to-date security plans (percentage)	Achieved. The Department's security standards, policy, guidelines, directives, procedures and recommendations from security management reviews of field operations, and issues related to the security risk management process were being implemented on an ongoing basis by all peacekeeping missions during the reporting period	Target	90
		Estimate	90
		Actual	90

Actual outputs

Outputs	Planned	Actual	Rates
Good offices, fact-finding and other special missions			
1. Visits to 13 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 and threats (number of visits)	20	22	110
2. Strategic threat assessments or strategic security threat information liaison visit reports on peacekeeping operations (number of reports)	4	3	75
3. Needs assessment and stress management sessions for staff in peacekeeping missions (number of visits)	5	4	80
4. Stress counsellors deployed in peacekeeping missions (number of counsellors deployed)	3	3	100
5. Training needs assessments conducted for security training units, facilities and equipment in peacekeeping missions (number of reports)	4	3	75
Technical material			
6. Security risk management process of 13 field missions, UNLB and RSCE continually reviewed, and advice and guidance on mandate-enabling security risk management measures provided to senior mission officials	15	15	100
7. Security inputs for DSS daily security and flash reports delivered to United Nations security management system security focal points (number of inputs)	261	301	115.3
8. Training modules on analysis of security threat information and development of best practices for all field missions reviewed and updated (number of training modules)	7	7	100
9. Lessons on analysis of security threat information and development of best practices for all field missions reviewed and updated (number of lessons)	29	29	100
Seminars			
10. "Designated official" training for newly appointed heads of missions (number of trainings)	10	14	140
11. Annual workshop for senior security personnel from field missions, UNLB and RSCE (number of personnel trained)	20	18	90
12. Security analysis process and practice courses to support improved analysis, situational awareness and reporting on peacekeeping missions (number of courses)	2	2	100
13. Security information analysts from peacekeeping missions trained in security analysis process and practice courses (number of personnel trained)	40	32	80
14. Training and certification on critical incident stress prevention and management for counsellors in peacekeeping operations (number of counsellors trained)	10	11	110
15. Peer helper workshops (number of workshops)	2	3	150
16. Peer helpers trained (number of staff trained)	30	34	113.3

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
17. Provision of training on safety and security policies and procedures for security personnel, security officers, security guards and training instructors, including on use-of-force policies and tactics, use of lethal and less lethal tactical measures, active shooter response, defensive/evasive driving, fire safety, first aid/cardiopulmonary resuscitation, automated external defibrillator and emergency trauma bag training and basic security training, including physical security, access control, screening procedure and surveillance detection (number of personnel trained)	220	184	83.6
18. Instructor assessment, certification and recertification in use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions (number of instructors certified)	18	23	127.8
International cooperation and inter-agency coordination and liaison			
Other services			
19. Technical standard operating procedures relevant to acquisition, collation, analysis and dissemination of security threat information in support of field missions reviewed, updated and enhanced (number of chapters)	9	9	100
20. Technical guidance provided to counsellors from peacekeeping missions (number of counsellors)	10	10	100
21. Technical consultation and support provided to DPO/DOS Headquarters managers on psychosocial issues (number of issues and cases addressed)	10	10	100

Key performance results

134. At Headquarters, DSS interfaced with DPO and DOS for security issues and provided security guidance and daily support to departmental counterparts. The support covered planning, situational awareness and crisis management, the direct beneficiaries of which are peacekeeping operations. DSS also participated in strategic reviews and assessments and supported the strategic and technical security planning of peacekeeping missions. Examples include participation in the strategic reviews of the higher-risk missions of MINUSCA and MINUSMA, to which advice was provided on security approaches, and assessments at locations such as MONUSCO and UNSOS where staff are subject to a range of threats.

135. The review of threat information management capabilities in peacekeeping missions assisted the security management structures in better supporting the analytical capabilities within their respective missions. Recommendations were made to designated officials, force commanders and security managers that included the selection of personnel destined for information cells, as well as the sharing of information on security threats with mission components and host country interlocutors through the mission security managers. DSS also provided training and certifications with regard to firearms and other related use of force. A total of 184 security personnel received training and 23 security personnel were certified as instructors, fully satisfying the firearm training needs of field missions.

