



# General Assembly

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Agenda item 132

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

## Performance report on the budget of the support account for peacekeeping operations for the period from 1 July 2005 to 30 June 2006

### Report of the Secretary-General

#### Addendum

The present addendum contains information supplementing that found in section II of document A/61/733.

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**Abbreviations**

AU	African Union
EU	European Union
IMIS	Integrated Management Information System
MINUGUA	United Nations Verification Mission in Guatemala
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUA	United Nations Observer Mission in Angola
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
ONUB	United Nations Operation in Burundi
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission in Iraq
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIBH	United Nations Mission in Bosnia and Herzegovina
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMISSET	United Nations Mission of Support in East Timor
UNMOGIP	United Nations Military Observer Group in India and Pakistan

UNOA	United Nations Office in Angola
UNOCI	United Nations Operation in Côte d'Ivoire
UNOHCI	Office of the United Nations Humanitarian Coordinator in Iraq
UNOMIG	United Nations Observer Mission in Georgia
UNOTIL	United Nations Office in Timor-Leste
UNTAET	United Nations Transitional Administration in East Timor
UNTSO	United Nations Truce Supervision Organization

## II. Resource performance (*continued*)

### A. Department of Peacekeeping Operations

#### 1. Results-based framework

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

**Expected accomplishment 1:** ability of the Security Council, the General Assembly, other intergovernmental bodies and troop and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
65 briefings of the Security Council and General Assembly	48	The number of briefings decreased slightly owing to the Under-Secretary-General's travel; briefings were, in these cases, delegated to other senior representatives in the Department of Peacekeeping Operations
255 meetings with Member States, regional organizations, Groups of Friends and contact groups	301	
180 presentations on peacekeeping issues at conferences, seminars and other public forums	244	Presentations (including all Department of Peacekeeping Operations representational activity)
40 interviews with and briefings of the media	120	Increase because of a strengthened focus and more staff time allocated to do such outreach
10 published articles/op-eds/letters to the editor	9	
12 visits to key troop and police-contributing countries and other Member States	17	7 visits to troop and police-contributing countries and 10 visits to Member States in which a peacekeeping mission was present
Executive secretariat support for the Special Committee on Peacekeeping Operations	Yes	<p>Secretariat initiated regular briefings of the Special Committee (over 14); 3 meetings between the Bureau and Under-Secretary-General and meetings with each regional grouping; initiated creation of a (Special Committee on Peacekeeping Operations website</p> <p>Secretariat issued detailed Secretary-General's report, including additional matrix detailing implementation of all recommendations</p> <p>Secretariat organized a substantive session of the Special Committee and a resumed session on implementation of sexual exploitation and abuse policy issues</p>

Revision of policies and procedures regarding the conduct of personnel in peacekeeping operations in consultation with Member States	No	<p>Revision of model memorandum of understanding for troop-contributing countries (ongoing) by the Conduct and Discipline Team (A/61/494). Draft victims assistance policy developed in June 2006</p> <p>Discussions were held from 11-18 December 2006 by the General Assembly Ad Hoc Working Group of Experts on both the memorandum of understanding and the victims' assistance strategy. With regard to the memorandum of understanding, it was decided that further consideration would take place at a resumed session to be held not later than June 2007. As the victim assistance policy may have Organization-wide application, it was decided that the Chair of the Special Committee would consult with the Chair of the Fourth Committee and, as appropriate, the President of the General Assembly on the modalities for further consideration of the draft comprehensive strategy and report to the Special Committee at its next substantive session for further decision on the subject</p> <p>The outcome of these discussions will determine the date of completion</p>
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**Expected accomplishment 2:** rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Paper on the roles and responsibilities between Department of Peacekeeping Operations and United Nations partners for peacekeeping and peacebuilding activities in multidimensional operations	Yes	<p>Paper on integrated missions — some elements included in the revised Integrated Mission Planning Process</p> <p>Partnership Working Group preparing paper on Department of Peacekeeping Operations operational partnerships with United Nations agencies</p>
Definition of requirements for an automated management tool to monitor, track and measure the status of mission planning and deployment to keep Member States and peacekeeping operations informed of key decisions and status of action	No	Manual system developed which monitored, tracked and measured the status of missions. Information not circulated outside Department of Peacekeeping Operations. Further work suspended pending the introduction of Enterprise Content Management system
Consultations with Member States on troop, police and specialized capabilities for peacekeeping operations	39	35 meetings with troop-contributing countries and 4 meetings with police-contributing countries (linked to mission establishment and sustainment)

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**Expected accomplishment 3:** increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Independent review of Department of Peacekeeping Operations reform and restructuring	Yes	Intra-departmental working group convened from January to April 2006 to review the Department of Peacekeeping Operations structure. Report from the Chairman of the Organization Working Group, dated 21 April 2006, submitted to the Under-Secretary-General. Office of Internal Oversight Services review initiated but not completed in the reporting period
Development of training programmes on United Nations standards of conduct relating to sexual exploitation and abuse and on the application of the Department of Peacekeeping Operations disciplinary procedures relating to all forms of misconduct	Yes	<p>Training of trainers in sexual exploitation and abuse issues carried out in December 2005 and February 2006. 41 trainers trained</p> <p>Draft of training modules 2 and 3 completed</p> <p>Senior leaders induction programme (SLIP) training conducted; 20 persons trained (March 2006)</p>
Review and development of guidelines and mechanisms for preventing misconduct, receiving and handling complaints and enforcing United Nations standards of conduct	Yes	<ul style="list-style-type: none"> <li>• Issuance of standard operating procedures on public information activities on sexual exploitation and abuse (3 April 2006)</li> <li>• Department of Peacekeeping Operations standard operating procedures on welfare and recreation under final review (June 2006)</li> <li>• Comprehensive report on sexual exploitation and abuse issued in May 2006 (A/60/862)</li> <li>• Group of Legal Experts contracted for report on ensuring accountability of United Nations staff and experts on mission with respect to criminal acts committed in peacekeeping operations (October 2005-May 2006)</li> <li>• Mission-specific complaints mechanisms established, e.g. telephone hotlines, outreach to civil society groups; list of "off-limits" premises in missions; curfews in risk areas</li> </ul> <p>All or some of the measures were taken in MONUC, ONUB, ONUCI, UNMIL, UNOTIL and UNMIS</p>

		Development of guidelines on handling misconduct by the Conduct and Discipline Team/Headquarters and in missions is ongoing. Standard operating procedures for Conduct and Discipline Team/Headquarters presented to the Department's expanded senior management team in January 2007. Advisory document for handling misconduct in the field issued in September 2006
Development of a data recording and tracking system for allegations, investigations and follow-up to personnel misconduct for adoption by the Department of Peacekeeping Operations at Headquarters and in all peacekeeping operations	No	Draft information architecture and systems requirement documents for comprehensive misconduct database developed by the Conduct and Discipline Team and the Communications and Information Technology Service (June 2006). The actual system is being developed and will be implemented in the first quarter of 2007
Development of a Department of Peacekeeping Operations (Headquarters and missions) portal to provide electronic access to information (policies, operational guidance and procedures, reports, maps, mission-specific data and other reference material) to all United Nations peacekeepers (approximately 75,000 users)	Yes	The Department of Peacekeeping Operations Intranet was launched on 15 May 2006, made available to all peacekeeping staff globally and integrated with the Secretariat's iSeek site. The Intranet provides a database of policies, best practices and reports, as well as links to all mission websites and mission data
Revised policies, procedures and advice for missions on disarmament, demobilization and reintegration, gender, rule of law and HIV/AIDS	Yes	<p>Criminal Law and Judicial Advisory Unit: revision of 3 policies/procedures:</p> <ul style="list-style-type: none"> <li>• Policy on prisons system support;</li> <li>• Prisons system guidance manual; prisons system lessons learned study;</li> <li>• Judicial and legal system lessons learned study</li> </ul> <p>2 additional revised policies are forthcoming:</p> <ul style="list-style-type: none"> <li>• Judicial System Guidance Material (primer) was completed in December 2006;</li> <li>• Judicial system policy expected early 2007</li> </ul>
	No	Gender: a Department-wide policy on gender and peacekeeping and standard guidance to support gender advisers and peacekeeping missions to operationalize existing mandates are currently under development. The policy was completed in October 2006 and the standard guidelines were completed in December 2006

	Yes	Policies, guidelines and procedures in the area of disarmament, demobilization and reintegration (known as integrated disarmament, demobilization and reintegration standards: IDDRS) agreed on and signed off by 15-member Inter-Agency Working Group on Disarmament, Demobilization and Reintegration (including Department of Peacekeeping Operations) in June 2006. IDDRS was published in December 2006 and subsequently rolled out to field missions
	No	Policy review of HIV testing completed by Peacekeeping Best Practices Section; revised guidance being undertaken in collaboration with UNAIDS through the convening of an expert panel. Policy and guidance on mission HIV programmes expected in early 2007
Revised guidelines for mission senior leadership on end-of-mission reporting	Yes	Guidelines and template for end-of-assignment reports were finalized and sent to field missions (September 2005) as part of the best practices toolbox
Tools to capture best practices and transfer/manage knowledge, including “after action reviews” and “communities of practice” developed and piloted in missions	Yes	Best practices toolbox sent to field missions in September 2005. Knowledge-sharing policy adopted in June 2006. 4 pilot communities of practice launched
3 lessons-learned studies	4	The Peacekeeping Best Practices Section was able to complete 4 lessons learned studies within the reporting period
Organization of 1 training event for all mission best practices officers and focal points on guidance, policies and tools	No	The first annual best practices officer and focal point workshop was held in June 2005. The second workshop was held in July 2006. The event was shifted from June to July for operational reasons
Organization of 6 seminars/workshops on cross-cutting themes with mission staff and/or peacekeeping partners, including disarmament, demobilization and reintegration, rule of law, gender and HIV/AIDS	4	<p>Rule of law: 3 seminars/workshops scheduled for the next fiscal period as follows:</p> <ul style="list-style-type: none"> <li>• Workshop on legal and judicial systems scheduled on November 2006</li> <li>• Workshop on prison systems scheduled on August 2006</li> <li>• Workshop to develop prisons training module scheduled on September 2006</li> </ul> <p>Gender: 2 seminars/workshops:</p> <ul style="list-style-type: none"> <li>• Annual meeting of Department of Peacekeeping Operations gender advisers and focal points convened in November 2005</li> </ul>



		<ul style="list-style-type: none"> <li>• Policy dialogue with troop and police-contributing countries convened in March 2006 to review strategies for enhancing gender balance among uniformed peacekeeping personnel</li> </ul> <p>Disarmament, demobilization and reintegration: 1 workshop:</p> <ul style="list-style-type: none"> <li>• 2-week training course on disarmament, demobilization and reintegration, 10-21 October 2005, together with the European Union, for 24 course participants (10 United Nations and 14 EU)</li> </ul> <p>HIV: 1 workshop:</p> <ul style="list-style-type: none"> <li>• Workshop for all mission HIV advisers and focal points to strengthen and harmonize mission strategies was held in July 2005. Included briefings to military advisers and attendance at Security Council discussions</li> </ul>
Organization of leadership training for senior managers	Yes	<p>1 senior leadership induction programme (SLIP) course conducted for 11 United Nations staff members</p> <p>2 senior mission leadership (SML) courses conducted for 46 potential (non) United Nations and 17 United Nations staff members</p>

