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I. Introduction

1. The present Interim Programme Performance Report for 2016 records the progress made on programme implementation by the end of the first year of the biennium 2016-2017. The Department of Management instituted the practice of preparing Interim Programme Performance Reports starting from the biennium 2008-2009 to ensure that monitoring of programme implementation is carried out on a continuous basis in the United Nations Secretariat and to foster compliance with the requirements mandated by the General Assembly for reporting programme performance. This report is the fifth in that series.

2. In this context, it is pertinent to recall that in accordance with Article VI of the Secretary-General’s bulletin, ST/SGB/2016/6, after the completion of each biennial budget period, the Department of Management is required to report to the General Assembly on the actual progress made towards achieving expected accomplishments in comparison with the commitments set out in the programme narratives of the approved programme budget (see ST/SGB/2016/6, Regulations 6.1 to 6.3). This monitoring and performance reporting covers all activities in the programme budget.

3. Two specific requirements resulting from recent resolutions of the General Assembly are noteworthy in the context of reporting programme performance for the biennium 2016-2017:

   a) Monitoring accomplishments as measured by indicators of achievements and towards delivery of outputs: The General Assembly resolutions 67/236 and 70/8 led to revisions in the Secretary-General’s bulletin on the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. The revised bulletin was issued on 2 May 2016 as ST/SGB/2016/6, which supersedes the Secretary-General’s bulletin, ST/SGB/2000/8.
Whereas, the earlier bulletin required monitoring accomplishments by subprogramme as measured by delivery of outputs, the revised bulletin requires such monitoring by indicators of achievements and towards delivery of outputs.

b) Providing information on the implementation of specific General Assembly resolutions: The General Assembly in its resolution 70/255, requested the Secretary-General to ensure that comprehensive information on the implementation of relevant General Assembly resolutions on administrative and budgetary matters is contained in the biennial programme performance report.

4. Accordingly, in the context of the preparation of the present interim report on programme performance, all relevant departments and offices of the Secretariat were requested to, inter alia, indicate progress made, as much as possible, towards targets set for the indicators of achievements under each subprogramme. The responses received in this regard reflected the progress made towards the targets set for the indicators of achievements, to the extent possible. It is expected that at the end of the biennium, all departments and offices would be able to report the actual progress made against each of the targets for the biennium.

5. With regard to the comprehensive information on the implementation of relevant General Assembly resolutions on administrative and budgetary matters, the offices within the Department of Management as well as other offices or departments that are involved in the implementation of such resolutions were requested to provide their inputs in a matrix containing relevant details.

6. The present report contains five chapters. Chapter I contains the introduction; chapter II contains an overview of key programme results achieved under the 10 programme elements and; chapter III summarizes the related status of output implementation. The programme performance, which includes the results achieved and the challenges faced are provided by subprogramme under each budget section in chapter IV of the report. A preliminary status of implementation of relevant General Assembly resolutions on administrative and budgetary matters is included in chapter V of the report.

7. The Department of Management acknowledges the co-operation extended by all departments and offices in providing the required inputs through IMDIS and is pleased to note that both the quality and timeliness of reporting programme performance continues to improve.
II. Overview of key programme results achieved by the United Nations

A. Overall policymaking, direction and coordination

The Department for General Assembly and Conference Management continued to facilitate the effective working of the Organization’s intergovernmental bodies in New York, Geneva, Vienna and Nairobi and to ensure multilingualism through high-quality interpretation and translation of documentation into all six official languages. Under the Integrated Global Management initiative, DGACM successfully coordinated the First World Humanitarian Summit in Istanbul and the Midterm Review conference for the Istanbul Programme of Action for the Least Developed Countries in Antalya in May 2016.

B. Political Affairs

Four programmes, political affairs, peacekeeping operations, disarmament and peaceful uses of outer space contributed effectively to two of the priorities for the biennium: maintenance of international peace and security and disarmament.

In 2016, the Department of Political Affairs (DPA) was engaged in about 30 mediation or conflict prevention activities of the United Nations. The Department proactively facilitated the work of the Security Council and its subsidiary organs and sustained dialogue between Governments, United Nations bodies, intergovernmental organizations and civil society on all aspects of the question of Palestine. Its work on electoral assistance continued to be of key importance. It also continued to ensure the implementation of all the pillars of the United Nations Counter-terrorism strategy. The Department of Peacekeeping Operations (DPKO) continued to direct, manage, support and provide political, strategic and operational guidance to 16 field operations, operating under multidimensional mandates and in diverse and fast-changing environments. The Department of Field Support (DFS) provided support solutions to plan, mobilize and sustain these complex field operations with core services ranging from budget, finance, personnel, technology and logistics support. DFS remained committed to implementation of priority initiatives in the areas of supply chain management, strengthening environmental management, and enhancing measures to combat misconduct, including sexual exploitation and abuse. In addition DPKO strengthened triangular cooperation with the Security Council and troop- and police-contributing countries, as well as with other regional/sub-regional organizations, and developed several joint assessments and programmes to build national rule of law capacity, restore state authority and support early peacebuilding efforts.

The Office for Disarmament Affairs (ODA) continued to ensure the implementation of its work related to the operationalization of the Secretary-General's Mechanism (SGM) for the investigation of the alleged use of chemical, biological and toxin weapons. ODA continued to support the work of the Group of Governmental Experts on developments in the field of information and telecommunications in the context of international security.

The Office for Outer Space Affairs (UNOOSA) continued to promote international cooperation in outer space for economic, social and scientific development. By implementing innovative partnerships with public and private providers of space-based data and solutions, the Office created new opportunities for nations, including developing nations, to access and use those solutions to tackle their critical global commitments towards sustainable development, disaster risk reduction and adapt to climate change.

C. International justice and law

In 2016, the Office of Legal Affairs (OLA) continued to
provide legal advice on matters concerning international peace and security and transitional justice, on Rules of Procedure of different UN organs and on defending the privileges and immunities of UN staff and premises worldwide. OLA provided extensive legal advice and assistance to the Secretary-General, to different UN Departments and Offices, as well as Funds and Programmes, peacekeeping and special political missions. OLA also continued to make good progress in improving access to international treaties deposited with the Secretary-General and related treaty actions. OLA also placed particular emphasis on promoting adoption and use of most recent texts of the United Nations Commission on International Trade Law (UNCITRAL).

D. International cooperation for development

Three of the priorities of the Organization for the biennium 2016-2017 are: promoting a sustained economic growth and sustainable development in accordance with relevant resolutions of the General Assembly and recent United Nations conferences, the development of Africa; and drug control, crime prevention and combating international terrorism in all its forms and manifestations. The departments and offices that share the responsibility for supporting the Secretariat’s actions in relation to these priorities are: the Department of Economic and Social Affairs (DESA), the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS), the Office of the Special Adviser on Africa (OSAA), the United Nations Conference on Trade and Development (UNCTAD), the International Trade Centre (ITC), the United Nations Environment Programme (UNEP), the United Nations Human Settlements Programme (UN Habitat), the United Nations Office on Drugs and Crime (UNODC), and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). Some important results achieved by these departments and offices during the year 2016 are highlighted below.

DESA continued to provide substantive support to the intergovernmental processes, which included convening the first High-level Political Forum (HLPF) on Sustainable Development since the adoption of the 2030 Agenda for Sustainable Development and preparing for the negotiations of the landmark resolution on the Quadrennial Comprehensive Policy Review (QCPR), the UN Summit for refugees and migrants in collaboration with other entities, and the Global Sustainable Transport conference, as well as the work of the functional commissions and expert bodies of ECOSOC. In commemoration of the tenth anniversary of the Convention on the Rights of Persons with Disabilities, the Department organised a series of high-level events that highlighted significant issues concerning persons with disabilities.

OHRLLS continued to follow-up on the implementation of the programmes of actions for LDCs, LLDCs and SIDS. In the wake of the adoption of the 2030 Agenda and the Addis Ababa Action Agenda, OHRLLS also worked towards building effective partnerships in support of sustainable development in LDCs, LLDCs and SIDS. Due to the contributions made by OHRLLS, the concerns and priorities of LDCs, LLDCs and SIDS found growing resonance in global development discourse, which led to a stronger global support for these groups of countries in areas such as trade and technology.

OSAA contributed to increase in international support for Africa’s development through its substantive, analytical and advocacy work in the first year of implementation of both the 2030 Agenda for Sustainable Development and AU Agenda 2063. The Office continued to ensure a coherent and integrated approach for UN system support for Africa by strengthening partnerships and coordination within the Inter-Departmental Task Force on African affairs.

UNCTAD continued to contribute towards an integrated treatment of trade and development and interrelated issues in the areas of finance, technology,
investment and sustainable development. UNCTAD launched the eTrade for All initiative, which serves as a multi-stakeholder vehicle for supporting the implementation of Agenda 2030, with a particular focus on supporting developing countries in the area of e-Commerce. Other highlights of the year included the launch of a multi-donor trust fund on trade and productive capacity, and the commitment of more than 90 countries for a roadmap on fisheries subsidies.

ITC has continued to successfully support the integration of business sector into the global economy. A record 231,000 clients and service users of its trade and market intelligence portals increased awareness of international trade through ITC’s suite of Global Public Goods and through specific platforms of Trade for Sustainable Development Programme. ITC contributed to strategy formulations in countries such as Nepal, Mauritius, Myanmar, Pakistan, Comoros, Sudan and Tonga.

UNEP supported more countries to integrate ecosystem-based and other adaptation approaches into national plans, bringing the cumulative total to 21 and supported 22 countries to reduce the risks of natural disasters, industrial accidents and conflicts. The Environment programme made significant contributions to the UN system’s new guidance on country Development Assistance Frameworks, informed by the 2030 Agenda; the guidance is being piloted in specific countries in the context of UN Delivering as One approach. The SDG agenda and New Urban Agenda have provided distinct opportunities to link urbanization and UN-Habitat’s work to the development agenda more widely. National Urban Policies, spatial planning and design, public space and climate change were in international policy development, UN-Habitat was recognized by the Inter-Agency Expert Group responsible for the monitoring of the SDGs and the Statistical division of UNDESA as the leading Agency for nine urban indicators.

UNODC ensured the effective integration of the 2030 Agenda into its work, which also presented a fundamental shift in approach requiring an unprecedented level of interagency cooperation. UNODC welcomed the international community’s recognition that Goal 16 of the Sustainable Development Goals on justice and building effective, accountable and inclusive institutions is cross-cutting in its scope and impact.

UN-Women supported substantive preparations for the 60th session of the Commission on the Status of Women. The agreed conclusions of the session provide a roadmap for the fulfilment of targets of the 2030 Agenda relevant for UN-Women, particularly in respect of goal 5, which aims for gender equality and empowerment of women and girls. A midterm review of the strategic plan demonstrated that contributions made by UN-Women supported Member States in advancing gender equality.

E. Regional cooperation for development

The five regional commissions of the United Nations - Economic Commission for Africa (ECA); Economic and Social Commission for Asia and the Pacific (ESCAP); The United Nations Economic Commission for Europe (UNECE); Economic Commission for Latin America and the Caribbean (ECLAC); and Economic and Social Commission for Western Asia (ESCWA) - continued to work towards the economic and social goals of the United Nations Charter by serving as leading regional hubs for the promotion of sustained economic growth and sustainable development. They facilitated greater economic integration and cooperation among the member countries within their respective regions and beyond.

ECE endorsed the Pan-European Strategic Framework for Greening the Economy, to promote the achievement of SDGs by reducing environmental risks, enhancing environmentally sustainable development and improving human well-being. To assist countries of the region in implementing the 2030 Agenda, SDGs
were integrated in 7 United Nations Development Assistance Frameworks. The Commission also adopted the globally-applicable Specifications for Application of the United Nations Framework for Fossil Energy and Mineral Reserves and Resources to Geothermal Energy Resources, which contributes to SDG 7 by facilitating the use of geothermal energy’s potential for renewable energy. The UN Centre for Trade Facilitation and Electronic Business adopted a global standard for electronic exchange of fishery data, which contributes to SDG 14 by supporting the sustainable management of global fishery resources and facilitating efforts to combat illegal fishing.

To address regional challenges and support the balanced integration of the economic, social and environmental dimensions of sustainable development, ESCAP continued to act as the most inclusive intergovernmental platform in Asia and the Pacific. ESCAP provided research, analysis and technical cooperation to support the implementation, follow-up and review of the 2030 Agenda for Sustainable Development. As the convener of the Regional Coordination Mechanism, ESCAP worked towards coordination and coherence across the United Nations system.

ECLAC continued to promote a new development pattern, geared towards achieving equality and environmental sustainability. Through its document, *Horizons 2030: Equality at the Centre of Sustainable Development*, ECLAC provided an analytical complement to the 2030 Agenda from the point of view of the Latin American and Caribbean countries. Training sessions and technical cooperation missions led by ECLAC resulted in the adoption of more than 120 actions, policies or programmes (aligned with the Commission’s recommendations) by the countries of the region. ECLAC enhanced the capacity of technical experts and policy makers through more than 40 expert group meetings and dissemination of data and statistics. It also enriched the global debate through 66 publications including six annual flagship publications, the usefulness of which was acknowledged by an average of 88 per cent of the readers.

ECA convened the second session of the Africa Regional Forum on Sustainable Development (ARFSD) in preparation for the 2016 session of the High-level Political Forum on Sustainable Development (HLPF). The ARFSD provided a platform for member States to discuss the implementation of and follow-up to both the 2030 Agenda and Agenda 2063. Participants reached consensus and adopted key messages. The Commission provided critical support to the African Peer Review Mechanism (APRM) Secretariat in the areas of knowledge generation and capacity-building.

ESCWA provided technical support to Arab States during the twenty-second session of the Conference of the Parties of the Climate Change Convention (UNFCCC COP 22) and collaborated with the League of Arab States, UNEP and UNESCO to conduct two Regional Training Workshops on Capacity Development for Climate Change Negotiations. The report “Syria at War: Five Years On” focused on the socioeconomic ramifications of the conflict in Syria. ESCWA undertook capacity-building initiatives for Arab government representatives on fiscal implications and economic impact of the Arab Customs Union (ACU) and options of Common External Tariff of the ACU. In addition the office launched Technical Advisory Groups on Economic Statistics and on Demographic and Social Statistics and a Working Group on Population and Housing Censuses to prepare for the 2020 census round.

**F. Human rights and humanitarian affairs**

Two of the priorities for the 2016-2017 biennium, the promotion of human rights and effective coordination of humanitarian assistance, are covered by the programme of work of four departments/offices of the Secretariat responsible for human rights, refugees, Palestine refugees in the Near East and humanitarian affairs.
instrumental role in promoting and protecting human rights worldwide. As part of its mandate to mainstream human rights in the United Nations system, OHCHR supported system-wide dialogue on human rights and the SDGs as well as the development of new guidance on Common Country Analysis (CCA) and United Nations Development Assistance Frameworks (UNDAF). OHCHR supported the establishment of National Mechanism for Human Rights Reporting and Follow-up (NMRF) in 26 countries, continued to mainstream human rights in protection clusters, and began to develop a common United Nations information management system in the context of the Human Rights Up Front initiative.

The Office of the United Nations High Commissioner for Refugees (UNHCR) was engaged—through its network of country and field offices in over 100 countries—in providing protection and seeking solutions to the plight of the 65 million women, men, girls and boys who are present refugees or internally displaced. Progress was also made under “I belong”, UNHCR’s Global Campaign to End Statelessness by 2024.

The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) continued to provide assistance and protection to over five million registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, West Bank and the Gaza Strip through its programmes in areas such as education, health care, social services and microfinance. UNRWA has increasingly established itself as a credible voice to raise awareness on protection issues affecting Palestine refugees and to engage in advocacy interventions vis-à-vis relevant authorities and other stakeholders.

The Office for the Coordination of Humanitarian Affairs (OCHA) continued its operations in areas where emergency response was most required, which included Nigeria, Ukraine, Afghanistan, the Democratic Republic of the Congo, Somalia, Sudan and Yemen. OCHA also hosted the World Humanitarian Summit which convened 9,000 participants from around the world to support a new shared Agenda for Humanity into meaningful change for the world’s most vulnerable people.

G. Public information

The Department of Public Information (DPI) continued to communicate the purposes and work of the United Nations to global audiences, making strategic use of traditional, social and digital media platforms in multiple languages. The Department played a leading role in the coordination of UN system-wide communications activities for the 2016 Summit on Refugees and Migrants, the entry into force of the Paris Agreement and the promotion of the Sustainable Development Goals. The Department’s social media accounts on Facebook, Twitter, Weibo and Google+, among others, grew substantially to more than 25 million followers.

H. Common support services

The common support services of the United Nations formulates policies and procedures and provides strategic guidance, direction and support services to all entities of the Secretariat in three broad management areas, namely, finance and budget, human resources, and physical resources. Information and Communications Technology services also falls under this cluster of departments/offices.

The Office of the Under-Secretary-General for Management provided leadership and oversight to ensure timely and client-focused delivery of administrative services, as well as to enhance efficiency, transparency, and informed decision-making. In advancing the Secretary-General’s management reform initiatives, the Office provided strategic direction and guidance on Umoja, Mobility, the ICT Strategy, the Global Service Delivery Model, and on the finalization of the Capital Master Plan. The Office continued its efforts to improve transparency and strengthen accountability through, inter alia, maintaining a strong relationship with the oversight...
bodies; supporting the work of the Management Committee and the Management Performance Board; coordinating the preparation of the senior managers’ compacts; and acting as the focal point for Enterprise Risk Management in the Secretariat.

The Office of Programme Planning budget and Accounts completed IPSAS-compliant financial statements for the United Nations Volume I for 2014-2015 and for Peacekeeping for 2015/16 using Umoja, both of which received unqualified opinions from the Board for Auditors. The Office continued to make progress on the sustainability of IPSAS compliance and in improving integrity of financial data. The Office continued with the consultative process while making progress in the design of the new Umoja budget formulation tool.

The Office of Human Resources Management (OHRM) launched the new staff selection and managed mobility system in January 2016 and, Political, Peace and Humanitarian Network (POLNET) was the first job network to go live. To increase the access to learning programmes, OHRM administered all core learning programmes through the enterprise learning management system module in Inspira, which is deployed in all offices away from Headquarters and will be fully deployed to field duty stations by early 2017.

The Office of Central Support Services (OCSS) continued to promote the efficient and effective maintenance of office and conference facilities, property management, travel and transportation services, mail and pouch operations, archives management and procurement at the Secretariat and at offices away from Headquarters. The Office published Guidelines for the Management of Construction Projects for offices away from Headquarters and; achieved savings related to travel by negotiating airline discounts and increasing the percentage of tickets purchased two weeks in advance. It also upgraded the software for Mail and Pouch service to enable real-time mail and pouch tracking.

In close collaboration with stakeholders, Office of Information and Communications Technology (OICT) made significant progress in leveraging technology to support the work of the United Nations. Standards for analytics and business intelligence systems and data are being established to ensure access to and the integrity of information across United Nations programmes. OICT also implemented the 10-Point Action Plan to strengthen information security and continues to establish a strong capacity to support global information security requirements. Analysis of data resulted in a joint project to establish the global wide-area network, by merging established systems of both OICT and the Department of Field Support. Providing around-the-clock support, OICT, through its Unite Service Desk established a unified help desk that serves as a single point of contact for troubleshooting enterprise applications.

A Business Analytics and Reporting Unit was established in the Office of the Director in the United Nations Office at Nairobi (UNON) to support Business Intelligence (BI) priority requirements for UNEP, UN-Habitat and UNON. The Nairobi Services Group replaced the Client Advisory Committee as the governance/policy organ comprising UNEP, UN-Habitat and UNON as of February 2016 and has convened monthly. UNON’s Common Service Rate Card for 2017 operations was approved through the respective governance mechanism.

The United Nations Office at Vienna (UNOV) successfully sustained IPSAS, the roll-out of Umoja, and the implementation of the Framework on Engagement of External Parties and Full Cost Recovery. The performance targets for gender balance as well as for the overall duration of recruitment were met. In procurement, previously used monitoring tools were discontinued and an overall increased volume of requirements were handled in 2016. Information and communications technology services increased its alignment with best practices and the Secretariat ICT strategy.
The United Nations Office in Geneva (UNOG) continued to enhance the delivery of administrative and support services by delivering fully integrated services and developing strategic partnerships and outreach activities with client offices including with offices at Geneva, Bonn, Germany, The Hague, Netherlands and associated field offices. Automation and enhancements of standard administrative processes was pursued at UNOG in two respects: Umoja Stabilization and Optimization of Umoja-based Operations. Preparatory work undertaken for the establishment of a Secretariat-wide shared service delivery model included establishing key performance indicators and metrics to accurately measure volume, efficiency and, where possible, quality of services in Geneva.

I. Internal oversight

The Office of Internal Oversight (OIOS) continued to enhance oversight in the Organization through investigations, internal audit and inspection and evaluation activities. The Office worked toward ensuring compliance with regulations and rules, policies and procedures. During the first half of the biennium, 431 recommendations were issued by the Internal Audit Division, which aimed at improving accountability of programme managers. The Inspection and Evaluation Division completed 11 programme evaluations, which provided insights into programmatic issues within the Organization.

H. Safety and security

The Department of Safety and Security provided a safe delivery of United Nations operations in increasingly high-risk areas. Partnerships were strengthened within the United Nations Security Management System on an inter-agency basis and through bilateral contacts. Collaboration with humanitarian partners continued. The expansion of the Department’s network of mental health professionals, through its “Train the Trainers” pilot programmes, allowed the Department to respond to the majority of the psychosocial needs of staff. Subsequent to the issuance by the Department of the revised Headquarters Minimum Operating Security Standards in November 2015, all duty stations have made significant progress in its implementation.
The following table provides the status of implementation of outputs under each programme. It includes the total number of outputs by programme, which consists of programmed, carried forward and additional outputs as well as the number and percentage of outputs implemented, in progress and not started.

<table>
<thead>
<tr>
<th>Programme</th>
<th>Total Number</th>
<th>Implemented Number</th>
<th>In progress Number</th>
<th>Not started Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. General Assembly and Economic and Social Council affairs and conference management</td>
<td>1813</td>
<td>927</td>
<td>51</td>
<td>209</td>
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<tr>
<td>2. Political affairs</td>
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<td>3. Disarmament</td>
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<td>4. Peacekeeping operations</td>
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<td>5. Peaceful uses of outer space</td>
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<td>6. Legal affairs</td>
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<td>931</td>
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<td>7. Economic and social affairs</td>
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<td>8. Least developed countries, landlocked developing countries and small island developing States</td>
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<tr>
<td>10. Trade and development</td>
<td>2361</td>
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<td>11. International Trade Centre</td>
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<td>12. Environment</td>
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<td>13. Human settlements</td>
<td>1527</td>
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<td>15. UN Women</td>
<td>180</td>
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<td>16. Economic and social development in Africa</td>
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<td>17. Economic and social development in Asia and the Pacific</td>
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<td>18. Economic development in Europe</td>
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<td>19. Economic and social development in Latin America and the Caribbean</td>
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<tr>
<td>20. Economic and social development in Western Asia</td>
<td>452</td>
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<td>25</td>
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<tr>
<td>21. Human rights</td>
<td>9021</td>
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<td>39</td>
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<tr>
<td>22. International protection, durable solutions and assistance to refugees</td>
<td>624</td>
<td>302</td>
<td>48</td>
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<tr>
<td>23. Palestine refugees</td>
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<td>38</td>
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<td>24. Humanitarian assistance</td>
<td>364</td>
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<td>25. Public information</td>
<td>194</td>
<td>30</td>
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<td>26. Office of the Under-Secretary-General for Management</td>
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<td>27. Programme planning, budget and accounts</td>
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<td>28. Human resources management</td>
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<td>29. Support services</td>
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<td>16</td>
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<td>30. Office of Information and Communications Technology</td>
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<td>31. United Nations Office at Geneva</td>
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<td>32. United Nations Office at Vienna</td>
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<td>33. United Nations Office at Nairobi</td>
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<td>&lt;1</td>
<td>35</td>
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<tr>
<td>34. Internal oversight</td>
<td>414</td>
<td>224</td>
<td>55</td>
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<tr>
<td>35. Safety and security</td>
<td>503</td>
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<td>103</td>
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<tr>
<td><strong>Grand total</strong></td>
<td>44225</td>
<td>17731</td>
<td>40</td>
<td>4000</td>
</tr>
</tbody>
</table>

\(^1\) Based on IMDIS data as of January 2017
Highlights of Programme results

The Department for General Assembly and Conference Management continued to facilitate the effective working of the Organization’s intergovernmental bodies in New York, Geneva, Vienna and Nairobi and to ensure multilingualism through high-quality interpretation and translation of documentation into all six official languages. In 2016, the Department serviced over 34,600 meetings globally, including over 7,500 with interpretation. A total of 641 meetings of the Security Council and its subsidiary bodies were serviced. Compared with 2015, the total number of meetings held at all four duty stations decreased by five per cent, with each duty station experiencing a decrease ranging from two to eight per cent. The combined workload for documentation for all four duty stations taken together also decreased by four per cent in 2016. The reasons for the decrease varied among different duty stations, such as the non-recurrence of major conferences, the budgetary constraints of meeting bodies, or the biennial pattern in New York of large budget documents submitted only in odd numbered years. Globally, the documents submission compliance, i.e., the percentage of documents submitted on or before the slot dates, increased by three percentage points in 2016 to 92 per cent compared with 89 per cent in 2015. Seventy per cent of departments/offices reached the 90 per cent benchmark, a two per cent decrease from 2015. Under the Integrated Global Management initiative, DGACM successfully coordinated the First World Humanitarian Summit in Istanbul in May 2016 and the Midterm Review conference for the Istanbul Programme of Action for the Least Developed Countries in Antalya, also in May 2016.

Challenges and lessons learned

The chronic documentation issues of the Fifth Committee remained a major challenge. For the third year in a row, DGACM led the efforts in establishing a proactive documentation schedule for the Committee during the main part of the General Assembly, in full consultation with the author departments/offices and the secretariats of the Fifth Committee and ACABQ, with positive results achieved.

Due to the fact that the Fall session of ACABQ and the main session of the Fifth Committee overlapped, issuing ACABQ reports in time for consideration by the Fifth Committee put tremendous pressure on
on DGACM’s resources. ACABQ reports were submitted very close to their consideration date, thus necessitating rush processing, in an average of two to three calendar days. Efforts are under way to pilot the advance planning of the ACABQ reports for the 72nd session of the General Assembly.

Also, the submission of unplanned high-priority and oftentimes lengthy documents which required rush processing remained a challenge to the Department at all duty stations. At certain times, processing resources had to be dedicated to high-priority documents to ensure their issuance for meetings, even if those documents were submitted late or exceeded word limits. This interfered with the processing of documents submitted on time and within the word-limits and in some cases led to delays in their issuance.

**Results achieved by Executive Direction and Management**

In 2016, the Department implemented 50 per cent of the 1,842 quantifiable outputs mandated for biennium 2016-2017, utilizing its own tools for documents and meetings management.

The Department’s submission rate for manuscripts was 100 per cent for both Secretariat and non-Secretariat reports. The Department continues to maintain the 100 per cent compliance rate with timely submission of pre-session documents through the use of proactive document management policies. The proactive document management is now being extended to managing of publications in addition to pre-session parliamentary documentation. While an increased percentage of documents are now being submitted on time, efforts are also being made to ensure that the quality of manuscripts improves and that the page-limits are maintained as agreed by Member States, and to ensure that documents are issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies.

**Results achieved by Sub programmes**

**Conference management, New York**

**Subprogramme 1**

**General Assembly and Economic and Social Council affairs**

The General Assembly and Economic and Social Council Affairs Division continued to maintain and improve web portals for the First, Second, Third, and Fourth Committees. The posting of draft resolutions and a schedule of meetings on the website of the General Assembly and uploading draft documentation on Committee’s QuickPlace for Member States provided alternative ways of reaching out to clients and the general public.

The Division maintained 100 per cent compliance with the timely preparation and submission of final reports for intergovernmental meetings serviced by the Department. No complaints by representatives of Member States were received in 2016.

**Subprogramme 2**

**Planning and coordination of conference services**

The Department continued to encourage Member States and observers to provide feedback on the quality of conference services and submit written comments and complaints to the Department through global surveys and informational meetings. The Division received no complaints on planning and coordination of conference services from representatives of Member States to
intergovernmental bodies and members of expert bodies through its annual global electronic survey.

The Department continued to strive to satisfy requests for interpretation services for meetings of regional and other major groupings of Member States. The percentage of meetings held with interpretation services stood at 90 per cent in 2016 as compared with 87 per cent in 2014-2015. New York registered a 17 per cent decrease in 2016 in the number of requests received for interpretation over 2015. In 2016, there was also a 14 per cent decrease in the number of meetings provided with interpretation in 2016, the latter owing to the increased needs of “as required” bodies which consequently reduced the Department’s capacity to provide interpretation for other “if available” requests. All requests for meeting rooms were met. It must be emphasized that regional and other major groupings of Member States are provided with interpretation on an “if available” basis only, by using services released from cancelled meetings. Consequently, the utilization factor of calendar meetings and the provision of interpretation to meetings of “as required” bodies on one hand, and the provision of interpretation to meetings of regional and other major groupings of Member States on the other, are inversely proportional.

Subprogramme 3
Documentation services

Globally, the translation workload for DGACM decreased by one per cent in 2016 to 247.1 million words in 2016 from 249.5 million words in 2015. New York had a marginal decrease of two per cent in its translation workload in 2016 (140.8 million words) compared with 2015 (144.3 million words).

Six informational meetings were held with delegations to discuss traditional and innovative ways of maintaining and enhancing the quality of language services. No complaints were registered during the reporting period. The Division utilised 100 per cent of its editorial, translation, précis-writing and text-processing capacity in 2016. In addition, temporary support was required to accommodate the increasing workload and meeting timely delivery of documentation.

The editing and translation capacity was fully utilised in the delivery of the core mandated outputs during the biennium. A total of 150,997,943 words were translated in 2016, of which 26 per cent (38,930,462 words) was translated by contractors. An adequate quality of the work carried-out by contractors was maintained by the language services.

The CMA (Contractor Management Application) roster of translators, which is common to all duty stations, expanded by seven per cent. In New York, the roster for freelance editors, including those under the CMA roster, expanded by 30 per cent in 2016.

Subprogramme 4
Meeting and publishing services

Member States expressed general satisfaction with the interpretation and conference services provided, as there were no complaints registered during the reporting period.