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

136. With regard to peacekeeping operations, the Advisory Committee examined reports of the Secretary-General to the General Assembly on 18 proposed budgets, 18 performance reports and 2 issues related to policy, as well as 3 audit-related reports and 7 reports on the commitment authority for peacekeeping operations. Additional activities of the secretariat included the scheduling of 120 meetings of the Advisory Committee on peacekeeping matters with the offices of DMSPC, DOS, DPO, the Board of Auditors, the Independent Audit Advisory Committee and other relevant entities, and the coordination of the appearance of senior officials of those entities before it.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Reports of ACABQ are submitted within the deadline (percentage)	Achieved. All reports of the Advisory Committee were submitted within the deadline	Target	100
		Estimate	100
		Actual	100
(ii) Reports of ACABQ are free of error (percentage)	All reports of the Advisory Committee were submitted free of error	Target	100
		Estimate	100
		Actual	100

Actual outputs

Outputs	Planned	Actual	Rates
Servicing of intergovernmental and expert bodies, and reports thereto			
<i>Advisory Committee on Administrative and Budgetary Questions</i>			
Substantive servicing of meetings			
1. Provision of substantive and technical advice and support to meetings of the Advisory Committee	160	120	75
2. Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and ad hoc submission of reports	160	120	75
Parliamentary documentation			
3. Production of reports of the Committee	46	40	87

Key performance results

137. Activities of the Advisory Committee secretariat included the provision of advice and technical support to the Advisory Committee on issues of policy and/or procedures, including the examination and analysis of the proposals contained in the reports of the Secretary-General and matters relating to the management reform initiatives of the Secretary-General. The secretariat also continued to develop the peacekeeping report templates for the reports of the Advisory Committee, allowing for a more concise and streamlined approach and increased efficiency of the report drafting process. The lower number of outputs was attributable mainly to a combination of related items for efficiency purposes.

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

138. OHCHR continued to support the requests of DOS, DPO, Member States and peacekeeping operations for human rights advice, analysis, operational support, training and guidance. It participated in and/or provided human rights data and analysis to the strategic assessments in Haiti and the Sudan (Darfur), the joint United Nations-African Union review of AMISOM and the independent strategic review of MONUSCO. It also continued to achieve results in mainstreaming human rights into the reformed peace and security pillar by strengthening cooperation and collaboration with DOS, DPO and DPPA on MINUJUSTH, MINUSCA, MINUSMA and MONUSCO, including strengthening implementation of human rights due diligence

policy. OHCHR also strengthened its cooperation with DPO and Member States, including troop- and police-contributing countries, in implementing the Action for Peacekeeping agenda and in providing human rights information, such as on the contribution of human rights components to mandate implementation, to the Special Committee on Peacekeeping Operations. OHCHR helped to develop a tool to screen out individuals with a record of sexual exploitation and abuse.

Actual indicators of achievement

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Security Council resolutions on peacekeeping operations with human rights mandates incorporate human rights dimensions (percentage)	Achieved. Security Council resolutions adopted for 6 missions (MINUJUSTH, MINUSCA, MINUSMA, MONUSCO, UNAMID and UNMISS) included specific language on the promotion and protection of human rights, such as the promotion of accountability, the fight against impunity, the protection of civilians, conflict-related sexual violence and compliance with the human rights due diligence policy	Target	100
		Estimate	100
		Actual	100
(ii) Member States are provided regular briefings and documented reports on human rights	Achieved. Member States were provided with 35 briefings and documented reports, including: 7 formal and informal briefings to the Security Council; 2 briefings to the Special Committee on Peacekeeping Operations; 15 briefings to Member States on human rights developments; 9 information briefings on human rights violations documented by human rights components; and 2 briefings to regional organizations on human rights in peace operations	Target	35
		Estimate	35
		Actual	35
(iii) Peacekeeping operations and Member States are provided with methodologically sound human rights information to support early warning and protection responses	The staff resources requested to perform these functions were not approved in the 2018/19 period	Target	N/A
		Estimate	N/A
		Actual	N/A