## (b) Office of Operations

**Expected accomplishment 1:** ability of the Security Council, General Assembly, other intergovernmental bodies and troop and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
36 multidimensional substantive reports of the Secretary-General to the Security Council	58	58 reports of the Secretary-General; the number of reports remains high owing to the inclusion of the monthly reporting requirements for Darfur and the unplanned periodic reports requested by the Security Council
Letters from the Secretary-General to the President of the Security Council	78	
126 substantive notes for the Secretary-General and for other senior officials' Security Council presentations	165	Substantive notes

19 consultations with troop-contributing countries	25	Troop-contributor consultations chaired by the Department of Peacekeeping Operations
45 oral briefings to the Security Council on peacekeeping issues	41	Oral briefings as requested/mandated by the Security Council
51 Security Council briefing notes on peacekeeping operations	51	Weekly briefing note to the Security Council
Provision of background information and advice to the General Assembly and its bodies on peacekeeping issues	Yes	
Provision of advice to permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues	Yes	

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**Expected accomplishment 2:** rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Integrated concepts of operations for potential or adjusted peacekeeping operations	1	Integrated planning for a possible/potential operation in Darfur commenced and was completed within the limits of the political framework
Integrated and/or issue-specific assessments for potential or adjusted peacekeeping operations	22	Integrated and/or issue-specific assessments completed (for UNOCI, MONUC, UNIOSIL, UNMEE, UNMIL, ONUB, UNMIS, UNAMA, UNOTIL, UNOMIG, UNMIK, MINUSTAH) after conducting 33 assessment missions

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**Expected accomplishment 3:** increased efficiency and effectiveness of peacekeeping operations

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of guidance to 16 peacekeeping operations (including UNTSO and UNMOGIP) and the new mission in the Sudan on strategic, policy, political and operational matters	Yes	Guidance provided to 18 missions (16 peacekeeping missions and 2 special political missions) including 2,355 official substantive code cables providing policy, political, operational and crisis management advice, and operational and procedural guidelines for conduct of official functions and mission operations

9 coordinated task forces and working groups with internal and external partners for complex multidimensional peacekeeping operations	13	4 integrated weekly working groups (UNMIL, MONUC, ONUB, UNOCI); UNAMSIL: integrated Office working group, special court working group; MINUSTAH: core group, integrated department task force, planning group; UNMEE coordinated working group; UNMIS: working group; interdepartmental task force; UNMIK privatization group
Conduct of Situation Centre operations 24 hours a day, 7 days a week	Yes	
Daily summary and special reports on operational and crisis situations	444	237 daily reports 120 crisis-oriented reports 87 special reports

**(c) Office of Mission Support**

**Expected accomplishment 1:** ability of the Security Council, the General Assembly, other intergovernmental bodies and troop and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
15 logistical and technical support briefings for legislative bodies and permanent missions of troop and police-contributing countries	15	Joint briefings conducted with the Finance Management and Support Service and the Force Generation Service on contingent-owned equipment issues to permanent missions and delegations from Member States
Revision and distribution of 25 logistical publications and guidelines available to troop and police-contributing countries	No	Not undertaken owing to reprioritizing of Logistics Support Division activities resulting from the surge in activities in ONUB, MONUC, UNMIS, UNMIT and Darfur
41 contingent-owned equipment briefings to permanent missions/delegations from Member States	Yes	41 contingent-owned equipment briefings to Member States (total of 174 participants)
Processing of contingent-owned equipment and death and disability claims (from receipt of mission-certified claim to their approval by the Department of Peacekeeping Operations) for 16 peacekeeping operations (including UNTSO, UNMOGIP, funded from the regular budget) and a new mission in the Sudan	Yes	1,329 contingent-owned equipment claims and 82 death and disability claims processed for 17 field missions

Revision of the contingent-owned equipment manual for Member States	Yes	The revision of the 2005 contingent-owned equipment manual was completed in December 2005
10 predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries in support of existing/new operations	13	Predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributors conducted
4 presentations to Member States/troop-contributing countries on financial and budgetary matters	Yes	4 presentations to AU, EU and the Group of 77
Plans of action for regionalization and/or common services agreements with United Nations partners and regional organizations	Yes	<ul style="list-style-type: none"> <li>Plan of action on UNMIS common premises and common services provided</li> <li>Common service agreements with United Nations agencies in UNAMI and UNAMA finalized</li> </ul>

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**Expected accomplishment 2:** rapid establishment and deployment of peacekeeping operations in response to Security Council mandates

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Mission deployment guide for deployment of a complex mission	Yes	Mission survey handbook updated in May 2006. The mission deployment guide is included in the handbook
Updated civilian rapid deployment roster	No	The Secretary-General's report on the status of the civilian rapid deployment roster (A/59/763) detailed the experience gained from the rapid deployment roster. The means of meeting rapid deployment requirements are being revisited in the context of the reform of the Field Service category. A new concept of a standing capacity of civilian career peacekeeping officers is being proposed as part of the Secretary-General's report on human resources reform initiatives (A/61/255/Add.1). Should this concept be approved by the General Assembly, new procedures would be developed for rapid deployment of staff to the field. In the meantime, the existing system of the temporary deployment mission staff will continue to be employed
3 predeployment training courses for a total of 90 staff on the rapid deployment roster	No	No predeployment training for rapid deployment was conducted as no new missions were supported during this period. The rapid deployment roster was under review and, consequently, resources were redirected to support the development and delivery of the 4 predeployment training programmes for new civilian staff members going to field missions. A rapid deployment training for public information personnel that was held in 2003/04 and

		2004/05 was not required by the Department of Public Information in 2005/06, but is planned for 2006/07 in order to meet the requirements related to staff changes and updates in policies and procedures
Development of logistical support concepts and plans for potential missions	3	<p>Logistical support concepts and plans for potential missions were developed:</p> <ul style="list-style-type: none"> <li>• Planning for deployment of additional troops to UNMIL in April 2006</li> <li>• Revision of the UNOCI mission support concept in response to the changing security situation in the mission in June 2006</li> <li>• Planning for the proposed mission in Darfur in March 2006</li> </ul>
Modification of the configuration of the strategic deployment stocks and related procedures based on the lessons-learned report of the Secretary-General on the implementation of the strategic deployment stocks (A/59/701)	Yes	Recomposition of strategic deployment stocks was approved by the Assistant Secretary-General for Peacekeeping Operations in November 2005
Establishment of fly-away kits to support the start-up of a new mission in accordance with client requirements	Yes	Recomposition includes 2 identical fly-away kits

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**Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations**


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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Organization of a Chief Administrative Officer conference	No	Not completed owing to reprioritizing of Office of Mission Support activities resulting from the current surge in peacekeeping activities
Establishment and maintenance of standardized tables of equipment and services	Yes	Revised standard cost manual, including tables for ratios for equipment issued to peacekeeping missions
Development of generic templates for support functions relating to staffing, material sourcing, funding and results-based budgeting frameworks for field missions	No	A methodology for developing mission staffing templates was completed; however, a draft report, which included templates, was not completed until October 2006. Validation is now required. Unplanned output: the standard cost manual has been updated for logistics support functions

Guidance and planning of logistical support requirements for 16 peacekeeping missions (including UNTSO and UNMOGIP, funded from the regular budget), a new mission in the Sudan, 13 special political missions and UNLB	Yes	Includes: <ul style="list-style-type: none"> <li>• Planning for a possible mission in Darfur</li> <li>• Planning for deployment of additional troops to UNOCI</li> <li>• Planning for liquidation of UNAMSIL</li> <li>• Planning for establishment of UNIOSIL</li> <li>• Planning for deployment of additional troops to UNMIL</li> <li>• Developed and issued 9 guidelines for the field missions on management of United Nations-owned equipment</li> <li>• Claims and property survey seminar conducted in UNLB in March 2006</li> <li>• Contingent-owned equipment workshops and training development activity conducted in UNLB in February 2006</li> </ul>
Updated standard operating procedures for security-related equipment requisitioning	No	The draft guidelines for acquisition of security equipment and services have been developed and will be finalized in conjunction with the Department of Safety and Security. The discussions are ongoing to finalize and promulgate these guidelines. It is expected that they will be finalized by June 2007
Monthly feedback reports for 16 field missions and UNLB to Chief Administrative Officer	Yes	Monthly reports of missions, including details on follow-up action and feedback
Logistical mission review reports for 8 peacekeeping missions, 4 special political missions and UNLB	No	4 logistical mission review reports issued for UNMIS, UNMIL, UNIOSIL and UNOCI  Unplanned output: 11 contingent-owned equipment related updates/advisories provided to field missions via contingent-owned equipment discussion database
Update of 47 logistical operations standard operating procedures	1	Logistical standard operating procedure updated (generator maintenance guidelines). Other procedures could not be updated owing to the reprioritizing of Office of Mission Support activities resulting from the current surge in peacekeeping activities
Organization of 16 aviation safety training programmes organized in field missions	No	12 aviation safety assessment visits were undertaken to field missions, during which mission aviation safety staff members were updated on the latest trends, policies and procedures related to aviation safety. Training programmes were not conducted owing to reprioritizing of Office of Mission Support activities resulting from the current surge in peacekeeping activities

Development of Geographic Information Systems strategy for field missions	No	The Department could not undertake this output owing to reprioritization of resources in order to manage the workloads associated with the surge in peacekeeping. It is expected that the strategy would be developed by end of 2008
Provision of advice to field missions in implementation of environmental engineering programmes	Yes	Environmental officer training was undertaken in UNLB in May 2006
Provision of advice to field missions in implementation of global ground transportation fleet management and vehicle spare parts management systems	Yes	Advice has been provided to missions on an ongoing basis on vehicle fleet management and spare parts management, vehicle rotation and budgeting. In addition, a project to introduce a vehicle fleet and spare parts management system in Galileo has been introduced
Revision of road safety and development of occupational safety guidelines	No	The guidelines could not be developed owing to reprioritizing of existing resources. It is expected that these guidelines would be completed by June 2007
Provision of advice to field missions on safe air transportation services for mission personnel and cargo air movements	Yes	<p>The Air Safety Unit provided:</p> <ul style="list-style-type: none"> <li>• Recommendations to all Department of Peacekeeping Operations missions on the risk associated with travel on airlines in their area</li> <li>• Constant support to the missions, including various recommendations based on trend analysis of occurrences and other reports received from the missions</li> </ul>
Comprehensive property management study in all field missions	No	<p>A single comprehensive property management study in all field missions was not considered to be necessary. Instead, resources were reallocated for property management projects which focused on codification, development of the write-off and disposal module of Galileo and creation of a Property Management Steering Group at United Nations Headquarters:</p> <ul style="list-style-type: none"> <li>• Developed proposal and terms of reference for the Property Management Steering Group</li> <li>• Launched the data integrity project at UNLB</li> <li>• Completed user requirements and participated in testing of Galileo modules on write-off and disposal module</li> </ul> <p>The listed outputs are studies leading to 2006/07 projects relating to property management with global implications</p>
Development of a global mission medical support plan for field operations, including establishment	No	Logistics Support Division had revised the medical support manual, which covers the medical support plan for field operations, including the establishment and