In the area of printing operations, there was an increase of nine per cent in page impressions in 2016 (52.7 millions) compared to 2015 (48.4 millions) due to the demand for hard-copies by Member States. However, the total number of page impressions printed in 2016 is less than 50% the workload forecasted for the biennium 2016-2017(120 millions).
The Interpretation Service achieved a utilisation rate of 90 per cent. The Verbatim Reporting Service achieved efficiency gains during the first year of the 2016/2017 biennium by producing over eight standard pages per day, on average, per verbatim reporter. The Meetings Support Section produced 59 million pages in 2016, an increase of nine per cent from the output in 2015. Paper-smart services were provided to 760 official United Nations meetings, including the main part of the seventy-first session of the General Assembly.

In New York, the number of freelancers on the eAPG roster increased by 15 per cent between 1 January 2016 and 31 December 2016. As all meetings held with interpretation were provided with the requested interpretation services, UNHQ has so far met the target of no imbalances across language combinations for interpretation.

**Conference management, Geneva**

**Subprogramme 2**

**Planning and coordination of conference services**

There were no complaints from Member States regarding the quality of conference services provided by UNOG. During the period under review, seven meetings were held away from the established Headquarters in Geneva. UNOG also took part in servicing many meetings that were serviced by DGACM where the proximity rule was applied. UNOG achieved a 100 per cent rate of implementation of meetings held as a percentage of meetings planned, both with and without interpretation. One hundred per cent of "as required" meetings were provided with interpretation services. UNOG’s issuance compliance rate increased significantly during 2016 from 44.2 per cent during 2014-2015 to 82 per cent.

During 2016 there were 112 requests for meetings of regional and other major groupings of Member States with interpretation services. Of these, 61 per cent of meetings were provided with interpretation. UNOG provided adequate conference facilities to 100 per cent of meetings requested by regional and other major groupings.

**Subprogramme 3**

**Documentation services**

There was one poor response received out of a total of 63 responses from DGACM’s e-Survey used to collect feedback from representatives of Member States. There were no complaints received from Member States regarding the quality of editorial, translation and text-processing services.

The proportion of documents translated by contractors during 2016 was 17.4 per cent. UNOG did not achieve 100 per cent capacity utilization for editing, but achieved 100 per cent capacity utilisation for translation and text processing. It did not achieve 100 per cent compliance with workload standards for editing, but achieved 100 per cent compliance with workload standards for translation and text processing.

The CMA roster of translators, which is common to all duty stations, expanded by seven per cent. There is no common roster for editors, and the local Geneva roster expanded by 62 per cent. The imbalance across language combinations for translators was 97.5 per cent and for editors 100 per cent. That is to say that among translators, language combinations were missing for only 2.5 per cent of the workload in words, and among editors, there were no missing language combinations.

**Subprogramme 4**

**Meeting and publishing services**
UNOG received one formal complaint from a Member State regarding the quality of interpretation services provided at four sessions held in January 2016.

The compliance with workload standards for interpretation was 84.6 per cent in 2016. The proportion of documents printed digitally was 34 per cent. Digital printing is chosen when it is the most cost-efficient mode of printing. The capacity utilization rate for interpretation was 85 per cent.

The number of freelancers on the eAPG roster increased by 11 per cent between January 2016 and 31 December 2016. As all meetings with interpretation were provided with the requested interpretation services, UNOG is reporting no imbalances across language combinations for interpretation.

Conference management, Vienna

Subprogramme 2
Planning, development and coordination of conference services

No complaints were received during 2016 from clients regarding the planning and coordination of conference services. The integrated global management (IGM) rule was applied 100 per cent to allow for the joint servicing of all meetings held away from Vienna. The gap between the number of meetings planned and the number of meetings held was zero, with the indicator showing 100 per cent for meetings with interpretation and 100 per cent for meetings without interpretation. Seventy-nine per cent of documents were submitted on time and within the established page limits and issued in accordance with the six-week rule. One hundred per cent of the meetings requested by regional and other major groupings of Member States were held and provided with adequate conference services.

Subprogramme 3
Documentation services

No complaints were received during 2016 from clients regarding the quality of editorial, translation and text-processing services. The Conference Management Service utilized contractual translation at a rate of 36 per cent in 2016, lower than the target owing to the lower workload in 2016. During the year, the Service continued to be 100 per cent compliant with both the workload standards and the capacity utilization for translation and text-processing services. UNOV’s compliance with the new editorial workload standard was 81 per cent. The freelance staff rosters in all languages increased by 18.3 per cent for translation and 9.1 per cent for editing in 2016 (in the common roster across all DGACM duty stations). Vienna’s imbalances in language combinations were virtually non-existent, with the regular staff having the language combinations needed to process 99 per cent of the workload.

Subprogramme 4
Meeting and publishing services

No complaints were received from meeting participants regarding the quality of meetings and publishing services.

The utilization rate for interpretation services reached 80.3 per cent, which exceeded the 78 per cent utilization rate in the 2014-2015 biennium. Compliance with workload standards for interpretation reached 80.3 per cent. Given the smaller scale of operations in Vienna compared with larger duty stations, fewer bodies were waiting for services on an “as available” basis to make use of idle capacity. One hundred per cent of the printing done in Vienna offices was digital. One hundred per cent of documents were available in electronic form in the six official languages simultaneously.
The freelance staff rosters in all languages increased by 16 per cent for interpreters (Vienna roster only). The freelance interpreter market has the potential to cover the language combinations not available in regular staff at a given time.

Conference management, Nairobi

Subprogramme 2  
Planning and coordination of conference services

There were no complaints from clients regarding planning and coordination of conference services. Ninety-two per cent of client survey respondents rated UNON’s conference services as good to excellent, seven per cent as fair, and only one per cent indicated that the services were poor or very poor.

The Division provided meetings of regional and other major groupings of Member States provided with conference and interpretation services as requested. The gap between the number of meetings planned and the number of meetings held was 66 per cent for meetings with interpretation (biennial target – 100 per cent) and 100 per cent for meetings without interpretation (biennial target – 100 per cent). The gap between meetings planned and held relate to extrabudgetary funded meetings where the budget is with the client and request for services is dependent on the clients’ willingness and ability to pay.

Subprogramme 3  
Documentation services

There were no complaints registered from clients. Ninety-five per cent of client survey respondents rated documentation provided by conference services as good to excellent, two per cent were of the opinion that the services provided were fair while only three per cent rated the services as poor to very poor.

The Division continued to maintain the optimal mix of resources both internal and external to provide cost effective documentation services. Compliance with workload standards was 95 per cent in translation; 100 per cent in editing and 60 per cent in word processing against a target of 100 per cent. Underperformance in translation and text processing was impacted by peaks and valleys of submission of documents especially the extra budgetary documents. The Division continues to liaise with the clients to improve submission compliance to minimize these peaks and valleys. The target for text processors is also impacted as they are engaged in several non-typing jobs including proofreading, reference work, desktop publishing and general administrative functions that include some level of support to contractual translators.

The Division was able to recruit external capacity to supplement available internal resources and all documents requested and submitted within agreed time frames were provided with translation and editorial services. This was achieved by an increase in roster of freelance translators by 17 per cent in the year against a target of 15 per cent. There were negligible number of documents submitted for translation in other languages except English; therefore there is no recorded language imbalance at UNON.

Subprogramme 4  
Meeting and publishing services

DGACM conducted a global e-survey in 2016, and there were no complaints regarding meetings and publishing services provided. To further supplement the global survey with real-time survey data, UNON carried out three additional surveys during the reporting period.
for meetings held in Nairobi and Cairo. Overall 92 per cent of the respondents rated the meetings and publishing services as good to excellent, six per cent rated them as fair, and only two per cent indicated that the services were poor.

The Office was able to provide meeting and publishing services as requested by its clients. The Division applied 100 per cent of the proximity rule as applicable for conferences away from Nairobi. This yielded a savings of $537,000 to the clients and Member States who requested for these services.

Capacity utilization for interpretation services was 81 per cent against a target of 100 per cent. The target was not achieved and is attributed to some of the major meetings being held outside of the duty station. Interpreters did not travel in order to comply with the proximity rule to maximize savings on servicing such meetings.

UNON was able to recruit external capacity to supplement available internal resources, and all meetings requested were provided with interpretation services. There was no imbalance recorded on request for meetings services and increase in the roster of freelance interpreters available globally within the Department was 25 per cent against a target of 15 per cent and thus UNON had the required resources to service the meetings requested.
Highlights of Programme results

In 2016, the Department of Political Affairs was involved in about 30 situations requiring the mediation or conflict prevention engagement of the United Nations. The Standy Team of Senior Mediation Advisers were deployed more than 100 times. The Department focused on systematically integrating women, peace and security issues in all its work, for instance by ensuring that all UN mediation support teams included women and specific gender expertise and that staff, mediators and senior officials are given special trainings. The Department’s work with Member States on electoral assistance continued to be of key importance. In 2016, Member States placed 19 new requests for electoral assistance and the Department continued to ensure gender is mainstreamed in all UN electoral assistance activities. The Department proactively facilitated the demanding activities of the work of the Security Council and its subsidiary organs and sustained dialogue between Governments, United Nations bodies, intergovernmental organizations and civil society on all aspects of the question of Palestine. The Decolonization Unit supported deliberations of the Special Committee, the Fourth Committee, the General Assembly and Economic and Social Council. The department continued to ensure the implementation of all the pillars of the United Nations Counter-terrorism strategy.

Challenges and lessons learned

Growing demands in 2016 put additional strain on the ability of the Department to deliver its programme of work. With the increase in the number of Security Council meetings and issuance of documentation as compared to 2015, the Department’s staff had to put in extra hours of work to provide substantive and technical support to the Security Council and its subsidiary bodies. Other challenges included coordination of a timely response to crisis situations, preparation of a flexible and advance contingency mission planning, and finding effective ways to engage countries.
Results achieved by Executive Direction and Management

Timely delivery of outputs and services to all clients continued in 2016. DPA remained able to deliver on 98% of all requested material and services on or before the deadline with the remaining 2% submitted shortly after the deadline. Efficient and effective utilization of resources was achieved as DPA continues to have a high rate of budget implementation, close to 100%.

DPA has enhanced its evaluation, programme management and reporting capacity with the recruitment of a dedicated capacity within the Office of the Under-Secretary General. Going forward, the Department will continue to improve data collection at HQ and in the field. Proper managing and backstopping of SPMs has remained an issue given the lack of a dedicated mechanism to ensure adequate backstopping capacity. DPA continued to hold regular SPM focal points meetings to track progress on budget implementation and vacancy rates, share guidance, best practices and lessons learned, and discuss policy questions with feedback indicating strong satisfaction of field offices, SPMs and Special Envoys with support from HQ. Integrated Task Forces (ITF) or Inter-Agency Task Forces (IATF) have been established for most of DPA-led SPMs to improve coordination within the UN system. As a practice, DPA holds an annual retreat with heads of political components in DPA-led missions. There has been consistent improvement in DPA’s submission compliance as well as the quality of documents submitted for processing. Together with DGACM a Flow Chart of Model Timeline for Preparation of Reports consistent with the 10-4-6 week slotting rule has been established. This system has reaped good results.

Results achieved by Sub programmes

Subprogramme 1
Prevention, management and resolution of conflicts

The Department of Political Affairs has continued to facilitate efforts to prevent and mitigate conflicts around the world through monitoring and assessing global political developments around the world. Areas of primary concern have included denuclearisation, increasing political dialogue and engagement, border controversies, counter-terrorism, ongoing conflicts in Syria and Ukraine, mass movements of people, humanitarian issues, human rights and increased partnership and cooperation with other UN entities, Member States, and regional organization. In 2016, the prime accomplishments under this subprogramme include: the deployment of the UN Mission in Colombia, the support provided to the process of national dialogue in El Salvador and the support to the Secretary-General in the good offices process regarding the border controversy between Venezuela and Guyana; continued support to the SG, including through his role in the Middle East Quartet and; focus on a number of activities across its three main sections (Western Europe, Eastern Europe, cross-cutting issues), in particular the Cyprus issue, the Greece-fYROM name issue, and promoting a peaceful solution to the conflict in eastern Ukraine. Both Africa Divisions have continued to engage with regional entities and work towards conflict prevention and early warning activities to include 27 countries in North, West and Central Africa, as well as 13 regional or sub-regional organizations. Africa II, in particular, has provided political and policy advice, backstopping/operational support to 5 SPMs and supported one facilitation and two mediation processes. Furthermore, 22 Good Offices efforts were undertaken in countries including Colombia, Cyprus, Comoros, Iraq, Iraq, DRC, Congo, Gabon, Equitorial Guinea,
Nigeria and the Gambia to address conflict situations. DPA responded to all Member States and regional organization’s requests for preventive action.

**Subprogramme 2**

**Electoral assistance**

The United Nations has continued to provide technical electoral assistance to Member States upon their request. In 2016, EAD continued to coordinate UN electoral support to around 70 member states and conducted around 60 electoral missions including 12 Needs Assessment Missions (NAMs), in order to provide technical electoral assistance to requesting Member States or support UN field missions in their electoral activities. In over 96% of the cases, needs assessment missions as well as other electoral missions were deployed within four weeks of the approval of the UN Focal Point for electoral assistance. This represented an increase compared to previous years and has helped further improve timely and effective response to Member States' requests for UN electoral assistance. The Division also took a number of steps in enhancing the United Nations electoral partnership with other regional and intergovernmental Organizations. During the reporting period continued efforts were made to strengthen coherence and consistency in UN electoral assistance and a number of comprehensive system-wide policies were developed that are aimed at ensuring further consistency and coordination within the United Nations system on issues related to electoral assistance. These included a policy directive on "preventing and mitigating election related violence" which provides system wide guidance on how to help national efforts in mitigating electoral violence through UN electoral assistance when requested. A further policy directive issued during the reporting period relates to the "operation and management of the UN Single Roster", aimed at outlining the procedures for the selection of electoral advisors for fixed-term appointments, temporary appointments and other applicable non-staff contracts using the United Nations Single Electoral Roster.

**Subprogramme 3**

**Security Council affairs**

Based on its performance in 2016, the subprogramme is on track to meet all of the targets set in its indicators of achievements for the biennium. In 2016, the subprogramme continued to facilitate the efficient conduct of Security Council meetings and 100% of Council Presidencies expressed favourable feedback on the services provided by the subprogramme. Furthermore, in 2016, the objective of improved access to information relating to the work of the Security Council and its subsidiary organs was achieved. The target number of page views of the Security Council home page for the biennium was already surpassed by the end of 2016 (target for the biennium: 9.57 million page views; actual for 2016: 12.43 million page views), whereas the target number of page views of the Repertoire of the Practice of the Security Council was on track to be met by the end of the biennium (target for the biennium: 0.49 million page views; actual for 2016: 0.24 million page views). Finally, regarding the timely implementation of Security Council decisions, the subprogramme achieved its goal of 100% of mission reports being issued in a timely manner in 2016, whereas it nearly achieved its goal of recommending experts to the sanctions committees within a set period of time (96% of experts were recommended within the proposed timeframe, instead of the targeted 100%).

The subprogramme has also been delivering its individual outputs, as scheduled. In 2016, the subprogramme made available in advance
version all ten Parts of the Eighteenth Supplement (2012-13) and Part I of the Nineteenth Supplement (2014-2015) to the Repertoire on the Security Council website. Drafting of Parts V, IX and X of the Nineteenth Supplement (2014-2015) was completed and submitted for review and approval. Research for Parts III and IV, and drafting of Parts II, VI, VII and VIII of the Nineteenth Supplement (2014-2015) is in progress. The subprogramme continued issuance of the annual “Highlights of Security Council practice” paper and updated information on mandates related to field missions, cross-cutting issues, sanctions regimes and subsidiary organs. It continued to update, in all six official languages, the Security Council Informal Working Group website (http://www.un.org/sc/wgdocs/index.shtml), and posted the Note by the President, (S/2016/619), of 15 July 2016. In addition, it continued to respond to requests for information from Member States, United Nations staff, students, academic scholars and researchers on questions relating to the current and past practice of the Council and its subsidiary bodies.

During the year 2016, the subprogramme furthermore facilitated five missions of the Security Council: to Burundi (January 2016), to West Africa (March 2016), Somalia (May 2016), South Sudan (September 2016) and DRC (November 2016), as well as four missions of its subsidiary bodies (CAR (May 2016), DRC (August 2016), Afghanistan (November 2016) and South Sudan (December 2016)).

Subprogramme 4
Decolonization

The Decolonization Unit provided substantive support to the Special Committee on Decolonization and other intergovernmental bodies, including through the preparation of seventeen annual working papers on the Non-Self-Governing Territories and other parliamentary documentation. 100% of the documents were submitted and made available for their subsequent consideration by the relevant bodies in a timely manner. The Unit also facilitated communication with the four administering Powers in the context of the Special Committee's activities, and Bureau meetings with three of the administering Powers in December 2016. Ninety-four per cent of Secretariat Working Papers were prepared with involvement of the four administering Powers due to one administering Power’s partial non-compliance with Article 73e of the Charter (information on one Territory was not transmitted to the Secretary General in 2016).

Subprogramme 5
Question of Palestine

The Division’s accomplishments and results achieved include (i) increased external outreach, (ii) strengthened partnerships within the UN system, and (iii) expansion of capacity building initiatives. The Division has increased its outreach towards Member States who are not members/observers of CEIRPP, towards CSOs and the public, including through the greater use of social media. The conference in Dakar saw record attendance by Civil Society while the one in Geneva was exceptionally well attended by Member States. The Division has also expanded its outreach to CSOs/NGOs associated with United Nations partners DPI, ECOSOC, and CSW. An increased use of Social Media has resulted in more coordinated messaging within the UN System and wider dissemination of information on the Question of Palestine and the activities of the Committee/Division to a global audience. In 2016, the Division’s capacity building programme offered more courses for a more diverse Palestinian constituency (i.e. outside
the Foreign Ministry). Furthermore, the Division developed a more transparent selection process for participants in DPR-organized trainings. In terms of specific progress towards the numerical targets set for the biennium, 2 General Assembly resolutions on the Committee/Division have been adopted, 4 international conferences have been held, as well as one Solidarity day, one civil society forum, and 62 briefing notes, information materials and other resources were produced.

Subprogramme 6
Counter-Terrorism Implementation Task Force

CTITF has made concerted efforts to strengthen the process and content of the All-of-UN approach to counter-terrorism and achieved satisfactory results. The Secretary-General’s Prevention of Violent Extremism (PVE) Plan of Action (A/70/674-A/70/675) drafted by the CTITF Office in consultation with all 38 CTITF Entities and external experts, was launched in 2016. 2016 marked the first year of the UNCCT’s new Five-Year Programme, which ensures clear strategic guidance for UNCCT’s work for the period 2016-2020. In this regard, the Office has developed an “All of UN” coordination framework across the four pillars of the work of the UN, especially through the 12 CTITF Inter-Agency Working Groups on priority areas of the Global Counter-Terrorism Strategy. At the national and regional level, the strategic “All of UN” approach has been strengthened through the expansion of the Integrated Assistance for Counter-Terrorism (I-ACT) initiative. A strategic CTITF Inter-Agency Meeting was organised in early 2016 at the principal’s level, in which the Secretary-General participated. The meeting was aimed at strengthening collaboration, coherence, and buy-in of all 38 CTITF entities in regard to joint UN counter-terrorism projects and activities. The CTITF Matrix of Projects and Activities, which now encompasses more than 300 projects, demonstrates the success of these efforts.

The UN Counter Terrorism Center (UNCCT) has assisted several regions in Asia and Africa to develop PVE and CT Plans of Action: (i) In cooperation with the Intergovernmental Authority on Development in East Africa (IGAD) and UNDP, UNCCT is supporting the development of a comprehensive Preventing Violent Extremism (PVE) regional strategy for the Horn of Africa and Tanzania; (ii) In close cooperation with the Southern Africa Development Community and its Member States, CBU is initiating phase II of its project on the implementation of the Regional Strategy for Southern Africa, which was adopted by SADC Member States in August 2015;

Subprogramme 7
Office of the United Nations Special Coordinator for the Middle East Peace Process

UNSCO engaged, including through the Middle East Quartet, with the parties as well as with key Arab states and in international fora, such as the French initiative, to explore avenues to preserve the two-state solution and to create the conditions for a return to meaningful negotiations. Over five months, UNSCO extensively contributed to the drafting of the Quartet report, issued on 1 July, which outlined major threats to the two-state solution and offered recommendations to advance a negotiated peace. Although the security situation improved since the beginning of the year, the Special Coordinator continued to engage with the parties to prevent a re-escalation of tensions and to promote dialogue. During the reporting period the Special Coordinator attended
approximately 889 external and 442 internal meetings compared to 1000 for the biennium. According to OCHA’s Financial Tracking Service (FTS), during 2016 donors provided US $ 630 million in humanitarian aid inside and outside the appeal. Based on UNCT inputs, it is estimated that resources mobilized for 2016 for UN development programming is $643 million as of December 2016.

During the reporting period UNSCO coordination unit facilitated the development of ten joint activities and programs compared to 15 for the biennium. Additionally 32% of the resources funded out of those requested in the humanitarian appeal process compared to the projected 78% for the biennium.

Subprogramme 8
Peacebuilding Support Office

PBSO efficiently supported the work of the Peacebuilding Commission in the first half of this biennium, which coincided with the adoption by the General Assembly and the Security Council of the resolutions on the review of the peacebuilding architecture (A/RES/70/262 and S/RES/2282 (2016)). The number of formal reports, interactions with key stakeholders and briefing notes/background papers is in line with the targets. 117 (of target 288) documents for the PBC, 40 (of target 48) Document or the Organizational Committee, and 284 (of target 576) interactions were completed.

In implementing the resolutions on the PBA review, the Commission continued to improve its working methods and to convene substantive discussions with a broader range of conflict-affected countries. Also as part of the implementation of the resolutions, the Office supported the Chairs of the Commission in undertaking important visits to the field to: a) enhance the PBC regional approach, and b) strengthen the synergies between the PBC and the African Union.

Overall, implementations of the resolutions on the PBA review are in line with the target. 38 percent of the recommendations have been implemented. The target for the biennium is 75.

During 2016 the Peacebuilding Fund (PBF) allocated $165.1 million. The Fund received around $57 million from donors, which is almost half of the required funds. 57.7 percent of planned $100 million was raised. 97.9 percent of all funds raised in previous year were allocated (target was 100%); 10.6 percent of allocation was maintained for PBC agenda, target was 50 percent. The reason for this lower percentage is due to PBC agenda countries moving towards more of developing funding cycle than post conflict stage. In terms of decision-making, PBF supported projects/programmes with quick turn-around time for IRF proposals and country eligibility notes. 90% of funding decision were made within four weeks of request (target was 100%);

PBSO made contribution toward the United Nations support to national peacebuilding efforts through the Peacebuilding Contact Group and UN Working Group on Transitions. PBSO was able to formalize 4 policies and formal guidance notes of the target 6 for the biennium.

Subprogramme 9
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

The Office for the Register of Damage completed the claim intake in 7 out of 9 Governorates in the Occupied Palestinian Territory affected by the construction of the Wall. In 2016, the Office provided technical assistance for filing claims in the Jerusalem and Bethlehem Governorates. With the target of 4,000 claims forms set out for 2016, 6,928
claims were collected in that year, bringing the total number of claims collected since its inception to 59,042 in 248 Palestinian communities. 4,883 claims were processed by the Office and submitted to the Board for review in 2016. Of that amount, the Board reviewed all 4,883 claims and decided to include in the Register 4,640 claims, not to include 239 claims and to defer the decision on 4 claims. Since its inception, the Board of the Register of Damage has decided on 25,342 claims processed by the Office.

The Office continued to carry out an extensive public outreach campaign during 2016, covering 212,286 Palestinians from 2 Governorates (Bethlehem and Jerusalem) and their 28 Communities, thus bringing the total number of persons included in its outreach since its inception to 1,158,571 from 9 Governorates (Tubas, Jenin, Qalqiliya, Tulkarm, Salfit, Ramallah, Hebron, Bethlehem and Jerusalem and their 248 Communities. The target number of 40,000 for 2016 was therefore substantially exceeded.

Subprogramme 10
United Nations Office to the African Union

UNOAU continues to enhance the cooperation and coordination between the United Nations and the African Union in all stages of the conflict cycle.

The United Nations Security Council and the African Union Peace and Security Council have taken decisions to strengthen cooperation between the two organizations and establish a strategic partnership (SCR 2320 and AUPSC Communique of 29 September 2016). UNOAU is the conduit within the United Nations for strengthening this partnership, and in SCR 2320, the Security Council commended “the work of the United Nations Office to the African Union (UNOAU) to strengthen the partnership between the UN and the AU.” UNOAU supported the establishment of the APSA mechanisms in order to enhance the AU’s ability to more effectively prevent and manage conflict in Africa. The Office also supported the two meetings of the United Nations-African Union Joint Task Force on Peace and Security, as well as the annual joint consultative meeting of member of the UN Security Council and the AU Peace and Security Council. UNOAU also provided ongoing advice and support to the development, enhancement and implementation of the AU Disarmament, Demobilization, and Reintegration strategy. Furthermore, UNOAU worked closely with the African Union and the Regional Economic Communities and Mechanisms (RECs/RMs) towards the operationalization of the African Standby Force (ASF), as an important mechanism to ensure the capacity of the African Union to respond to outbreaks of violent conflicts on the continent in a timely and effective manner. UNOAU has, among other, provided extensive support to the Amani Africa II exercise cycle, one of the main instruments to evaluate the operational readiness of the ASF, including its ability to respond rapidly to grave circumstances such as genocide, crimes against humanity and war crimes. The ASF was declared fully operational by the African Union Specialized Technical Committee on Defence Safety and Security in 2016. UNOAU will continue to provide support to the African Union in strengthening the ASF, in line with the five-year work plan and 2016-2020 roadmap for the implementation of APSA and workshop five-year “Maputo” work plan for the ASF, 2016-2020.

UNOAU continues to be at the forefront to support the African Union in the Planning and Management of on-going AU Peace Support Operations, most notably AMISOM. The AMISOM 2016 CONOPS now incorporates an
exit strategy. UNOAU also strengthened collaboration with the Regional Cooperation Initiative (RCI) against the Lord’s Resistant Army (LRA) and with Multi National Joint Task Force (MNJTF) against Boko Haram through the AU and has participated in the following joint activities along with the AU: reviewing CONOPS, taking part in joint TAMs, preparing the ground for stabilization and rehabilitation of the areas affected.

Strengthening the UN-AU partnership has remained a priority to UNOAU. In 2016, UNOAU continued efforts to finalize the Joint UN-AU Framework for an Enhanced Partnership in Peace and Security. The draft included inputs from UN headquarters as well as other UN entities working on peace and security. The two office have also worked together to establish a Governance, Peace and Security cluster of the Regional Coordination Mechanism, which is expected to be officially established in 2017.

UNOAU monitors the peace and security related challenges in southern and eastern Africa and continues close coordination with UN headquarters, the African Union and subregional organizations.

The Office continuously monitors the peace and security related challenges throughout Africa and works to strengthen the coordination with the African Union and subregional organizations. To better mobilize and harmonize preventative actions the AU-UN engage in the joint horizon-scanning and analysis of potential conflicts, through monthly meetings both in Addis Ababa and through Director-level VTCs. In addition, UNOAU coordinated the Desk-to-Desk meeting between UNHQ and AUC in Addis Ababa at which desk officers were able to consult and share analysis of conflict situations on the Continent. In 2016, UNOAU in coordination with the African Union and United Nations Headquarters, coordinated early intervention activities in Comoros in support of a peaceful presidential and gubernatorial electoral process. The Joint UN-AU Framework has a component to strengthen the coordination of the United Nations and the African Union in the area of conflict prevention, particularly strengthening the ongoing and systematic collaboration on early warning information and analysis, mechanisms to follow-up on potential conflicts, and preventive diplomacy.
Highlights of Programme results

The Office for Disarmament Affairs (ODA) continued to ensure the efficient coordination and synergy among its five Branches, three regional offices (in Peru, Nepal and Togo) and its Vienna Office, as well as the timely delivery of its mandated programme of work. ODA provided substantive and organizational support for the Open-ended working group on taking forward multilateral nuclear disarmament negotiations. The Office also continued to ensure the implementation of its work related to the operationalization of the Secretary-General’s Mechanism (SGM) for the investigation of the alleged use of chemical, biological and toxin weapons further to General Assembly resolution 42/37 (C), particularly with efforts to ensure the readiness of the SGM in the event an investigation is triggered. In commemoration of their 30th anniversary, ODA’s three Regional Centres undertook specific activities to combat illicit SALW, improve SALW control, prevent the acquisition by non-State actors of weapons of mass destruction (SC resolution 1540), and promote the implementation of other global and regional instruments on disarmament and non-proliferation.

ODA continued to support the work of the Group of Governmental Experts on developments in the field of information and telecommunications in the context of international security. ODA is providing substantive support to the Open-ended Working Group on the Fourth Special Session of the General Assembly Devoted to Disarmament, during all its sessions from March 2016 to June 2017.

Challenges and lessons learned

Some challenges and limitations faced by the programme were political in nature as the success of the Office’s efforts to promote disarmament issues ultimately depends on the actions and strong commitment of Member States.

Despite continuing efforts by the Office to encourage governments to nominate women candidates to meetings and expert groups, achieving balanced gender representation at disarmament meetings remained challenging.
Results achieved by Executive Direction & Management

Substantive inputs and contributions provided by ODA include political advice and analysis to the Secretary-General on disarmament and non-proliferation and peace and security related issues, briefing material, statements and talking points on various salient subjects as well as on emerging and ongoing global events and developments and other relevant cross-cutting issues.

In 2016, there were approximately 113 occasions whereby representatives of Member States and international institutions and non-governmental organizations met with the High Representative for Disarmament Affairs to either propose initiatives to address issues which were brought to their attention or to engage in discussions to explore ways and means of collaboration with ODA.

In 2016, ODA undertook 83 joint activities ranging from meetings, workshops, exhibits and publications as well as destruction of weapons, training of law enforcement officials and development of project proposals. These joint activities were implemented upon request for assistance from States who benefited from enhanced capacities and from tools to implement disarmament instruments. Beneficiaries overwhelmingly valued the assistance provided.

Results achieved by Sub programmes

Subprogramme 1
Multilateral negotiations and deliberations on disarmament and arms limitation

The Branch continued substantive and organizational support to the Conference on Disarmament (CD) was highly appreciated by its Presidents and Member States. The Branch also provided organizational and substantive support to meetings of multilateral arrangements, in accordance with its mandate.