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

Planned indicators of achievement	Actual indicators of achievement	Performance measures	
			2018/19
(i) Number of new or updated mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets that reflect human rights priorities	Achieved. Reviewed and/or informed review and preparation of 8 updated mission concepts, conflict analyses and budgets	Target	8
		Estimate	8
		Actual	8
(ii) Human rights content is integrated into peacekeeping policies and training for mission personnel, troops/police, and peacekeeping operations and the African Union is equipped with mechanisms and tools that comply with human rights-related policies	Achieved. Human rights content was integrated into 21 new and existing peacekeeping policies, guidelines, protocols and handbooks, including on disarmament, demobilization and reintegration, detention, protection of civilians, conflict-related sexual violence, military operations, screening and selection of troops for African Union peace support operations, sexual exploitation and abuse and special investigations. The Office supported the African Union in the development and implementation of human rights and conduct and discipline policies, including with regard to the	Target	20
		Estimate	20
		Actual	42

prevention of sexual exploitation and abuse and human rights screening. It also contributed to the development and revision of three DPO training programmes for formed police unit command staff, military observers and individual police officers. In addition, human rights training was delivered in 18 training activities for uniformed personnel, including a stand-alone human rights course for serving United Nations police officers conducted jointly with the Standing Police Capacity

Actual outputs

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
Parliamentary documentation			
Reports of the Secretary-General			
1. OHCHR input and human rights information and recommendations in regular country and thematic reports of the Secretary-General to the Security Council and the General Assembly	10	11	110
2. Special measures for protection from sexual exploitation and abuse, as related to sexual exploitation and abuse by non-United Nations forces operating under Security Council mandates	1	0	—
Other services			
3. Briefings on human rights developments, trends and related activities in peacekeeping operations to United Nations intergovernmental bodies, Member States, troop- and police-contributing countries and regional organizations	20	23	115
4. Strategic and technical advice on inclusion of human rights analysis and priorities in 6 planning documents, including mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets for United Nations and regional peacekeeping operations in start-up, transition or drawdown	6	8	133.3
5. Technical review and clearance provided for 8 public human rights reports drafted by human rights components of peacekeeping operations	8	8	100
6. Monthly advice to human rights components of peacekeeping operations on the integration of human rights in response to developments in respective mission areas	12	12	100
7. Planning and operational advice to DPO/DOS on integration of human rights in development of human rights compliance frameworks as part of DPO/DOS support packages to 2 African Union/regional peace operations	2	—	—
8. Specialized human rights courses/training sessions on human rights roles and responsibilities of uniformed peacekeeping personnel	3	11	366.7
9. Seminar on human rights roles and responsibilities of uniformed peacekeeping personnel	1	1	100
10. Quarterly consultations on developments affecting the integration of human rights in peacekeeping to establish strategic human rights priorities and facilitate planning within OHCHR and by human rights components in peacekeeping operations	4	5	125
11. Monthly support provided to human rights components of peacekeeping operations to provide guidance on performing risk assessments in accordance with human rights due diligence policy	12	12	100
12. Development of standard operating procedures for implementation of human rights due diligence policy	2	2	100
13. Monthly advice to the DPO Office of Operations, Police Division and Office of Military Affairs on strengthening implementation of human rights due diligence policy	12	12	100
14. Monthly advice to UNOAU and the African Union on integrating human rights and protection analysis into planning, deployment and military-police operations of regional or joint United Nations-African Union peacekeeping operations	12	12	100
15. Briefings on human rights integration in peacekeeping as part of induction and training for senior mission leaders	2	7	350
16. Training-of-trainer course to enhance implementation of African Union human rights compliance framework for regional peacekeepers in cooperation with the African Union	1	0	—
17. Inputs to DPO policies and guidance documents for uniformed personnel have integrated human rights content, including on implementing protection of civilians mandates	7	8	114.3