and monitoring of quality standards for medical services		monitoring of quality standards for medical services. The manual is pending final approval by senior management. It is expected that the manual will be issued in June 2007
Development of a disaster recovery strategy for field missions	No	The Department of Peacekeeping Operations is currently working on developing infrastructure to retrieve all operational data from missions to UNLB and, during the next phase, will focus on network operational data and surveying missions on internal data storage. In addition, the Department is working with the Information Technology Services Division on a joint methodology and implementation of a global United Nations mail archival and retrieval solution, which is expected to be completed by the end of 2008
Revision of Internet security standard operating procedures for field missions	No	Not completed owing to reprioritizing of activities resulting from the current surge in peacekeeping activities. It is expected that the Internet security standard operating procedures will be revised by the end of 2008
Administration of salaries, allowances, benefits and contracts of field staff of 16 peacekeeping operations (including UNTSO and UNMOGIP, funded from the regular budget), a new mission in the Sudan, 13 special political missions and UNLB	16	Peacekeeping missions
	4	Political missions directed and supported by the Department of Peacekeeping Operations
	11	United Nations political missions led by the Department of Political Affairs and supported by the Department of Peacekeeping Operations
	1	United Nations Logistics Base
		The Department of Peacekeeping Operations processed 32,381 personnel actions in IMIS during the reporting period, compared to 21,865 during the previous reporting period
Update of mission staffing templates	Yes	A Department of Peacekeeping Operations sub-working group on mission structure was convened to examine mission structures and a report, entitled "Mission benchmark analysis, phase 2", was prepared during the reporting period. The aim of the benchmarking analysis is to develop planning models for sizing and structuring multidimensional missions. The benchmarks may then serve as a baseline for estimating mission resource requirements
Succession planning framework for all senior mission positions	Yes	The framework for succession planning for senior mission positions is contained in the policy on senior leadership appointments in the field, which was presented to the Secretary-General's Policy Committee in May 2006. This includes the terms of reference for the Senior Leadership Review Group and the Succession Planning Panel, both of which are designed to make



		recommendations on the appointment, extension, in-term correction, rotation and succession planning for specific senior staff
Standard operating procedures on the human resources planning process	Yes	Standard operating procedures were developed on different aspects of the human resources planning process, including post management, staffing table management, the role of Personnel Management and the Support Service in mission budget formulation as well as the Personnel Management and Support Service mission budget review checklist
Generic job profiles, online roster of pre-cleared candidates and expert source rosters for filling vacancies in peacekeeping operations	30	<p>Generic job profiles were finalized for submission to the Office of Human Resources Management by the end of the reporting period</p> <p>The generic job profile exercise initiated by the Office of Human Resources Management is ongoing and 30 of 35 profiles were finalized for submission to the Office by the end of the reporting period</p> <p>All vacancies are posted on Galaxy, mostly as generic, and all recruitment functions are performed in Nucleus based on the online roster of pre-cleared candidates and expert source rosters</p> <p>A new Recruitment and Outreach Unit was formed in May 2006 to manage the online roster and engage in outreach activities</p>
Update of field civilian personnel skills inventory	Yes	The development and testing of the personnel skills inventory was completed in 2005. Modifications were made during the reporting period to the skills inventory based on feedback from the pilot in UNAMSIL in December 2004, including the standardization of data elements, such as keywords for skills and education
Development of distance learning online courses on the code of conduct, sexual exploitation and abuse, problem-solving and written communication skills	Yes	<p>Standards of conduct, including an online learning course on prevention of sexual exploitation and abuse, was developed and is accessible by all missions through the Intranet</p> <p>Problem-solving and written communication skills reconsidered as not being priority areas for online learning for this period</p>
Provision of guidance and support on training policy to 16 peacekeeping operations (including UNTSO and UNMOGIP, funded from the regular budget), a new mission in the Sudan, 13 special political missions and UNLB	Yes	Guidance was provided to 16 peacekeeping operations, a new mission in the Sudan, 13 special political missions and UNLB and a draft integrated training policy and procedures were developed at the Integrated Training Mission Centre in MINURSO in October 2005

Development and launch of a mobility roster	Yes	The development of the mobility roster was completed but not fully utilized, as currently the Department of Peacekeeping Operations has neither suitable contractual arrangements nor a centralized mechanism or the authority to move field staff. It is hoped that the rotational policies as contained in the reports of the Secretary-General on investing in the United Nations: for a stronger Organization worldwide (A/60/692) and investing in people: reforming the Field Service category: investing in meeting the human resources requirements of United Nations peace operations in the twenty-first century (A/61/255/Add.1), will provide for the managed mobility of field staff in the Department
Online career support for all field staff, including the redesigned career development website and career support training for 500 staff in field missions	Yes	Online career support for all field staff, including the redesigned career development website was developed and published in iSeek  Career support training conducted for 577 staff members in field missions (UNMIK (301), UNAMA (118), UNTAET (32) and ONUB (126))
Annual inter-agency career development round table with United Nations agencies, funds and programmes	1	Annual inter-agency round table conducted with 42 participants in Bonn, Germany, in December 2005
Establishment of a roster of candidates for 16 occupational groups comprising the majority of specialized functions performed in peacekeeping missions to expedite the recruitment/reassignment process	22	Occupational groups' roster established. Outreach activities include advertisements on specialty websites, such as Relief web, and contacts with Member States and United Nations agencies, funds and programmes
Development of global online field personnel deployment system	Yes	The police and military staff travel and rotation system developed and implemented as part of Nucleus. The police and military staff travel and rotation system Extranet connect external stakeholders from troop and police-contributing countries
Provision of information technology support, including help desk, technical maintenance and functional guidance, to 16 peacekeeping operations, 13 special political missions and UNLB on field human resources and financial systems, including required training	Yes	Information technology support provided to: <ul style="list-style-type: none"> <li>• 27 field missions (including Tribunals/Courts)</li> </ul> Support included field finance systems (Sun Systems/Progen — 652 licensed users), Sun Systems upgrades installed on all sites and training of 40 mission finance staff members on advanced finance systems, including upgrades

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		<ul style="list-style-type: none"> <li>Human resources systems: IMIS (total of 203 users in 21 missions), field personnel management system (total of 353 users in 29 missions), Nucleus (total of 190 field users) and the police and military staff travel and rotation system-Extranet (total of 62 users from permanent missions in New York)</li> <li>IMIS training provided to users in MINUSTAH and UNAMI</li> </ul>
Financial management of liquidating missions	8	Liquidating missions: MINUGUA, MONUA, UNOA, UNMISSET, UNAMSIL, UNIKOM, UNOHCI, UNMIBH
Issuance of activity reports for 13 active trust funds	14	Trust fund activity reports
Provision of guidance to field missions on implementation of financial rules, policies and procedures, including results-based budgeting	Yes	32 field missions provided with guidance
Organization of a Chief Financial Officer/Chief Budget Officer conference	Yes	Chief Financial Officer conference, with 20 mission participants (November 2005). In addition, a Chief Budget Officer workshop, with 34 mission participants (April 2005)
Development of an updated field finance training course	No	This output was not completed owing to the reprioritizing of training resulting from a number of requests from missions for additional results-based budgeting workshops. Given the future implementation of the International Public Service Accounting Standards (IPSAS), it was decided to postpone the development of the field finance training course until post-implementation
Training of 200 field mission staff in United Nations financial policies, procedures and systems	No	As the above output was not completed, the training was also not completed. Instead, results-based budgeting workshops were held for ONUB, UNOCI, UNMIS, UNMIK and UNLB, with a total of 119 mission participants
Participation in training of 25 civilian substantive and support, military and police personnel in results-based budgeting in MINUSTAH	35	Participants trained from military, police and civilian components (substantive and support staff)

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**(d) Military Division**

**Expected accomplishment 1:** ability of the Security Council, the General Assembly, other intergovernmental bodies and troop and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of advice to Member States, regional organizations and United Nations entities on military aspects of peace negotiations, agreements and peacekeeping operations, including strategic and operational planning, and on the implementation of military aspects of peacekeeping operations	Yes	Daily interchange with military advisers (or officials in charge of peacekeeping affairs) in permanent missions
	12	Thematic briefings to military adviser and police advisers community
		Coordination of 648 visits to the field missions by military delegations
		Exchange of notice of casualties and condolence letters
		Exchange of boards of inquiries and disciplinary cases
17 formal and informal meetings of troop-contributing countries	42	22 formal/private
		20 informal
Military concepts of operations for all potential and adjusted peacekeeping operations	14	Military concepts of operations adjusted (for MINUSTAH, UNIOSIL, UNMIL (2 + addendum), MINURSO, UNDOF, UNIFIL, UNTSO, UNMIK, UNOMIG, MONUC (1 + addendum) and ONUB)
Participation in 15 seminars on the utilization of military capacity in peacekeeping operations with regional organizations, policy centres and think tanks	22	
5 policy papers or revised policies on: improving the capacity of United Nations military operations, rules of engagement, military command and control, conditions of service for military personnel in peacekeeping and predeployment visits	No	<p>1. Not completed. The policy document, which is a revision of “guidelines for selection, deployment, rotation and repatriation of United Nations military observers”, is expected to be completed by February 2007. However, a revised personal history form was circulated in order to identify officers who have the necessary qualifications and experience, thus improving the quality of officers deployed</p> <p>2. Paper being finalized for Senior Management Team approval. Expected to be finalized by February 2007</p> <p>3. Operational directive on authority, with Senior Management Team, for final approval (expected finalization before end of May 2007)</p>

4. Completed. The paper is part of the overview report (A/60/696)

5. Completed. Department of Peacekeeping Operations policy document issued on 5 October 2005 by the Under-Secretary-General

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**Expected accomplishment 2:** rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
50 briefings of potential and current troop-contributing countries on the standby arrangements system, the on-call list and the senior appointment pool	62	Standby Arrangement Team launched an information dissemination campaign oriented to integrate information on force generation, the United Nations standby arrangement system, contingent-owned equipment and supply in Peacekeeping Operations
Inspections and training needs assessments of troops for emerging troop-contributing countries	13	MONUC: Benin  UNMIS: Pakistan, Zambia, Rwanda, Kenya, China, Cambodia, Russian Federation  UNIFIL: China  UNOCI: Jordan, Bangladesh, Ghana  MINURSO: Malaysia
Standard operating procedure for a United Nations force headquarters	No	Standing orders template circulated to select missions. Standing orders are the template of specific duties given out at Headquarters level. Based on this, standard operating procedures can be prepared at the battalion level
Revised United Nations Standby Arrangements System Military Handbook	No	Partial revision drafted and discussed with major troop-contributing countries. Final revision to be completed in 2007
Conduct of 7 peacekeeping training courses and 15 training recognition visits to Member States and participation in 10 international peacekeeping conferences/seminars to enhance the rapid deployment capability of troop-contributing countries	10 17 22	Peacekeeping training courses were conducted in 10 Member States, with a total of 326 participants  Training recognition visits to 12 peacekeeping training centres  Participations in 19 international peacekeeping conferences/seminars in 14 Member States to enhance the rapid deployment capability of troop-contributing countries