The Branch has continued to work with States parties to enable them to effectively comply with their respective reporting obligations under the different multilateral instruments. The webpages established and maintained by the Branch continued to receive a high volume of visits by Member States and the public at large.

The Disarmament Fellowship Programme continues to attract considerable interest among States. The number of alumni that assume disarmament-related positions in their administrations continues to grow. The programme also continued to organize panel discussions on nuclear disarmament and non-proliferation, round tables on export control regimes, practical exercises on demining, simulation on deliberation and adoption of GA resolutions and meetings with think-tanks, resulting in improved understanding and capacity when returning to national delegations.

Subprogramme 2
Weapons of mass destruction

The Weapons of Mass Destruction Branch (WMDB) continued to provide substantive and organizational support for multilateral meetings in the area of nuclear disarmament and non-proliferation. WMDB continued to provide substantive support to the Chair of Working Group 1 of the United Nations Disarmament Commission, which continued to seek consensus on recommendations for achieving the objective of nuclear disarmament and non-proliferation of nuclear weapons.

WMDB also provided substantive support to the Chair of the open-ended working group on taking forward multilateral nuclear
disarmament negotiations, which prepared a substantive report with agreed recommendations that nearly all participating States were ready to support prior to its adoption.

WMDB has also continued to provide administrative and substantive support to Member States offering training to qualified experts nominated to the roster of Secretary-General’s Mechanism on the conduct of field investigations into an allegation of the use of biological weapons. WMDB supported three training activities, comprising one introductory training and two specialized trainings. Feedback solicited from trainees and from host country counterparts at the end of each training course (Australia; Sweden; United Kingdom) has been entirely positive. Course evaluations demonstrated over 90% positive rating for all three training events. As a result of the training activities, sixteen additional experts on the roster of experts nominated by Member States have received introductory training related to the SGM (course held in Canberra, Australia). In addition, thirteen experts who had undergone previous introductory SGM training have now received specialized training on Head of Mission skills (Ömea, Sweden) and/or on command-and-control and operations planning (Ryton-on-Dunsmore, United Kingdom), in the event the SGM is activated.

Subprogramme 3
Conventional arms (including practical disarmament measures)

The Branch continued to support the international community’s efforts to prevent and combat the illicit trade in small arms and light weapons, under the Programme of Action against the illicit trade in small arms and light weapons (PoA) and its International Tracing Instrument (ITI). It also provided support to the Sixth Biennial Meeting of States (BMS6), held in June 2016. As part of the substantive support provided to the aforementioned meetings, ODA prepared a report of the Secretary-General on recent developments in small arms and light weapons manufacturing, technology and design. The report synthesized existing information in order to inform discussions among Member States and facilitate recommendations on the applications and implications of these developments for weapons marking and tracing, at future review meetings of the PoA, particularly the 2018 Review Conference on the PoA.

The subprogramme continued to facilitate participation by Member States in the two main UN instruments on confidence-building measures, the UN Register of Conventional Arms (UNROCA) and the UN Report on Military Expenditures (MILEX).

Subprogramme 4
Information and outreach

The Branch continued to engage with delegations, NGOs and the public at large in a variety of ways to raise awareness and promote global norms of disarmament through its website, publications, partnerships, briefings, events and reference materials. The Branch also continued to provide substantive and administrative support to two important expert panels: (i) the Secretary-General’s Advisory Board on Disarmament Matters and; (ii) the Group of Governmental Experts (GGE) on Developments in the Field of Information and Telecommunications in the Context of International Security.

ODA’s regularly updated its online information in the form of spotlight pieces and news round-ups. This included recurrent and ad hoc publications and 36 Fact Sheets on disarmament issues that are updated
regularly and disseminated during briefings and special events. In 2016, The United Nations Disarmament Yearbook (Vol. 40: 2015), the Occasional Papers Nos. 28 and 29, and the Programmes Financed from Voluntary Contributions (2015-2016) were published. The Branch received consistent positive feedback from its end users via e-mail for the information products it disseminated. Additionally, the number of requests for several publications exceeded the print runs. The number of visitors to the Office for Disarmament Affairs websites continued to grow and the Office used the Twitter platform to drive more traffic to its websites.

**Subprogramme 5**

**Regional disarmament**

The Regional Disarmament Branch and its Regional Centres undertook activities to train, build capacity, provide policy assistance and practical disarmament measures to States of their respective regions. These activities promote regional cooperation among States and regional and sub-regional organizations on matters related to disarmament, non-proliferation, arms control and regional peace and security, in particular on the implementation of the Arms Trade Treaty and of Security Council resolution 1540 (2004). ODA, following requests from States, has extended its inter-institutional training course from Latin America, to Africa and to Asia and the Pacific. Beneficiaries valued the assistance received positively: up to 90% of participants noting it “excellent” or “good”.

The programmes and activities supported by the Regional Disarmament Branch and carried out by its Regional Centres foster cooperation between the Office for Disarmament Affairs, States of the respective regions covered by the Centres, international, regional and sub-regional organizations. Cooperation with regional and subregional organizations allows the activities of the Regional Centres to benefit from a multiplier effect, pooling of resources, building effective partnerships and synergies, strengthen information sharing and ensuring regional buy-in and contribution to international processes.

During the first year of the biennium, the Regional Centres carried out numerous training courses and capacity-building activities on disarmament, arms control and non-proliferation which were positively received by participants and which provided States with practical tools, such as standard operating procedures, to better control small arms and light weapons. Number of participants in training courses remained stable.
Highlights of Programme results

The Department of Peacekeeping Operations continued to direct, manage, support and provide political, strategic and operational guidance to 16 field operations, operating under multidimensional mandates and in diverse and fast-changing environments. The Department had many notable achievements: in Mali, support MINUSMA’s efforts to facilitate the implementation of the 20 June 2015 Agreement on Peace and Reconciliation; in the Central African Republic, effective guidance to MINUSCA in supporting the government following a successful transition; in the Democratic Republic of the Congo, support to political dialogue amongst Congolese actors; and, in South Sudan, where the Department supported UNMISS’ efforts to protect civilians. In Haiti, DPKO provided support to MINUSTAH’s efforts to maintain stability while supporting the political process and elections. Support was also provided to UNDOF, UNIFIL and UNTSO’s efforts in the Middle East, including to contain and avert a regionalization of the crisis in Syria. In Côte d’Ivoire and Liberia, the Department provided guidance to UNOCI and UNMIL, respectively, on the transition and drawdown of UN peacekeeping missions whereas in Cyprus, the Department supported transition planning by UNFICYP in the event of a settlement. The Department also strengthened partnership with and support to the African Union, and reinforced collaboration with the European Union. In addition DPKO strengthened triangular cooperation with the Security Council and troop- and police-contributing countries, as well as with other regional/sub-regional organizations, and developed several joint assessments and programmes to build national rule of law capacity, restore state authority and support early peacebuilding efforts.

The Department of Field Support provided support solutions to plan, mobilize and sustain these complex field operations with core services ranging from budget, finance, personnel, technology and logistics support. It remained committed to implementation of priority initiatives in the areas of supply chain management, strengthening environmental management, and enhancing measures to combat misconduct, including sexual exploitation and abuse. It also strengthened its framework for performance measurement and control to ensure that support services delivery optimally on mandates, client needs and stakeholder expectations.

Challenges and lessons learned

The most significant challenges and obstacles to mandate and programme implementations include:
lack of continued and unified political support of the Security Council for the implementation of mandates; less-than-requested provision by Member States of human, financial and logistical resources and capabilities required for effective implementation of mandates; lack of political will of the parties in conflict; complexities associated with protection of civilian mandate; managing relations with host countries to ensure continued consent and cooperation; inadequate support of regional actors and Member States in the negotiation/implementation of peace agreements and their impact in the implementation of peacekeeping mandates; weak donor commitment; inadequacy of organizational rules and regulations for mission start-ups and transition phases; effectively leveraging technology and innovation in support of mandated tasks; building responsive capabilities for rapid deployment and more mobile, responsive operations.

To overcome these challenges, DPKO continues to pursue a number of initiatives, which started in previous biennia, to increase effectiveness and efficiency of peacekeeping operations such as the Uniformed Capabilities Agenda, the working group on technology and innovations, and the implementation of the recommendations of the High Level Panel on Peace Operations to adapt and reinvigorate the Secretariat's approach to peace operations.

A. Peacekeeping operations

Results achieved by Executive Direction and Management - DPKO

DPKO continued to make progress in the implementation of its mandates. DPKO strengthened the strategic and operational direction, planning, deployment and transition of DPKO-led operations. A number of systemic initiatives have advanced to increase effectiveness and efficiency of peacekeeping operations. Eight projects are being implemented to enhance the capabilities of uniformed peacekeepers. Implementation is continuing of the recommendations of the Expert Panel on Technology and Innovations to leverage the power of technology as a strategic enabler. Ninety-four per cent of major benchmarks were defined and met for all operations and missions led by DPKO.

The Department conducted strategic reviews/assessments for five missions as well as a number of technical assessments to adapt and right-size missions to changing circumstances and new mandates and increase their effectiveness. In addition, recommendations were made on mission-specific and systemic issues to support the efficiency and effectiveness of field uniformed personnel.

Results achieved by Executive Direction and Management – DFS

DFS continued to provide strategic direction, change management support, reporting capabilities and performance oversight to drive continuous improvement in business processes, systems and techniques.

The Department helped peacekeeping missions and special political missions succeed with support solutions that are rapid, effective, efficient and responsible. With core services ranging from budget, finance, personnel, technology and logistics support, DFS worked to plan, mobilize and sustain peace operations in the world’s most complex environments.

The blueprint for supply chain management in field support was completed, and work is underway to change organizational structures
to reflect the blueprint. The DFS Environmental Strategy has been launched, which paves the way for strengthening environmental management in the field. The policy on accountability for conduct and discipline in field missions is being implemented in relation to the application of the standards of conduct for all categories of personnel. Annual quality assurance exercises are now conducted, allowing for regular inventory of the status of open cases and ensuring action in a timely manner.

**Results achieved by Subprogrammes**

**Subprogramme 1**

**Operations**

DPKO submitted a number of Secretary-General’s reports to the Security Council, which reflected briefings with troop-contributing countries and members of the Security Council; provided briefings to the Security Council and the Special Committee on Peacekeeping Operations; and responded to the recommendations of the Fifth Committee, ACABQ, the Committee on Contributions, and the Board of Auditors. All recommendations for new or significant adjustments to peacekeeping operations have been incorporated in resolutions of the Security Council.

DPKO provided guidance to a total of 16 peacekeeping operations and one special political mission, thereby ensuring an integrated United Nations approach to peace consolidation. Mission planning processes were completed in line with the Security Council’s substantive and time requirements. These planning processes include, inter alia, the reinforcement of MINUSMA’s posture in accordance with the new mandate; a focus on the reduction of armed groups as a strategic objective in MINUSCA; and the reinforcement of UNMISS’s mandate with the addition of a Regional Protection Force. During the reporting period, all integrated planning processes were completed according to Security Council substantive and time requirements for implementing adjustments to existing peacekeeping operations. Peacekeeping operations fulfilled all major milestones as defined in and mandated by Security Council resolutions.

**Subprogramme 2**

**Military**

During this reporting period, the Office of Military Affairs completed drafting of nine (9) military plans for MINUSTAH CONOPS; UNAMA Guard Unit CONOPS; MONUSCO SUR; UNSMIL Guard Unit SUR; UNDOF Mechanized Company SUF; UNOCI Forces Withdrawal Plan; UNSMIL Guard Unit CONOPS; UNSMIL Guard Unit ROE; and UNDOF Mechanized Company SUR within seven days after the Security Council resolution was passed or related decisions were made, and sent out invitation note verbales for MINUSCA, MINUSMA, UNMISS and UNDOF, within five days after a list of potential troops-contributing countries was prepared. As of 31 December 2016, a total of 54 recommendations were processed, of which 47 recommendations (87%) were implemented and seven recommendations were still under implementation and it is expected the implementation of these recommendations will complete during 2017.

The Office of Military Affairs held strategic level meetings with 9 Member States (Chad, Cuba, Colombia, Gabon, Nigeria, Norway and Senegal) and 4 regional organizations (African Union, European Union, and Military Legal Committee of the Americas [COJUMA]) and participated in the UN Peacekeeping Defense Ministerial London Summit 2016 (7-8 September 2016) and the Ministerial Conference on peacekeeping in the
francophone environments in Paris (26-28 October 2016) to discuss military aspects of peace negotiations, agreements and peacekeeping operations, including military strategic and operational planning. As of 30 November 2016: UNMEM 1,821 (132 females); Contingents 86,176 (2,768 females) personnel were deployed. Gradual and steady increase in the representation of female UNMEM and contingent personnel was achieved, and the Office continues to press upon the need to increase female representation to troop-contributing countries. By its resolution 70/287 of 17 June 2016, the General Assembly approved the establishment of the Strategic Force Generation and Capability Planning Cell in the Force Generation Service/Office of Military Affairs. The United Nations Standby Arrangements system (UNSAS) was successfully replaced with the Peacekeeping Capacity Readiness System (PCRS) launched on 8 July 2015. After two (2) workshops and extensive consultations with individuals, and groups of Member States, as at 31 December 2016, 65 Member States have formally registered their pledges in the system. In addition, six (6) countries have pledged units to be placed at the Rapid Deployment level of the PCRS, and they are ready for deployment within 60 days of a request.

Subprogramme 3
Rule of law and security institutions

In the absence of any new authorized missions, Standing Police Capacity personnel deployed to support transitioning and adjusting operations, including UNMIL (February 2016) and MINUSCA (April 2016), within the targeted - 25-day time frame. In addition, Justice and Corrections Standing Capacity personnel were deployed to UNMISS, MONUSCO, UNMIK and MINUSCA within 30 days, in line with the baseline set for the Support Account budget, and to UNAMID with a slight delay due to extended visa processing times. Mine action personnel were deployed to UNFICYP within 15 days.

Police activities were reflected in five integrated mission plans (MINUSCA, MONUSCO, UNMIL, UNOCI, and MINUSMA). Justice and corrections activities were also reflected in five integrated mission plans (UNAMID, MINUSCA, MINUSMA, MONUSCO, and UNMIL). DDR activities were reflected in four integrated mission plans (MINUSCA, MONUSCO, MINUSMA, and UNAMID). Security Sector Reform activities were reflected in three integrated mission plans (MINUSCA, MINUSMA, and MONUSCO).

In 2015 a global total of 6,461 casualties from landmines and explosive remnants of war were recorded, a 43% increase compared to 2014. The increase was due to the escalation of armed conflicts in Libya, Syria, Ukraine, and Yemen; it also reflects the greater availability of data, particularly from systematic surveys in Libya and Syria. In these four countries, the United Nations Mine Action Service does not operate or only operates remotely. UNMAS continued to increase awareness and understanding of the dangers of landmines and other explosive remnants of war in affected countries where it operates, through risk education activities, explosive hazard safety and security trainings and guidance (e.g. DPKO/DFS Guidelines on IED Threat Mitigation in Mission Settings), as well as web-based tools (e.g. Landmine, ERW, and IED Awareness Safety application).

Subprogramme 4
Policy, evaluation and training

All policy, guidance and best practice materials such as after-action reviews and end-of-assignment reports of senior mission leaders are made available for download to peacekeeping practitioners through the Policy
and Practice Database. Monthly newsletters highlight the newest documents uploaded to the database.

**Subprogramme 5**

**Field administrative support**

Eleven missions (MINUSCA, MINUSMA, MONUSCO, RSCE, UNAMA, UNAMI, UNAMID, UNFYCIP, UNMISS, UNOCA, UNSOM) were able to meet their respective target incumbency rate ranges for international posts as of October 2016. This represents an increase in the number of stable missions that met their international target ranges (from seven in the previous report to eleven in the current report).

Challenges continue to persist with regard to the recruitment and retention of women in field operations, particularly at the senior levels. Aiming to increase the number of women at senior levels in field missions, the Division launched, in February 2014, a Senior Women Talent Pipeline initiative (SWTP). As a result of this exercise, eleven women have been selected to positions at the P-5, D-1, D-2 and ASG levels.

Timeframes for reviewing and referring allegations of misconduct were met during 2016. In the very few instances when recording was slightly delayed, clear reasons were given by missions.

The number of all recorded allegations of serious misconduct decreased from 316 in 2015 to 243 in 2016. The data on substantiated allegations is pending completion of investigations in a significant number of cases. At the end of 2016, efforts on prevention of misconduct including SEAContinue to be strengthened and quarterly reports from peacekeeping missions confirm ongoing preventive activities.

**Subprogramme 6**

**Integrated support services**

During 2016, approximately 130 contracts including 100 global systems contracts in the areas of engineering, transport, general supplies, movement control, life support and medical support and 30 turn-key contracts for fuel and rations recorded, maintained and tracked for more than 20 categories, including design and review of technical specifications, solicitation documents and vendor submission. A total of 38 systems contracts (including turn-key contracts) have been awarded in 2016. A dashboard has been established for monitoring not-to-exceed values and contract expiration and SharePoint platform for Systems Contracts has been implemented for tracking ongoing/upcoming solicitations to ensure provision of logistics equipment capable of supporting start-up team and initial troop and police deployment as well as to support ongoing peacekeeping operations, as applicable, for field missions, 365 days with sufficient ‘Not-To-Exceed’ amount. One Wide body aircraft maintained to ensure more effective and efficient strategic lift of troops.

The Division provided all missions with a wide area network which was functioning 99.8 per cent of the time. Systems contracts in all categories of peacekeeping support have remained valid and active 365 days of the year.

**B. Peacekeeping missions**

**United Nations Truce Supervision Organization**

UNTSO continued to provide regional reporting and assessments to UN headquarters on political, military and security developments within and among the five parties to the Arab-Israeli conflict. Observer Group Lebanon (OGL) and Observer...
Group Golan (OGG) reported on their operational activities in support of UNIFIL and UNDOF mandate implementation under operational control of the respective Force Commanders. UNTSO’s Liaison Offices for Egypt, Israel/Jordan, Lebanon and Syria provided current and projected assessments and analyses of regional political, military and security developments, which contributed to the situational awareness of DPKO and peacekeeping missions in the Middle East.

**United Nations Military Observer Group in India and Pakistan**

The United Nations Military Observer Group in India and Pakistan (UNMOGIP) deployed military observers in seven established field stations in Pakistan Administered Kashmir and Punjab in Pakistan, and in three field stations in India Administered Kashmir to monitor the ceasefire along the Line of Control (LoC). The reports of all investigations were shared in a timely manner with the United Nations Headquarters and the two parties.

UNMOGIP carried out 1,992 unimpeded operational tasks, including 72 investigations, 1,408 Area Reconnaissance, 322 Observation Posts and 192 field trips. All operational activities were carried out in Pakistan Administered Kashmir. UNMOGIP operations in the Indian side of the LoC continued to be limited to administrative movements and communications due to the longstanding formal position of non-cooperation of the Host Government.
Section 6: Peaceful uses of outer space

Highlights of Programme results

The Office for Outer Space Affairs (UNOOSA) continued to promote international cooperation in outer space for economic, social and scientific development. To that end the Office continued supporting the preparations for the special segment dedicated to the fiftieth anniversary of the first UNISPACE conference (UNISPACE+50), to be held in June 2018. UNISPACE+50 aims to build, together with all stakeholders, a new concept of space governance that supports the achievement of the Sustainable Development Goals and based on the peaceful exploration and uses of outer space. Other highlights include technical legal assistance provided to Member States on the registration of space objects that resulted in four States submitting notifications on the establishment of their national registries. Also four ratifications of the United Nations space-related treaties were received. By implementing innovative and forward-looking partnerships with public and private providers of space-based data and solutions, the Office created new opportunities for nations, including developing nations, to access and use those solutions to tackle their critical global commitments towards sustainable development, disaster risk reduction and adapt to climate change. Cooperation was strengthened with ODA and ICAO with specific outcomes achieved in the areas of mutual interest.

Challenges and lessons learned

The 2030 Agenda for Sustainable Development and related increase in the number of new global and regional initiatives for supporting countries in using space-derived solutions in implementing the Agenda has resulted in an increase in the demand for additional support at levels exceeding the Office’s existing capacity. The Office is prioritizing its interventions and promotes a greater inter-agency coordination to ensure nations do get the benefits of the application of space technologies. The daily process and workflow adjustments due to the implementation of Umoja posed challenges towards implementing the Office’s programme of work.
Results achieved

Programme of work

The programme actively contributed to the efforts of the Committee on the Peaceful Uses of Outer Space and its Legal Subcommittee to enhance implementation of the United Nations Treaties on Outer Space, conducted capacity-building activities to promote greater understanding of space law and provided technical legal assistance to Member States upon request. Four ratifications / accessions to the Treaties were received from two Member States. Active support to Member States on the registration of space objects resulted in four States submitting notifications on the establishment of their national registries. Five notifications were received from three Member States in accordance with Outer Space Treaty and the Rescue Agreement. Thirteen Member States and three Member States continued providing information in accordance with the Registration Convention and the GA Resolution 62/101, respectively. In total 13 States and intergovernmental organizations undertook actions and 3 countries received support to build capacity in space law bringing the total number of actions to 77 compared to the target of 71 (indicator (i)) and number of countries to 45 compared to the target of 50 (indicator (ii)).

The programme provided support to three additional countries while at the same time continuing to provide further opportunities to those countries supported in the past. These activities increased awareness and facilitated knowledge sharing in space technology applications in areas such as disaster risk reduction, human space technology, ecosystems and biodiversity conservation, and in adapting to the impacts of climate change, all factors in the implementation of the 2030 Agenda for Sustainable Development. The number of government officials and students having received training in areas such as satellite remote sensing, satellite communication, satellite navigation, satellite meteorology, space law and small satellite manufacturing have increased. The support also included providing opportunities to researchers from developing countries in conducting scientific experiments in zero-gravity instrument projects (clinostats and drop tower tests) and to design, build, deploy and operate small satellites, including those to be launched from the International Space Station (KiboCube of the Japanese space agency). In total 2 countries received training and 2 others received support in using space science and technology bringing the total number to 62 and 59 countries respectively compared to the target of 64 and 57 for performance indicators (i) and (ii) under this expected accomplishment. In addition 19 States and entities participated in activities to ensure compatibility and interoperability of space-based PNT services bringing the total number to 44 States and entities compared to the target of 28 for indicator (iii).

The Office’s active engagement with ICAO in a series of ICAO/UNOOSA symposia furthered dialogue between aerospace and outer space stakeholders. Cooperation with ODA and UNIDIR yielded the Special report on the implementation of the report of the Group of Governmental Experts on Transparency and Confidence-Building Measures in Outer Space Activities. The Office is also implementing cooperation agreements with government authorities (China National Space Administration) and with the industry (DigitalGlobe and Sierra Nevada Corporation) with the view of increasing access by Member States to the benefit of space-based data, information, products and services. Theses novel arrangements aim at facilitating the discovery and use of space-based resources.
on a free or cost-recovery basis, including by developing countries in support of their implementation of the 2030 Agenda for Sustainable Development. In total 15 activities were undertaken bringing the total number to 47 compared to the target of 38 under this expected accomplishment.

The Programme continued to deliver scientific and technical guidance and provide advisory services in support of national strategies for disaster risk management and the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030. The efforts of the Office have resulted in the creation of two new Regional Support Offices to UN-SPIDER at the Mexican Agency and at GRID-ARENDAL (a centre based in Norway collaborating with the United Nations Environment Programme (UNEP). The Office also delivered targeted capacity-building at regional level by supplying training, outreach activities, workshops and expert meetings. This year has marked the tenth anniversary of UN-SPIDER inception. This special milestone was commemorated during a dedicated UN-SPIDER+10 Conference which highlighted its accomplishments. The Office supported 39 countries by offering technical advisory services and continuous support to increase the use of space-based information by disaster management stakeholders at national and regional levels. The Office continues improving the UN-SPIDER website as a tool to serve a wider user community. In total 1 country received assistance and 1 additional service was provided on the UN-SPIDER Knowledge Portal bringing the number for indicators (i) and (ii) to 39 countries and 19 services compared to the targets 42 and 22 respectively.
Highlights of Programme results

In 2016, the Office of Legal Affairs (OLA) continued to provide legal advice on matters concerning international peace and security and transitional justice, advice on Rules of Procedure of different UN organs and on defending the privileges and immunities of UN staff and premises worldwide. During the period, OLA provided extensive legal advice and assistance to the Secretary-General, to different UN Departments and Offices, as well as Funds and Programmes or peacekeeping and special political missions, including in respect of providing legal support to system-wide efforts to strengthen the Organization’s prevention of, and response to, acts of sexual exploitation and abuse (SEA). OLA also drafted or assisted in the negotiation of legal instruments necessary for a wide range of UN operations, including advising on 120 host country agreements for Secretariat units and Funds and Programmes, and drafting and assisting in the negotiation of transit agreements with three States to facilitate the operations of MINUSMA.

OLA also continued to make good progress in improving access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat. OLA prepared 48 volumes of the UN Treaty Series, registered 1,524 treaties and 1,603 treaty actions, and processed 1,970 depositary notifications. In the period, OLA placed particular emphasis on promoting adoption and use of most recent texts of the United Nations Commission on International Trade Law (UNCITRAL).

Challenges and lessons learned

The Report of the Independent Review on Sexual Exploitation and Abuse (SEA) by International Peacekeeping Forces in the Central African Republic highlighted a series of challenges for the Organization in terms of its response to acts of SEA, whether by UN personnel or by non-UN security forces operating under a UN mandate. Its recommendations included that the UN “adopt an approach to immunity that presumes cooperation and active participation of UN staff in accountability processes”. In response OLA has taken a series of practical steps to reduce the time it takes to respond to requests relating to immunity of UN personnel and UN archives, and prepared a draft system-wide uniform policy to

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<th>Implementation status of outputs</th>
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balance considerations of confidentiality and accountability when cooperating with national authorities in SEA cases.

The reporting period under review witnessed further increased demands for the unified central legal services of the Office and the capacity building support. In a period of resource constraints and increased workload, the Office continues its high level of support to States and international organizations.

In order to maximise the benefits of its services, the Office needs to continue prioritising its work to the maximum extent possible and to ensure that the additional financial and post resources provided in the Regular Budget for 2016-2017 are utilised as effectively as possible.

The contribution of the International Trade Law Division (ITLD)/United Nations Commission on International Trade Law (UNCITRAL) to the increased understanding of international trade law is largely dependent on the quality and proper maintenance of UNCITRAL website in all 6 official languages. It is expected that future updating and enhancement of the website will require additional resources, including the continued operation of the Transparency Registry.

Results achieved by Executive Direction and Management

The three Legal Networks coordinated by OLA (Specialized Agencies and Related and other Organizations; UN Offices, Funds and Programmes; and Field Legal Advisers) each met once during the year, for sharing experiences and information on issues of common interest. OLA also availed of these opportunities to brief the Legal Advisers of the members of those three Networks on emerging issues. A number of important contemporary issues and legal questions came up for discussion in these meetings, which provided a forum to share lessons learned by different UN system entities both at Headquarters and in the Field.

Results achieved by Sub programmes

Subprogramme 1
Provision of legal services to the United Nations system as a whole

It is estimated that in approximately 98 percent of instances, the Office has been able to respond to requests for advice in a timely manner. The Office provided practical and actionable advice, taking into account the approved legal framework, which in turn supported the Organization’s operations. During the period from 1 January to 31 December 2016, the Office provided extensive legal advice and assistance to the Secretary-General, to different UN Departments and Offices, as well as Funds and Programmes or peacekeeping and special political missions, including in respect of providing legal support to system-wide efforts to strengthen the Organization’s prevention of, and response to, acts of sexual exploitation and abuse (SEA). OLA also drafted or assisted in the negotiation of legal instruments, which includes 120 host country agreements, and among them three transit agreements to facilitate the operations of MINUSMA.

Subprogramme 2
General legal services to United Nations organs and programmes

In the reporting period, there were no instances in which, unless waived, the privileges and immunities of the United Nations were not maintained. Claims against the Organization in the total amount of $163.5 million were finally resolved in the amount of $11.0 million, resulting in
reduction of liability by $152.5 million (or 93.3 per cent).

Subprogramme 3
Progressive development and codification of international law

The Codification Division continued to provide substantive Secretariat support to relevant intergovernmental bodies, including the Sixth Committee and the International Law Commission. In 2016, the Division supported the Commission’s work whereby it adopted draft articles on the protection of persons in the event of disasters, made moderate progress on an instrument on State responsibility, and continued its consideration of instruments relating to 6 additional items on its agenda, including the proposed Comprehensive Convention against International Terrorism.

The Division continued to conduct the Programme of Assistance in teaching, study, dissemination and wider appreciation of international law. In 2016, the Codification Division conducted the International Law Fellowship Programme (ILFP), in cooperation with The Hague Academy of International Law. The ILFP provided comprehensive training by highly qualified international law scholars and practitioners from different regions and legal systems to 21 fellows (10 men and 11 women) from developing countries and countries with emerging economies. For the first time, the Division also conducted Regional Courses in International Law in all three regions, namely in Africa, Latin-America and the Caribbean and Asia-Pacific. The Regional Courses in International Law provided training by highly qualified international law scholars and practitioners on a broad range of core subjects. A total of 31 participants (15 men and 16 women) attended the course in Africa. A total of 24 participants (12 men and 12 women) attended the regional course for Latin America and the Caribbean. Twenty-four candidates (13 men and 11 women) from 24 countries participated in the Regional Course for Asia-Pacific. The ILFP and regional courses satisfied demand from developing countries and these regions for high quality international law training. The fact that three regional courses now take place every year has improved the regional balance of the Division’s international law training. The training programmes have all received excellent ratings from participants.

Subprogramme 4
Law of the sea and ocean affairs

The Division for Ocean Affairs and the Law of the Sea continues to contribute to the effective implementation and application of the United Nations Convention on the Law of the Sea and the related implementing Agreements. As a result, the number of States parties to the Convention and the Agreements increased from 396 in December 2015 to 401 in December 2016. In addition, there have been 124 deposits of charts and lists of coordinates by States under the Convention as at December 2016, four more than in 2015. The Division continued to provide efficient support and assistance to the Commission on the Limits of the Continental Shelf. As a result of these activities, the number of submissions, including revised, that have been, or are, under consideration increased from 34 in December 2015 to 36 by December 2016.