<i>Outputs</i>	<i>Planned</i>	<i>Actual</i>	<i>Rates</i>
18. Guidance to peacekeeping operations on handling allegations of sexual exploitation and abuse involving non-United Nations forces operating under Security Council mandates	2	2	100
19. Expert advice to 4 human rights components in peacekeeping operations on methodology for gathering and analysing information to support early warning and protection responses	4	—	—
20. Specialized training courses on information-gathering, assessment and analysis methodology and human rights reporting skills for 75 human rights officers of peacekeeping operations	3	—	—
21. Public human rights reports of peacekeeping operations methodologically reviewed before release	5	—	—
Other substantive activities			
Good offices, fact-finding and other special missions			
22. Predeployment mission to contribute to planning for human rights component for a new peacekeeping operation	1	—	—
23. Surge capacity deployment of staff to assist human rights components in a crisis situation	1	—	—
24. Strategic and technical assessment missions to United Nations and regional peacekeeping operations in the context of planning exercises or operational support visits to advise on effective integration of human rights in peacekeeping operations	9	8	88.9
25. Protocol to prevent and respond to sexual exploitation and abuse related to non-United Nations forces operating under Security Council mandates	1	1	100

Key performance results

139. OHCHR continued to provide weekly advice to human rights components in MINUSCA, MINUSMA, MONUSCO and UNMISS on monitoring and reporting, protection of civilians, transitional justice and accountability measures. The Peace Missions Support Section continued to support peacekeeping operations, in particular MINUJUSTH and MINUSMA, with expert guidance on the human rights due diligence policy, resulting in support for the development of a standard operating procedure for the policy. Through the OHCHR human rights officer co-located in UNOAU, the Peace Missions Support Section supported the African Union and UNOAU in the joint review of AMISOM and in measures and mechanisms on screening, training, compliance, accountability, monitoring and reporting. Human rights components of peacekeeping operations, in particular MINUSCA, MINUSMA and MONUSCO, were supported with strategic and technical advice on the inclusion of human rights analysis and priorities in updated mission concepts and conflict analyses, to ensure a stronger human rights analysis of the operational realities by the Secretariat. OHCHR co-developed with the Department of Peace Operations and other parts of the Secretariat important policy guidance for missions on preventing conflict-related sexual violence, regulating detention by peacekeepers, preventing, investigating and prosecuting serious crimes committed against peace mission personnel and handling by human rights components of cases of sexual exploitation and abuse involving United Nations and non-United Nations security forces. It exceeded its commitments to train uniformed personnel and mission leaders by 360 per cent under outputs 8 and 15 as a result of enhanced partnerships with DPO.

140. The Office was unable to undertake outputs 7 and 19–21, as the staff resources for these functions were not approved. It did not implement outputs 22 and 23 based on the actual needs during the period, and the travel resources dedicated to that particular mission were unconsumed. While output 16 was not fully achieved, good progress was made, including through two workshops to support the African Union in developing the training. OHCHR has drafted two protocols and policies to ensure protection from and an effective response to sexual exploitation and abuse, but finalization is pending consultation with all United Nations entities concerned.

III. Resource performance

A. Financial resources

Table 1

Summary of resource performance by category

(Thousands of United States dollars; budget year is from 1 July 2018 to 30 June 2019)^a

Category	Apportionment (1)	Expenditure (2)	Variance	
			Amount (3)=(1)-(2)	Percentage (4)=(3)÷(1)
I. Post resources	218 684.1	229 363.0	(10 678.9)	(4.9)
II. Non-post resources				
General temporary assistance	10 213.8	11 323.9	(1 110.1)	(10.9)
Consultants	2 734.2	2 207.7	526.5	19.3
Official travel	7 609.4	6 852.2	757.2	10.0
Facilities and infrastructure	21 205.3	21 203.8	1.5	0.0
Ground transportation	55.5	71.0	(15.5)	(27.9)
Air transportation	—	27.8	(27.8)	—
Communications and information technology	15 386.9	13 393.5	1 993.4	13.0
Medical	80.9	71.1	9.8	12.1
Other supplies, services and equipment	13 868.4	7 401.1	6 467.3	46.6
Subtotal, category II	71 154.4	62 552.1	8 602.3	12.1
Total, categories I and II	289 838.5	291 915.1	(2 076.6)	(0.7)
Enterprise resource planning	28 859.1	28 859.1	—	—
Information and systems security	821.5	821.5	—	—
Global service delivery model	1 302.8	1 302.8	—	—
Peacekeeping capability readiness	3 881.6	1 805.0	2 076.6	53.5
Gross requirements	324 703.5	324 703.5	—	—
III. Staff assessment income	25 483.5	26 794.6	(1 311.1)	(5.1)
Net requirements, categories I–III	299 220.0	297 908.9	1 311.1	0.4

^a Minor differences between the figures in the table above and those provided in volume II of the financial statements for the year ended 30 June 2019 are due to rounding.