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**Expected accomplishment 3:** increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Management and administration of all individual and contingent deployments, rotations and repatriations	Yes	All (3,463) individual rotations and deployments managed. Group rotations (on an average every 6 months) and deployments coordinated
4 assessment reports of military or civilian police components in peacekeeping missions	4	Evaluation of MONUC and UNOMIG Military assessment of ONUB and UNMIS
Update of chemical, biological, radiological and nuclear policy for all peacekeeping operations	No	A draft policy is on hand. Finalization is pending discussion with troop-contributing countries, as it will affect troop preparation and equipment. Expected to be completed in 2006/07
Restructuring of civil-military coordination structures in 6 peacekeeping operations through in situ visits	No	Lessons learned gathered from debriefing of outgoing force commanders. Information provided during in-briefing of incoming force commanders in New York (in coordination with the Office for the Coordination of Humanitarian Affairs, when needed, 7 briefings) as well as planning of new missions. Instead of in situ visits to assist with restructuring of civil-military coordination, incoming heads of military components were provided with guidance, such as the note of guidance for integrated missions approved by the Secretary-General and policies on civil-military coordination approved by the Office for the Coordination of Humanitarian Affairs, in order to enhance their coordination with the humanitarian and development community in the mission area
12 predeployment induction and post-appointment briefings for senior military personnel	24	
Revision of force commander directives for 8 ongoing field missions	1	Revised force commander directive issued for UNIOSIL and the European Union force  There were no other major changes in the mandate of missions that merited a revision of the force commander directive; however, amendments were sent as needed
Development and implementation of standardized mission induction training guidelines for the military, civilian police and civilian staff and training for building sustainable peace	3	1 conference on inter-mission cooperation and 2 courses on staff Train the Trainers for Integrated Mission Training Cell (IMTC) for the implementation of standardized mission induction training guidelines for the military, police and civilian staff were conducted with a total of 64 participants
	3	Modules (“Rule of law”, “Corrections and prison support” and “Transitional justice and national reconciliation”) for

		standardized generic training modules series and standardized training modules for specialist series developed
Conduct of 3 seminars to give in-depth briefings to national peacekeeping training centres on standard training modules 2 and 3	4	Seminars on implementation for standardized training modules for specialist and senior mission leaders were held in 4 Member States, with a total of 131 participants. In addition, 1 UNDP assessment course was attended by 3 Department of Peacekeeping Operations staff members
Participation in 4 regional peacekeeping military exercises	5	Regional peacekeeping military exercises were supported in 5 Member States
Development of a methodology to measure the impact of standard training modules training on the performance of peacekeeping personnel	Yes	Methodology to measure the impact of standardized training modules on the performance of peacekeeping personnel was developed
Revision, translation, publishing and distribution of 24 peacekeeping training publications, including: revision of the medical support manual, manual for the disarmament, demobilization and reintegration of ex-combatants in a peacekeeping environment and the United Nations Civilian Police Handbook; and the translation of standard generic training modules, levels I and II, and the United Nations Military Observers Handbook	24	(All) training publications have been distributed to Member States and peacekeeping missions. In addition, the standardized training modules have been revised and distributed, and English and French language proficiency exams have been developed and distributed. The standardized generic training modules and the United Nations Civilian Police Handbook are being printed for distribution in hard copy
Conduct of 4 specific peacekeeping training courses/seminars for police-contributing countries	4	Specific peacekeeping training courses/seminars for police-contributing countries were conducted in 4 Member States, with a total of 104 participants
Sponsorship of 80 participants from emerging countries in peacekeeping training courses	90	Participants were sponsored from 28 emerging troop and police-contributing countries, attending 24 peacekeeping training courses conducted by 11 national peacekeeping training centres

#### (e) Civilian Police Division

**Expected accomplishment 1:** ability of the Security Council, the General Assembly, other intergovernmental bodies and troop and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of advice to Member States and legislative bodies on policies and	32	Visits to police-contributing countries

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procedures regarding civilian police issues	14	Briefings to Security Council and police-contributing countries on police aspects of peacekeeping  Predeployment training of police personnel provided to 25 Members States
Provision of advice to the parties to conflict on civilian police issues at peace talks	Yes	Participated in Abuja talk related to Comprehensive Peace Agreement for the Sudan and provided advice on policing-related issues
Civilian police concepts of operations for potential or adjusted peacekeeping operations	6	United Nations police concept of operations revised for 4 peacekeeping missions (MINUSTAH, UNMIS, ONUB and for potential mission and change of mandate in ONUB) and for 2 special political missions (UNOTIL and UNIOSIL)
Distribution of updated selection assistance guidelines to all Member States	Yes	Guidelines for selection assistance of United Nations police officers on assignment updated and distributed to police contributors
Distribution of revised guidelines on the deployment of civilian police to all Member States for UNMIK, UNMIL, UNOMIG, MINUSTAH, UNOCI, UNFICYP, ONUB, MONUC and the mission in the Sudan	13	Generic guidelines for United Nations police officers on assignment with UNAMA, UNFICYP, UNIOSIL, UNOTIL, UNMIL, MONUC, MINURSO, UNMIK, UNOMIG, UNMIS, MINUSTAH, UNOCI and ONUB completed and distributed to police contributors
	3	Guidelines for formed police units (MONUC, UNOCI and MINUSTAH) were completed and distributed to Member States
4 visits to police-contributing countries to provide advice on planning for and training of formed police units and civilian police	6	Police-contributing countries (Cameroon, Senegal, El Salvador, Egypt, Nigeria, Portugal) visited to advise on planning and training for United Nations police and formed police units
Participation in 7 seminars on civilian police aspects of peacekeeping operations with Member States, regional organizations and research institutes	10	Participated in 2 seminars, 3 conferences and 5 workshops related to police and formed police unit personnel, coordinated and jointly organized with Centre of Excellence for Stability Police Units (CoESPU) (3), United States Institute of Peace (2), European Gendarmerie Force (1), AU (2), Pearson Peacekeeping Training Centre (2), United Nations Office on Drugs and Crime conference and EU
Organization of 3 orientation training programmes for senior officials from Member State ministries of interior on the needs of peacekeeping	5	Orientation training programmes related to peacekeeping for senior police officials were organized (meeting with Military and Police Advisory Group in New York, senior mission leadership course in Brindisi)  Map exercise training conducted (Kenya)

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**Expected accomplishment 2:** rapid deployment and establishment of peacekeeping operations in response to Security Council mandates
 

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Briefings of Member States on the rapid deployment of civilian police and formed police units	2	Police-contributing countries meetings related to rapid deployment of United Nations police and formed police unit personnel
Predeployment visits to provide advice on civilian police requirements as well as capacity and resource needs	5	Visits to police-contributing countries (Bangladesh, Jordan, Nigeria, Norway and El Salvador) to advise on police requirements and capacity resources needs
Training support and assistance to Member States, including through the provision of training programmes, guidelines and materials	3	Conference/seminars held to provide training assistance to police-contributing countries. Coordinated training with Integrated Training Service to support and assist Member States and provided training programmes, guidelines and materials

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**Expected accomplishment 3:** increased efficiency and effectiveness of peacekeeping operations
 

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Recruitment and management of individual rotation, repatriation and extension of 5,500 police officers	7,500	United Nations police and formed police unit personnel were recruited, rotated and managed
Provision of advice to missions on institution and capacity-building of the local police	Yes	Guidance and advice-related local police reform was provided to 13 field missions  Policy on census and identification of law enforcement officials endorsed by Department of Peacekeeping Operations Senior Management Team  Workshop (Kenya) on review of mission concept of operations (UNMIS, AU Mission in Sudan (AMIS))
Operational visits by desk officers to UNMIL, UNMIK, MONUC, UNFICYP, UNOMIG, UNOCI, MINUSTAH, ONUB and the mission in the Sudan	25	Visits by desk officers and the Office of the Police Adviser to field missions (UNOMIG, UNMIS, MINUSTAH, UNMIK, MINURSO, UNOTIL, MONUC, UNOCI, UNMIL and ONUB) (UNFICYP was not visited because of the lack of resources and time)
Organization of a police commissioners' conference on lessons learned and best practices on civilian police-related issues in peacekeeping operations	Yes	Police Commissioner's Conference was organized (in Brindisi, Italy, 29-30 June 2006) and lessons learned were incorporated (local police reform and restructuring, gender mainstreaming, police training)

Predeployment inductions and post-appointment briefings for senior police officials of UNMIL, UNMIK, MONUC, UNFICYP, UNOMIG, UNOCI, MINUSTAH, ONUB and the mission in the Sudan	Yes	United Nations senior police officials were invited to United Nations Headquarters in New York for briefing  Police seniors attended senior mission leadership training (UNFICYP, UNIOSIL, and UNOMIG) and Formed Police Unit seminar (MINUSTAH, UNMIL, UNOCI, MONUC and UNMIK)
Guidelines on in-service training programme on police functions in peacekeeping missions	No	Development of guidelines on in-service training programme for police functions in peacekeeping operations is ongoing (to be finalized in 2007)
Guidelines to assess the effectiveness of police components of peacekeeping missions	Yes	Quality assurance standard operating procedures for United Nations police component in field operations developed
Revision of police commissioner directives for UNMIL, UNMIK, MONUC, UNFICYP, UNOMIG, UNOCI, MINUSTAH, ONUB and the mission in the Sudan	Yes	Directives for United Nations police commissioners were updated for 13 peacekeeping missions and 2 special political missions
Planning guide to assess the capacity of local police institutions	No	Planning guide to assess the capacity of the local police is under development and is expected to be finalized by end of 2007
30 visits to police-contributing countries to provide advice on the selection and predeployment training of police officers	30	Selection assistance team and selection of formed police units visits to police-contributing countries assessing 5,054 police officers
10 reports to police-contributing countries with recommendations to enhance selection, recruitment and predeployment training of civilian police officers	25	Reports were provided to police-contributing countries, recommending, during 25 visits, enhancing their selection, recruitment and training capacity

#### (f) Mine Action Service

**Expected accomplishment 1:** ability of the Security Council, the General Assembly, other intergovernmental bodies and troop and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
10 briefings of 25 Member States and 10 briefings of individual Member States on mine action and explosive remnants of war	Yes	5 briefings to Mine Action Support Group  5 troop-contributing country meetings  24 briefings to individual Member States