The Division facilitated cooperation and coordination among stakeholders in relation to ocean and coastal issues. It carried out 25 joint activities with United Nations system organizations and other bodies, including through UN-Oceans. This already surpasses the expected number of such activities for the end of the biennium.
The technical assistance and capacity-building activities undertaken during 2016 by the Division include the implementation of the Nippon Fellowship and the planning and substantive organisation of Alumni meetings. Participants’ satisfaction ratings have not been obtained yet.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

During 2016, notable progress was made towards the effective modernization of trade law with the adoption of the Model Law on Secured Transactions, the 2016 Notes on Organizing Arbitral Proceedings, and the Technical Notes on Online Dispute Resolution.

The number of new publications discussing the work of UNCITRAL, as well as mentions of UNCITRAL in legal databases showed a steady increase. Since the establishment in October 2014 of new social media features on the UNCITRAL website, the average number of daily visits to the website has increased noticeably.

The unit dealing with technical assistance and coordination took steps to identify and pursue opportunities with international organizations resulting in 60 joint activities including meetings of experts, colloquia, conferences, participation in working groups and plenaries of governing bodies of other organizations. The ratings given by delegates to the secretariat continuously show a high level of satisfaction.

Subprogramme 6
Custody, registration and publication of treaties

In 2016, the Treaty Section continued to make good progress in improving access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat. Actions relating to treaties to be deposited with the Secretary-General were processed in a timely manner.

During 2016, the Treaty Section assisted in promoting participation in the treaties deposited with the Secretary-General through the organization of capacity-development activities, an annual Treaty Event, as well as three special treaty events, including the high-level ceremony for the opening for signature of the Paris Agreement held on 22 April 2016 and resulting in 175 signatures of the Agreement.

The Treaty Section has continued its efforts to widely disseminate information on the applicable procedures for the deposit of treaty actions and the submission of treaties and treaty actions for registration, including through seminars, and the provisions of advice and assistance.
Highlights of Programme results

The Department of Economic and Social Affairs continued to provide substantive support to the intergovernmental processes, which included convening the first High-level Political Forum (HLPF) on Sustainable Development since the adoption of the 2030 Agenda for Sustainable Development. The Department also coordinated and supported the finalisation of the global indicator framework for the 2030 Agenda for Sustainable Development, including preparations for the negotiations of the landmark resolution on the Quadrennial Comprehensive Policy Review (QCPR), the UN Summit for refugees and migrants in collaboration with other entities, and the Global Sustainable Transport conference, as well as the work of the functional commissions and expert bodies of ECOSOC. In addition, it effectively commenced the implementation of the new mandates contained in the 2015 Addis Ababa Action Agenda, in particular on strengthening the financing for development follow-up process. The Department continued to facilitate the Global Forest Financing Facilitation Network (GFFFN), supporting a number of countries on formulating project proposals for accessing funds. In commemoration of the tenth anniversary of the Convention on the Rights of Persons with Disabilities, the Department organised a series of high-level events that highlighted significant issues concerning persons with disabilities. Special efforts were made to advance the Department’s research and policy analysis on cross-cutting issues and integrative policy approaches, which included facilitating deliberations on transforming public institutions for integrated and inclusive policy making and review of the SDGs. The implementation of capacity development programmes of the Department continued.

Challenges and lessons learned

While the Department’s analytical work has been successful, continued efforts are required to enhance outreach, including the harnessing of social media.

The Department will strive to further enhance its research and analytical capacity, with special focus on issues highlighted in the 2030 Agenda for Sustainable Development, so as to best support intergovernmental work and capacity development.

The Department will continue to further enhance cooperation with its various stake-holders to increase synergies, information sharing and coordination of its ongoing programmes and activities.
Results achieved by Executive Direction and Management

The Department continued to ensure the timely delivery of its outputs and services and the effective and efficient use of resources. An overall output implementation rate of 39 per cent and a budget utilization rate of 50 per cent were achieved. Almost all pre-submission documents were submitted on time and a compliance rate of 95 per cent was achieved.

The Department initiated and coordinated activities with entities of the expanded Executive Committee on Economic and Social Affairs (ECESA). These activities included meetings to inform members of the preparation of the Secretary-General’s fourth report on mainstreaming the three dimensions of sustainable development in the UN system, preparations of the high-level political forum, the SAMOA Pathway follow-up, including updates on the partnerships platform, the technology facilitation mechanism and on the global sustainable development report. Moreover, the Department coordinated activities to support the follow-up to the 2030 Agenda for Sustainable Development, the follow-up to the Addis Ababa Action Agenda, and the Inter-agency and Expert Group on SDG indicators.

The Department continued to raise awareness of its work amongst its targeted audience, with a particular focus on the SDGs. To enhance its online presence, DESA introduced its rebranded external newsletter, UN DESA Voice. A major re-design of the main DESA website took place for enhanced branding and alignment with the main UN website. It also provided extensive online coverage of major events, including the announcement of the SDG Advocates, the High-level Political Forum, the Statistical Commission’s agreement on the SDG indicators framework, the UN summit for refugees and migrants, and the ECOSOC youth forum.

Results achieved by Sub programmes

Subprogramme 1
Economic and Social Council support and coordination

The Division promoted the engagement of stakeholders with a gender balance through the annual ECOSOC Youth and Partnerships Forum in 2016. It also organised two expert group meetings on multi-stakeholder partnerships to deepen the discussion on the role of Member States in the review and monitoring of multi-stakeholder partnerships. Twenty Member States, through their statements, expressed satisfaction with the Secretariat support for the intergovernmental process (biennial target – 35). Eight national policy makers from programme countries participated as speakers and panellists in the ECOSOC operational activities segment session (biennial target – 15) and sixty representatives from senior level Government officials and other stakeholders attended the Development Cooperation Forum preparatory symposia (biennial target – 125 average attendance). It also organized five special events on relevant issues such as the commemoration of the seventieth anniversary of ECOSOC, an ECOSOC briefing on the Zika virus, an ECOSOC special meeting on Inequality, a joint meeting with the Second Committee on Globalization and a special meeting on El Niño to bring the economic, social and environmental dimensions of these issues to the attention of the Council.

The Division continued to support the efforts of ECOSOC to provide the United Nations system with cross sectorial coordination and overall system-wide guidance. As such, seven ECOSOC subsidiary bodies included in their agendas and programme of work, dedicated
ECOSOC-related items (biennial target – 14). Four resolutions and decisions (biennial target – 8) were adopted by the subsidiary machinery of the Council in response to its policy coordination initiatives. The Division also processed 83 official statements made by non-governmental organizations, surpassing its biennial target of 65.

In enhancing the role of the Council in the area of post-conflict reconstruction and development, ECOSOC and the Peacebuilding Commission held a Joint Bureaux Meeting to discuss ways to enhance their relationship and explore concrete areas for interaction between the two bodies. The mandate of its Ad Hoc Advisory Group on Haiti was extended until July 2017.

Subprogramme 2
Social policy and development

The Division for Social Policy and Development provided support in the context of the social dimensions of the 2030 Agenda for Sustainable Development. Ninety-five per cent of proposed recommendations (biennial target – 86 %) were used in the formulation of resolutions for the 54th session of the Commission for Social Development and the 71st Session of the General Assembly. All reports submitted to the Commission for Social Development and the General Assembly included gender-sensitive recommendations.

Further integration of technical cooperation and normative activities was achieved by supporting Member States and civil society to develop and implement social policies and programmes. In 2016, the Division trained 301 national personnel to implement social policies at the national and community levels, reaching 72 % of the biennial target of 420. Areas of focus included, inter alia, support to policy development for older persons, persons with disabilities, families, youth, indigenous peoples and cooperatives, and promotion of mechanisms and methodologies for greater social inclusion.

In 2016, the Division received 2.9 million combined visits and downloads from its websites. In 2016-2017, the Division is using different WebTrends indicators as the measures for visits and downloads. Based on the current measure, the overall performance in 2016 of 2.9 million visits and downloads is 62 % of the adjusted total for the 2014-2015 biennium (4.7 million). Downloads for 2016 are 20% more than in the first half of the 2014-2015 biennium and 81% of the 2014-2015 total; visits are 47% of the 2014-2015 adjusted total. Furthermore, the Division has measured 233 citations of its two flagship reports, surpassing the biennial target of 120.

Subprogramme 3
Sustainable development

The Division supported the Second Committee and the 2016 High Level Political Forum on Sustainable Development (HLPF). Twenty-two countries participated in the voluntary national review mechanism under the HLPF. Overall, more than 400 participants attended related events. Forty-one per cent (175 of 431) of the funded attendees were women. The Division also supported the first Global Sustainable Transport Conference. Interventions by delegates and other major stakeholders suggested there was significant satisfaction with the support provided by the Secretariat. The satisfaction of Member States expressed with the support and servicing of intergovernmental processes remains at a high level of 87 % (vis-à-vis the biennial target of 88 %).

The Website is the main information outlet for the 2030 Agenda for Sustainable Development, the High Level Political Forum
on Sustainable Development, the Technology Facilitation Mechanism, the SIDS Partnership Framework, the High-Level Panel on Water and the Partnership and Stakeholder Engagement Exchanges. Over 3.7 million individual visitors (vis-à-vis the biennial target of 5.5 million) created almost 10 million hits to divisional webpages. Throughout 2016, Member States provided 33 individual inputs to the databases on partnerships, voluntary contributions, best practices and lessons learned (vis-à-vis the biennial target of 50 inputs).

The Division continues to strengthen the science-policy interface in decision-making. Feedback by Member States and the scientific community on the support provided by the Division has been overwhelmingly positive (above 80%, surpassing the biennial target of 74 %). Over 50 positive comments from Stakeholders have been received (vis-à-vis the biennial target of 95).

Subprogramme 4
Statistics

Attendance at the Statistical Commission set another record in 2016 with 728 participants. The Division continued to play a key coordination role for the advancement of the global statistical system by improving the international cooperation in statistics, especially through the established coordination mechanisms and working groups, such as the Inter-Agency and Expert Groups on SDGs and Gender Statistics. The High-level Group on Partnership, Coordination and Capacity Building for Statistics for the 2030 Agenda for Sustainable Development (HLG-PCCB) provided strategic leadership for the sustainable development goal implementation process as it concerns statistical monitoring and reporting. The usage of data from the Division’s statistical databases increased by 40%, while website visits increased by 6.8%.

During 2016 the capacity building efforts of the Division focused on two key areas (i) strengthening the national statistical capacities to measure, monitor, assess and report on progress of achieving the SDGs, and (ii) enhancing modernization of national statistical systems, taking into account recommendations of the Statistical Commission on data revolution and the use of new technologies and big data for official statistics. In the area of geospatial information management, the Statistics Division advanced further the development and use of geospatial data and tools to support the sustainable development and related global agendas. Experts from 132 countries attended the 28 capacity building workshops and seminars and benefited from the awarded 110 individual fellowships provided by the Division in 2016. Participants in these capacity-building events continue to confirm the impact of their participation with more than 75% reporting that they have utilised the obtained knowledge.

Subprogramme 5
Population

The Population Division supported the forty-ninth session of the Commission on Population and Development by briefing Member States regularly on the preparations for the session. The theme of the session, “Strengthening the demographic evidence base for the post-2015 development agenda”, focused attention on a core part of the Commission’s mandate: statistics, data, information, analysis and technology in relation to population and development. Importantly, the report of the Secretary-General underlined the importance of collecting data disaggregated by age and sex.
and provided an overview of data sources that provide such data. As of end of 2016, 260 Government officials had received briefings or visited the Division for consultation, surpassing its biennial target of 145.

All documents produced by the Population Division for the Commission on Population and Development were made available to Member States on time. Documents are generally perceived as timely, technically sound, policy-oriented and informative.

The Division also continued to update and expand its website and made available a number of up-to-date datasets and reports on topics related to population and development with data and information disaggregated by age and sex. It also produced special stories, videos and related postings concerning major events, including the International Migrants Day and the UN Summit for refugees and migrants. The Division reached 1,737,579 visits to and downloads from its website of information, documentation or publications (biennial target – 2 million).

Subprogramme 6
Development policy and analysis

The analytical outputs of the Division strengthened the debate in the General Assembly and the Economic and Social Council by providing unbiased analyses of development issues and policies. Their impact was reflected by references in at least eight related General Assembly and ECOSOC resolutions and decisions, including the Political Declaration of the Comprehensive High-Level Midterm Review of the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020, the Report of the high-level political forum on sustainable development and the Report of the High-level Committee on Programmes on Equality and non-discrimination at the heart of sustainable development: a Shared United Nations Framework for Action.

The Division also strengthened the dialogue on the world economic situation. For example, the report World Economic Situation and Prospects (WESP) 2016 provided an analysis of the implications of the current global macroeconomic trends for the achievement of the SDGs with emphasis on the issue of employment for women and youth. The regional commissions and UNCTAD continued to reference the Division’s prospects and analysis, including in their flagship publications and in at least four official documents.

Capacity development activities were delivered to at least five countries through projects, training, workshops and seminars. During 2016 beneficiary countries integrated macroeconomic, environmental and social policies, including promoting gender equality, into their national development strategies with a focus on sustainable development. These countries included Bangladesh, Bolivia, China, Nicaragua and Uganda.

Subprogramme 7
Public administration and development management

The Division in collaboration with the Division for Sustainable Development supported the Internet Governance Forum, which contributed to the improved accessibility of information and knowledge sharing. A total of 12,066,392 page views/visits to the UNPAN and DPADM websites was achieved. In addition, the UN E-Government database yielded 248,714 views/visits (biennial target – 600,000).

The impact of the work of the Division was evidenced through three references (biennial target – 11) contained in reports/resolutions
of intergovernmental bodies. The Division supported the fifteenth session of the Committee of Experts on Public Administration (CEPA), which resulted in a report and draft resolution to ECOSOC with input to the High Level Political Forum (HLPF). The latter focused on issues related to public administration which were included in the first thematic review of the HLPF. A review of the UN Public Service Awards Programme was completed in 2016, with the 2017 UNPSA being launched in December 2016, stressing gender equality being a criteria for evaluating initiatives. The 2016 United Nations E-Government Survey provided valuable inputs for policy makers and other stakeholders in applying e-government for enhanced public services delivery and whole-of-government approaches in support of sustainable development goals. The Division built on this momentum through its capacity development work.

A total of 22 advisory missions were undertaken upon Member States’ requests across different regions of the world, including 14 developing countries and two least developed countries. Eleven of these adopted the Division’s recommendations or referenced its work. Fifteen methodological and technical recommendations were implemented following advisory services and technical cooperation projects to Bangladesh, UAE, Kazakhstan, Rwanda, Nepal, Colombia, Ecuador, Malaysia, Peru, Paraguay, Mexico, Panama, Uruguay, Iran and the Dominican Republic. Also, a symposium was held in Bolivia on promoting inclusive and accountable public administration for sustainable development. Thirty funded participants attended the symposium, 50 % of which were female. The Division recorded 2 675 enrolments (31.5 % female) in its online training courses.

Subprogramme 8
Sustainable forest management

The key achievement of the Division is the provision of six analytical outputs and Co-Chairs Summaries with proposals and recommendations for the Ad-hoc Expert Group on the UN Strategic Plan for Forests 2017-2030 and the Quadrennial Programme of Work for 2017-2020, as well as for the 2016 High Level Political Forum. These outputs account for more than 50 % of the set biennial target of 12 analytical studies, decisions, reports and chairmen’s summaries. Thirty three reports were submitted by countries to the Forum, including information on gender perspectives for the development of the UN Strategic Plan for Forests (UNSPF), accounting for 50 % of the set target of 60 reports.

In 2016, seven collaborative activities and initiatives (biennial target – 17) were undertaken with the Collaborative Partnership on Forests and four sub-regional bodies. The Secretariat of the United Nations Forum on Forests also assisted four sub-regional organisations in developing five action plans (biennial target – 8) for implementation of sustainable forest management.

In addition, the Division provided support to the commemoration of the International Day of Forests in March 2016, through special events and a media campaign with a reach of over 65 million, and over 261 million timeline deliveries.

Seven Member States (biennial target – 10) received assistance on the development of forest financing strategies and preparing project proposals on sustainable forest management.

Subprogramme 9
Financing for development
The Division is well on its way to exceeding the target set for 2016-2017 of 36 major inputs from all the relevant stakeholders to the annual assessment of the implementation of the FfD outcomes. The Inter-agency Task Force on Financing for Development (IATF), mandated by the Addis Agenda, provides a new and strengthened mechanism for such inputs in the context of the preparation of its annual report, which serves as the major substantive input to the ECOSOC Forum on Financing for Development follow-up (FfD forum). The IATF is comprised of over 50 UN agencies and other relevant institutions, which actively contributed to the 2016 IATF report. Work on the 2017 IATF report is ongoing. Early steps included preparation of 35 issue briefs by selected IATF members and development of a new website to serve as an online annex of the report and data repository for the UN system.

It is anticipated that the Division will meet the target set for 2016-2017 of 36 major resolutions, presidential summaries, communiques, and declarations on conference follow-up and coordination. In 2016, ECOSOC adopted a package containing resolution 2017/2 and decisions 2017/205 and 2017/206 relating to the Tax Matters and the ECOSOC forum on financing for development, which expressed Member States agreement on modalities for implementation of the institutional mandates included in the Addis Agenda. The 2016 inaugural FfD forum resulted in intergovernmentally agreed conclusions and recommendations (E/FFDF/2016/3), which were fed into the High-level Political Forum (HLPF) on Sustainable Development. A salient feature of the FfD Forum was the interactive dialogue with representatives of the World Bank, IMF and UNCTAD, which served to strengthen the engagement between the UN and the Bretton Woods Institutions.

Additionally, the 2nd Committee of the General Assembly reached agreement on several resolutions on FfD and macroeconomic policy questions, including, for the first time, a resolution on combatting illicit financial flows.

It is anticipated that the Division will achieve the 2016-2017 target of 30 major multi-stakeholder events on financing for development. In 2016, the IATF provided mechanism for strengthened cooperation among UN agencies and other relevant institutions, in the context of the preparation of the annual IATF report, which was complemented by thematic meetings for the IATF membership. Outside of the IATF, in response to the call in the Addis Agenda for the engagement of other stakeholders, the Division launched the “Stakeholder workstreams” focusing on selected issues from the Addis Agenda, including on: (i) “Strengthening Municipal Finance in LDCs” in collaboration with UNCDF and local authorities; (ii) “Exploring Public-Private Interfaces” with the CSO FfD Group; and (iii) “SDG Investing (SGDI)” in collaboration with the private sector. Each will result in knowledge products to serve as input to the 2017 FfD Forum. As part of its capacity development programme, the Division delivered nine training workshops for developing countries on topics on international taxation. All events have seen comparable gender participation.

It is anticipated that the Division will exceed the target set for 2016-2017 of 6 updates. In 2016, in fulfillment of the mandates included in the Addis Agenda, for the first time, the Committee held its second annual session in New York, back-to-back with the special meeting of ECOSOC on international tax cooperation to increase the engagement of the Committee with ECOSOC and enhance intergovernmental consideration of tax issues.
at the United Nations as mandated in the Addis Agenda. The Committee will finalize the updates to the UN Model and UN Transfer Pricing Manual in 2017. The Committee is also finalizing a new UN Handbook on Selected Issues in the Taxation of the Extractive Industries. Capacity development activities will continue, including delivery of courses on double tax treaties and transfer pricing. Online courses on the same topics are being developed to reach a larger number of developing countries. Additionally, the Handbook on Selected Issues in Protecting the Tax Base of Developing Countries is being updated, and complemented with several Practical Portfolios on Protecting the Tax Base of Developing Countries.
The United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (OHRLLS) continued to follow-up on the implementation of the programmes of actions for LDCs, LLDCs and SIDS. It also mobilised and coordinated UN support to and advocated for the development agendas of LDCs, LLDCs and SIDS. In the wake of the adoption of the 2030 Agenda and the Addis Ababa Action Agenda, OHRLLS also attended to additional requests for building effective partnerships in support of sustainable development in LDCs, LLDCs and SIDS and for backstopping support in the context of global negotiations on the follow up to these new global frameworks. The work of the Office lay a strong foundation for new activities. These activities included the full operationalisation of the technology bank for LDCs, the lead taken by the office in UN system support to LDCs in their formulation of graduation and smooth-transition strategies, capacity building in the areas of transit and transport issues, and peer-learning on critical enablers of sustainable development such as sustainable energy and broadband, public-private partnerships and transport and transit. Thanks to the contributions made by OHRLLS, the concerns and priorities of LDCs, LLDCs and SIDS found growing resonance in global development discourse, which led to a stronger global support for these groups of countries in areas such as trade and technology.

Challenges and lessons learned

No amount of effort in scaling up efficiency will enable the office to deliver on growing number of activities in support of the three groups of countries.

The ability of the office to respond to growing demand from its constituencies—in context of stagnant regular budget resources—will depend to a large degree to the level of extra-budgetary resources mobilised and strong collaboration and partnerships with other major stakeholders.
Results achieved by Executive Direction and Management

The Office carried out activities planned in the context of the 2016-2017 biennium in a timely manner. As of 31 December 2016, OHRLLS had implemented 211 outputs out of the 388 planned for the whole 2016-2017 biennium—therefore exceeding by far the mid-point target of 194 outputs. The percentage of outputs delivered within established deadlines stood at 109 per cent. The Office also contributed to the UN-system work on the follow up and monitoring of global agendas, through a judicious use of regular budget and extra-budgetary resources. The percentage of expenditure compared to with funds available stood at 92 percent, a little below the target of 98 per cent.

Legislative documents were prepared and submitted on time to DGACM due to both continued good planning and additional resources approved by the General Assembly. As of 31 December 2016, the percentage of pre-session documents submitted in accordance with the required deadline was 100 percent, therefore higher than the target of 92 percent in the programme budget for the biennium 2016-2017.

The first part of the biennium saw the consolidation of OHRLLS’s work in the areas of: global follow-up of the three programmes of actions, UN coordination in support of the implementation of the programmes of actions and the new frameworks, building effective partnerships, advocacy in support of the development agendas of LDCs, LLDCs and SIDS, resource mobilisation, and evidence-based backstopping support to the three groups of countries. The office facilitated peer-learning among the three groups of critical enablers of sustainable development, such as sustainable energy, broadband, public-private partnerships and transport and transit. Thanks to this work and other efforts, the concerns and priorities of LDCs, LLDCs and SIDS found growing resonance in global development discourse. The number of statements, declarations, resolutions and decisions adopted in 2016 and whereby Member states addressed issues of relevance to LDCs, LLDCs and SIDS stood at 33—far higher than the mid-term target of 20.

Results achieved by Sub programmes

Subprogramme 1
Least developed countries

The successful organisation of the comprehensive high-level mid-term review in 2016 is one of the most tangible outcomes of OHRLLS’ five work streams on LDC issues: global follow up, building effective partnerships, advocacy, evidence-based backstopping support and resource mobilisation. This high-level event saw the participation of approximately two thousand participants and the announcement of a number of initiatives, including the appointment of a Governing Council for the Technology Bank for Least Developed Countries, which will support access to and the better utilisation of science, technology and innovation.

Carrying out the above five work streams contributed to growing attention to the concerns and needs of LDCs on issues of ODA and trade, among others. As of 31 Dec 2016, an estimated 19 references were made to LDCs in resolutions, agreed conclusions, ministerial declarations and communiqués. At the same time, the estimated number of visits by unique end users to the OHRLLS website is 250,000.

Growing awareness about the Istanbul Programme of Action, its priorities and
underlying commitments also manifested itself through an increasing number of LDCs and their development partners scaling up their efforts to integrate provisions contained in the Istanbul Programme of Action into their national developments plans and development cooperation strategies. At present, 10 LDCs have met the graduation criteria for the first time. Of these, Angola, Equatorial Guinea, Kiribati and Vanuatu have met the criteria for the second time. As of 31 Dec 2016, 39 trading partners were providing nearly or completely DFQF market access to LDCs. Australia, New Zealand, Norway, Switzerland are providing 100%. The EU countries provide 99% (Everything but Arms) and Canada, Chile, China, Iceland, India, Japan and Korea provide between 90 and 99% DFQF.

OHRLLS also facilitated peer-learning and sharing of best practices on key accelerators of sustainable development. The office organised or co-organised workshops on sustainable energy, public private partnerships, transit and transport, and broadband connectivity, to name a few.

The global advocacy and coordination role played by OHRLLS contributed to the mainstreaming by a vast majority of UN organizations and other international organizations of the Istanbul Programme of Action into their work programmes and to strengthened partnerships in support of the LDC development agenda. Mirroring such a commitment are the decisions by several UN organizations to allocate 50-60 per cent of their resources to LDCs. A large number of events was convened by UN System organisations highlighting their support for LDCs. Also, OHRLLS strengthened its partnerships with other stakeholders, including the UN system, the World Bank, OECD, WTO, regional banks and organisations, academia, civil society and the private sector. The office’s dialogue with the World Bank at all levels—both the governing body of the Bank and its secretariat—is a perfect illustration of the more institutionalised collaboration with all major stakeholders. The institutionalisation of regular visits of LDC ambassadors to the Work Bank and that of the annual ministerial meetings of LDCs and their development partners’ ministers of finance on the margins of the World Bank’s Spring Meetings were some cases in point.

Subprogramme 2
Landlocked developing countries

Progress was made on mainstreaming of the VPoA into the national development strategies of countries. Three LLDCs have at least four out of the six priority areas of the Vienna Programme of Action reflected in their policy development frameworks—therefore mainstreaming the Vienna Programme of Action into their national development plans/strategies. OHRLLS also advocated for the member states in the regions to adopt resolutions that mainstream the VPoA into their regional programmes and also at member states level. OHRLLS already worked with ECA and ESCAP who adopted resolutions on mainstreaming the VPoA at national level and in the work of the Commissions in 2015. In 2016 OHRLLS’ advocacy efforts resulted in member states in the Latin America region adopting Resolutions 700 (XXXVI) and 711 (XXXVI) at the Thirty-Sixth Session of Economic Commission for Latin America and the Caribbean in May 2016 that call for the mainstreaming and implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024.

OHRLLS raised awareness of Member States on the process, potential benefits and implications of accession to international
conventions related to facilitation of transit transport and trade. These helped sensitize LLDCs and transit countries to ratify important transit and trade facilitation agreements. More LLDCs ratified the WTO trade facilitation agreement because of the sensitization efforts of OHRLLS which include: the Fifth Meeting of Ministers of Trade of Landlocked Developing Countries held at the WTO in June 2016; the seminar on the legal framework for transit held in May 2016; the side event held at the ECA annual meetings in April 2016; the meeting on sustainable transport for LLDCs held in Bolivia in October 2016; the side event on LLDCs held in November 2016 in Ashgabat and several statements by the USG on the need for LLDCs and transit countries to ratify the WTO Trade Facilitation Agreement. These advocacy activities resulted in more LLDCs ratifying the Agreement – since the first seminar held at the beginning of 2016, 9 more LLDCs ratified the TFA resulting in 17 LLDCs by the time it entered into force on 22 February 2017. The WTO acknowledged the advocacy efforts of OHRLLS in helping sensitize the LLDCs on the importance of ratifying the TFA.

OHRLLS advocated for the special needs of the LLDCs and promoted consensus-building among Member States and stakeholders to formulate initiatives to build efficient transit transport systems, and reduce trade transaction costs for the LLDCs. Major achievements in 2016 included the 9 new declarations, resolutions and decisions at the global and regional levels in favour of the LLDCs highlighted under the indicators. These included the declaration of the Fifth Meeting of Ministers of Trade of Landlocked Developing Countries; the declaration of the High level meeting on sustainable transport for LLDCs; UN Resolutions 71/239, 71/257, 71/233, 71/243 and 71/226; and Ministerial declaration of High Level Segment of ECOSOC E/HLS/2016/1 and the Statement of the First UN Conference on Sustainable Transport. With these 9 new declarations, resolutions and decisions, the target set for the biennium is already met.

Subprogramme 3
Small island developing States

OHRLSS continued to advocate for the implementation of the Samoa Pathway. Reflecting the growing awareness and recognition of the special case and vulnerabilities of Small Island Developing States (SIDS), the decisions of the Parties to the Convention on Biodiversity and four UN resolutions (A/71/225, A/71/224 A/71/243 and A/71/256) in support of the implementation of the Samoa Pathway were adopted in 2016. The number of declarations and resolutions adopted so far exceeds the mid-point target of 3.

UN-OHRLLS also continued to strengthen inter-agency collaboration and partnerships in support of small island developing states. The office joined hands with UN system organisations and private sector, academia and non-governmental organisations in organising 5 programmes and activities in 2016. This compares to the 9 programmes and activities planned for the biennium 2016-2017. These programmes and activities included: i) a meeting with the Bretton Woods Institutions to discuss issues related to capacity building climate change and resilience, SDGs implementation, and strengthening engagement with small states and SIDS, including sharing of information on funding instruments relevant to SIDS, ii) a training session on “Accelerating the achievement of Sustainable Development Goals through implementation of Sendai Framework, SAMOA Pathway and Paris Climate Change Agreement” co-organised with UNISDR and DESA, iii) a High-Level Luncheon co-hosted by OHRLLS, Parley for the
Oceans and the Governments of the Republic of the Maldives and Grenada, iv) an Expert Group Meeting on urbanisation in SIDS, and v) the Aruba P3a conference on PPPs.

OHRLLS and other stockholders made some progress in advocating for enhanced international support to Small Island developing States in implementing the Samoa Pathway, and climate change adaptation and mitigation. Partners that pledged support and signed for the Green Climate Change Fund included 37 countries and 4 subnational jurisdictions, therefore exceeding by far the target set for the biennium.

OHRLLS and partners also continued to promote mainstreaming of the Samoa Pathway and issues related to Small Island developing States in their work programmes of the United Nations system. UNEP, FAO, UNDP, ESCAP and ECLAC have entrenched SIDS issues in their programme of work. With these five UN system entities integrating the provisions of the Samoa Pathway, the biennium target of mainstreaming the Samoa Pathway and SID-related issues into the work programme of UN system was met in 2016.

OHRLLS continued to advocate for enhanced coherence of UN processes so as to reduce the reporting requirements by SIDS at global, regional and national levels. OHRLLS joined as a co-convener of the Inter-agency Consultative Group for SIDS—a platform for cooperation among the United Nations system and other international organizations in support of the implementation of the Samoa Pathway. The strengthening of the work of this group is an example of the thrust on enhancing coherence.
Highlights of Programme results

In 2016, OSAA, ECA and DPI continued to support Africa’s development and NEPAD at the global and regional levels according to their respective mandates. At the global level, in the first year of implementation of both the 2030 Agenda for Sustainable Development and AU Agenda 2063, OSAA contributed to increase international support for Africa’s development through its substantive, analytical and advocacy work. To strengthen partnerships for the implementation of both agendas, OSAA co-organized the sixth Tokyo International Conference on African Development (TICAD VI) and the Africa Week 2016 through high level meetings on partnerships for peace, security and sustainable development, including with traditional and emerging development partners, UN entities, international and regional organizations, civil society, academia, media and the private sector. To mobilize more international support, OSAA monitored and reviewed the implementation of 13 multilateral commitments made towards Africa's development (see A/71/203) and provided recommendations to close gaps in the implementation. OSAA continued to ensure a coherent and integrated approach for UN system support for Africa by strengthening partnerships and coordination within the

Inter-Departmental Task Force on African affairs. At the regional level, ECA continued to enhance the UN system coordination, cooperation and coherence in support of the AU and its NEPAD programmes. Regarding public information and awareness activities, the Africa Section of DPI performed beyond expectations in view of the proliferation of websites offering free content on news on Africa’s development issues.