Table 2
Summary of resource performance by department/office

(Thousands of United States dollars)

Department/office	Apportionment	Expenditure	Variance	
			Amount	Percentage
Department of Peacekeeping/Peace Operations	84 188.1	90 223.7	(6 035.6)	(7.2)
United Nations Office to the African Union	7 325.5	8 335.9	(1 010.4)	(13.8)
Department of Field Support	35 953.2	36 486.2	(533.0)	(1.5)
Department of Management	40 557.5	40 363.5	194.0	0.5
Department of Management Strategy, Policy and Compliance	21 421.5	16 331.3	5 090.2	23.8
Department of Operational Support	45 829.4	47 129.8	(1 300.4)	(2.8)
Office of Information and Communications Technology	8 926.5	9 673.7	(747.2)	(8.4)
Office of Internal Oversight Services	29 033.8	29 721.2	(687.4)	(2.4)
Executive Office of the Secretary-General	995.9	1 106.7	(110.8)	(11.1)
Administration of justice	1 922.7	—	1 922.7	100.0
Office of Staff Legal Assistance	178.5	242.3	(63.8)	(35.7)
Office of the United Nations Ombudsman and Mediation Services	2 176.6	2 097.4	79.2	3.6
Ethics Office	1 112.6	1 104.5	8.1	0.7
Office of Legal Affairs	3 811.7	2 876.6	935.1	24.5
Department of Global Communications	736.1	610.3	125.8	17.1
Department of Safety and Security	3 183.6	3 221.9	(38.3)	(1.2)
Advisory Committee on Administrative and Budgetary Questions	433.2	377.9	55.3	12.8
Office of the United Nations High Commissioner for Human Rights	2 052.1	2 012.2	39.9	1.9
Subtotal	289 838.5	291 915.1	(2 076.6)	(0.7)
Enterprise resource planning	28 859.1	28 859.1	—	—
Information and systems security	821.5	821.5	—	—
Global service delivery model	1 302.8	1 302.8	—	—
Peacekeeping capability readiness	3 881.6	1 805.0	2 076.6	53.5
Gross requirements	324 703.5	324 703.5	—	—

Table 3
Other income and adjustments

(Thousands of United States dollars)

Category	Amount
Investment revenue	691.5
Other/miscellaneous revenue	26.2
Cancellation of prior-period obligations	1 199.1
Total	1 916.8

B. Analysis of variances¹

	<i>Variance</i>	
Post resources	(\$10 678.9)	(4.9%)

141. The variance was attributable mainly to: (a) a lower-than-budgeted vacancy rate for international staff of 10.1 per cent, compared with 11.9 per cent; (b) higher common staff costs compared with the approved budget; and (c) changes in the post adjustment multiplier since January 2018, when the budget was prepared.

	<i>Variance</i>	
General temporary assistance	(\$1 110.1)	(10.9%)

142. The variance was attributable mainly to: (a) OIOS, owing to higher actual salary costs for auditors and investigators based in MINUSCA and MINUSMA; and (b) DFS, DOS and OICT, owing to lower-than-budgeted vacancy rates and higher common staff costs as a result of staff turnover.

	<i>Variance</i>	
Consultants and consulting services	\$526.5	19.3%

143. The variance was attributable mainly to: (a) requirements for consultants for the supply chain project in DFS, partly undertaken by DOS, and lower requirements for the staffing principles and parameters project in DFS; and (ii) underexpenditure in DMSPC in the areas of human resources and business transformation and accountability during the initial implementation phase of the management reform.

	<i>Variance</i>	
Official travel	\$757.2	10.0%

144. The variance was attributable mainly to lower expenditure in DPO, DFS, DM and DMSPC during and after the transition from the old to the new structures. Owing to increased requirements for staff salaries, resources under this class were reprioritized.