Presentations and/or representation in 4 international forums related to mine action and explosive remnants of war	4	<p>Presentations provided:</p> <ul style="list-style-type: none"> <li>• 6th Meeting of States parties to the Ottawa Convention, 28 November-2 December 2005</li> <li>• Intersessional meeting of the States parties to the Ottawa Convention, 8-12 May 2006</li> <li>• Convention on Certain Conventional Weapons — 2 meetings of the Group of Governmental Experts, November 2005 and March 2006</li> </ul>
Compilation of the annual report of the Secretary-General to the General Assembly on mine action, in collaboration with United Nations agencies	No	This was not required in 2005/2006, as the General Assembly, in its resolution 60/97 on assistance in mine action, biennialized the mine-action debate, thereby deferring the requirement to report until 2007
Annual report on activities of the Mine Action Service, including programmes partly funded by assessed contributions	Yes	Completed and distributed to Member States funding mine-action activities and Governments of affected States
Assessment of mine and explosive remnants of war threats in 2 potential peacekeeping theatres	3	Assessments were carried out in Nepal, Darfur and Somalia
Development and/or updating of contingency plans, in collaboration with United Nations agencies, for 2 potential peacekeeping operations	3	Contingency plans developed for Nepal, Darfur and Somalia
Updating of e-mine website, sustaining 40,000 usage sessions per month, with mine action reports, public information materials and operational data from 5 mine action programmes in peacekeeping operations	Yes	Updating of website completed. Website sustaining 80,000 usage sessions per month (average)
Provision of advice on compliance with United Nations mine action policies and direction on adherence to international mine action standards to troop-contributing countries providing mine action resources in peacekeeping operations	Yes	Discussion held with military representatives from Egypt, Bangladesh, Cambodia, Kenya, Pakistan and China prior to the deployment of demining personnel to support peacekeeping operations in the Sudan and Lebanon. Accreditation missions were also undertaken to all of these countries

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**Expected accomplishment 2:** rapid deployment and establishment of peacekeeping operations in response to Security Council mandates
 

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Identification and shortlisting of implementing partners for rapid mine action response capacity and briefing of the partners in the United Nations Framework for Mine Action Planning and Rapid Response (rapid response plan)	Yes	Rapid response plan exercise completed with implementing partners in Sweden in June 2006. 8 potential partners have been shortlisted

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**Expected accomplishment 3:** increased efficiency and effectiveness of peacekeeping operations
 

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of advice on and approval of work plans for MONUC, ONUB, the mission in the Sudan, UNIFIL and UNMEE mine action programmes	5	Annual work plans for mine action programmes (MONUC, ONUB, UNMIS, UNIFIL and UNMEE) prepared and approved by mission leadership
Biannual assessment and recommendations regarding the efficacy of mine action programmes in MONUC, ONUB, the mission in the Sudan, UNIFIL and UNMEE, including annual technical mission and review of memorandums of understanding with troop-contributing countries providing mine action resources	5	Technical missions to MONUC, ONUB, UNMIS, UNIFIL and UNMEE completed. Memorandums of understanding with troop-contributing countries reviewed and recommendations for amendment completed
Development of Department of Peacekeeping Operations policy directive on military mine action assets for the integration of military mine action assets in peacekeeping operations	Yes	Guidance on arrangements for mine action included in the Department of Peacekeeping Operations command and control policy developed in 2005/06
Inclusion of project proposals for mine action activities in MONUC, ONUB, the mission in the Sudan, UNIFIL and UNMEE in United Nations mine action portfolio	5	Projects included in 2005/2006 mine action portfolio (MONUC, ONUB, UNMIS, UNIFIL and UNMEE)
Annual review of best practices and lessons learned and development of mission-specific implementation plans	No	Annual review of best practices completed. Mission-specific implementation plans not completed because of reprioritization of personnel resources. Expected to be completed by 31 January 2007

Landmine safety briefings, in collaboration with United Nations agencies, in 3 mission areas, including provision of advice on the production of training and awareness materials	3	Landmine safety briefings completed in UNMIS, UNMEE and MONUC
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## B. Executive Office of the Secretary-General

**Expected accomplishment 1:** ability of the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of advice for 85 reports on peacekeeping issues	Yes	Appropriate and timely advice provided on all (66) reports on peacekeeping issues submitted to the Executive Office of the Secretary-General. Lower number owing to less demand from the Security Council and the General Assembly
Provision of advice for 1,030 notes/talking points, including for of presentations by the Secretary-General to the General Assembly on peacekeeping matters and press conferences	581	Talking points (100 per cent) and 12 presentations to the Security-Council on peacekeeping matters submitted by departments were revised, received appropriate advice and were processed in a timely manner. Lower number owing to new arrangements that created consolidated briefings for the Secretary-General
Provision of advice for 420 letters of the Secretary-General providing guidance to Member States on peacekeeping matters	400	Appropriate and timely advice provided for 400 (100 per cent) letters of the Secretary-General providing guidance to Member States on peacekeeping matters

**Expected accomplishment 3:** increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of comments and guidance to peacekeeping missions and the Department of Peacekeeping Operations on mission reports of the Secretary-General	Yes	Comments and guidance to the Department of Peacekeeping Operations and peacekeeping missions provided on an average of 2.25 working days from the submission of the mission reports to the Executive Office of the Secretary-General. The Executive Office received and commented on 66 reports from the Department

## C. Office of the United Nations Ombudsman

### Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Resolution of 150 cases	Yes	220 received cases have been fully addressed and closed
Provision of advice to civilian mission personnel on prevention of disputes		The Office provided advice and counselling on informal resolution on a wide range of multidisciplinary and complex employment-related problems from peacekeeping personnel. This included incorporation of information on the role of the Office in the orientation programme for new arrivals at the mission and visits to 3 field missions (UNAMSIL/UNIOSIL, UNMIL, UNIFIL) and UNLB to provide an independent, impartial and neutral forum for addressing any concerns that individual staff members may have relating to their employment

## D. Office of Internal Oversight Services

### Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
A report on operational review and risk assessment of military components in peacekeeping operations	Yes	A/60/596
An evaluation report on the role of the military in advancing humanitarian objectives and interaction/collaboration within the components of missions	Yes	A/60/588
An assessment report on inter-mission manoeuvrability and coordination of military resources and assets within a United Nations regional theatre of operations	No	This planned output was not completed owing to limited resources. Moreover, it was decided to use the sole military expert's available time to work on the comprehensive management audit of the Department of Peacekeeping Operations (A/60/717)
Change management consulting assignments for the Department of Peacekeeping Operations and peacekeeping operations	Yes	Comprehensive study on best practices, including conceptual review and benchmarking site visits

60 investigation reports and 20 referrals submitted to programme managers for comment and action prior to investigation following review of 430 investigation cases	46	Investigation reports
	122	Referrals of category I and II matters to relevant programme managers for comment and action prior to investigation (following review of 611 investigation cases)
10 investigative advisory reports submitted to Department of Peacekeeping Operations management	9	Advisory reports and service requests provided to Department of Peacekeeping Operations management
Annual report submitted to the General Assembly on audit results and implementation of critical audit recommendations	Yes	Report of the Office of Internal Oversight Services for the period 1 July 2005 to 30 June 2006 (A/61/264 (Part I) (Add.1))
Audit reports specifically requested by the General Assembly	Yes	Report on the comprehensive management audit of the Department of Peacekeeping Operations (A/60/717), as requested by the General Assembly in its resolution 59/296
Resident auditors' presentation to the Fifth Committee on critical audit findings relating to missions	No	Not completed because resident auditors' resources were used for the comprehensive management audit of the Department of Peacekeeping Operations in compliance with resolution 59/296  However, the Under-Secretary-General for Internal Oversight Services made a detailed presentation to the Fifth Committee on 17 February 2006 on the results of the comprehensive management audit of Department of Peacekeeping Operations, which included critical audit findings arising from resident audits in peacekeeping missions
11 audit reports by United Nations Headquarters auditors, including 3 horizontal audits of systemic, cross-cutting issues	18	Audit reports, including 9 horizontal audits of systemic, cross-cutting issues. The number of reports is higher than planned, because 7 detailed audit reports were issued as part of the comprehensive management audit of Department of Peacekeeping Operations
95 audit reports by resident auditors located in peacekeeping missions	57	The number is lower than planned, because: (a) 9 resident auditors had to be temporarily redeployed to United Nations Headquarters to assist in the comprehensive management audit of Department of Peacekeeping Operations, requested by the General Assembly in its resolution 59/296; (b) resident auditors could not finalize any audit reports at UNMIS during the first 6 months of 2006 owing to hindrances to their work; and (c) 3 audit reports could not be finalized pending receipt of the missions' comments on the draft reports

8 risk assessment exercises by resident auditors located in peacekeeping missions	9	Risk assessments were conducted in MONUC, UNAMSIL, UNMEE, UNMIK, UNMIL, ONUB, UNOCI, MINUSTAH and UNMIS
Organization of annual conference of resident auditors	Yes	All chief resident auditors participated in an annual conference held at United Nations Headquarters

## E. Office of Legal Affairs

### Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of legal support and assistance in the form of legal opinions and advice to all peacekeeping missions and supporting units (the Department of Peacekeeping Operations and the Procurement Service), on an as-needed and ongoing basis, regarding:		
• 50 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules	58	Higher number owing to higher than expected demand for Office of Legal Affairs Legal services
• 100 institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements, as well as general questions on public international law and rules of engagement)	208	Higher number owing to higher than expected demand for Office of Legal Affairs Legal services
• 195 commercial aspects of peacekeeping missions	497	Higher number owing to higher than expected demand for Office of Legal Affairs Legal services
• 25 claims arising out of peacekeeping missions, including arbitration or litigation of claims and representation in cases before the United Nations Administrative Tribunal	36	Higher number owing to higher than expected demand for Office of Legal Affairs Legal services
• 15 financial questions arising in connection with peacekeeping missions	42	Higher number owing to higher than expected demand for Office of Legal Affairs Legal services



• 50 instances of maintaining the privileges and immunities of the United Nations and its officials in connection with peacekeeping operations	83	Higher number owing to higher than expected demand for Office of Legal Affairs Legal services
• 75 personnel matters, including interpretation and application of the Staff Regulations and Rules	129	Higher number owing to higher than expected demand for Office of Legal Affairs Legal services
• 20 legal aspects of security within peacekeeping missions	47	Higher number owing to higher than expected demand for Office of Legal Affairs Legal services

## F. Department of Public Information

**Expected accomplishment 2:** rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Conduct a 1-week specialized training course for mission and Headquarters public information personnel identified for possible rapid deployment	1	The meeting of chiefs of Public Information was held in April 2006 at United Nations Headquarters under the joint sponsorship of the Department of Public Information and the Department of Peacekeeping Operations. This training exercise brought together chiefs from 20 field missions (14 peacekeeping missions and 6 special political missions), together with a large number of Headquarters personnel

**Expected accomplishment 3:** increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of strategic guidance and support, from Headquarters and in situ, to 9 missions (MINUSTAH, MONUC, ONUB, UNOCI, UNAMSIL, UNMEE, UNMIL, UNMIK and the mission in the Sudan) in formulating and implementing public information strategies	Yes	Provision of guidance and support to 9 missions  On-site visits conducted to MONUC, UNOCI, MINUSTAH and UNMIS to assist in the formulation and implementation of public information strategies
Provision of advice on public information matters to 5 missions (MINURSO, UNDOF, UNFICYP, UNIFIL and UNOMIG)	Yes	Advice on public information matters provided to MINURSO, UNFICYP, UNIFIL and UNOMIG

Substantive updating and maintenance of 7 web pages each for 12 missions (MINURSO, MINUSTAH, MONUC, ONUB, ONUCI, UNAMSIL, UNDOF, UNFICYP, UNIFIL, UNMEE, UNMIL and UNOMIG)	13	<p>Updated and maintained United Nations home page websites for 13 missions (MINURSO, MINUSTAH, MONUC, ONUB, ONUCI, UNAMSIL, UNDOF, UNFICYP, UNIFIL, UNMEE, UNMIL, UNOMIG and UNMIS)</p> <p>In addition, technically prepared and posted public information materials received from 7 peacekeeping operations (MONUC, ONUB, UNOCI, UNAMSIL, UNMEE, UNMIL and UNMIS)</p> <p>Developed, maintained or expanded other Department of Public Information-maintained portions of the United Nations peacekeeping website. Worked with the Department of Peacekeeping Operations to develop or improve Department of Peacekeeping Operations-maintained portions of the peacekeeping website</p>
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## G. Department of Management