Challenges and lessons learned

The challenge of achieving sustainable development in Africa is related to the effective implementation of both the 2030 Agenda for Sustainable Development which covers a period of 15 years and the AU Agenda 2063 which spans over a 50 years period at the same time.

Considering that Africa was lagging behind in the implementation of the Millennium Development Goals, it is critical to ensure coherence, coordination and synergy in the implementation of all goals in Africa starting with the domestication and mainstreaming of goals into national development strategies.
Results achieved by Subprogrammes

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa’s Development

In 2016, OSAA continued its advocacy and analytical work towards further mobilizing international community support for Africa’s development. A series of briefings, panel discussions, expert group meetings, press briefings and 4 Secretary-General’s reports have contributed to increased international awareness and support for Africa’s development, including NEPAD programme, the implementation of the 2030 Agenda for Sustainable Development and AU’s Agenda 2063.

In close collaboration with African Member States, traditional and emerging partners, UN entities, civil society and the private sector, OSAA identified and reviewed a total of 13 commitments made by African countries as well as development partners within the themes of trade, infrastructure development, gender and women empowerment and a conflict-free Africa.

The Interdepartmental Taskforce on African Affairs (IDTFAA) became instrumental for UN system entities to coordinate their supports to the African Union and other regional organizations in implementing global and regional development initiatives, including the NEPAD. 31 projects, programmes and activities were coordinated through IDTFAA in support of Africa’s development.

Reflecting increased international community support for Africa’s development, the number of UN System activities, ranging from technical assistance and capacity-building to funding and advocacy, reached 88 in December 2016. For the last indicator, to further increase international awareness of Africa’s development issues, OSAA continued to further enhance its website in English and French, which became increasingly user-friendly and dynamic. This enhanced website achieved 45,000 page views as of December 2016 as a result of its timely, effective, wide and consistent coverage of OSAA’s activities.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa’s Development

In 2016, ECA continued to support Africa’s development agenda at the regional level in the framework of RCM-Africa by strengthening UN-AU collaboration through: consensus among RCM-Africa stakeholders regarding the realignment of RCM-Africa clusters to better reflect AU Agenda 2063, SDGs & other programmatic priorities of the AU, including its NEPAD Programme. As a result, RCM-Africa was reorganized around 8 clusters focusing on thematic areas for effective delivery of support. The clusters are: Sustainable and inclusive economic growth, industry, trade, agriculture and agro processing 2) Infrastructure development 3) Human capital development, health, nutrition, science, technology and innovation 4) Labour, employment creation, social protection, migration and mobility 5) Gender equality, women and youth empowerment 6) Humanitarian matters and disaster risk management 7) Environment, urbanization and population 8) Advocacy, information, communications and culture; RCM-Africa developed PAIDA as a successor framework to the TYCBP-AU for "delivering as one" and enhancing coordination and coherence of UN support to the African Union, its organs and organizations. PAIDA had been endorsed by the AU Summit in July 2015 and UNGA in December 2016; The UNLT composed of UN Agencies based in Addis Ababa, including ECA played a catalysing role in harmonizing
approaches, operations and actions within the UN system with the aim of promoting the strategic partnership between the AU and the UN and providing an effective coordinated support to the strategic priorities of the AU, in close collaboration with the Secretariat of RCM-Africa; High level meetings such as the 17th Session of RCM-Africa and the Ministerial conference discussed, appreciated and endorsed the recommendations contained in the reports presented to them; ECA led the implementation of AU decision on alternative financing of the AU; The active collaboration with NEPAD Agency, RECs, AfDB in the acceleration of the implementation of the Dakar Agenda for Action on transboundary infrastructure in Africa, through the projects to harmonize policies, laws & regulations enhanced private sector investment in transboundary projects; SRCM was technically assisted in the elaboration if its business plan addendum.

In terms of joint capacity development projects, the following activities were performed: to the Communications cluster in meeting held on 4 April 2016 in the preparation for the Annual Session of RCM Africa to draft the communication strategy and get adopted; to the SRCM-ESA in its annual meeting through the 5 Regional Economic Communities to give their inputs on industrialization ensuring intra-regional sharing of ideas. Emphasis was made in the need for an information sharing and collaboration platform; retreat of the Coordinators of the clusters and sub-clusters of the RCM-Africa was organized in Ethiopia, Kuriftu, Debre Zeit in Feb 2016 where a working Committee was set to examine the proposals of the Secretariat on the realignment of the clusters; to relevant partner institutions in the Central Africa sub region so that they can properly understand Agenda 2063 of the African Union and the modalities for implementing and evaluating it.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa’s Development

Web traffic rose steadily and so did the interactions on social media platforms. The Section started witnessing an increased amount of its magazine story reprints appearing in credible and well-respected publications on African issues. In May, DPI collaborated with the African Union’s Directorate of Information and Communications in the production and publication of a special edition of the AU’s regular newsletter by providing technical and editorial assistance. The 2016 edition of the newsletter, which was distributed to participants at the AU summit held in June in Kigali, Rwanda, focused on women’s rights and human rights. In October, DPI organized a highly-successful annual media breakfast roundtable in New York journalists and the head of NEPAD under the theme, “De-risking Infrastructure Investment in Africa.” For the first time, representatives of the Continental Business Network, whose members include some of Africa’s top business leaders, participated in the roundtable discussion. The media used the opportunity to engage with NEPAD’s senior officials and participants from the private sector on efforts to boost investments in Africa, particularly infrastructure development, by reducing mitigating the effects of business risks.
Highlights of Programme results

UNCTAD continues to contribute towards building a more inclusive, stable and sustainable world as the focal point in the United Nations system for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. The organization held its quadrennial Ministerial Conference (UNCTAD14) in July 2016 to discuss major global economic issues and to decide on its programme of work. More than 5,000 delegates from 149 countries attended the Conference, which produced Nairobi Maaafikiano, the Nairobi Consensus document. Concrete progress at the Conference included the launch of the first United Nations statistical report on the SDG indicators. The eTrade for All initiative was also launched, which serves as a multi-stakeholder vehicle for supporting the implementation of Agenda 2030, with a particular focus on supporting developing countries in the area of e-Commerce. Other highlights of the year included the launch of a multi-donor trust fund on trade and productive capacity, and the commitment of more than 90 countries for a roadmap on fisheries subsidies. During the year UNCTAD trained a total of 12,889 stakeholders around the world through a varied range of technical assistance activities. Over 200 projects were implemented in 145 countries. UNCTAD also recorded an all-time high of 1.6 million visits to unctad.org and unctad14.org.

Challenges and lessons learned

UNCTAD has been making efforts to map and align the 29 major programmes and projects (that form part of its “toolbox”) with the SDG indicators. Implementing the toolbox requires strong monitoring and evaluation of results against targets. Baseline data needs to be collected and utilized to monitor progress as well as to improve the indicators.

The 2015 OIOS evaluation of the UNCTAD research and analysis pillar identified areas to improve its relevance and effectiveness. As a result, in the run up to December 2016, the Secretariat developed a number of measures to address the recommendations. The implementation of these measures in 2017 and onwards is necessary to strengthen the impact of UNCTAD’s research efforts.
Results achieved by Executive Direction and Management

During the first year of the biennium, UNCTAD delivered 44 per cent of its planned outputs. The organization collaborated with UN system organizations to ensure policy coherence in the management of UN economic and social activities. It also worked with the G20, OECD, World Bank Group, WTO, International Chamber of Commerce, IADB, and the World Federation of Exchanges, among others. UNCTAD developed a new set of policy frameworks to streamline its research work and publications.

As of 31 December 2016, a total of 10 initiatives have mainstreamed a gender perspective. The gender focal points network has been actively reviewing and developing new mechanisms to integrate gender mainstreaming into programme planning and implementation.

During 2016, UNCTAD issued 88 press releases. Some 11500 UNCTAD-related press clippings were collected for 2016. However, this figure represents only a fraction of the actual media coverage about UNCTAD’s activities. It is estimated that the search engines UNCTAD uses at present only captures about 20 per cent of the true scale of such reference. Material published in minority languages or available only in offline media are not captured by the search engines available to UNCTAD.

All pre-session parliamentary documents were submitted in accordance with the required deadline, this marks the fourth consecutive year of 100 per cent timely submission.

Results achieved by Sub programmes

Subprogramme 1: Globalization, interdependence and development

UNCTAD’s analysis and policy recommendations were mostly contained in the Trade and Development Report 2016 and were extensively discussed at the sixty-third executive session of the Trade and Development Board. There were 21 statements by policymakers at intergovernmental bodies and 507 recorded citations in the media on policy-oriented macroeconomic and financial policy choices advocated in UNCTAD research. UNCTAD launched 16 activities to promote either North–South, South–South or triangular cooperation. At the end of December 2016, 133 universities and research centres were members of the UNCTAD Virtual Institute (Vi) and used its services aimed to strengthen their teaching and research capacities on trade and development.

The Debt and Development Finance Branch made substantial contributions to research and analysis of fast-growing debt vulnerabilities in developing countries, to the design of corrective policies, and to technical assistance on downstream public debt management. UNCTAD’s Debt Management and Financial Analysis System (DMFAS) continued and developed its technical assistance in 69 countries, including 107 institutions.

The UNCTADstat website recorded close to 430,000 sessions in 2016 with over 7.3 million page views by close to 226 thousand users, and the 2015 Handbook of Statistics was downloaded over 11,600 times.

UNCTAD continued to support the Palestinian people, with seven development initiatives/institutions benefiting from its work. UNCTAD contributed to building the Palestinian capacities through training for...
Palestinian professionals and provide advisory services to public and private institutions and international organizations.

Subprogramme 2
Investment and enterprise

During the 63rd session of the Trade and Development Board, member States concurred on the timeliness and importance of UNCTAD’s World Investment Report 2016 and encouraged a further dissemination of the policy recommendations. Likewise, UNCTAD’s FDI Statistics work has proven to be an authoritative data source, with the European Parliament advocating for an overhaul of the Commission's FDI data collection methodology.

In 2016, DIAE continued to play a lead role in supporting investment policymaking at the national, regional and global levels. This is the result of the successful development of key policy instruments.

The organization continued to provide backstopping to the International Investment Agreements (IIA) regime. Approximately 100 countries have used UNCTAD’s policy instruments to review their IIA networks, and around 60 have used them to design treaty clauses.

The Entrepreneurship Policy Framework has been used to develop national entrepreneurship strategies and action plans for its implementation in six developing countries. The subprogramme also continued its work on implementation of the Accounting Development Tool (ADT). Several countries, including Belgium, Cameroon, Colombia, Cote d’Ivoire, Congo, Ecuador, Kazakhstan, Ukraine and Viet Nam solicited UNCTAD’s assistance in this area.

Subprogramme 3
International trade

Component 1
International trade in goods and services

UNCTAD’s analytical and capacity-building support for trade-related policies, services policies, institutional and regulatory frameworks and trade negotiations substantially helped to integrate developing economies into the global economy and the international trading system and to participate effectively in regional and multilateral trade negotiations. UNCTAD’s technical assistance to enhance national participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South–South trade negotiations and WTO accession processes is on track and in 2016, eighteen specific identifiable actions were taken by countries and institutions. Another sixteen identifiable actions were taken by developing countries to integrate trade, productive capacity, and employment and development concerns into their national trade policies.

UNCTAD supported developing countries and countries with economies in transition in trade and trade-related decision making, assisted economic policymakers, identified and addressed market access barriers, and helped trade negotiators attain more informed participation in trade negotiations to seize trade opportunities. For instance, approximately 47,000 users are actively using Trade Analysis and Information System (TRAiNS) and World Integrated Trade Solution (WITS) launched a new dissemination tool, I-TIP for NTMs, covering 80 percent of world trade delivering training courses on NTMs. At least 3 actions aimed at reducing or addressing non-tariff barriers (NTBs) were achieved in bilateral/regional negotiations or country groups in specific sectors.

UNCTAD’s work related to competition and consumer protection addressed the
implementation and/or revision of the relevant legislation and the reinforcement of capacities of national authorities and relevant stakeholders. In 2016 UNCTAD Competition and Consumer Policies Branch advised and assisted 15 developing countries. Six member States have volunteered for peer reviews on Competition Law and Policy, for example, Uruguay was reviewed in 2016 and Argentina is expected to undergo a peer review in 2017.

UNCTAD also supported developing countries in their efforts to maximize the positive impact, and minimize the negative effects, of the interface between trade, environment and sustainable development. 35 developing countries took advantage of trade and investment opportunities and promoted their sustainable development objectives, which were realised and contributed by UNCTAD’s support through its various deliverables. Eighteen countries benefited from various seminars, training and workshops conducted by UNCTAD.

Work on trade and gender covered seven countries and incorporated the following issues: informal cross-border trade for women’s empowerment, economic development and regional integration and gender, trade policy and regional integration.

**Component 2**

**Commodities**

UNCTAD provided a mix of research, policy analysis and technical cooperation to assist commodity-dependent developing countries (CDDCs) in identifying challenges and opportunities, and then devising strategies and building capacity to respond to them. The organization produced a variety of research outputs in 2016, including an institutional analysis of the cocoa sector for the Trade and Development Board and a comprehensive statistical overview of the gold sector in the latest issue of the Commodities at a Glance series.

Technical cooperation activities included two projects funded by the UN Development Account. Project 1415P (9th tranche) continued assisting three Central African countries in enhancing production linkages in the extractive sector. UNCTAD launched Project 1617K (10th tranche) in 2016 to promote cotton by-products in four countries in Eastern and Southern Africa.

**Subprogramme 4**

**Technology and logistics**

Numerous national and regional players involved in trade logistics benefited from UNCTAD’s support towards sustainable transport and trade facilitation reforms in 2016. In addition, UNCTAD published important new research and information products on maritime transport, including the new UNCTAD Maritime Country Profiles. Eleven actions were taken by developing countries and countries with economies in transition to improve trade logistics, for example, five countries ratified the WTO Trade Facilitation Agreement, benefitting from seminars and technical assistance projects of UNCTAD.

In 2016, management of customs administrations has improved through the implementation of the UNCTAD’s Automated Customs system (ASYCUDA). In particular, eight countries in the Caribbean, Africa, Europe, and South Asia have migrated to the latest version of ASYCUDA, while activities in one of the Ebola affected countries has restarted, and one in Africa has decided to adopt ASYCUDA’s Performance measurement system.

Following the publication of the Information Economy Report 2015 focusing on e-commerce, UNCTAD has been requested to
assist three countries wishing to develop national e-commerce strategies and/or build capacities to that end. Either cooperation initiatives at the subregional, regional and international levels in the areas of science and technology, and ICT were launched in 2016, with the assistance of UNCTAD, most notably, the eTrade for All initiative launched at UNCTAD14 aims at leveraging e-commerce for sustainable trade and development in developing countries, and has attracted 20 Partners from international and national organizations, and 21 from the private sector, as of December 2016.

In 2016, eleven actions were taken by developing countries and economies in transition to implement programmes aimed at enhancing the contributions of science, technology and innovation and ICTs to development, with the assistance of UNCTAD. During the CSTD annual session and intersessional panel in 2016, four countries reported on new policy actions in mobilizing STI for development, with the support from UNCTAD.

Seventeen countries benefited from UNCTAD assistance through capacity-building activities in science and technology for development and ICTs for development, among them, eleven LDCs from Asia-Pacific were trained in the production of information economy statistics. Several new policy actions were reported during 2016 in Peru, Oman, Thailand and the Islamic Republic of Iran.

UNCTAD successfully delivered two regional courses for Economies in Transition/Eastern Europe and the Middle East and North Africa, and six short courses for Geneva-based delegates. In total, 40 Capital-based policy makers and 176 Geneva-based delegates were trained.

796 trade operators were trained, of which 36% were females, representing an increase of 6% compared to 2015. The indicators collected show a success rate of 75%, based on test results, and a satisfaction rate of 85%.

Subprogramme 5
Africa, least developed countries and special programmes

At the 63rd UNCTAD TDB session on Africa, several delegations (Africa Group, G77 and China, GRULAC, EU) and 11 member States expressed appreciation for UNCTAD’s analytical work in the area of African economic development. Meanwhile, UNCTAD continued its efforts to build capacities in the region and contributed towards policy debate and formulation. For example, this included a sub-regional workshop to discuss coordination among Benin, Burkina Faso, Niger and Mali to pursue common action in the context of the second phase of the Enhanced Integrated Framework, with the European University Institute.

UNCTAD continued its efforts to enhance LDCs' understanding of the international and domestic dynamics of development and empower policymakers to make better informed and more effective policy choices. For example, the LDC Report 2016 has been found to be particularly useful during the launch in Lesotho, Zambia, Tanzania and Bangladesh. Seven Diagnostic Trade Integration Studies (DTIS) have been carried out to assist LDCs in mainstreaming trade into their plans (Benin, Burkina Faso, Niger, Mali, Djibouti, Ethiopia and Gambia). In keeping with its commitment to support the transformational efforts of countries with special needs, UNCTAD provided four small island developing States (Sao Tome and Principe, Solomon Islands, Timor-Leste, Vanuatu) and two land-locked developing countries (Bhutan, Nepal) with advisory
services on resilience-building, smooth transition to post-LDC life, and how to maintain structural economic progress before and after graduation from Least Developed Country status.
Highlights of Programme results

In 2016, International Trade Centre (ITC) has continued to successfully support the integration of business sector into the global economy. A record 231,000 clients and service users of its trade and market intelligence portals increased awareness of international trade through ITC’s suite of Global Public Goods and through various platforms of Trade for Sustainable Development Programme. ITC contributed to strategy formulations in countries such as Nepal, Mauritius, Myanmar, Pakistan, Comoros, Sudan and Tonga. A total of 170 Trade and Investment Support Institutions (TISIs) have improved their performance as a result of ITC’s assistance, of which 82 per cent belonged to one or more of the following group of countries: part of Sub-Saharan Africa, LDCs, LLDCs and SIDS. A total of 4,408 micro, small and medium enterprises (MSMEs) reported improved international competitiveness, a majority of which were from Sub-Saharan Africa, Haiti and Sri Lanka, and 2,819 MSMEs were women-owned. Over 1,200 MSMEs have reported international business transactions in 2016 due to ITC’s assistance, out of which 42% were women-owned.

Challenges and lessons learned

In 2016, ITC operated in a very volatile funding environment and was not able to meet its resource mobilization target fully. This was mainly due to the shift of priorities of core funders towards the refugee crisis. It caused pressures in terms of delivering of the targets to which ITC has committed.

The ITC 2016 Annual Evaluation Synthesis Report (AESR) highlights the need for better mobilizing and influencing in-country partners, particularly at the onset of project implementation. Monitoring of results also requires strengthening in order to better reflect project performance.
Results achieved

Programme of work

Throughout the year, ITC has invested a lot in efficiency and effectiveness of its operations, with particular focus on improvement of results monitoring systems, methodologies and toolkits. This was complemented with extensive technical training of ITC’s staff and with systematic collaboration with partner institutions in the field. Due to these systemic improvements, ITC was in position to better capture the results of its interventions.

A much broader base of ITC’s clients increased their awareness of international trade, evidence for which was collected by further refining data collection methodology and using analytical tools.

ITC launched a range of market intelligence tools and publications, spearheaded by the 2016 SME Competitiveness Outlook and supported by a range of digital content and awareness-raising events.

Over 231 thousand beneficiaries have actively used ITC’s intelligence products and increased their awareness in the area of international trade. The achievement in this area is almost three times over the half-biennium target of 87 thousands beneficiaries.

ITC’s capacity building, advisory and training activities in the area of strategy and policy-making have come to fruition in 59 cases, where ITC influenced policymakers and contributed to national and sectoral strategy formulations. ITC worked with beneficiary countries such as Nepal, Mauritius, Myanmar, Pakistan, Comoros, Sudan and Tonga. This achievement represents 79% of ITC’s half-biennium target of 75.

ITC has continued to assist the TISIs in priority countries. ITC assisted TISIs in areas such as benchmarking, strategy maps, performance measurement and improvement. In many cases, ITC provided technical expertise to enable TISIs to support their clients in managing production, quality control systems, logistics and supply chain management, market identification and enhancing their negotiation skills. In this way ITC directly impacted on the long-term sustainability of selected institutions.

170 unique public and private TISIs have improved their operational and managerial performance and are now able to better serve their clients, representing 85% of the ITC’s half-biennium target.

ITC has also progressed largely towards the set target in the areas of MSMEs having improved their international competitiveness and those having transacted international business. Great advancement was made in better incorporating gender equality objectives. ITC’s refined monitoring captured the effect of ITC’s interventions across the supply-chains. This allowed for reporting over 4,400 entrepreneurs, almost 90% of the half-biennium target, who improved their international competitiveness, and over 1,200 enterprises (over 60% of the half-biennium target) that have transacted new business thanks to ITC assistance.

Outcome results at the level of MSMEs were gender-disaggregated, and the goal of at least 40% of interventions in this area to be targeted towards women was overachieved. The largest share of ITC’s delivery continued to be focused on sub-Saharan Africa, in line with the continued prioritization of the most vulnerable countries. In 2016, over 80 per cent of the region-specific extra-budgetary expenditure was dedicated to LDCs, Land-Locked Developing Countries (LLDCs), Small Island Developing States (SIDS) and Sub-Saharan Africa.
Highlights of Programme results

In 2016, UNEP supported more countries to integrate ecosystem-based and other adaptation approaches into national plans, bringing the cumulative total to 21. We brought together first-mover financiers and renewable energy project developers to mitigate risks and share early-stage investment costs. Seed Capital Assistance Facility signed new agreements with key players in the private sector, and now has a total capitalization of US$ 660 million. More countries finalized national REDD+ strategies that recognize multiple benefits and the role of private sector bringing the total to 22.

UNEP also supported 22 countries to reduce the risks of natural disasters, industrial accidents and conflicts. We responded to seven acute environmental emergencies in six countries, meeting all national requests for assistance.

11 countries had operational ecosystem accounts in place. Thirteen countries had taken steps to update their water quality frameworks.

UNEP made significant contributions to the UN system’s new guidance on country Development Assistance Frameworks, informed by the 2030 Agenda. The guidance is being piloted in different countries in the context of UN Delivering as One approach.

10 countries and 1 region adopted or even started implementing green economy policies and sustainable consumption and production actions plans, bringing the total to 49 countries, cities and regions since 2011.

Challenges and lessons learned

While progress towards achieving lasting results has been good, a number of challenges remain if UNEP is to contribute significantly to meet countries’ abilities to implement the 2030 Agenda for Sustainable Development. These include reductions in the Environment Fund, which are stressing the foundation of UNEP’s business model. This model relies on UNEP using these resources to leverage a portfolio that is strategic and aligned to the programme of work. With lower resources, implementation of the programme of work rests on priorities of contributors.

UNEP must bring more programmatic coherence across its initiatives to leverage further impact and ensure it does not have a dispersed portfolio. UNEP
has to use partnerships to stretch any limited capacities it has internally. This will include engaging better with private sector, ensuring there is a business case of interest to those players, and engaging citizens to create a momentum for change.

UNEP needs to scale up support to countries to enable them to review their regulatory and policy frameworks and bring about a policy transformation that creates the rules and conditions for investment. UNEP also needs to improve results achieved on other fronts e.g. the global financial system can be a powerful enabler for a greener and sustainable future.

Results achieved by Executive Direction and Management

Continued efforts are made to ensure that the products and services of UNEP are useful to the needs and priorities of countries and partners in the UN system.

The UN System has in particular taken joint action on two new subjects during 2016 (against the the biennium target of two) through: (i) the establishment of a new inter-agency Issue Management Group on Tackling E-waste; and (ii) the launch of the System-Wide Framework of Strategies on the Environment (SWFS), a collaborative framework to achieve greater synergy, collaboration and coherence in the UN system’s work on the environment to support Member States in the delivery of the environmental dimension of the 2030 Sustainable Development Agenda.

UNEP has acted upon 100% of accepted OIOS recommendations and 93 % of the accepted recommendations of the BOA. UNEP successfully serviced meetings of the Committee of Permanent Representatives. During 2016, the UNEP Evaluation Office has collated numerous examples of evaluations being used to improve project and programme planning and implementation. All new approved project designs have explicit evaluation plans and budgets, and recommendation compliance levels for completed evaluations are improving.

United Nations Scientific Committee on the Effects of Atomic Radiation

The Scientific Committee completed its 2016 Report, analysing scientific literature (over 1380 references), related to the radiological impact of electrical energy production, updating its methodology for estimating exposures from radioactive discharges and assessing the effects of exposure from internal emitters (tritium and uranium). UNSCEAR’s online platform has been extended to collect beside medical also occupational exposure data and received over 50 nominations for National Contact Persons (NCPs), to coordinate data submission. The Committee further completed the review of recent scientific literature related to the Fukushima Daiichi accident, (155 references published up to end of 2015), resulting in the publication of the 2016 White Paper. Several outreach activities in Japan, involving local and national officials, academia, professionals and the media, were organized and received very positive echo.

A Permanent Mission Briefing on UNSCEAR’s mandate, work and Fukushima results was conducted and well received. UNSCEAR also published the UNEP Radiation Booklet, updating information on radiation effects and sources applying the most up-to-date scientific information but ensuring the use of plain language making its content accessible to the general reader. The booklet was very well received by the countries, offering support for translation into UN and non-UN languages.
Results achieved by Sub programmes

Subprogramme 1
Climate change

UNEP met the targets set for climate change with the exception of 2 targets, which have progressed solidly but not to the extent we had targeted.

During 2016, the organization enabled three more countries (against the annual target of two countries) to access adaptation finance for implementing ecosystem-based adaptation, resulting to 333% increase. UNEP enabled two more countries to integrate ecosystem-based and other adaptation approaches into national plans, (again the annual target of two countries) resulting to 100% increase.

The target for 2016 was to have ten policies and actions to reduce greenhouse gas emissions and other climate pollutants. In 2016, there were a total of six policies or actions that were implemented; resulting to 60% increase. In 2016 UN Environment mobilized a total of US$60 million (against US$10 million target).

In 2016, four countries (against the annual target of three countries) finalized and/or adopted national REDD+ (three of the countries are categorized as developing countries), resulting to 133% increase.

Subprogramme 2
Disasters and conflicts

At the global level, UNEP has been generating guidelines, policies and evidence on the value of ecosystem-based solutions for disaster risk reduction and the importance of integrating environment perspectives in UN policies, trainings and programmes. We exceeded our target in 2016 by influencing the EITI’s open data standards of countries and international organisations in the Extractive Industry Transparency Initiative (EITI); the A2R initiative on climate resilience comprising of member states and 13 members within the UN system; the UN-ASEAN Joint Strategic Plan of Action for Disaster Management 2016-2020 (JSPADM) of the Association of South East Asian Nations and UN partners; and the best practice training for preventing, preparing and responding to chemical emergencies of the Basel, Rotterdam and Stockholm Convention focal points and emergency managers. 96% of countries vulnerable to natural and man-made disasters progressed in the country capacity framework for natural resource and environmental management.

In 2016, UNEP supported 22 countries to reduce the risks of natural disasters, industrial accidents and conflicts. It also helped 19 countries assess, respond to and recover from a variety of natural disasters, industrial accidents and conflicts, resulting in a 91% increase in national recovery plans that prioritize environment and natural resource management needs.

Subprogramme 3
Ecosystem management

In 2016, UNEP supported 11 countries to put in place operational ecosystem accounts, resulting in a 75% increase in countries integrating priority ecosystem services into national accounting processes. 13 countries took steps to update water quality frameworks and over 90 countries reported on the status of water quality, resulting in an 81% increase in countries improving their frameworks based on international guidelines. 44 countries incorporated the health and productivity of ecosystems in at least 2 policy frameworks.

UNEP enabled different sectors in 33 countries to use an ecosystem approach,
resulting in a 133% increase in countries integrating this approach into sector-based natural resource management. We also enabled 5 water basins to secure the health and productivity of terrestrial and aquatic ecosystems.

8 countries, sub-national governments and private sector agreed on marine litter or untreated wastewater action plans, resulting in a 100% and 250% increase in countries and corporations adopting these action plans in coastal and marine ecosystems. Our Regional Seas Programmes and the Global Programme of Action support countries to sustain coastal and marine ecosystems. 61% of regional seas (11 out of 18 programmes or action plans) or their member states used an ecosystem approach to improve management of the marine environment.

Subprogramme 4
Environmental governance

With the objective of greening the operations of the entire UN system, UNEP exceeded its target for 2016, with 5 additional entities adopting environmental management systems or emission reductions strategies, resulting in a total of 31.

In 2016, countries took steps to strengthen their legal or institutional measures to improve implementation of international environmental goals. This resulted in 9 legal and institutional measures and 3 countries taking measures for enhanced compliance (these results are in support of UNEA Resolutions 2/5, 2/11 (Marine plastic litter and microplastics), 2/14 (Illegal trade in wildlife), 2/17, 2/19 and 2/25 (Application of Principle 10 of the Rio Declaration on Environment and Development in the Latin America and Caribbean Region)), exceeding the programme of work target and bringing the total of such measures to 25.

In 2016, 19 countries or groups of countries finalized their UN Development Assistance Frameworks and now fully integrate environmental priorities in these plans, exceeding the target. Through our Regional Offices, we also provided some level of support to over 80 countries on the subject of environmental data, training of country teams, support in strategic planning and programme implementation.

Subprogramme 5
Chemicals and waste

In 2016, with UNEP assistance, 17 countries ratified the Minamata Convention on Mercury. Also in 2016, seven additional countries (against the annual target of seven countries) reported they had put in place policies to control lead in paint, resulting to 100% increase.

In 2016, 4 governments (against the annual target of 40), 7 businesses and industries (against the annual target of 30), and one civil society organization (against the annual target of 15) addressed priority chemical issues with UNEP support. The results in this areas shows that the targets for 2016 were not met. This calls for further expanding our partnerships with the private sector and other stakeholders to ensure the uptake of our scientific and technical knowledge and tools will be crucial to moving the needle closer to the targets.