	<i>Variance</i>	
Communications and information technology	\$1 993.4	13.0%

145. The variance was attributable mainly to lower expenditure in: (a) DM, owing to the delayed payment of standard costs before the reform; (b) OICT, for costs for information and communications technology contractual services provided through UNOPS instead of institutional information and communications technology vendors and expenditure recorded under other supplies, services and equipment class; and (c) costs of internal information and communications technology services mainly in DMSPC, DOS, OIOS and the Office of Legal Affairs being deferred to the 2019/20 period owing to increased overall requirements for staff salaries, offset in part by overexpenditure in DOS for: (i) information and communications technology service costs for former DFS and DM staff, as well as programmes charged after the reform; (ii) enhancement of Inspira capabilities to decrease the recruitment timeline; and

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

(iii) costs related to digital archiving being charged under this class instead of under other supplies, services and equipment, where it was originally budgeted.

	<i>Variance</i>	
Other supplies, services and equipment	\$6 467.3	46.6%

146. As stated in paragraph 8 of the present report, owing to increased requirements under salary costs, the support account could not meet its share of the contribution for after-service health insurance for the period from January to June 2019, amounting to \$5,312,000. Part of the requirement was met by the unencumbered balances of nine peacekeeping operations (MINUJUSTH, MINURSO, MINUSCA, UNAMID, UNDOF, UNFICYP, UNISFA, UNMIK and UNSOS) through the apportionment of costs based on a prorated share of the support account (\$2,809,700), and the remainder was deferred to the 2019/20 period under the support account (\$2,502,300). In addition, the contribution for the peacekeeping share of the cost of administration of justice in the amount of \$1,922,700 was also postponed to the 2019/20 period under the support account. The underexpenditure was offset in part by recording expenditure for the contractual services provided through UNOPS in OICT under this class, while the budget was provisioned under the information and communications technology expenditure class for institutional information and communications technology services.

	<i>Variance</i>	
Peacekeeping capability readiness	\$2 076.6	53.5%

147. The variance was attributable mainly to the lower number of countries that pledged under the peacekeeping capability readiness system. As the process was still somewhat new to most troop- and police-contributing countries, the Organization did not receive pledges for all capabilities that are required as part of the vanguard brigade, including the overall number of available units (such as engineering units, logistics units, tactical airlift units and attack helicopter units). In combination with the above, some pledges were received late during the period and some verification visits could not take place on the dates initially requested by the United Nations.

IV. Activities of the Integrated Training Service

Core training activities in the period 2018/19

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Senior leadership programme	Headquarters	July 2018
Capacity-building support for Viet Nam: global peacekeeping training	Viet Nam	July 2018
Training recognition for predeployment training: United Nations predeployment training process and United Nations staff officers course	Nepal	Aug. 2018
Planning events for Shared Accord exercise for African troop-contributing countries in 2018	Rwanda	Aug. 2018
United Nations-NATO development workshop on protection of civilians	United States of America	Aug. 2018
Predeployment training visit	Gabon	Aug. 2018

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Senior mission administration and resource training programme: workshop 1	UNLB	Sept. 2018
Mission advanced senior training programme	RSCE	Sept. 2018
International Association of Peacekeeping Training Centres conference	New Zealand	Sept. 2018
Predeployment visit for third combat convoy company	Egypt	Sept. 2018
United Nations course on revised core training materials for predeployment (European roll-out)	Sweden	Oct. 2018
Improving the quality of health services	Headquarters	Oct. 2018
Training-of-trainers course: United Nations specialized course on child protection	Sweden	Oct. 2018
Mobile training team: training-of-trainers course on protection of civilians	MINUSMA	Oct. 2018
United Nations-NATO protection of civilians pilot course	Finland	Oct. 2018
Technical support for effective implementation of prerequisite online courses	RSCE	Oct. 2018
Training recognition for predeployment training: United Nations staff officers course	Mali	Oct. 2018
Training-of-trainers course: United Nations staff officers course	RSCE	Oct. 2018
Support for training of trainers in command post exercises	RSCE	Oct. 2018
Support for senior women talent pipeline workshop	RSCE	Oct. 2018
Development of course for United Nations military observers	RSCE	Oct. 2018
Capacity-building support for predeployment training	Viet Nam	Nov. 2018
Support for Member States on protection of civilians training	Austria	Nov. 2018
Seminar on achieving operational readiness	Bangladesh	Dec. 2018
Training recognition for predeployment training: United Nations staff officers course	Bhutan	Dec. 2018
Senior leadership programme	Headquarters	Dec. 2018
Training recognition for predeployment training: United Nations protection of civilians and staff officers courses	Kazakhstan	Dec. 2018
Mission advanced staff training	Germany	Dec. 2018
Training-of-trainers course on training skills and facilitation skills for UNMISS induction facilitators	UNMISS	Jan. 2019
Training-of-trainers course in visualization on participatory programmes	Headquarters	Jan. 2019
Training recognition for predeployment training: United Nations staff officers course	Thailand	Jan. 2019
Training-of-trainers course: United Nations staff officers	France	Jan. 2019
Support for command post exercise	UNMISS	Jan. 2019