### 1. Results-based framework

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

**Expected accomplishment 1:** ability of the Security Council, the General Assembly, other intergovernmental bodies and troop and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of technical and substantive secretariat support to 65 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 20 draft resolutions and 15 reports of the Committee for adoption by the General Assembly	76	Formal and informal meetings of the Fifth Committee were held and advice on procedures was given
		In addition, a number of informal consultations were held and supported
	24	Draft resolutions
	30	Reports of the Fifth Committee were adopted by the General Assembly
Preparation of notes on the programme of work and the status of documentation and preparation of 20 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee	Yes	Programme of work updated on an ongoing basis
	19	Procedural notes prepared

Maintenance and update of the website of the Fifth Committee relating to peacekeeping matters	Yes	Website updated on an ongoing basis
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**Expected accomplishment 3:** increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Provision of legal advice and representation to 220 staff members	252	Staff members, of which 51 were from peacekeeping operations, were provided legal advice
Submissions of statement of appeals on behalf of staff members to different recourse bodies (Joint Appeals Boards and Joint Disciplinary Committees)	84	Cases before the Joint Appeals Board (up to 3 or more per case)
	34	Cases before disciplinary committees (2 or more submissions per case)
	18	Cases before the Administrative Tribunal (2 or more submissions per case)
	20	Cases regarding other formal procedures (rebuttal panels, Advisory Board on Compensation Claims, Office of Human Resources Management regarding complaints of sexual harassment and Pension Board Standing Committee)
Drafting of 65 Joint Appeals Board reports on appeals filed by current or former staff members at Headquarters and in peacekeeping missions	40	Priority was given to finalizing Joint Disciplinary Committee cases involving current or former staff members at Headquarters and in peacekeeping operations at the expense of drafting Joint Appeals Board reports
Drafting of 12 Joint Appeals Board reports on requests for suspension of action	24	Higher number owing to increase in requests
Drafting of 6 Joint Disciplinary Committee reports on the referral by the Office of Human Resources Management of disciplinary matters or on requests for review of summary dismissals	17	Higher number owing to increase in the number of Joint Disciplinary Committee cases received
Decisions on reports made by Joint Appeals Boards, Joint Disciplinary Committees and other disciplinary matters in respect of mission staff	27	Decisions on behalf of the Secretary-General on recommendations made by the Joint Appeals Boards (12 decisions) and Joint Disciplinary Committees (5 decisions) and other disciplinary matters (10) rendered

Monitoring of the implementation of the Secretary-General's decision on appeals and disciplinary cases	Yes	The implementation of 17 Secretary-General's decisions on appeals and disciplinary cases in respect of peacekeeping staff monitored
Monitoring of the implementation of United Nations Administrative Tribunal judgements in respect of mission staff	Yes	The implementation of 5 United Nations Administrative Tribunal judgements in respect of DPKO/peacekeeping mission staff monitored
Update of the electronic Case and Jurisprudence Digest of Judgements of the United Nations Administrative Tribunal	41	New judgements entered into the electronic Case and Jurisprudence Digest of Judgements of the United Nations Administrative Tribunal

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

**Expected accomplishment 1:** ability of the Security Council, the General Assembly, other intergovernmental bodies and troop and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
<b>Contributions Service</b>		
Provision of information/advice on issues relating to contributions to the Secretary-General, the General Assembly and Member States	Yes	Status of outstanding contributions for individual Member States and other pertinent information provided
Detailed monthly reports on the status of contributions	12	
Informal monthly summaries of outstanding assessed contributions	12	
Informal bimonthly summaries of the status of contributions	24	
<b>Peacekeeping Financing Division</b>		
27 reports on budget performance and budget estimates for 14 active missions	30	Reports for 13 active missions  The higher number was attributable to additional reports for UNOCI, MONUC, MINUSTAH and UNMIS, arising from mandate changes
1 report on the updated financial position of 20 closed missions	5	Reports: 1 report on the updated financial position of closed missions; 1 final performance report for UNIKOM; 1 performance report for UNAMSIL; and 2 reports for UNMISSET

8 reports and notes on administrative and budgetary aspects of the financing of United Nations peacekeeping operations, including the support account and UNLB	11	Reports and notes
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#### Accounts Division

3 consolidated and 40 individual financial statements with 19 schedules, based on the processing of approximately 350,000 accounting transactions at Headquarters, as well as review, analysis and consolidation of field accounts	3	Consolidated financial statements,
	40	Individual financial statements and
	19	Schedules were prepared, based on the processing of 351,000 accounting transactions

#### Expected accomplishment 3: increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
<b>Treasury</b>		
Investment and cash management reports for peacekeeping missions (250 daily reports, 12 monthly reports and 2 semi-annual reports)	250	Daily reports
	12	Monthly reports
	2	Semi-annual reports
2,700 electronic fund transfers, 500 foreign exchange purchases and 2,100 investment settlements for peacekeeping missions	3,569	Electronic fund transfers
	2,703	Investment settlements
	383	Foreign exchange purchases. Launch of the euro pool has reduced the need for euro purchases, thus the reduction in foreign exchange purchases
Execution of 50,000 payments on behalf of peacekeeping missions	56,791	Payroll payments. The Headquarters SWIFT payments system was critical in the successful disbursement of UNIFIL payroll during the crisis
Implementation of a cash management system to facilitate the processing of cross-border payments for peacekeeping missions, troop-contributing countries and Member States	No	The first phase of ICOS cash management system development was completed in December 2006. This will enable straight-through-processing of payments
Multicurrency liquidity available to meet peacekeeping missions' cash requirements	Yes	

Calculation of cash position of all peacekeeping missions on a daily basis	Yes	
Provision of advice to peacekeeping missions on cash management and banking policies and procedures (the Sudan, UNOCI, ONUB, UNLB and MINUSTAH)	No	JP Morgan Chase Insight payment system implemented for UNMIK, MINUSTAH, ONUCI, ONUB, UNLB, UNIFIL and MONUC
<b>Contributions Service</b>		
Calculation of 100 assessments/credits	75	Fewer calculations than anticipated required owing to there being no cash balances from inactive peacekeeping operations
10 communications to Member States concerning assessments/credits	10	
Annual comprehensive reminder to Member States concerning unpaid assessed contributions	Yes	Reminder regarding unpaid assessments sent to Member States on 31 October 2005
2,200 receipts to Member States for peacekeeping contributions	2,595	
Notification to Member States liable to fall under Article 19 of the Charter of the United Nations in 2006 before the end of 2005	Yes	Notification sent to 27 Member States before the end of 2005
<b>Peacekeeping Financing Division</b>		
Payment letters to troop-contributing countries and formed police-contributing countries	Yes	
Funding authorizations for missions and peacekeeping trust funds on an ongoing basis	Yes	
Mission staffing table authorizations	Yes	
Financial reports to Member States for peacekeeping trust funds	Yes	
Upgraded budgeting tool for all missions, including in situ training of 96 mission staff	No	The implementation of the budgeting tool was delayed owing to the breakdown in negotiations with the selected vendor
Policy guidance to missions on budget formulation and implementation in situ and from Headquarters	Yes	

Training of 25 mission personnel in MINUSTAH on results-based budgeting	No	The planned training in MINUSTAH was cancelled because of the capacity constraints resulting from the preparation of the revised 2005/06 budget for MINUSTAH. Staff from the Peacekeeping Financing Division did provide guidance to 25 mission personnel in UNMIS on results-based budgeting
Training of 215 mission personnel in 7 peacekeeping missions on the use of the upgraded Funds Monitoring Tool	No	The Funds Monitoring Tool training workshops were postponed until the 2006/07 budget period owing to capacity constraints resulting from: (a) the preparation of the 2005/06 budget for MONUC and revised 2005/06 budgets for UNOCI and MINUSTAH for the main part of the sixtieth session and their consequential impact on the report preparation for the resumed sixtieth session; and (b) involvement in the extended sessions of the Advisory Committee on Administrative and Budgetary Questions (mid-February to mid-April and beginning of May 2006) and the Fifth Committee (mid-May to 30 June 2006)
<b>Accounts Division</b>		
Policy guidance and advice to peacekeeping operations on financial regulations and rules, accounting policies, procedures and practices and insurance matters	Yes	<ul style="list-style-type: none"> <li>• Chief Finance Officers workshop was held from 28 November to 2 December 2005. Topics covered included accounting policies, internal controls and fraud prevention</li> <li>• Revised field finance procedure guidelines were distributed to all peacekeeping missions in February 2006</li> <li>• Strategic deployment stocks accounting guidelines were updated and distributed</li> <li>• Guidance and advice was provided with regard to insurance provisions and indemnity clauses in peacekeeping contracts and with respect to peacekeeping-specific exposures in insurance policies secured at United Nations Headquarters</li> </ul>
Approval of 16,000 payments to Member States, staff members and vendors	16,753	Payments were processed
Negotiation of 8 third-party liability insurance policies, including the master aviation policy and the worldwide vehicle policy	10	Insurance policies were negotiated, covering peacekeeping operations, including the malicious acts insurance policy, and 2 policies covering Department of Peacekeeping Operations property at United Nations Headquarters

Provision of health and life insurance to approximately 12,000 peacekeeping staff	11,088	Staff members and dependants were insured. All eligible staff and dependants were covered
Settling of all peacekeeping claims and claims reviewed by the Advisory Board on Compensation Claims	Yes	<p>All claims were settled and reviewed:</p> <ul style="list-style-type: none"> <li>• 113 new claims reviewed by the Advisory Board on Compensation Claims</li> <li>• 14 new United Nations Claims Board cases were reviewed</li> <li>• 53 commercial insurance claims presented to United Nations Headquarters were processed and/or settled under the master aviation liability, malicious acts and worldwide vehicle liability policies</li> </ul>
Streamlining of processes relating to accounting and insurance, such as automated travel claims procedures and recording of assessment deposits, and those for reporting requirements under insurance policies and claims	Yes	<ul style="list-style-type: none"> <li>• Annual communication of health and life insurance coverage was converted from hard copy distribution to e-mail transmission</li> <li>• Malicious acts insurance claims procedures were formalized and distributed</li> <li>• Enhancement for automation of travel claims is in the testing phase</li> <li>• Automated credit return to Member States was implemented for the return of fiscal year 2005 balances</li> </ul>

### (c) Office of Human Resources Management

#### Expected accomplishment 3: increased efficiency and effectiveness of supporting peacekeeping operations

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
<b>Medical Services Division</b>		
Formulation and update of health policies on potential biological and other environmental health hazards for all peacekeeping mission personnel and readiness to respond to such events	Yes	<p>3 general health policies, standards and 10 mission-specific guidelines formulated</p> <p>Guidelines to ensure medical preparedness in the event of an influenza pandemic were issued to all peacekeeping missions, including:</p> <ul style="list-style-type: none"> <li>• United Nations Medical Services staff contingency plan guidelines for an influenza pandemic, which was sent to heads of missions and senior management</li> </ul>