In 2016, one government (against the annual target of 25), two private companies (against the annual target of 3), and three civil society organizations (against the annual target of 3) began addressing priority waste issues with the help of UNEP.

Subprogramme 6
Resource efficiency and sustainable consumption and production
UNEP supported a total of 49 countries and regions (against the annual target of 48) to integrate green economy and Sustainable Consumption and Production (SCP) approaches into national and sub-national policy.

In 2016, there was an increase in 1592 references to UNEP resource efficiency assessments and reports in policy and strategic documents by global and regional forums, national institutions, business organizations and academia. Hence, exceeding the target of 50 references set for December 2016 and resulting to a 3184% increase. The uptake of sustainable production and consumption and Green Economy instruments and management practices in sectoral policies, business and financial operations has increased in 2016 to 249, exceeding the target for 2016 which is 242.

In 2016, 94 stakeholders reported changes in their policies and strategies towards more sustainable consumption patterns and lifestyles, against a set target of 97 for the biennium. By the end of 2016, 34 projects and activities that have catalyzed engagement of stakeholders into the promotion of sustainable lifestyles had been supported by UNEP, against a target of 43 set for the biennium.

**Subprogramme 7**

**Environment under review**

UNEP launched 6 regional Global Environment Outlooks and the first Global Gender and Environment Outlook at the 2016 UN Environment Assembly. Together these provide not only an assessment of the state of the environment but also a perspective on the importance of the social aspects of the environmental dimension of the 2030 Agenda. More than 550 major media articles in 11 languages appeared on the topics in some 54 countries. The global sand and dust storm assessment prepared for the 2nd UN Environment Assembly was used in consultations prior to the UN General Assembly; some countries have since used the assessment in their decision-making.

A lot of the reporting on Multilateral Environmental Agreement (MEAs) contributes directly to tracking progress towards the Sustainable Development Goals (SDGs). For instance, the data on protected area coverage collected for the Aichi Targets under the Convention for Biological Diversity helps to track progress on Sustainable Development Goal 14. In Environment Live, we show the many relationships and synergies between the new Goals and existing agreements. Environment Live is now valued as a global knowledge-sharing platform. The portal contains over 900 indicators and a similar number of maps, including environmental data disaggregated by gender for 104 countries.
Highlights of Programme results

The adoption of the New Urban Agenda in 2016 heralded a new era for enhanced policy coherence in the management of sustainable urbanization and human settlements within the UN System. The SDG agenda and New Urban Agenda have provided distinct opportunities to link urbanization and UN-Habitat’s work to the development agenda more widely, contributing to linked advocacy and outreach activities.

Advocacy and technical inputs from the Global Land Indicators Initiative, successfully contributed to the formal recognition of security of tenure in the New Urban Agenda while the land and conflict theme is now recognized as a key element in the UN peacebuilding process.

National Urban Policies, spatial planning and design, public space and climate change were mainstreamed into the New Urban Agenda. Through the Urban Planning and Design Lab UN-Habitat responded to requests of 39 cities in 25 countries for support in sustainable urban planning. 40 Partner cities adopted and implemented policies, plans and designs that support the development of compact, integrated and connected cities and neighbourhoods.

Partner cities have started adopting low-emission development strategies or mainstreaming such strategies in their statutory plans. In 2016, six cities participating in the Promoting Low Emission Urban Development Strategies (Urban-LEDS) Project approved low emission development strategies.

UN-Habitat has been recognized by the Inter-Agency Expert Group responsible for the monitoring of the SDGs and the Statistical division of UNDESA as the leading Agency for nine urban indicators. The Agency has developed metadata and specific tools for each indicator and piloted the new monitoring framework of the CPI in selected cities based on over 20 SDG indicators relevant to the urban environment.

Challenges and lessons learned

A key challenge has been the need to recreate all the reports after Umoja implementation. The standard UN Secretariat reports are limited and do not address all the reporting needs of partners and management. The top priority reports have been redeveloped in waiting for the UN Secretariat wide reporting tool that enables flexible reporting and integration of financial reports with substantive output and outcome reporting.
Collaboration between thematic Branch staff and regions has the potential to significantly expand the scale of assistance UN-Habitat can provide but requires a more formal documentation of methods and theories of change to maximise effectiveness. Adjusting to a requirement for clear political commitment to legislative or regulatory reform as a distinct area of work as opposed to addressing this as an implicit element of technical activities appears to be a more effective approach. We need to develop a more systematic approach to engagement with member states at the global level on legislative issues.

Areas for improvement are: (1) resource mobilisation at global, regional and country level, which will result in increased number of programmes (local, national and HAPs) (2) increased awareness of local and national governments about the importance of access to land and tenure security to unlock social and economic potential, which will also result in increased number of programmes and (3) more coordination among Habitat Agenda Partners both at global and regional, but especially at the country level.

Results achieved by Executive Direction and Management

Effective collaboration of 24 UN agencies on UN-system wide position on sustainable urbanization for the High Level Committee on Programmes and the resultant adoption of the New Urban Agenda in October 2016 have significantly enhanced policy coherence in the management of sustainable urbanization and human settlements within the UN system.

The number of partners in UN-Habitat partnerships database actively contributing to policy dialogue or project implementation increased from 1000 in 2015 to 1148 by the end of 2016. In 2016, the World Urban Campaign (WUC) received 40 new partner organizations by the end of 2016, WUC had signed either MoUs or Statements of Commitment with 171 partner organizations. The WUC partners engaged in the preparation of the Habitat III Conference through the organization of Urban Thinkers Campuses.

Efforts are on-going to promote a more robust culture of evaluation. Results from an on-line survey show the indicator target is on track to be achieved as 69% of respondents indicated that evaluation information is helping improve project design, management and delivery.

With key events this year such as Habitat III, the level of awareness in the media has significantly improved as demonstrated in the marked increase in articles mentioning UN-Habitat which reached 5,290 in 2016 up from 2,500 in 2015. Electronic downloads rose to 2,476, 283 in 2016 up from 2,149,582 in 2015 while twitter followers increased by 68,773 to 113,993 in 2016. All three indicator targets for enhanced awareness of the public and the media on sustainable urban development were surpassed by the end of 2016 due to the opportunities utilized through the major events that took place in this first year of the biennium.

Results achieved by Sub programmes

Subprogramme 1
Urban legislation, land and governance

Local and national governments and other Habitat Agenda partners are better equipped to implement urban legislation. More than 30 cities utilized the Urban Labs that has incorporated the approaches developed from Planning Legal Frameworks Assessment tool to guide projects. The number of consultative legal reform processes for improving urban extension, densification, urban planning and
finance undertaken increased from 25 in 2015
to 28 and the biennial target of 30 is likely to
be met. The countries where the recent
reforms took place are Ethiopia, South Africa
and Saudi Arabia.

UN Habitat and the Global Land Tool Network
continue to make progress in promoting pro-
poor and gender responsive land
administration and management tools and
approaches. The number of programmes
implemented by partner local and national
governments and, other Habitat Agenda
Partners, whose capacity to implement
programmes that contribute to security of
tenure for all has been improved, rose to 18
by the end of 2016 up from 17 in 2015. The
new initiative is in Lusaka (Zambia).

UN-Habitat advanced its work with central
and territorial governments in strengthening
decentralized governance by establishing
mechanisms for institutional dialogue to
support the empowerment of local and
regional governments. The number of local
and national authorities as well as Habitat
Agenda partners that have developed
guidelines that take into account guidelines
on decentralization rose from 40 and 18 in
2015 to 45 and 19 in December 2016,
respectively. The number of Habitat Agenda
partners that participated in the creation of
structured platforms of dialogue among the
different actors who influence the
management of the city increased from 31 in
2015 to 35 in 2016. However, no new, local
crime prevention strategies were adopted in
the same period.

Subprogramme 2
Urban planning and design

In 2016, UN-Habitat and its partners
supported metropolitan, regional and
national authorities to develop or adopt
national urban policies or spatial frameworks
supporting compact, integrated and
connected, socially inclusive cities. 15
metropolitan, regional and national
authorities have adopted urban policies
and/or spatial frameworks by the end of
2016, up from 9 in 2015. At the national level,
National Urban Policies or related policies
have been adopted or submitted for approval
in Kenya and Argentina. Iraq finalized its
report on “Iraq urban development
frameworks at the national and local level”
while Colombia adopted a spatial framework
at the metropolitan level.

International Guidelines on Urban and
Territorial Planning started to be used in
2016 in China, Zimbabwe, Viet Nam, Kosovo,
Sri Lanka, the state of Palestine and
Afghanistan for the development of national,
regional and city plans. The Metropolitan
Development (MetroHUB) methodology was
improved in 2016, integrating planning,
governance, finance and social-environmental
aspects as well as capacity development.

The number of partners that have adopted
policies, plans and designs for compact,
integrated and connected cities and
neighbourhoods increased from 30 in 2015 to
40 in 2016. This increase was made possible
through the Urban Planning and Design Lab
which responded to requests of 39 cities in 25
countries for support in sustainable urban
planning.

Partner cities, regional and national
authorities that have adopted and
implemented policies, plans or strategies that
contribute to climate change mitigation and
adaptation increased to 22, three and 11 in
2016 respectively up from 15 cities, two
regional and eight authorities in 2015.

Partner cities have started adopting low
emission development strategies or
mainstreaming such strategies in their

**Subprogramme 3  
Urban economy**

Thirteen partner cities and towns have developed local economic assessment plans and identified priorities based on the local economic assessments by the end of 2016 which are at different stages of implementation up from seven in 2015. In the Philippines, the planned city extensions of Iloilo, Silay, Zamboanga and Cagayan de Oro Cities and the local economic development strategy are being formulated for Butuan and Zamboanga Cities to support inclusive economic growth. City economic visions and goals were formulated through a series of multi-stakeholder consultations and planning workshops. In Egypt, the economic assessment of Al Alamein New City was launched, analyzing the future revenues based on the value chains and supply chains, supply/demand interactions and the local/regional economic development.

Progress was made towards the enhancement of the capacities of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women. The number of partner cities that have adopted such policies and programmes increased from 26 in 2015 to 35 by the end of 2016. The new cities are Mogadishu (Somalia), Bogota (Colombia), Marrakech (Morocco), Prague (Czech Republic), Goma (DRC), Kigali (Rwanda), Kathmandu (Nepal), Kufr Na’ meh (State of Palestine) and Otavalo (Ecuador). There was increased integration of vulnerable groups’ issues in the New Urban Agenda. During the Habitat III consultations, youth were involved through local, national, regional and international forums and events.

The number of partner cities that have adopted programmes and strategies for improved urban and municipal finance has reached 25 by the end of 2016, up from 19 in 2015 with some recording significant increase in revenue generation. Models for enhanced revenue generation for infrastructure development and promotion of the Local Economic Development have been established in Kiambu town (Kenya) where revenue generation has doubled between 2015 and 2016. The capacities for the adoption of policies, plans and strategies for urban and municipal finance are being improved as evidenced by the increased collection and reporting of data for a global network of municipalities in Buenos Aires (Argentina), Hangzhou (China), Mexico City (Mexico), Cape Town (South Africa), and Addis Ababa (Ethiopia). The Global Municipal database comprises data at the municipal level as well as selected statistical indicators for national governments.

**Subprogramme 4  
Urban basic services**

The number of local authorities implementing legislative frameworks for increasing access to sustainable urban basic services increased from 189 in 2015 to 190 in 2016. The number of regional authorities also increased from seven in 2015 to eight in 2016. Partner national authorities increased from 29 in 2015 to 32 in 2016 as the Global Water Operators Partnership Alliance supported the establishment of two Water Operators Partnerships with Cunene and Cabinda operators (Angola) and one operator in city of Anta (Peru).

The amount and impact of investments in urban basic services catalyzed by UN-Habitat
programmes in partner countries increased from US$53.5 million in 2015 to US$60 million in 2016.

The number of people benefiting from improved access to water and sanitation rose from 1.6 million in 2015 to 1.8 million in 2016. Additionally, the number of people in targeted communities with improved access to sustainable modes of transport as a result of UN-Habitat interventions rose to 50,000 as of end of 2016. The number of people with access to sustainable energy supply also rose from 7,000 in 2015 to 10,000 in 2016.

**Subprogramme 5**

**Housing and slum upgrading**

Partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles have reached 33 by the end of 2016, up from 32 in 2015. Through the National Housing Profiles, policy formulation processes are informed by evidence-based methodologies and the analytical frameworks. In most countries (such as Sri Lanka, Afghanistan, Lesotho), the assessments have strengthened the overall housing policy framework while in others (Ghana, Senegal, Egypt) they have triggered housing and slum upgrading projects to improve the living conditions and the inclusion of all urban dwellers. Partner countries implementing frameworks or programmes preventing unlawful forced eviction increased from 12 in 2015 to 14 by the end of 2016 (South Africa and Swaziland).

The number of partner countries that are formulating improved slum upgrading and prevention policies or strategies increased from 160 cities in 2015 to 190 cities by the end of 2016. Further, significant change was realized in the number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes which increased from 35 in 2015 to 44 by the end of 2016. The new countries include: Afghanistan, Iraq, Mongolia, Myanmar, the Philippines, Saudi Arabia, Somalia, South Sudan and Sri Lanka.

Slum communities have improved capacities to advocate on their own behalf and partner with national and local authorities implementing policies, community-based projects or programmes on access to adequate housing and improved standards of living in slums. The number of communities in partner countries empowered to lead and implement initiatives increased from 28 in 2015 to 34 by the end of 2016.

**Subprogramme 6**

**Risk reduction and rehabilitation**

Partner local and regional authorities and national governments that have included urban risk reduction and management in their plans increased to 135 and 40 in 2016 up from 118 and 31 in 2015 respectively. The increase is largely through the City Resilience Profiling Programme where 13 new cities have put in place risk reduction and resilience-building policies, strategies and programmes. Stronger linkages between the insurance risk-transfer mechanisms and more resilient built environment were forged in Haiti, Pakistan, Indonesia and Philippines.

Cities and human settlements are implementing more recovery and reconstruction interventions that lead to long-term sustainability. The percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes, including risk reduction increased from 65 percent in 2015 to 70 percent by the end of 2016. UN-Habitat supported sustainable shelter solutions in Iraq, Lebanon and northern Kenya. These
approaches are being driven by the New Urban Agenda philosophy and through renewed focus on the Pinheiro Principles as rights-based guidelines for shelter construction and resettlement of IDPs.

There are more sustainable and resilient cities and other human settlements due to shelter and related infrastructure rehabilitation programmes. The percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing increased from 45 per cent in 2015 to 55 per cent by the end of 2016. While seeking to ensure that humanitarian action is more effective, better coordinated and more accountable to affected people, the IASC Emergency Directors Group provides space for advocacy around New Urban Agenda, development of city extensions approaches, and ‘planning back better’ in the aftermath of crisis.

Subprogramme 7
Research and capacity development

There was improvement in the monitoring of urban conditions and trends in 2016. Urban observatories using UN-Habitat monitoring tools, methods and data increased from 303 in 2015 to 307 by the end of 2016. While national statistical offices were producing urban data and indicators by the end of 2016 exceeding the target for 2017.

40 National Statistical Offices (NSOs) have been strengthened to monitor urban conditions and trends through production of urban data and indicators by the end of 2016 exceeding the target for 2017. For example, in Tunisia and Egypt, urban environmental monitoring data is being generated. In Kenya, Uganda, Rwanda, Nigeria and Cameroon the organization is assisting the NSOs to develop urban land monitoring tools which will be used for local monitoring on land and SDG reporting. For the first time, partner countries and cities have baseline data and targets.

A total of 370 local governments and 22 national governments have used UN-Habitat’s flagship publications and best practice data bases in policy formulation as of the end of 2016 up from 350 and 19 in 2015 respectively. For example, in Syria the national report is strongly connected to the humanitarian and crisis conditions of the country. In Mexico, a massive undertaking has enabled the government to create a national monitoring mechanism that will determine specific policies and actions to be undertaken.
Highlights of Programme results

The United Nations Office on Drugs and Crime (UNODC) continued to enhance the understanding of issues related to crime, drug and terrorism through the provision of technical assistance, training, advisory services and policy support which lead to increased ratifications of international legal instruments for terrorism and near universal ratification for the United Nations Convention against Transnational Organized Crime (UNTOC). Work on establishing a review mechanism continued. Progress was also made in completing the first cycle of the Implementation Review Mechanism of the United Nations Convention against Corruption (UNCAC). The General Assembly Special Session (UNGASS) on the world drug problem was also conducted, which resulted in an outcome document (A/RES/S-30/1) with over 100 operational recommendations in the area of drugs control. The Annual World Drug Report, the Precursors Report for 2015, the first ever World Wildlife Crime Report, the Global Report on Trafficking in Persons, the UNODC-WHO International Standards for the Treatment of Drug Use Disorders were produced, and global reporting on relevant SDG targets was coordinated. The Office continued to build capacity to develop and implement coordinated and joint programmes at the local, national, regional and global levels. Results of evaluations conducted on UNODC subprogrammes were presented regularly to Member States, senior leadership and management of UNODC, which further reinforced the culture of accountability. Universally recognized values of human rights and gender equality were further integrated into the entire evaluation process, following best practices of the United Nations Evaluation Group (UNEG).

Challenges and lessons learned

The short-term, unpredictable and hard earmarked funding continued to have a great negative impact on the sustainability of initiatives on the ground, including monitoring of the international drug control conventions. There were further constraints to effectively fulfil the mandated function in support of the Implementation Review Mechanism of UNCAC. Security and political instability in beneficiary countries also remained a key challenge leading, in some cases, to postponement or termination of technical assistance delivery. Although the findings of the Professional Peer Review by UNEG of the evaluation function of UNODC reflected impressive progress since 2010, further investments in this area would be required to strengthen evaluation and accountability in UNODC.
Results achieved by Executive Direction and Management

As of 31 December 2016, the Office had implemented 90% of its annual work plan for 2016. The Office of the Director-General/Office of the Executive Director (ODG/OED) has ensured policy clarity and interdivisional coordination in relation to the 59th session of the Commission on Narcotic Drugs (CND), the General Assembly Special Session (UNGASS) on world drug problem, the 25th session of the CCPCJ and the 8th session of the Conference of the Parties to the UN Convention against Transnational Organized Crime as well as the effective integration of the 2030 Agenda into the work of UNODC. UNODC did not meet the target with regard to geographical balance. The representation of women among its staff is improving but below target, and UNODC strives to improve the result. From the baseline value of 40% (as of 31 December 2015), the value as of 31 December 2016 (44%) shows good progress towards the target of 45% by 31 December 2017. Senior managers will continue to be stimulated to embrace the goals of improved gender balance of staff.

The average number of days that a Professional post remains vacant below target is due to increased efforts to accelerate the recruitment process. The value stands at 112 days as of 31 December 2016, which is below the maximum target value of 120 days as set by OHRM.

The adoption of the 2030 Agenda, including a goal specifically addressing the need for partnerships, presented a fundamental shift in approach requiring an unprecedented level of interagency cooperation. The Office strengthened its capacity to respond to emerging crisis situations in coordination with partner organisations. For instance, on the issue of Migrant Smuggling and Human Trafficking, the Office has continued working closely with other related organisations in the region as well as reaching out to new organizations with which to sign and operationalize working agreements to address the migrant crisis in Europe. UNODC welcomed the international community’s recognition that Goal 16 of the Sustainable Development Goals on justice and building effective, accountable and inclusive institutions is cross-cutting in its scope and impact.

The Unit has developed a logical framework with three outcomes, including a vision encompassing the Sustainable Development Goals (SDGs). This outcome encumbers a new focus on national evaluation capacity building. Following General Assembly (GA) Resolution 69/237 (Building capacity for the evaluation of development activities at the country level), adopted on 19 December 2014 (on the Report of the Second Committee A/69/473) and the call for country-lead evaluations linked to Agenda 2030. The Unit further engaged in deriving best practices as well as lessons learned in capacity building in UNODC. 14 interactions undertaken through: minutes of Senior Management Meetings, interaction with Member States through a questionnaire on the priorities on projects and programmes to be evaluated, briefings provided to the Executive Director on evaluation-related matters, as well as several bilateral meetings and interaction with internal and external stakeholders.

The Unit also developed IT-based knowledge products and strong investments went into the continuous development and update of web-based evaluation applications, the knowledge management and lesson learned database of utility to the respective evaluation functions within the Secretariat, as well as the consultant database and tools to support Project Managers in planning and
budgeting for evaluations. IEU further invested in efforts to assess independently and objectively the quality of all published evaluation reports. Target of one revision reached. IEU has reviewed and fully revised the templates and guidelines for Evaluation Terms of Reference, thereby ensuring that human rights, gender as well as the Sustainable Development Goals are further mainstreamed into the evaluation process. Moreover, IEU has further invested in developing tools to support Project Managers in planning for evaluations, including the “Evaluation budget planning tool”. It facilitates calculations and provides for estimates on evaluation costs based on various indicators (number of countries topics duration budget etc.). All documents are available on the IEU website. The Evaluation Handbook is further undergoing a revision. The on-line evaluation application in the Programme and Financial Information Management system (ProFi) has further been enhanced to become more user-friendly and allow for improved monitoring and analysis of data. Due to the fact that the ProFi system will eventually disappear as part of the Umoja implementation, IEU further invested in the initial stages of ITS services to develop a new web-based support system for conducting evaluations, replacing the current system.

As evaluation results are often key to identifying and disseminating best practices and lessons learned, thereby leading to learning and improved knowledge management at an organizational level, the Unit further engaged regularly in bilateral meetings with internal and external stakeholders, as well as liaised closely with oversight bodies, such as the Office of Internal Oversight Services, the Board of Auditors and the Joint Inspection Unit in order to ensure complementarity of work. Three in-depth evaluations were finalised in 2016: The In-Depth Cluster Evaluation of the Global Synthetics Monitoring: Analyses, Reporting and Trends Programme (GLOJ88) and the Global Scientific and Forensic Programme - Support Project (GLOU54) the Final In-Depth Evaluation of the Prevention of transmission of HIV among drug users in the SAARC countries (RASH13) and, the Final In-Depth Evaluation of the Global Anti-corruption component of GLOU 68: “Looking Beyond: Towards a Strategic Engagement with Civil Society on Anti-Corruption, and Drugs and Crime Prevention”. The mid-term cluster evaluation of the Global Programme against Trafficking in Persons and Global Programme Against Smuggling of Migrants (GLOT59 and GLOT92) is further about to be completed. Two planned in-depth evaluations for 2016 were postponed for various reasons by the respective project managers. IEU was further involved in the guiding and backstopping of Independent Project Evaluations. By the end of 2016, sixteen evaluations had been backstopped, completed and published on the website. Additional twenty Independent Project Evaluations were on-going.

Results achieved by Sub programmes

Subprogramme 1
Countering illicit drug trafficking and transnational organized crime

The United Nations Office on Drugs and Crime (UNODC) provided pre-ratification advice regarding the Organized Crime Convention (UNTOC) to the Democratic People’s Republic of Korea, after which the latter acceded to the Convention (target: 3 additional ratifications); in addition, the Maldives acceded to the Trafficking in Persons Protocol (target: 3 additional ratifications). No new ratifications to the Smuggling of Migrants and Firearms Protocols took place in 2016 (targets: 3 and 6 additional ratifications, respectively), and there were no new (additional) ratifications to
the drug control conventions (target: 3 additional ratifications). UNODC maintained and/or developed 2 more regional initiatives to combat transnational organized crime and illicit trafficking through cooperation agreements facilitated and/or supported by UNODC (target: 5 more regional initiatives), with the Council of Europe in relation to trafficking in cultural property and with INTERPOL and Europol in relation to Countering Migrant Smuggling Networks.

UNODC also established or strengthened 4 more mechanisms within the context of its mandates, with a view to promoting enhanced cooperation and information-sharing between criminal justice agencies within and across borders, including for transnational organized crime (target: 58 mechanisms in total; the previous measurement was 54). This included: substantive contributions to the preparation of an Association of South East Asian Nations (ASEAN) Cybersecurity Centre; participation in a Network of Experts on the implementation of United Nations Security Council Resolution 2199; participation in a World Customs Organization Expert Network Meeting related to the prevention of illicit trafficking of cultural objects; and participation in the Eurojust first tactical meeting on judicial cooperation in migrant smuggling cases.

UNODC also enhanced coordination and cooperation among United Nations entities and other organizations that are members of the Inter-Agency Coordination Group against Trafficking in Persons (ICAT), as well as of ICAT with other relevant international organizations, through 5 ICAT working-level meetings and 2 policy papers that were launched electronically (targets: 8 meetings and 6 papers). Additionally, 97 countries received assistance from UNODC for institutional strengthening and capacity-building in the areas of illicit trafficking, transnational organized crime, illicit firearms trafficking and firearms control, and illicit drug trafficking (target: 50 countries in receipt of assistance), through the following: pilot-testing of the redeveloped Mutual Legal Assistance Request Writer Tool; training on the UNTOC; technical assistance on strengthening criminal justice responses to trafficking in cultural property; legislative assistance to support the review of national drug control legislation; and capacity-building activities conducted or contributed to in the area of combating trafficking in persons and the smuggling of migrants. In addition, 8 more Member States (target: 10 more Member States) were assisted by UNODC, upon request, in the fields of technical assistance and training on anti-money-laundering and countering the financing of terrorism (AML/CFT), through the review or development of AML/CFT legislation and implementation of operational practices. Moreover, seven additional Member States (target: 10 additional Member States) drew on the assistance of UNODC to adopt, adapt or review domestic legislation to implement the provisions of the legal instruments relating to drugs and crime, in particular the UNTOC and its Protocols, through legislative assistance provided to Afghanistan, training provided to Viet Nam, assistance in the review of drug control legislation in Kazakhstan and Ukraine, assistance on domestic cybercrime legislation in Cape Verde and pre-accession support to Fiji and North Korea. Furthermore, 5 additional legal and/or operational tools and good practices on transnational organized crime were brokered and/or supported by UNODC (target: 8 more tools), as follows: the Practical Assistance Tool to assist in the implementation of the International Guidelines for Crime Prevention and Criminal Justice Responses with Respect to Trafficking in Cultural Property and Other Related Offences; the Legislative Guides for the Implementation of UNTOC; the redeveloped

Subprogramme 2
Prevention, treatment and reintegration, and alternative development

UNODC provided evidence-based services related to drug use in the community in 135 countries. Such assistance was provided to implement evidence-based drug use prevention interventions in line with relevant international treaties and based on scientific evidence (26 countries, compared to a target of 26 countries) and/or interventions on drug dependence treatment, rehabilitation and social reintegration in line with relevant international treaties and based on scientific evidence (45 countries, compared to a target of 46 countries) and/or develop, adopt and implement strategies and programmes on HIV/AIDS as related to drug users, including injecting drug users in line with relevant international treaties and based on scientific evidence (64 countries, compared to a target of 64 countries).

As of 31 December 2016, UNODC Increased capacity of requesting Member States to reduce the vulnerability to drug use and HIV/AIDS of people in the criminal justice system in 65 countries. Such assistance was provided for 14 countries (compared to a target of 11 countries) for establishing and/or scaling up policies and programmes in relation to drug dependence in the criminal justice system, in line with relevant international treaties and based on scientific evidence, and for 51 countries (compared to a target of 51 countries) for developing, adopting and implementing HIV/AIDS prevention, treatment, care and support policies and programmes in the criminal justice system, in line with relevant international treaties and based on scientific evidence on “HIV prevention, treatment and care in prisons and other closed settings: a comprehensive package of interventions”.

The work of SLU to provide guidance to member states in implementing alternative development has benefited them in a variety of ways. Not only has it helped them in their efforts to implement the UNGASS Outcome document, but it has also played an important role at the field level. In 2016, a total of 4 additional countries were assisted in developing and implementing sustainable illicit crop control strategies.

In 2016, 6 additional countries were assisted in implementing the wildlife and forest crime analytical toolkit of the International Consortium on Combating Wildlife Crime. The work of the Unit to address providing basic social assistance to vulnerable populations has ceased as a result of a lack of funding.

Subprogramme 3
Countering corruption

During 2016, following ongoing assistance by UNODC, three additional States parties acceded to or ratified the UN Convention against Corruption: The Holy See, Bhutan and Belize, bringing the total number of States parties acceding to or ratifying the Convention to 181.

During 2016, UNODC provided extensive legislative and policy advice as well as targeted capacity building training to prevent and combat corruption for various specialised institutions.

Legislative advice (to over 20 laws) was provided to 18 countries to ensure
compliance to the UN Convention against Corruption, which meets 60% of the target set for this biennium.

In addition to legislative support, 19 countries received assistance to develop national anti-corruption policies/strategies and/or action plans/priority assessments, which almost reaches the set target of 20 countries for this biennium.

Several national and regional training events and workshops were organised or facilitated to build the capacity of specialised institutions to successfully prevent, detect, investigate and prosecute corruption and to participate in international cooperation. These included training courses and workshops on assessing corruption risks, investigation and prosecution, UNCAC and SDG16, management and disposal of seized and confiscated assets, international cooperation, financial investigations and money laundering, corporate integrity, ethics and leadership, protection of witnesses and reporting persons, liability of legal persons, strengthening anti-corruption measures in the customs context, strengthening national monitoring, evaluation and reporting systems, tackling corruption in the area of environmental and wildlife crime and other types of organised crime. These capacity building activities were conducted at country level. In 2016, country level training took place in 22 countries, which already exceeds the set target of 20 countries for this biennium. In addition, several training events were held to prepare governmental experts and UNCAC focal points for the second UNCAC review cycle, and individual support was provided to finalise the self-assessment checklist.

**Subprogramme 4**

**Terrorism prevention**

UNODC was proactive in promoting the ratifications of 19 international conventions and protocols related to terrorism. These efforts resulted in a cumulative increase in the number of ratifications by assisted Member States to 688, exceeding the target of 670 ratifications by 3 per cent. Legislative advisory services in reviewing and drafting of national counter-terrorism laws were provided to eight Member States as well as the Pacific Islands Forum Secretariat, resulting in additional 14 pieces of national legislation developed with UNODC’s assistance and an increase of the total from 145 in 2015 to 159. UNODC also continued to develop specialized legal knowledge in the area of counter-terrorism and pertinent thematic areas. UNODC launched a Guide for Criminal Investigation in Colombia, and have been working on additional four technical assistance tools. In 2016 UNODC continued to support Member States’ efforts to effectively address emerging terrorist challenges, such as foreign terrorist fighters and their radicalization, terrorists benefiting from organized crime, the destruction of cultural heritage by terrorists and children involved in violent extremist groups, including terrorist groups.