<i>Activity</i>	<i>Location</i>	<i>Period</i>
Training recognition for predeployment training: United Nations civilian-military cooperation	Ethiopia	Jan. 2019
Senior mission administration and resource training programme: workshop 2	UNLB	Jan. 2019
Implementation support plan (2017 report by Lieutenant General dos Santos Cruz)/retreat of Special Representatives of the Secretary General	Germany	Feb. 2019
Training-of-trainers course – United Nations staff officers course	Switzerland	Feb. 2019
Support for European Security and Defence College course on protection of civilians in armed conflict	Austria	Feb. 2019
United Nations-NATO protection of civilians course development workshop	United States of America	Feb. 2019
Support for United Nations system training on sexual exploitation and abuse	Headquarters	Feb. 2019
Leadership workshop for directors of regional divisions	Headquarters	Feb. 2019
Mobile training team: training-of-trainers course	Nepal	Mar. 2019
Training-of-trainers course for Integrated Mission Training Centres	RSCE	Mar. 2019
Training-of-trainers course for Integrated Mission Training Centres	UNLB	Mar. 2019
Training recognition for predeployment training: United Nations staff officers course	Kenya	Mar. 2019
Senior mission leaders course	Ghana	Mar. 2019
Association of Asia-Pacific Peace Operations Training Centres conference	Thailand	Apr. 2019
Third implementation support plan (2017 report by Lieutenant General dos Santos Cruz) workshop	RSCE	Apr. 2019
European Association of Peacekeeping Training Centres meeting	Serbia	Apr. 2019
Development of specialized training materials for United Nations peacekeeping intelligence and explosive ordnance disposal	China	Apr. 2019
Training on facilitation skills for environment officers	UNLB	May 2019
Training-of-trainers course on United Nations comprehensive protection of civilians	Rwanda	May 2019
Senior mission administration and resource training programme: workshop 3	UNLB	May 2019
Training-of-trainers course on United Nations comprehensive protection of civilians	Uruguay	May 2019
Training recognition for predeployment training: United Nations staff officers course	Uruguay	May 2019
Expert meetings on eLearning modules	Headquarters	May 2019
Training-of-trainers course on United Nations comprehensive protection of civilians	Bangladesh	June 2019

<i>Activity</i>	<i>Location</i>	<i>Period</i>
United States of America Global Peace Operations Initiative worldwide consultations for the 2020 fiscal year	United States of America	June 2019
Development of standardized training materials for United Nations police	Italy	June 2019
Planning events for the Shared Accord exercise for African troop-contributing countries in 2019	Rwanda	June 2019
United Nations peacekeeping seminar for francophone troop- and police-contributing Member States	Djibouti	June 2019
Support for peacekeeping training development: Karima workshop	Kenya	June 2019
Senior leadership programme	Headquarters	June 2019

V. Action to be taken by the General Assembly

148. The action to be taken by the General Assembly is to decide on the treatment of other revenue amounting to \$1,916,800, comprising investment revenue (\$691,500), other/miscellaneous revenue (\$26,200) and the cancellation of prior-period obligations (\$1,199,100), with respect to the period from 1 July 2018 to 30 June 2019.