		<ul style="list-style-type: none"> <li>Information for medical professionals for an influenza pandemic, sent to physicians in all peacekeeping missions</li> </ul>
5 on-site assessments of mission medical facilities (ONUB, MINUSTAH, the mission in the Sudan, UNAMSIL and UNOMIG)	1	<p>In MINUSTAH, the United Nations and all national medical facilities assessed</p> <p>Owing to operational requirements, assessment of Timor-Leste in June was prioritized over the other planned visits, but was cancelled because of the security situation</p>
5 evaluations of regional medical evacuation centres linked to peacekeeping missions (Bangkok, Johannesburg, Cairo, Dubai and Santo Domingo)	5	<p>Evaluation visits carried out:</p> <ul style="list-style-type: none"> <li>Santo Domingo in late November 2005 to assess its use as a regional medical evacuation centre for MINUSTAH</li> <li>Bangkok in October 2005 to assess its use as a regional medical evacuation centre for countries in the Asian region</li> <li>Dubai in July 2006</li> <li>Johannesburg in May 2006</li> <li>Cairo in June 2006</li> </ul> <p>Owing to the shortage of staff members at Headquarters, evaluation visits to Johannesburg and Cairo were conducted by the Chief Medical Officer of UNMIL and UNMIS, respectively</p>
14 mission-specific health-related guidelines and procedures for all physicians of the United Nations system and those of troop-contributing countries	15	Mission-specific immunization and personal protection guidelines updated for 15 peacekeeping missions
Provision of medical technical advice to all peacekeeping missions on the operation of civilian medical facilities	Yes	Technical support provided to 15 peacekeeping mission clinics and a total of 33 civilian medical facilities
Updated roster of 300 physician candidates pre-qualified for mission assignment	Yes	107 physician candidates for P-3, P-4 and P-5 posts through the Department of Peacekeeping Operations nucleus and 196 physician candidates for mission deployment through United Nations Volunteers, Bonn, reviewed
Medical examination of 600 candidates for mission deployment	743	
1,500 pre-mission briefings and consultations	2,100	

1,050 pre and post-mission psychological consultations, as well as mental health management (diagnosis, therapy, outside referral and follow-up)	927	
Immunizations for 1,300 Department of Peacekeeping Operations and mission staff	1,758	Immunizations provided at United Nations Headquarters
Issuance of 1,600 medical kits for mission travel and deployment	1,600	Included 1,520 new travel kits and 80 kits replenished
Medical treatment of and consultations with 2,515 Department of Peacekeeping Operations staff and visiting mission staff	2,900	Consultations by nurses
Review and analysis of 7,000 medical exams of mission staff/candidates, military observers and civilian police to determine fitness for recruitment/assignment/travel	7,664	
Certified sick leave for 6,000 mission and Department of Peacekeeping Operations staff	5,924	
Provision of advice to the United Nations Joint Staff Pension Fund on 50 disability pension cases for mission and Department of Peacekeeping Operations staff	109	Disability pension cases of Department of Peacekeeping Operations staff members presented to Staff Pension Committee
Provision of advice to the Department of Peacekeeping Operations and missions on 500 medical evacuations/repatriations of civilian staff, military observers, civilian police and troops	1,034	Cases reviewed for mission staff members, military observers, civilian police and troops
Advice on medical compensation for 150 civilian staff, military observers, civilian police and troops	462	Claims reviewed
Incorporation of medical examination information on mission staff into EarthMed software (United Nations electronic patient record software)	1,186	Medical records created for medical examinations, immunization records, travel clearances, diagnostic tests (including laboratory tests, vision tests, electrocardiograms and chest X-rays) and sick leave cases
Information technology support on EarthMed to peacekeeping mission personnel	No	Currently in the planning and feasibility analysis stage

## Operational Services Division

Review of classification requests for support account posts at Headquarters	32	
Issuance of vacancy announcements for support account posts at Headquarters	70	Vacancy announcements were issued for 93 posts, including 25 vacancy announcements for military and civilian police
Pre-screening of qualified candidates for filling vacancies in the Department of Peacekeeping Operations	16,000	Applications were screened, including 1,428 for military and civilian police
Extension and recruitment of civilian, military and civilian police personnel for support account posts at Headquarters	384	Including: 96 Initial appointments 126 Reappointments 25 Extensions of seconded military/civilian police personnel 138 Separations
Certification of Chief Administrative Officers and Chief Civilian Personnel Officers for missions	51	
Provision of guidance to peacekeeping operations on human resources delegated authority, including on-site visits to 7 missions	Yes	Provided advice in 2,250 instances to Personnel Management Support Services on various mission-related human resources issues  Reviewed 205 cases for upgrading of mission staff members in the field  Provided human resources services in 58 cases on matters not delegated to missions and approved 37 exceptions. Matters not delegated to missions include: agreed termination; disability; change of nationality; change of home leave place; special leave with full pay/half pay; annual leave/sick leave entitlement; outside activities; and death/beneficiaries  3 on-site monitoring missions were conducted (ONUB, UNMIS and MINUSTAH)
Development and implementation of human resources action plans in established missions	No	A prototype human resources action plan has been developed and submitted to the Department of Peacekeeping Operations for review. Implementation is scheduled for 2007

Provision of guidance to the Department of Peacekeeping Operations on human resources management in missions, including field staffing strategies and rules and regulations management	Yes	Provided advice in 10,750 instances to the Executive Office of the Department of Peacekeeping Operations, staff and managers regarding human resources issues relating to 651 Headquarters staff members on the support account. Provided human resources services in 1,360 cases to Department of Peacekeeping Operations staff members on the support account
<b>Division for Organizational Development</b>		
Management of requests for administrative reviews, appeals and disciplinary cases in respect of civilian mission personnel (45-50 formal cases and ongoing advice)	77	<p>Cases managed, including:</p> <ul style="list-style-type: none"> <li>• 27 requests for review, including preparation of review letters in certain cases</li> <li>• 4 representations of respondent suspension of action hearings</li> <li>• 14 respondent replies to the Joint Appeals Board prepared and submitted</li> <li>• 32 disciplinary cases revised and advised on, including representation of administration before the Joint Disciplinary Committee</li> </ul>
Provision of legal advice and recommendations for 25 cases of sexual exploitation and abuse as disciplinary cases (not delegated to departments) at all steps of the disciplinary process and provision of policy advice for strategic approaches to prevent such occurrences with respect to civilian staff, including on mission-specific policies	8	<p>Cases of sexual exploitation and abuse as disciplinary cases reviewed and advised on</p> <p>The planned number of cases was based on the Department of Peacekeeping Operations indication of potential sexual exploitation and abuse cases that would be referred to the Office of Human Resources Management during the reporting period. The number of cases did not materialize during the reporting period</p>
Advice and sharing of lessons learned on administration of justice matters for all peacekeeping missions	Yes	Ongoing consultations with the Department of Peacekeeping Operations and peacekeeping missions on appeals, disciplinary and other human resources issues. Input provided to the guidelines for the implementation of the policy on sexual exploitation and sexual abuse
Provision of policy guidance and support to the Department of Peacekeeping Operations on human resources management in peacekeeping missions, including rules and regulations management	Yes	<p>Ongoing assistance to the Department of Peacekeeping Operations on policy matters provided in writing (i.e. memorandum, e-mails) and orally through meetings and other follow-up conversations with staff members. Support and guidance provided on:</p> <ul style="list-style-type: none"> <li>• Implementation of General Assembly resolution 59/296 on the phased return of General Service Staff members from the field</li> <li>• Advice on organizational structure and guidance on the use of generic job profiles</li> </ul>

		<ul style="list-style-type: none"> <li>• Workshop for the Department of Peacekeeping Operations on principles of job classification</li> <li>• Harmonization of conditions of service of field staff members in the areas of official travel and shipments</li> <li>• Policy clarifications/advice concerning conditions of service</li> </ul>
Updated and adjusted policies on entitlements for all civilian personnel in all peacekeeping missions	Yes	Consultations with the Department of Peacekeeping Operations to clarify issues relating to field-based entitlements, including mission subsistence allowance, occasional recuperation break, hazard pay as well as security related concerns. Consultations resulted in the Department's revising relevant sections (including issues such as mobility and hardship allowance, mission subsistence allowance and home leave travel) of its field handbook, in a common understanding of how the occasional recuperation break entitlement should be implemented and, with regard to hazard pay, work was undertaken to ensure that payments were paid on a monthly basis
Review of mission subsistence allowance rates in 8 peacekeeping missions	4	<p>Mission subsistence allowance rates reviewed in MONUC, UNMIK, UNOTIL (on-site) and ONUCI (off-site)</p> <p>3 reviews were not carried out as planned. The review of UNFICYP was delayed at the request of the mission owing to the evacuation of staff members from Lebanon. The review of UNMEE was rescheduled because of security problems faced by mission international staff members. The review of MINURSO was not carried owing to the reprioritization of resources and the need to carry out reviews in other locations</p>
Conduct of comprehensive salary surveys in 5 missions and issuance of a total of 80 salary scales for local staff in all peacekeeping missions	4	<p>Surveys conducted in UNOTIL (Dili)</p> <p>UNMIK (Kosovo (Serbia), Zagreb and Skopje) resulted in the issuance of 20 salary scales for the Professional and higher categories and national staff</p> <p>In addition, 60 salary scales were updated for other peacekeeping mission locations</p>
Development of generic job profiles for the Field Service category in peacekeeping missions	26	Generic job profiles (of 46 planned/agreed with the Department of Peacekeeping Operations) have been finalized. 17 profiles have been reviewed by the Office of Human Resources Management and 3 profiles are pending submission to the Office by the Department

Identification and training of mission focal points for staff counselling in each mission and of duty station support peers at Headquarters; advice to managers and supervisors prior to and upon return of their staff from mission	No	<p>Identification of the focal points in the field is in progress. Expected completion by June 2008</p> <p>Peer network supported through ongoing training and supervisory sessions:</p> <ul style="list-style-type: none"> <li>• 12 meetings with Headquarters support peers (once a month)</li> <li>• 12 electronic updates to support peers (once a month)</li> </ul> <p>Ongoing guidance and advice provided to 60 supervisors/managers, executive offices and human resources offices regarding staff members going to and returning from mission</p> <p>A brochure advising staff and family members on services available by the Staff Counsellor's Office for staff members going to and returning from mission developed</p> <p>Reintegration programme (1 session) with 20 participants (managers, human resources offices and staff members) who provided feedback on video developed to provide information on how staff members prepare for their return from mission</p> <p>Audio CD preparing staff members and their families before going on mission and a facilitator guide for offices away from Headquarters to prepare their staff members for going on Mission designed</p>
8 mission readiness workshops for staff assigned to peacekeeping missions (departure briefings/debriefings upon return)	14	<p>Mission readiness workshops for a total of 466 staff members held, dealing with different topics in order to address multiple needs of staff members/families departing/returning from peacekeeping missions</p> <p>In addition, 70 individual/group counselling sessions and 67 family-related consultations/counselling sessions</p>
Integration and mainstreaming of ethics and integrity in Secretariat-wide training programmes available for peacekeeping missions, such as supervisory skills and performance management	Yes	<p>Customization and integration of ethics and integrity elements into the supervisory skills training programme, which is made available for the peacekeeping missions through Department of Peacekeeping Operations training modules</p>
Customization of existing Secretariat-wide training programmes available for peacekeeping missions, such as supervisory skills, work planning and conflict resolution, to the needs of specific missions	Yes	<p>Including:</p> <ul style="list-style-type: none"> <li>• Customized supervisory skills training programmes for Department of Peacekeeping Operations missions</li> </ul>