UNODC continued to provide technical assistance to Member States to strengthen the capacity of their criminal justice systems to prevent and counter terrorism. To that end, 90 national and regional workshops and training courses were carried out, through which 50 countries were assisted. The Office trained 2,369 criminal justice officials, achieving 59 per cent of the target for the biennium under review. UNODC also intensified efforts to support international cooperation in criminal matters related to terrorism. In 2016, the Office contributed to strengthening seven counter terrorism strategies, which accounts for 70% of the target measurement. The Office also
developed, in consultation with National authorities several new technical assistance programmes for countries in the Middle East and North Africa region, the Gulf, South and South-East Asia and Sub-Saharan Africa. Notable progresses was also made in promoting international cooperation in criminal matters related to terrorism, including by training additional 538 criminal justice practitioners. High importance in technical assistance delivery was attached to building synergies with UN and other entities, including by organizing joint activities.

Subprogramme 5
Justice

During the first year of the biennium 2016-2017, no standards and norms relevant to crime prevention and criminal justice were developed or updated. However, UNODC supported number of countries to update their crime prevention and criminal justice policies and laws to incorporate the applicable relevant standards and norms.

In 2016, UNODC strengthened the capacity of a total of 41 countries to improve their criminal justice systems in line with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments, which is two (2) additional countries compared to 2015. In particular, during the reporting period, the Office assisted those Member States in using UNODC tools, manuals and training materials and advisory services for improving crime prevention strategies and measures and criminal justice procedures and practices, as well as in developing and implementing crime prevention and criminal justice reform initiatives.

Subprogramme 6
Research, trend analysis and forensics

In 2016, UNODC published the 2016 World Drug Report with the latest information about the supply and demand for opiates, cocaine, cannabis, amphetamine-type stimulants and new psychoactive substances, as well as their impact on health. Additionally, the World Wildlife Crime report presented the global dimensions of wildlife and forest crime and the Global Report on Trafficking in Persons studied the flows, trends and patterns of human trafficking around the world. These research reports were well received and the number of references increased to 5131. Responding to an online questionnaire, 65% of the readers of the global research reports found the information useful. The Office continued to disseminate country data series on drug demand, drug supply, crime and criminal justice as reported in the mandated data collection instruments. So far, 694 additional country data series for crime and 516 additional data series for drugs were published.

In 2016, UNODC focused on technical assistance, expert group meetings and trainings in the area of crime statistics and victimization surveys in view of the recently adopted International Classification of Crime for Statistical Purposes as well as the global indicators required to report on a number of targets under the UN Sustainable Development Goals. In May a global meeting of Focal Points to the UN Survey of Crime Trends and Operations of Criminal Justice System (UN-CTS) was attended by 42 countries from all over the world. In November 2016, a regional meeting on the development of crime and criminal justice statistics and their contribution for SDG monitoring in Asia was attended by 22 countries from the region.

Efforts have continued to ensure that laboratory services and scientific expertise are integrated into national drug control and
crime prevention governance frameworks to ensure value, cost-effectiveness, sustainability and the greatest impact of laboratory and scientific work. Normative aspects, such as the development and dissemination of standards and forensic best practices have continued to play a central role in support of Member States in the implementation of the International Conventions related to drugs and crime. Drug testing laboratories worldwide continued to participate in the UNODC International Collaborative Exercises (ICE) programme which assists laboratories to continuously monitor their performance on a global scale. In 2016, a total number of 222 laboratories from 70 countries participated in the programme and received feedback on their analytical results and a comprehensive worldwide overview of the results of all participating laboratories through the respective published reports.

**Subprogramme 7
Policy support**

The number of viewers to the UNODC website, publication downloads and social media posts have continued to grow. Targeted number of monthly unique visitors accessing information from unodc website is projected to increase from biennial target of 270,000 to 290,000. Number of publications downloaded from unodc website is expected to reach 50,000 per month as compared to biennial target of 15,000. The method to calculate downloaded publication has been updated for accuracy purposes. The overall result has been growing awareness of the work of UNODC, in particular through digital communications tools.

The subprogramme as a whole continued to manage donor relations and the workflow for all incoming pledges and contributions to UNODC. Resource mobilization missions were made by major donor capitals, i.e. Austria, Canada, Germany, France, Japan, Luxembourg, Sweden, Switzerland and United States. Regarding the private sector, UNODC continued its efforts to set up new partnerships and raise funds in support of various UNODC activities in areas such as anti-corruption, the prevention of substance abuse and family life skills, the UN Trust Fund for Victims of Trafficking in Persons, wildlife crime, and terrorism prevention. Overall income for 2016 is expected to be approximately $300 million, which is higher than the projected annual figure of the biennial target of $570 million.

**Subprogramme 8
Technical cooperation and field support**

In Africa and the Middle East, UNODC launched in 2016 three new integrated Regional Programmes on drugs and crime for the Arab States, Eastern Africa and West Africa. In West and Central Asia, the second phase of the Regional Programme for Afghanistan and Neighbouring Countries commenced implementation in 2016. Also in 2016, a new comprehensive country programme for Indonesia was developed to support the government to strengthen its capacity to deal with national drug and crime challenges. This brings the total number of integrated Regional and Country Programmes to 18 against a target of 18. All new programmes follow an integrated approach to implementing relevant SDGs and other frameworks across UNODC mandate areas.

Findings of independent project evaluations undertaken in 2016 confirm the responsiveness of projects to country and regional priorities and noted positive signs of impacts at individual, institutional and policy levels. None of the UNODC Field Offices received any qualified or adverse audit opinion in 2016.
Subprogramme 9
Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board

The Secretariat has supported an unprecedented number of informal meetings in preparations for the UNGASS on the world drug problem in 2016, including the negotiations of the outcome document. Member States were able to reach consensus on the outcome document and expressed gratitude for the extraordinary support provided, which contributed to the successful outcome. Most Members of the Commissions (90 per cent) responding to the survey expressed full satisfaction with the support provided by the Secretariat to the work of the Commissions. The Chairs of the UNGASS Board and the Commission expressed full satisfaction with the support provided by the Secretariat for the conduct UNGASS 2016, which led to the adoption by consensus of the outcome document “Our Joint Commitment to Effectively Addressing and Countering the World Drug Problem” and other participants to CND and CCPCJ expressed full satisfaction with the preparations before, during and after the Commission sessions.

In 2016, in addition to producing and launching its Annual Report and Precursors Report for 2015 (as well as its two technical publications) and conducting its three annual sessions, the Board provided substantive input and support to Member States in the preparation and conduct of the 30th UNGASS by producing a special report on Availability of Internationally Controlled Drugs: Ensuring Adequate Access for Medical and Scientific Purposes. A total of 98 % of the decisions of the Board were implemented successfully and up to 91 % full satisfaction of the Board Members was achieved during the sessions.
Highlights of Programme results

UN-Women supported substantive preparations for the 60th session of the Commission on the Status of Women. The agreed conclusions of the session provide a roadmap for the fulfilment of targets of the 2030 Agenda relevant for UN-Women, particularly in respect of goal 5, which aims for gender equality and empowerment of women and girls. UN-Women contributed to strengthening gender perspectives in: (i) intergovernmental conferences, including the UN Summit for Refugees and Migrants and Habitat III; (ii) UN humanitarian response, including by supporting preparations for the World Humanitarian Summit; and (iii) peace and security initiatives, building on the outcomes of the 15-year High-Level Review of Security Council Resolution 1325, and Resolution 2242. UN-Women provided support to the Secretary-General’s High-Level Panel on Women’s Economic Empowerment, which brings together leaders to raise the visibility and showcase best practices in this area. A midterm review of the Strategic Plan demonstrated the significant results achieved in supporting Member States to advance gender equality. For example, 8 gender-responsive constitutional reforms and 32 new laws were adopted for women’s political participation, 29 countries strengthened their policy framework for women’s economic empowerment and 26 countries have strengthened their legislation to address violence against women with UN-Women’s support.

UN-Women developed Flagship Programmes - high-impact, multi-stakeholder initiatives to further scale up its efforts. UN-Women coordinated the reports of 64 entities on the UN System-wide Action Plan on Gender Equality and the Empowerment of Women, with a -57% of entities meeting/exceeding requirements.

Challenges and lessons learned

UN Women continues to be hampered by resource constraints that prevent scaling up programmes and sustainability.

In addition, greater efforts are needed to ensure that gender equality perspectives are systematically included in sectoral processes and outcomes.

UN-Women will continue to focus on supporting the implementation of the Beijing Platform for Action, the 2030 Agenda for Sustainable Development and other relevant intergovernmental outcomes, leveraging the agreed conclusions adopted at the sixtieth session of the Commission on the Status of Women.
Results achieved by Executive Direction and Management

Subsequent to the adoption of the 2030 Agenda for Sustainable Development in 2015, UN-Women leveraged its triple mandate of normative support, UN coordination, and operational activities to kick start the implementation of the specific targets related to women and girls. In 2016, UN-Women sought to expand and deepen norms and standards on gender equality and the empowerment of women, both as an end in itself and as an essential step in the realization of human rights, peace and security and development. The Entity delivered on its normative mandate through substantive support to the Commission on the Status of Women, the General Assembly, the Economic and Social Council and the Security Council, through 100 percent on time submission of quality documents.

Results achieved by Sub programmes

Subprogramme 1
Intergovernmental support, coordination and strategic partnerships

UN-Women leveraged its normative support function, convening and advocacy roles to achieve strengthened gender equality norms and standards in intergovernmental outcomes by supporting the participation of 28 Member States, upon their request, and 100 per cent timely submission of documents to the Commission on the Status of Women.

Also as a result of the Entity’s efforts, two intergovernmental bodies integrated gender perspectives into their spheres of activity, namely the high level political forum and Habitat III Conference.

4,209 representatives from 547 NGOs participated in CSW60, and 179 NGO written statements were submitted. Due to UN-Women’s efforts and the CSW Chairs’ commitment to strengthen NGO participation, more NGOs were able to deliver oral statements than in previous sessions. UN-Women implemented at least 16 activities to strengthen the participation of non-governmental organizations in the work of the Commission on the Status of Women, compared to 12 activities in 2015.

Assistance was provided to UN entities through initiatives that focused on gender-responsive policy development and the development of two e-modules on gender markers and on coding standards. UN-Women received pledges for core resources from over 120 Member States in 2016. Total contributions mobilized were US$307 million for 2016. UN Women has also continued to strengthen partnerships with its 14 national committees.

Subprogramme 2
Policy and programme activities

UN Women deployed its policy and knowledge hub functions to provide the evidence and highlight key areas for action in support of a comprehensive policy agenda for gender equality and women’s and girls’ empowerment. Key milestones included: the demonstration of successful action to address violence against women, accelerate women’s economic empowerment and strengthen policies and institutions for accelerated achievement of the 2030 Agenda for Sustainable Development in regard to Goal 5 and gender-responsive action across all Goals.

UN Women continues to recognize the significance of capacity development and national ownership of gender equality and women’s empowerment strategies for achieving agreed results and for adherence to commitments and norms. In 2016, UN Women provided 92 activities in relation to
capacity development, upon request of Member States, to national mechanisms for gender equality, service delivery organizations, and civil society organizations.

UN Women played a leading role within the UNDG in developing the new UN Development Assistance Framework (UNDAF) guidance, which aligns with the 2030 Agenda and confirms gender equality as a key programming principle. 24 UNDAFs that started implementation in 2016 (out of 27) feature gender specific outcomes level results.
**Highlights of Programme results**

ECA convened the 2nd session of the Africa Regional Forum on Sustainable Development (ARFSD) in Cairo (May 2016), in preparation for the 2016 session of the High-level Political Forum on Sustainable Development (HLPF). The ARFSD provided a platform for member States to discuss the implementation of and follow-up to both the 2030 Agenda and Agenda 2063. Participants reached consensus and adopted key messages.

The Commission provided critical support to the African Peer Review Mechanism (APRM) Secretariat in the areas of knowledge generation and capacity-building. As a result of the deep involvement of ECA, the APRM has to date reached the following milestones: i) three countries (Senegal, Chad and Sudan) have completed the external review exercise; ii) for the first time ECA has commenced the 2nd generation of reviews; and iii) the APRM has re-established constructive working relationships with its strategic partners with the coming of two new sister institutions: Mo Ibrahim Foundation and ACBF.

ECA in collaboration with the African Union Commission (AUC) has established a Consortium on curbing Illicit Financial Flows from Africa. This involves all key actors on the continent and outside of Africa.

**Challenges and lessons learned**

The deployment and implementation of UMOJA resulted in a fundamental change at the operational level that led to serious delays in the implementation of some key outputs. Some of the outputs had to be delivered in coordination with partners, which can be a timely and costly exercise if not effectively managed.

Another challenge was a lack of resources to support implementation of the agenda 2030 as well as the other new mandates/resolutions.
Results achieved by Executive Direction and Management

As at 31 December 2016, ECA had delivered 41 per cent of its mandated outputs for the biennium. Budget utilization for the same period was 90.6 of the 2016 allotment.

In terms of new partnerships, three new donor agreements, seven strategic and technical agreements with member States and two with Regional Economic Communities, 28 with non-state actors, and seven with UN Agencies were signed in 2016. ECA achieved its biennial target of 280 by signing 47 new partnership Agreements during 2016.

ECA mobilized extra-budgetary resources in the sum of USD 9,246,324 against the biennial target of USD 51.4 million. ECA is making every effort towards achieving its’ target. However, due to the shifting of donor priorities, it will be difficult to meet expectations.

ECA was able to implement 50% of the deliverables in the strategy documents and will achieve its target of 100% at the end of the biennium. ECA continued working to improve the availability of Internet connectivity and communications services to facilitate collaboration for ECA as well as for some collocated agencies. It completed integrated event management (online and onsite registration, invitation management, badge design, printing and distribution as well as reporting modules), automation of business process work flows (e-shipping, Porterage, booking, ID, visitor management, finance and HR services) and collaboration platforms.

For the first time, ECA succeeded in driving editorial and advertorial content, projecting key issues and themes through a broadcasting contract that saw the African Development Week reported on in 48 countries across Africa through CNBC Africa - a business news channel - in partnership with DSTV. The menu-driven contract enabled ECA to promote issues of greening industrialization, climate change the continental free trade area and other key issues. The programmes were broadcasted in special episodes, specials and branded billboards, stings and bugs as well as post-vignette campaigns over a period of two weeks. All the material was made available online and further re-disseminated. The visibility was unprecedented and promoted the role of the ECA far beyond previous years. In addition, collaboration with key content drivers on the Illicit Financial Flows campaign theme offered opportunities to produce, in collaboration with UNOPS, educational videos featuring high level panel members. ECA’s You tube channel with its multimedia content attracted some 27,123 views of content uploaded and re-distributed by the team. In addition to 500 flashdisks distributed at the African Development Week, a further 500 flashdisks with documents and publication have been disseminated at various events in 2016.

In May 2016, the Printing and Publishing Unit received its ISO14001:2004 recertification after going through an intensive surveillance audit.

Results achieved by Sub programmes

Subprogramme 1
Macroeconomic policy

The Economic Report on Africa (ERA) 2016 under the theme "Greening Africa’s Industrialization" was launched on the 13th of April 2016 during the Conferences of Ministers of Finance and Planning and has received an unprecedented level of attention from the media, policy makers, researchers and civil society organizations. It was
downloaded about 200,000 times, and has Internet search hits reaching two million.

The subprogramme influenced policy on private sector development and mobilization of domestic and external resources for development. This is evident through the participation, appreciation and attention given by member State representatives, journalists, researchers, and business people to ECA outputs and events in this field. This group contributed to the sensitization and adoption of the issues and policies at hand. In particular, the 2016 African Economic Conference gathered over 180 participants, including Ministers, government officials, researchers and development practitioners from Africa and beyond. The study “Enhancing Local Entrepreneurship in Africa” and the technical paper “A Transformative Agenda for Monetary and Exchange Rate Policies, Africa’s Debt Sustainability and Appropriate Policy Responses” also helped to influence policy through the participation and critical assessments of relevant stakeholders from member States.

The African Governance Report-IV (AGR -IV) 2016 under the theme “Measuring Corruption in Africa - the international dimension matters” was launched during the Conference of Ministers of Finance and Planning earlier in the year, and subsequently disseminated across the continent at high-level policy events and meetings in Dakar, Kigali, Lusaka, Niger, Pretoria, and Yaoundé. The launches and dissemination activities attracted large numbers of representatives from various national government departments, diplomatic services, the UN system, multilateral and bilateral organizations, private sector, academia and civil society. They enthusiastically deliberated on the report and shared their experiences on various dimensions of corruption, as an economic governance issue and an obstacle to public service delivery. They also exchanged ideas on how to adopt and promote the implementation of policy recommendations on fighting corruption, such as those contained in the report. AGR IV was also used as resource material for a training organized by International Anti-Corruption Agency (IACA) Regional Summer Academy – Eastern Africa on “Measuring Corruption in Eastern Africa” and a Roundtable entitled “Political will and the fight against corruption in Africa” which took place on 3-9 September 2016 in Kampala Uganda. Drawing material from AGR IV, this training and roundtable, enhanced the capacity of the over 60 participants that came from some 16 African countries in the fight against corruption.

Subprogramme 2
Regional integration and trade

ECA undertook baseline studies in regional value chains in 15 countries (out of the biennial target 20), and the expected results will feed into a Regulatory Policy Framework to be produced by the end of the biennium. ECA has collected baseline data in the reviewed countries, provided training on regional value chains and conducted a symposium on Public-Private Partnership (PPP) Policy Dialogue to improve understanding on the way to go about value chain development with a regionally coordinated approach. transformation.

A study on the aviation and Tourism Policy convergence was presented to the aviation tourism stakeholders for validation. This knowledge product for policy makers aims at sealing up the rightful roles of the two sectors in support of structural transformation sustainable development by way of sustainable wealth creation and decent, inclusive employment opportunities.
With the support from ECA 35 countries and Regional Economic Communities (biennial target 41) have developed and are implementing policies and programmes to accelerate a regional free trade agreement and the Continental Free Trade Area and attract foreign trade investment. The publication on the Investment Policies and Bilateral Investment Treaties (BITs), launched during the Conference of Finance ministers in March 2016, has been influential in giving guidance to the on-going debate on the reform of the International Investment Agreements (IIAs).

Eight member states out of the 22 targeted in the biennium have implemented land governance programmes designed in accordance with the Framework and Guideline of ECA and Voluntary Guideline of FAO. In addition, one Regional Economic community (IGAD) out of the seven planned has continued implementing a comprehensive land governance programme that is contributing to mainstreaming land in their member States’ programmes.

**Subprogramme 3**
Innovations, technologies and management of Africa’s natural resources

ECA achieved its biennial target of 10 new national, subregional and regional initiatives harnessing new technologies and innovations for development in 2016. In addition, ECA is in the process of supporting Seychelles, Guinea Bissau, Nigeria, South Sudan and the ECOWAS region to adopt policies or regulatory frameworks for harnessing new technologies and innovation.

ECA enhanced the capacity of 21 member States to formulate and implement policy reforms with a focus on the most innovative sectors to foster a green economy in the context of sustainable development and poverty eradication. ECA expects to achieve its’ target of 5 member States to formulate and implement green policies by the end of the biennium.

Country Mining Vision processes have been carried out in 7 countries (Ghana, Guinea, Kenya, Lesotho, Malawi, Sierra Leone and Tanzania) out of the biennial target 10. Mineral Fiscal regimes have been reviewed, tender guidelines for auction of mining concessions prepared, a national steering committee established, consultation on a recently enacted mining bill held, and contract negotiations capacity developed.

ECA supported eight countries out of the biennial target 12 in implementing climate change approaches.

**Subprogramme 4**
Statistics

As of December 2016, 35 African countries have developed or are developing country action plans to implement the 2008 System of National Accounts (SNA). A document called the “Minimum-Required Components of an Action Plan on the Implementation of the 2008 SNA” was developed to assist countries in developing action plans, and most countries with plans have already taken follow-up actions. The number increased in 2016 by 19% (6 countries) compared to 2015. ECA supported the countries in two ways: by reviewing their national action plan in Addis (4 countries) and by technical assistance mission (2 countries).

The African statistical database has been put online for ECA internal users and the public at large. The database incorporates over 250 core indicators to disseminate harmonised data on African countries. At least three data points have been captured for all countries for more than 10 indicators.
Subprogramme 5  
Capacity development  

With the adoption of the First 10-Year implementation plan of Agenda 2063 and the Sustainable development goals, more effort has been put into integrating these agendas into national, subregional and regional agendas. For example, the continental Free Trade Area (CFTA) calls for increased trade, smart industrialization and regional integration agendas. Therefore more effort has been put into issues affecting these focus areas in strengthening the capacity of the African Union to implement, monitor and evaluate the priorities and programmes of its organs and institutions.

Advisory services were provided to member States and to Regional Economic Communities (RECs- Inter-Governmental Authority on Development (IGAD) through a successful workshop. 5 Member states, 1 Regional Economic Community (REC), 1 Inter-Governmental Organizations and 1 pan African institution (Total of 8: Biennial target 20) received ECA’s support to conduct sound policies for the advancement of the development agenda of Africa.

In addition, Liberia benefited from ECA in the mainstreaming of SDGs into development goals, strengthening their capacity to achieve the goals by understanding the indicators of achievement. ECA also provided advisory services to the Inter-Governmental Authority on Development (IGAD) through a policy dialogue/workshop on economic development, Agenda 2063 and regional integration. This initiative contributed to the development of IGAD’s Strategic plan.

Subprogramme 6  
Gender and women in development  

A total of 12 country reports on African Gender and Development Index indicated some progress in women’s rights, and in the social, economic and political blocks. For instance, success was reported for these countries in ratifying international and regional conventions aimed at promoting gender equality and the empowerment of women and girls, however, the effective implementation of such conventions was not ensured. In addition, socio-cultural norms and religious and customary laws contributed to constraints for women and girls from exercising basic rights given to them by the respective constitutions and statutory laws. In education, although most countries reported to have achieved gender parity in early childhood education, in tertiary education enrolment rates for female students tended to be significantly lower than that of males. The proliferation of Prevention of Mother-to-child transmission (PMTCT) of HIV/AIDS programmes contributed to an improvement in children health, as well as to increasing women’s access to antiretroviral therapy (ART). Men were less likely to know their HIV/AIDS status and to have access to ARTs than women. Affirmative action contributed towards promoting women’s participation in most parliaments and lower courts. The relatively low representation of women in parliaments of some countries was due to fewer nominations of women by political parties and lower number of votes for women candidates.

Subprogramme 7  
Subregional activities for development  

Component 1  
Subregional activities in North Africa  

The Subregional Office for North Africa produced 3 (out of the biennial target 8) country profiles for Algeria, Mauritania and Tunisia. The country profiles provide accurate and up-to-date data on macroeconomic and social performance of member States. All of
them had a thematic analysis on issues related to tourism, public finance sustainability and renewable energy. National experts from public and private sectors enhanced their knowledge on Territorialization of Industrial Policy and inclusive growth.

Two main sub-regional initiatives (biennial target – 4) launched as of December 2016. UMA’s capacities on assisting the impact of the Continental Free Trade Area (CFTA) on North Africa countries have improved through an economic estimation of trade liberalization on their economies and especially on the industrial sector.

A set of policy-oriented recommendations have been produced. The Union Maghrébine des Employeurs (UME), The Maghreb Employers Association, has benefited from ECA’s expertise on sustainable development through support to the concept of a formal positioning of the UME on climate actions.

Component 2
Subregional activities in West Africa

The Subregional Office for West Africa has focused on enhancing the capacity of member States to produce and disseminate quality and timely statistics in support to national and sub-regional development activities. The Office prepared the expected eight country profiles for Capo Verde, Côte d’Ivoire, Gambia, Ghana, Guinea, Niger, Nigeria and Senegal using quality and timely statistical data provided by member States. Additionally, as part of efforts to reinforce the capacity of the national statistical systems of the Economic Community of West African States (ECOWAS) to compile and avail development information on their economic and social profiles, the Subregional Office contributed significantly to supporting Côte d’Ivoire, Guinea, Guinea Bissau, Niger and Senegal in the formulation of their respective long-term development plans.

Twelve regionally agreed initiatives (exceeding the biennial target – 10) have been implemented by member States, the ECOWAS and the West African Economic and Monetary Union, with the support of the office. This has been achieved through the harmonization of forecasting methodologies and datasets in member States as part of the global strategy of producing quality and on time.

Component 3
Subregional activities in Central Africa

The Subregional Office for Central Africa produced 4 country profiles (against the target of 8) for Cameroon, the Central African Republic, Congo and Sao Tome E Principe. It also produced quarterly updates to those country profiles.

In the country profile it produced for the Central African Republic, the Office identified post-conflict recovery as a major policy challenge for the country and recommended a strategic multidimensional framework as a prerequisite for its success. The recommendation specifically addressed the need to reinstate the rule of law, improve the quality of institutions and establish dialogue among former conflicting groups. These recommendations will help the newly elected authorities in their effort to ensure social cohesion and economic recovery.

Component 4
Subregional activities in East Africa

The Subregional Office for East Africa finalized and published four country profiles (biennial target – 8) for Kenya, Tanzania, Uganda, and Rwanda. Institutional collaboration was strengthened with the ministries of planning and national statistical offices in these
member States during the preparation of country profiles.

Sub-regional initiatives are being implemented in the area of the Blue Economy, Sustainable Tourism and Energy. These three are targeted interventions that address current development issues and respond to priorities expressed by the Office’s clients and also operationalize the subregional coordination mechanism’s 2013-2017 business plan. (Biennial target is six) Similarly pertinent policy dialogues and recommendations have been availed by SRO-EA to its clients in the subregion.

Component 5
Subregional activities in Southern Africa

The Subregional Office for Southern Africa produced 5 country profiles against the target of 11. Botswana, Lesotho, Namibia, Zambia and Zimbabwe country profiles were published and launched in March 2016 during the Annual Conference of African Ministers of Finance Planning and Economic Development. The Office is in the process of preparing the 2017 edition of country profiles for the remaining six member States that the Office covers namely Angola, Malawi, Mauritius, Mozambique, South Africa and Swaziland.

The Office strengthened the capacity of Southern Africa Development Community (SADC), Common Market for Eastern and Southern Africa COMESA and member States to accelerate the implementation of sub-regional initiatives by convening and servicing statutory and ad hoc expert group meetings, conducting policy research, and by providing advisory services to member States and Regional Economic Communities. Out of the target of 10 regionally agreed initiatives 7 have already been implemented by member states and 2 new initiatives are underway.

Subprogramme 8
Development planning and administration

The African Institute for Economic Development and Planning (IDEP) trained 135 public officials (23 per cent of which were females) in 2016. Participants represented 43 African member States and were trained in the formulation, analysis, implementation, and monitoring and evaluation of sustainable and inclusive development planning in the context of Agendas 2063 and 2030. These courses not only addressed development planning but also macroeconomic management, social policy, sectoral planning amongst others. According to a survey on IDEP training programmes conducted at the end of 2016, 35 African member States having adopted new or enhanced approaches to economic policy formulation and management in line with the guidelines and recommendations shared through IDEP’s multifaceted portfolio of activities (exceeding the target of 25 countries).

Evidence also shows that 33 countries against the target of 25 countries adopted and applied appropriate planning approaches and policies that are conducive to the attainment of their strategic goals in line with IDEP’s guidelines and recommendations.

Subprogramme 9
Social development policy

ECA developed the operational guide for the Addis Ababa Declaration on Population and Development beyond 2014. The operational guide has been completed and will be reviewed and adopted at the Specialized Technical committee on Health, Population and Drug Control on March 21 2017. Once adopted at the STC, the operational guide will form the basis for monitoring the International Conference on Population and Development beyond 2014.
Significant progress has been made in data collection and compilation of the report for Third Review of the Madrid International Plan of Action on Ageing (MIPAA). The Questionnaires from 30 countries have been submitted and about 12 case studies have been collected. Currently, data processing and report-writing are underway. The first draft of the report will be available by the end of April 2017.

Through global, regional and national processes, ECA has advocated and provided recommendations on the role of urbanization in Africa’s transformation with a focus on employment creation as well as adopting a cross-sectoral approach to harnessing urbanization for national development. To this end, a project on strengthening policies and strategies for urbanization policies has been launched in Uganda, Zambia and Cameroun, with national implementation teams and plans defined for each country. These three countries are expected to adopt urban policies and programmes in support of inclusive development as recommended by ECA, in addition to the Seven member States already adopted the recommended policies and programmes. ECA expects to meet its’ biennial target of 10 member States by the end of the biennium.
Highlights of Programme results

To address regional challenges and support the balanced integration of the economic, social and environmental dimensions of sustainable development, ESCAP continued to act as the most inclusive intergovernmental platform in Asia and the Pacific and to promote innovative solutions, the sharing of knowledge and good practices and the development of critical capacities. ESCAP supported the engagement of its member States, in particular the least developed countries, landlocked developing countries and small island developing States, in regional and global policy dialogues. To support the implementation, follow-up and review of the 2030 Agenda for Sustainable Development, ESCAP provided research, analysis and technical cooperation needed for developing and implementing evidence-based policies on macroeconomics and financing for development, trade and investment, science, technology and innovation, transport development and connectivity, environment, natural resources management and urban development, information and communications technology, disaster risk management, social dimensions, statistics and energy. ESCAP also provided technical assistance to address sub-regional priorities within the Sustainable Development Goals in the Pacific, East and North-East Asia, North and Central Asia, South and South-West Asia as well as South-East Asia. As the convener of the Regional Coordination Mechanism, ESCAP worked towards coordination and coherence across the United Nations system.

Challenges and lessons learned

Attainment of internationally agreed development goals in the region is often hampered by weaknesses in institutional frameworks and capacities as well as varying levels of development, which affect the effective design and implementation of evidence-based policies and programmes.

Identifying and promoting new drivers of growth to close development gaps and sustain economic dynamism, and ensuring that growth is resilient to risks are important priorities for the region in promoting inclusive and sustainable development.

Re-orienting sector-specific national decision-making and planning processes into an integrated, holistic process remains a challenge, as institutional set-ups, practices and financing mechanisms are geared towards sector-specific planning and implementation.
Limited availability of wide-ranging disaggregated data hampers evidence-based analysis for comprehensive multi-sectoral development planning.

To address these challenges, mechanisms to deepen regional economic cooperation and integration, policy coordination and multi-sectoral approaches that address complex challenges across national boundaries need to be further strengthened.