		<ul style="list-style-type: none"> <li>• Collaborative negotiation skills training for Department of Peacekeeping Operations engineers</li> <li>• Cross-cultural communications training for Department of Peacekeeping Operations engineers</li> <li>• Competency-based selection and interviewing skills and performance management programmes for Department of Peacekeeping Operations missions</li> </ul>
<p>5 training-of-trainers sessions at UNLB to provide certification and to enhance capacity to deliver training in the missions in such key areas as performance management, competency-based selection and interviewing skills, supervisory skills and work planning</p>	4	<p>Train-the-trainers sessions provided:</p> <ul style="list-style-type: none"> <li>• Competency-based selection and interviewing skills (UNLB)</li> <li>• Performance management training (UNLB)</li> <li>• Competency-based selection and interviewing skills (UNMIL)</li> <li>• Performance management training (UNMIL)</li> </ul> <p>Train-the-trainers for the supervisory skills training session was postponed by the Department of Peacekeeping Operations</p>

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

**Expected accomplishment 1:** ability of the Security Council, the General Assembly, other intergovernmental bodies and troop and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
<b>Archives and Records Management System</b>		
Identification of archival records at the mission in the Sudan and UNIFIL for immediate or future transfer to Headquarters	No	The Archives and Records Management System refocused services on UNMIK in view of liquidation. Some decisions on the legal custody of UNMIK archives and records need to be made by the Office of Legal Affairs
1,200 reference responses to the Organization and Member States regarding peacekeeping archives	3,500	Requests

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**Expected accomplishment 3:** increased efficiency and effectiveness of peacekeeping operations
 

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<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
<b>Procurement Service</b>		
Issuance of 680 contracts, including amendments, and 2,000 purchase orders for peacekeeping procurement	541 1,738	Contracts, including amendments Purchase orders  The reduction in the number of contracts issued was due to a rationalization process undertaken in line with consolidating overall strategic contracts
Conduct of procurement management reviews in 10 peacekeeping missions	2	Management reviews were conducted in UNMEE and MINUSTAH. Owing to the staff shortage and a very high workload, the Procurement Service was unable to undertake the intended number of management reviews. The plan is to conduct 8 management reviews from February to June 2007
Training of 150 mission staff in procurement and contracting	No	Owing to the severe staff shortage and a very high workload, the Procurement Service was unable to conduct the training programme as planned. the Service will resume the training programme, particularly on “best value for money”, which will be given at selected peacekeeping missions before June 2007
Management training for 80 per cent of incumbent Chief Procurement Officers	87	Per cent (21 of 24) of chiefs of procurement offices from the missions attended the chief of procurement offices conference in New York from 24-28 April 2006
Provision of technical advice to all missions on procurement issues	Yes	The Procurement Officers regularly provide technical guidance and assistance to missions when required. 2 staff members from the Procurement Service assisted MONUC and UNLB to respond to procurement-related queries at a bidders conference. A staff member also assisted the Department of Peacekeeping Operations during the start-up mission activities in UNMIS
Development and implementation of Mercury 2 procurement management system at Headquarters	No	The project has been suspended pending results of the IMIS gap study as well as the ongoing review of the global enterprise resource planning (ERP)



## Archives and Records Management Section

Implementation of needs-based records management programmes in the mission in the Sudan and UNIFIL	No	The Archives and Records Management Section refocused services on preparing UNMIK for liquidation; proposed improvements to records management programmes, including electronic records management; identified areas of risk in accountable recordkeeping. The assessment report has now been completed and submitted
Development of 2 new records management tools and guidelines for all peacekeeping missions: retention schedule for paper and digital records and subject classification scheme	Yes	Guidelines and tools available to all missions on the Archives and Records Management Section website

## Information Technology Services Division

Support for 46 satellite links and 500 related dedicated voice and fax channels for round-the-clock connectivity to 11 locations	48	Satellite links and 5 videoconference links
	572	Total number of connections, including voice and data
	34	Locations supported with satellite links and 5 locations supported with 11 leased lines
Support for Intranet and Integrated Management Information System connectivity for all peacekeeping missions	Yes	235 Citrix accounts enabling access to IMIS from 15 different missions. All missions' users have Intranet connectivity through UNLB
Configuration and implementation of pilot projects for customer relationship management and enterprise content management	No	The implementation of these pilot projects was not approved in 2005/06. Their implementation has been approved and planned for the 2006/07 fiscal year
Training of Department of Peacekeeping Operations focal points in the use of Enterprise information and communication technology standards and management of information and communication technology assets through workshops, as well as provision of corresponding software with appropriate training	No	The original proposal was for training on high-level business case, portfolio management and standards. The procurement of the required portfolio management software was postponed owing to unanticipated delays in the procurement process. The planned activities are scheduled for implementation in the 2006/07 fiscal period
Support for IMIS, Citrix and other applications for all peacekeeping missions	Yes	235 Citrix accounts enabling access to IMIS from 15 different missions were supported
Support and maintenance of Galaxy servers	Yes	All Galaxy servers are covered 24-hours a day, 7 days a week, for level-I support

Support and maintenance of the Department of Peacekeeping Operations data centre and computing infrastructure	Yes	All Department of Peacekeeping Operations servers are covered 24-hours a day, 7 days a week, for level-I support
<b>Travel and Transportation Service</b>		
Negotiation of special airline travel agreements for the movement of 20 or fewer peacekeeping staff members	31	Airline agreements with discounts well above industry standards were reached (1) and renegotiated (30) during the reporting period, benefiting all peacekeeping travellers by reducing their travel cost
Inspection of 6,700 travel authorizations	6,610	
Entitlement calculation of 3,000 lump-sum home-leave travel requests for mission staff	5,897	Higher number for the following reasons:  (a) Prior to reporting period, numbers were based on estimates. Since July 2005, when the Travel and Transportation Service implemented a lump-sum database to the field, actual data has been recorded  (b) Due to the conversion of peacekeeping personnel from field mission appointees to the 300 series, staff members opted for the lump-sum option
Issuance of 6,800 United Nations travel documents and visas	9,891	Higher number owing to:  (a) Replacement of United Nations laissez-passer because of enhanced security features in the laissez-passer issuing system (photographs are scanned instead of laminated)  (b) Increased visa activities because of the higher number of peacekeeping personnel returning/going to peacekeeping missions, in particular UNMIS, UNMEE and MONUC
Arrangement of 3,600 shipment-related issues (arrangements, invoicing and insurance)	4,107	Personal effects shipments, including insurance claims
Receipt and delivery of 9,500 materials, goods and parcels to Department of Peacekeeping Operations offices at Headquarters	10,490	
Delivery of office supplies related to 600 requisitions to the Department of Peacekeeping Operations	593	

## Facilities Management Division

Screening and handling of incoming/outgoing mail, pouch and inter-office mail for the Department of Peacekeeping Operations	1,085,239	Pieces of mail and packages for the Department of Peacekeeping Operations were processed, representing 14.2 per cent of the Mail Operations Unit workload
	162,751	Pounds of pouch mail were processed representing 10.9 per cent of the Mail Operations Unit workload

## H. Department of Safety and Security

**Expected accomplishment 1:** ability of the General Assembly, other intergovernmental bodies and troop and police-contributing countries to make fully informed decisions on issues regarding peacekeeping

<i>Planned outputs</i>	<i>Completed (number or yes/no)</i>	<i>Remarks</i>
Report to the General Assembly on the implementation of recommendations contained in the report of the Secretary-General entitled "Strengthened and unified security management system for the United Nations" (A/59/365 and Corr.1)	Yes	A/60/424 prepared and submitted to the General Assembly at its sixtieth session. Specific to security support to peacekeeping operations was section III "Security relationship between the Department of Peacekeeping Operations and the Department of Safety and Security", which specified the cooperation between the 2 Departments with respect to security decisions that may affect the conduct of peacekeeping operations in the framework of a unified security management system

**Expected accomplishment 3:** increased efficiency and effectiveness of peacekeeping operations

<i>Planned outputs</i>	<i>Completed (Number or yes/no)</i>	<i>Remarks</i>
Peacekeeping mission security compliance reports for UNOCI, UNMIL, MONUC, UNMIK and UNOMIG through mission security compliance assessment visits	No	Major security risk mitigation assistance missions conducted in UNMIS, MINURSO, MINUSTAH, ONUB, UNDOF, UNOTIL, MONUC and UNMIL. Changes to planned visits owing to changes in global security priorities and threats. Compliance reports not completed because standard compliance protocols are currently under final development and will be completed in February 2007
Organization and conduct of the annual peacekeeping mission security training workshop for Chief Security Officers	Yes	Conducted in June 2006 at UNLB. 30 participants from 11 different peacekeeping missions, 6 special political missions, the Department of Peacekeeping Operations, the Department of Safety and Security and the Office of Internal Oversight Services

Security training for mission security management teams in MINUSTAH, ONUB, UNAMA, UNMISSET, UNDOF, UNIFIL and UNFICYP	8	Security Management Team training sessions conducted (UNOTIL (UNMISSET), MINUSTAH, MONUC, UNMIL, UNIOSIL, UNOCI, ONUB and UNAMA). Changes in missions reflect changes in priority owing to a need to train Security Management Team and other senior mission management on integration of security structures as a part of the General Assembly-mandated unified security management system
Development of a security CD-ROM for use by Department of Peacekeeping Operations staff members in the missions	Yes	The CD-ROM is complete and in use in all missions. Completion of the CD-ROM, "Basic security in the field" is mandatory for all Department of Peacekeeping Operations staff members prior to travel to missions. A second CD-ROM, "Advanced security in the field", is complete and was issued in October 2006
Screening of applicants for internationally recruited security posts for peacekeeping missions	Yes	8,670 applicants screened and 1,978 technically cleared for security posts for peacekeeping missions
Development of standard operating procedures for stress counselling units in peacekeeping missions	Yes	"Conceptual framework for implementing an operational critical incident stress management system" developed and presented to the Inter-agency Security Management Network and all stress counsellors. The counsellors' quick reference guide entitled "Being deployed in times of crisis" completed
Psychosocial support for peacekeeping mission personnel	Yes	Psychological support provided to MONUC, MINURSO, UNMOGIP, MINUSTAH, UNMIS, UNOTIL and UNOCI through mission visits and training of mission counsellors at Headquarters
Development of a training programme on "mobbing" for managers in peacekeeping missions	Yes	"Harassment and mobbing" training module completed and disseminated to all stress counsellors
Updated training module on substance abuse to be presented by stress counsellors	Yes	Training module, "Let's talk about substance abuse", completed and disseminated to all stress counsellors