Results achieved by Executive Direction and Management

As at 31 December 2016, 37 per cent of legislative outputs had been delivered within established deadlines (biennial target: 93 per cent). The seventy-second session of the Commission served as an inclusive decision-making forum for the region and culminated in resolutions that will have long-reaching impact. The participation of Heads of States and Governments as well as other high-level dignitaries added distinction and depth to the substantive policy discussions. Specifically, the adoption of Commission resolution 72/6 on Committing to the effective implementation of the 2030 Agenda for Sustainable Development in Asia and the Pacific specified the will of the member States to support the implementation of the 2030 Agenda. A total of 93 recommendations on emerging issues requiring attention had been identified by intergovernmental bodies against the biennial target of 110 recommendations.

In 2016, the reformulation of the Regional Coordination Mechanism thematic working groups led to policy coherence and coordination among UN agencies and development. New terms of reference were developed to align joint work on projects and policy development for the 2030 Agenda on Sustainable Development with relevant themes. A total of 35 joint outputs were implemented, which exceeded the biennial target of 30. Strategies developed in 2016 to maximise the understanding and exposure for ESCAP proved to be useful. About 200 citations about ESCAP activities and policies appeared in key media outlets of Asia and the Pacific (biennial target: 160 citations) as well as 180 citations (biennial target: 50 citations) related to 14 op-eds written by the Executive Secretary, in top tier, regional and national outlets such as AFP, the BBC, CNBC, Reuters, Bloomberg, CCTV and Channel News Asia. About 40 per cent of pre-session documents were submitted by the 10-week deadline (biennial target: 100 per cent). The low implementation rate is attributable to protracted internal consultations in the preparation of documents. ESCAP is engaged in a review of the process of preparing documents to identify measures for introducing efficiencies in this respect.

Results achieved by Sub programmes

Subprogramme 1
Macroeconomic policy, poverty reduction and financing for development

ESCAP’s publications have generated innovative and timely discussions on emerging regional economic and social challenges in Asia and the Pacific. As at December 2016, 414 references to the Economic and Social Survey of Asia and the Pacific and its Year End Update were visible in policy documents, academic literature, and media outlets (biennial target: 850). In the Asia-Pacific Forum for Sustainable Development and the seventy-second Session of the Commission, member countries often referred to the findings of the Survey in their statements and discussions.

Thus far, against a biennial target of 3 outcome documents and resolutions, ESCAP submitted one outcome document to the
seventy-second session of the Commission, which resulted from the First High-Level Follow-up Dialogue on Financing for Development in Asia and the Pacific. The Second High-Level Follow-up Dialogue on Financing for Development in Asia and the Pacific, which will be held in 2017.

Most of the countries in the region, including countries with special needs, have incorporated Sustainable Development Goals in their development strategies. Against a biennial target of 85 per cent, about 94 per cent of participants in ESCAP activities indicated that the activities to promote capacity development for the implementation of the 2030 Agenda for Sustainable Development had enabled them to design and implement sound economic development policies for achieving internationally agreed development goals.

In 2016, the Centre for Alleviation of Poverty through Sustainable Agriculture, a subsidiary body of ESCAP, conducted analytical research, organized capacity building events and facilitated policy dialogue, knowledge sharing and networking. These activities provided innovative policy options and contributed to the improvement in evidence-based policy making in member States in the areas of rural development policies and measures. Overall, results of the post-evaluation surveys of such capacity-building activities indicated that 93 per cent of participants felt that the training equipped them with useful knowledge, which exceeded the biennial target of 85 per cent.

**Subprogramme 2**

**Trade and investment**

ESCAP publications and activities related to trade and investment were reflected in 26 articles and references in policy-related literature (biennial target: 35) and in 1158 downloads (biennial target: 40000) as at December 2016. Key analytical tools included the Asia-Pacific Trade and Investment Report, which highlighted the need to focus on domestic value addition of exports and carefully balance sources of growth, as well as ESCAP Trade and Investment working paper series, ESCAP Trade Insights series and ESCAP-World Bank Trade Cost Databases, which provide a solid basis for evidence-based policymaking and implementation.

Thirty-four ESCAP member States found that the regional cooperation mechanisms fostered by ESCAP in trade, investment and enterprise development as well as regional cooperation mechanisms promoted by the Asian and Pacific Centre for Transfer of Technology and the Centre for Sustainable Agricultural Mechanization to foster innovation and to develop and transfer technology were useful (biennial target: 20).

In addition, under the Asia-Pacific Trade Agreement, the average margin of preferences increased to 32.5 per cent (biennial target: 35 per cent) and the number of products receiving preferences increased to from 10,000 to 10,677 as at December 2016 (biennial target: 10,000).

ESCAP worked actively to build the capacity of member States and Associate Members in trade and investment policymaking, and more than 600 participants were trained in 22 capacity-building events. 93.5 per cent of the participants (biennial target: 85 per cent) indicated that their capacity to formulate or implement policies on trade, investment and enterprise development, including those that are gender-responsive, had increased. In addition, 96 per cent of participants (biennial target: 80 per cent participants) in activities organised by the Asian and Pacific Centre for Transfer of Technology and the Centre for Sustainable Agricultural Mechanization indicated that their capacity to formulate and/or implement policies that foster
innovation and technology transfer, including in the area of agricultural mechanization had increased.

Subprogramme 3
Transport

Member countries benefitted from transport-related advocacy and capacity building activities, which led to the formulation and implementation of 93 policies and programmes (biennial target: 95). The number of national projects and programmes to upgrade regional transport infrastructure increased to 77 in 2016 (biennial target: 73). The Commission also adopted resolution 72/5 on strengthening regional cooperation on transport connectivity for sustainable development in Asia and the Pacific, and ESCAP initiated concerted efforts with the Secretariat of the Pacific Community to address the specific challenges faced by Small Island developing States. (17/01/2017)

ESCAP continued to assist member States in improving the efficiency of international transport operations and logistics and developing operational transport connectivity. The number of measures to remove bottlenecks and facilitate efficient movements of people and goods and means of transport along transport routes and at border crossings reached 32 in 2016 (biennial target: 34), while 5 countries took measures to improve logistics performance (biennial target: 18).

Subprogramme 4
Environment and development

The analytical work of ESCAP provided an important basis for discussions at national and regional levels on the New Urban Agenda of Habitat III, as well as water and sanitation in the broader context of the 2030 Agenda for sustainable development. Three references to related ESCAP publications, policy briefs, projects and activities were made in policy documents, declarations and statements (biennial target: 10), which included The World Water Development Report 2016, to which ESCAP contributed.

ESCAP implemented a series of capacity development events and field projects, which resulted in seven initiatives developed by governments and major stakeholders to operationalize environment and development policymaking and water resources management and urban development policies, including their gender dimensions (biennial target: 10). These include initiatives on integrated approaches to planning with Sustainable Development Goal 6 on water and sanitation as the entry point, scaling-up and lessons sharing on the implementation of integrated resource recovery centres and developments of nationally appropriate mitigation actions for sustainable waste management.

ESCAP pursued 5 initiatives (biennial target: 10) to establish or strengthen regional cooperation frameworks and networks related to environment and development policymaking and water resources management and urban development policies, including their gender dimensions. The 2016 Asia-Pacific Forum on Sustainable Development (APFSD) agreed on the process for developing a regional roadmap for implementing the 2030 Agenda in the region. Regional civil society networks were strengthened through participation of the Asia-Pacific Regional Civil Society Organisations Engagement Mechanism in a preparatory meeting for the APFSD. Furthermore, ESCAP successfully established the Urban Sustainable Development Goals Knowledge Platform for sharing best practices and fostering city-to-city cooperation among local governments in the region. The International Forum on Urban Policy for the
Sustainable Development Goals, co-organized by ESCAP reaffirmed the commitment of cities to implement the 2030 Agenda, guided by key principles, including regional cooperation. Additionally, a national Sustainable Development Goals focal point system was established.

Subprogramme 5
Information and communications technology and disaster risk reduction and management

Member States continued to value the impact of ESCAP efforts to enhance regional cooperation in the areas of information and communications technology (ICT) connectivity, space technology applications, and disaster risk reduction and management. As of December 2016, 12 ESCAP member States indicated that they had benefited from ESCAP-led regional cooperation mechanisms devoted to ICT connectivity, space technology applications and disaster risk reduction and management (biennial target: 15).

Eighty-five percent of member States (biennial target: 75 per cent) indicated that they were more aware and knowledgeable of strategies and policies related to ICT, space technology applications and disaster risk reduction and management, including as a result of the Committee on Information and Communications Technology, Science, Technology and Innovation, the WMO/ESCAP Panel on Tropical Cyclones, the working groups of the ESCAP/WMO Typhoon Committee, as well as work undertaken on ICT for development, early warning systems and regional drought mechanism. A total of 830 downloads of ESCAP publications on ICT, space technology applications, and disaster risk reduction and management were noted (biennial target: 800). The Academy programme of the Asian and Pacific Training Centre for Information and Communication Technology for Development is now utilized by 35 countries and 88.5 per cent of stakeholders participating in the Centre’s events (biennial target: 85 per cent) indicated that they were better able to apply ICT for socioeconomic development. The programme has already been integrated into national capacity-building frameworks through 433 training initiatives (biennial target: 205), thereby enhancing its sustainability and impact.

Subprogramme 6
Social development

About 95 per cent of respondents to questionnaires (biennial target: 80 per cent) indicated that their knowledge and skills had been enhanced as a result of the analytical products, meetings and workshops by ESCAP on population and development trends and policies, including their gender dimensions. 86 per cent (biennial target: 80 per cent) of respondents to questionnaires indicated that their knowledge and skills have been enhanced through ESCAP meetings and workshops on populations ageing, migration and development, youth development and other population-related issues, including their gender dimensions, particularly with respect to youth policies, facilitating migration management in North and Central Asia, and population ageing. Two national initiatives (biennial target: 4) were undertaken within the context of the third regional review of the Madrid International Plan of Action on Ageing.

About 92 per cent of respondents (biennial target: 80 per cent) indicated that their knowledge had been enhanced through ESCAP’s analytical products on social protection policies and good practices. 90 per cent of respondents (biennial target: 80 per cent) indicated that their knowledge and skills on social protection and HIV, including their gender dimensions, had been enhanced as a
result of ESCAP activities. In addition, one initiative (biennial target: 3) was developed to strengthen social protection systems by formulating comprehensive action plans on access to medicines, diagnostics and vaccines. (17/01/2017)

Through the provision of an intergovernmental platform, analytical work and technical assistance, ESCAP enhanced regional cooperation and strengthened the knowledge and capacities of government entities to mainstream gender in national development agendas. 93 per cent of respondents (biennial target: 80 per cent) indicated that ESCAP analytical products had enhanced their knowledge on gender equality and women’s empowerment policies and programmes. 98 per cent of respondents (biennial target: 80 per cent) indicated that their knowledge and skills had been enhanced through ESCAP activities. Based on regional frameworks, several Member States took initial steps, to promote gender equality and women’s empowerment, in particular through the integration of gender concerns into the national planning and budgetary processes, with the outcomes expected to come to fruition in 2017 (biennial target: 3 initiatives).

As a result of ESCAP support, ESCAP member States undertook 8 initiatives (biennial target: 4) to promote the rights of persons with disabilities, including the development of national laws to promote the rights of persons with disabilities in line with the Convention on the Rights of Persons with Disabilities, the adoption of national action plans on data generation to monitor the Incheon Strategy and the mainstreaming of disability in the regional plan of the Sendai Framework for Disaster Risk Reduction. 97 per cent of respondents indicated that their knowledge of disability issues had been enhanced as a result of the analytical products and background documents produced by ESCAP (biennial target: 80 per cent) and 97 per cent of respondents indicated that their knowledge and skills of disability issues had been enhanced as a result of their participation in meetings organized by ESCAP (biennial target: 80 per cent).

Subprogramme 7
Statistics

The number of downloads of online statistical products of ESCAP saw an increase, from 2200 per month in 2015 to 4200 in 2016, against a biennial target of 7000 per month. Overall, 64.8 per cent of participants (biennial target: 65 per cent) in ESCAP initiatives indicated that ESCAP statistical products and services had increased their awareness of effective strategy and policy options for inclusive and sustainable development, including gender equality.

ESCAP’s activities contributed towards building national capacities to produce, use and disseminate economics, social, population, environment and gender statistics and supported countries to improve their civil registration and vital statistics systems. 96 per cent of participants (biennial target: 70 per cent) in ESCAP activities indicated that the knowledge gained improved their ability to produce, disseminate or use statistics in accordance with internationally agreed standards and good practices. 55 per cent of the participants (biennial target: 70 per cent) in training courses delivered by the Statistical Institute for Asia and the Pacific indicated that they were better able to produce, disseminate or use data and statistics in accordance with internationally agreed standards and good practices.

Subprogramme 8
Component 1
Subregional activities for development in the Pacific
In the Pacific ESCAP supported the linkage of national sustainable development priorities to fiscal frameworks, and contributed to a broader understanding of development financing. 10 member States (biennial target: 12) indicated that they found ESCAP activities relevant and useful in support of balanced integration of the economic, social and environmental dimensions of sustainable development, including gender considerations. 3 national planning documents (biennial target: 4) reflected a better integration of the dimensions of sustainable development, particularly gender equality. (17/01/2017)

The number of South-South cooperation initiatives in the Pacific facilitated with or through ESCAP increased to 17 (biennial target: 12) in particular under the regional Sustainable Development Goals Taskforce and with regard to regional cooperation on climate change migration. In addition, 50 per cent of national decision makers (biennial target: 80 per cent) found ESCAP knowledge-sharing outputs relevant and useful in supporting effective participation in subregional and regional sustainable development forums and processes. By leading the support provided by the United Nations to the development of the Pacific Sustainable Development Goals Roadmap, ESCAP directly contributed to the increased effectiveness of regional arrangements in support of the Sustainable Development Goals and implementation of the SAMOA Pathway.

Component 2
Subregional activities for development in East and North-East Asia

In support of trade facilitation, ESCAP provided a regular platform of joint assessment and dialogue for member governments and stakeholders. Overall, 85 participants (biennial target: 40) engaged in discussions on addressing key development challenges. Out of the 85 participants, 85 per cent of participants (biennial target: 70) indicated they found ESCAP activities improved understanding of regional cooperation as an approach for pursuing the development priorities of the subregion, including addressing their gender dimensions.

ESCAP made significant progress in strengthening knowledge sharing and partnerships among ESCAP member States, civil society and other relevant development partners in East and North-East Asia. 65 per cent of participants (biennial target: 70 per cent) indicated that they found ESCAP activities have increased their access to knowledge and information relevant to addressing priority issues in East and North-East Asia including their gender dimensions. 5 partner institutions from East and North-East Asia (biennial target: 4) collaborated in knowledge-sharing and partnership-building activities that are facilitated by ESCAP.

Component 3
Subregional activities for development in North and Central Asia

ESCAP supported subregional meetings, on migration issues, statistical capacity development, ICT connectivity and disaster risk reduction. Overall, 85 per cent of participants (biennial target: 85 per cent) from ESCAP member States in North and Central Asia in ESCAP initiatives indicated an enhanced capacity to formulate and implement inclusive, equitable and sustainable development policies and programmes that address the development priorities of the subregion and are gender-responsive.

ESCAP, in cooperation with the Economic Commission for Europe, organized the
Economic Forum “Enhanced Implementation of Sustainable Development Goals through Cooperation” of the United Nations Special Programme for the Economies of Central Asia (SPECA) as well as the eleventh session of the SPECA Governing Council in Ganja, Azerbaijan. 75 per cent of ESCAP member States (biennial target: 80 per cent) in North and Central Asia indicated that collaboration in addressing key sub-regional priority areas to support the achievement of internationally agreed development goals, including the sustainable development goals, had increased. In addition, six partner institutions (biennial target: 8 partner institutions) from ESCAP member States participated in knowledge-sharing activities facilitated by ESCAP.

Component 4
Subregional activities for development in South and South-West Asia

Making the most of multiple high-impact intergovernmental platforms and building on its evidence-based analytical work, ESCAP highlighted the criticality of the Sustainable Development Goals for the subregion as well as the importance of maximizing spillovers between interrelated goals, improving policy coherence and coordination and nurturing stronger partnerships and deeper regional cooperation and integration. Overall, 75 per cent of participants (biennial target: 75 per cent) indicated improved understanding and capacity to pursue regional cooperation as an approach for pursuing the development priorities of the subregion, including addressing their gender dimensions. 6 references (biennial target: 10) to policy measures to foster regional cooperation in policy statements were made by member States from the sub-region.

ESCAP articulated key messages about top development priorities and challenges for the subregion to support the comprehensive implementation of the 2030 Agenda and ensured that subregional perspectives and analysis were included in ESCAP publications. Eighty per cent of participants (biennial target: 70 per cent) indicated that the events organised by ESCAP had increased their access to knowledge and information relevant for their engagement in regional cooperation. Some 130 references and citations in media and downloads (biennial target: 120) mentioned ESCAP key outputs, proposals and activities in South and South-West Asia.

Component 5
Subregional activities for development in South-East Asia

Cambodia, Lao PDR, Myanmar and Viet Nam have continued to integrate into the Association of Southeast Asian Nations. These countries are also in the process of integrating Sustainable Development Goals into their national policies, with the full involvement of the private sector and other stakeholders. 75 per cent of participants in ESCAP activities in the sub-region (biennial target: 70 per cent) indicated enhanced capacity to formulate and implement inclusive, equitable and sustainable development policies and programmes that address their key development challenges, including gender inequality.

Through its sustained efforts, ESCAP provided support to help policymakers overcome institutional constraints in order to facilitate cross-sectoral collaboration, which would continue to remain basic tenants for the achievement of internationally agreed development goals, including the Sustainable Development Goals. Overall, ESCAP successfully facilitated three collaborative initiatives (biennial target: 6) involving Member states and other stakeholders to address priority areas of the subregion.
Subprogramme 9
Energy

With a view to enhancing understanding by national government officials and other stakeholders of policy options and strategies to improve energy security and the sustainable use of energy, ESCAP organized various activities, including multi-stakeholder dialogues to support the implementation of Sustainable Development Goal 7, including through work on pro poor public-private partnerships for rural development to widen access to energy services. 18 review articles and references to ESCAP publications, related materials and activities were made in policy-related literature and key media outlets (biennial target: 30), including to the publication entitled “Towards a Sustainable Future: Energy Connectivity in Asia and the Pacific” and the “Regional Trends Report on Energy for Sustainable Development in Asia and the Pacific”. The Asia Pacific Energy Portal was launched to provide member States with a strong informational foundation for evidence-based policy-making. It has received more than 8731 unique visits (biennial target: 120).

In collaboration with governments and international organizations, ESCAP worked towards strengthening national capacities for transition to a sustainable energy system through regional cooperation. In 2016, ESCAP’s efforts resulted in four such initiatives (biennial target: 5): (i) the G20 Energy Access Action Plan for the Asia-Pacific region; (ii) the Baku call for action to achieve energy-related sustainable Development Goals; (iii) the Exchange of Memorandum of Understanding with the Global Interconnection Energy Development and Cooperation Organization and; (iv) the Report of the Energy Access Forum - Powering Development in the Asia Pacific at the Singapore International Energy Week. Through these initiatives, member States of ESCAP will be able to further strengthen their capacity for transition towards a sustainable energy system.
**Highlights of Programme results**

ECE endorsed the Pan-European Strategic Framework for Greening the Economy, to promote the achievement of SDGs by reducing environmental risks, enhancing environmentally sustainable development and improving human well-being. The Commission also adopted the Batumi Action for Cleaner Air, to help governments in reducing air pollution and implementing the ECE Air Convention. ECE adopted the globally-applicable Specifications for Application of the United Nations Framework for Fossil Energy and Mineral Reserves and Resources to Geothermal Energy Resources, which contributes to SDG 7 by facilitating the use of geothermal energy’s potential for renewable energy. The UN Centre for Trade Facilitation and Electronic Business adopted a global standard for electronic exchange of fishery data, which contributes to SDG 14 by supporting the sustainable management of global fishery resources and facilitating efforts to combat illegal fishing. ECE adopted amendments to the Vienna Convention on Road Traffic (1968) to ensure that automated vehicle technologies are deployed in conformity with safety requirements specified by the United Nations vehicle regulations.

ECE received the Prince Michael International Road Safety award and the Global NCAP’s Annual Award, in recognition of its role in promoting vehicle safety. To assist countries of the region in implementing the 2030 Agenda, SDGs were integrated in 7 United Nations Development Assistance Frameworks.

**Challenges and lessons learned**

ECE is well placed to support member States in achieving 16 from 17 Sustainable Development Goals. However, the overall negative trend in its regular budget resources over the last years reduced the ability of the ECE Secretariat to provide assistance to Member States in implementing the 2030 Agenda.

Further budget cuts in 2018-2019 will require mobilizing significant extra budgetary resources in support of the 2030 Agenda, which makes this assistance both unpredictable and unsustainable.
Results achieved by Executive Direction and Management

ECE achieved an implementation rate of 40 percent of the mandated outputs (biennial target – 95 percent). To identify the most effective ways for mobilising extrabudgetary resources for the ECE mandated work, in particular in support of the 2030 Agenda for Sustainable Development, ECE adopted the Resource Mobilisation Strategy and subsequent Action Plan.

Following the adoption of the 2030 Agenda, the First Regional Forum on Sustainable Development was held in May 2016, providing a valuable regional input to the 2016 High-level Political Forum. An inter-agency report on MDG-SDG transition in Europe and Central Asia was prepared in collaboration with the regional UN system. ECE supported the development of SDG-based UNDAFs in 5 roll-out countries for 2017-2021 and 2018-2022 and contributed to the implementation of UNDAFs in 17 programme countries. The work of ECE on gender mainstreaming was strengthened in 2016, in line with the ECE Policy for Gender Equality and the Empowerment of Women for 2016-2020. In total, 4 new initiatives (biennial target – 5) were undertaken by ECE to increase coherence and coordination at the global, regional and country levels.

Results achieved by Sub programmes

Subprogramme 1
Environment

Further progress was achieved in response to environmental challenges in the ECE region. The 8th Environment for Europe Ministerial Conference (Batum, Georgia, June 2016) endorsed the Pan-European Strategic Framework for Greening the Economy (PESFGE) — a tool supporting countries’ efforts in transitioning to a green economy and achieving the Sustainable Development Goals. The total number of Parties to multilateral environmental agreements (MEAs) reached 316 in 2016 (biennial target – 310 parties) with 97 percent of Parties reporting progress in implementing MEAs.

National capacity for environmental monitoring was further strengthened and progress was made in enhancing environmental assessment systems in a majority of target countries. 54 percent of ECE recommendations on environmental monitoring were implemented in 2016 (biennial target – 50 percent), as evidenced by countries’ progress reports and Secretariat’s desktop research. Fifteen from 17 target countries improved online accessibility of environmental indicators and associated datasets in line with the ECE Guidelines on environmental indicators. Fourteen from 17 countries improved national methodologies for the majority of ECE indicators. Eight countries made improvements to the legislative framework related to environmental monitoring and assessment.

Nine countries reported on improvements in their water, waste and air monitoring networks, ranging from updating methodologies, adding new parameters for monitoring to introducing new monitoring stations.

Subprogramme 2
Transport

The share of legal instruments in force relative to the total number of agreed ECE legal instruments in the field of transport remained 86 per cent. In 2016, 5 new regulations and 85 amendments to existing regulations were adopted (biennial target – 100), aimed at improving vehicles’ safety and environmental performance. As a result of ECE’s assistance to member States, the number of contracting parties to the 58 ECE legal instruments on transport increased from
1,709 in 2015 to 1,725 in 2016 which is above the biennial target.

The number of Contracting Parties to ECE’s 4 key transport agreements remained 115 in 2016. As per statistics collected by the programme, 57 countries participated this year in ECE sub-regional transport infrastructure projects (biennial target – 55 Member States) aimed at enhancing national capacity to develop and improve transport infrastructure and connectivity.

In 2016, ECE organised 18 trainings courses, seminars and workshops (biennial target – 29 activities) to assist countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia in the development of sustainable transport systems to provide access and connectivity in an efficient, safe, secure and environmentally friendly way.

Subprogramme 3
Statistics

In 2016, 21 international organizations contributed to the statistical work of the Conference of European Statisticians (CES) which coordinates statistical activities in the ECE region (biennial target – 25). To improve inter-agency coordination and eliminate overlaps and gaps in statistical activities, ECE undertook in-depth review of three areas (biennial target – 3 areas) to initiate statistical work: (i) strategic partnerships (ii) diversification of census methodology and (iii) using geospatial information. In 2016, four methodological recommendations (biennial target – 6) were endorsed by more than 60 countries at the CES plenary session on (i) human capital (ii) circular migration (iii) ageing-related statistics and (iv) statistical legislation for Eastern Europe, Caucasus and Central Asia.

In 2016, ECE completed 7 training workshops and undertook a number of advisory missions, to improve the statistical capacity of countries for monitoring progress on SDGs. Four member States developed a national strategy for sustainable development of statistics in line with the recommendations of Global Assessments of their statistical systems (biennial target – 6 member States). During the period, downloads of statistical data from the ECE statistical database grew by an estimated 30 per cent compared to 2015. The share of downloads by mobile devices also increased. The total downloads reached 310,000 in 2016, i.e. half of the biennial target.

Subprogramme 4
Economic cooperation and integration

Over 350 policy makers and national and international experts from the public and private sectors from throughout the ECE region exchanged experience during sessions and conferences of the Committee on Economic Cooperation and Integration and its subsidiary bodies. These events resulted in the development of 3 new ECE policy recommendations (biennial target – 5) on promoting innovative development as well as good governance in public-private partnerships (PPPs).

Feedback from member States at national workshops and policy advisory seminars shows that 8 new measures (biennial target – 12) to implement ECE policy recommendations and best practices on innovation and PPPs were undertaken in Armenia, Belarus, Georgia, Kazakhstan, Moldova, Ukraine, as well as in China. The new measures included improvements to national legal frameworks, and new and improved strategies and policy programmes on innovation and PPPs.

Eight demand driven national capacity-building events were held (biennial target –
Further progress was made to help countries in gaining knowledge on best practices on coal mine methane.

Subprogramme 6
Trade

The number of new or revised ECE recommendations, standards or guidelines approved by the member States reached 26 in 2016, which exceeded the biennial target. These norms, including the new Recommendation (41) on Public-Private Partnerships in Trade Facilitation will facilitate the implementation of the World Trade Organization’s Trade Facilitation Agreement by Member States. An updated version of Recommendations F "Recognition of Conformity Assessment Procedures and Results" and G "Acceptance of Conformity Assessment Results", as well as a new Recommendation S on “Applying predictive risk management tools for targeted market surveillance” were adopted by ECE which is above the biennial target.

Twenty two agricultural quality standards were adopted or revised by ECE in 2016 (biennial target – 25). The number of implementations by member States reached 1500 in the first half of the biennium which is above the biennial target. These results can be attributed to the EU’s renewed harmonization efforts as well as new adoptions of standards by other countries in the ECE region and beyond. In 2016, capacity of members States for the implementation of ECE Recommendations and Standards was also further enhanced.

Subprogramme 7
Forestry and timber

Seventy per cent of ECE member States provided satisfactory responses to the ECE/FAO/ITTO/Eurostat joint forest sector questionnaire which is in line with the
biennial target. However, the performance results on qualitative and quantitative indicators of sustainable forest management were well below the expected target of 69%. This is explained by the 2016 agreement between ECE, FAO and Forest Europe that the next regular Collaborative Forest Resources Questionnaire to collect data on those indicators would be issued in 2018. Therefore, the reporting on sustainable forest management in 2016 was based only on ad-hoc voluntary questionnaires. As a result, a number of countries were less active in providing replies to ad-hoc questionnaires due to the lack of interest, resources, required data or capacities of national information systems.

Three demand-driven capacity-building workshops on promoting sustainable forest management for greener economies (biennial target – 6) were organized for countries of Eastern Europe, Central Asia and the Caucasus in Armenia (15-18 November 2016), Hungary (6-8 December 2016) and the Russian Federation (12-13 December 2016), to facilitate the exchange of national experience and showcase best practices from other countries. Based on (preliminary) workshop evaluation results, 89 per cent of participants rated the events as useful for their work.

Subprogramme 8
Housing, land management and population

In 2016, two additional member States participated in ECE Country Profiles (CP) on Housing and Land Management which provide concrete recommendations on how to improve national housing policies and legislation. The total number of countries assessed by the ECE CP programme reached 27, in line with the biennial target. The ECE issued guidance for implementation of the Geneva UN Charter on Sustainable Housing to support member States in applying the principles of the Charter and pursuing policies and actions towards the implementation of SDG 11. Sixteen ECE advisory missions, workshops and seminars contributed to increased knowledge and improved implementation of sustainable policies related to housing, urban planning and land management. In addition, ECE developed the Guidelines for preparing National Action Plans (NAPs) on implementation of recommendations contained in the CPs on Housing and Land Management, and provided advice on their use to member States participating in the CPs programme. The number of member States which apply ECE guidelines on housing, urban planning and land management in their national policies reached 28 (biennial target – 29).

In 2016, two more ECE member States (biennial target – 3) reported on adjusting their policies and measures to advance the regional implementation of the Madrid International Plan of Action on Ageing: Norway and the Republic of Moldova. A Policy Brief on Ageing issued in 2016 promoted the exchange of good practices related to migration and older age.
Highlights of Programme results

ECLAC continued to promote a new development pattern, geared towards achieving equality and environmental sustainability. Through its document, Horizons 2030: Equality at the Centre of Sustainable Development, ECLAC provided an analytical complement to the 2030 Agenda from the point of view of the Latin American and Caribbean countries. The proposals made by ECLAC focused on the creation of global and regional public goods and the corresponding domestic policies based on a development strategy centered on an environmental big push. It was well received by ECLAC member States. Training sessions and technical cooperation missions led by ECLAC resulted in the adoption of more than 120 actions, policies or programmes (aligned with the Commission’s recommendations) by the countries of the region. ECLAC enhanced the capacity of technical experts and policy makers through more than 40 expert group meetings and dissemination of data and statistics. It also enriched the global debate through 66 publications including six annual flagship publications, the usefulness of which was acknowledged by an average of 88 per cent of the readers.

Challenges and lessons learned

Even though the 2030 Agenda for Sustainable Development and the SDGs will be the focus of development policies clearly reflecting the breadth and urgency of global challenges, an analytical framework is still required to support member States in its implementation. For taking effective steps towards the attainment of SDGs specific implementation tools are required to be established. Also, collective action and multi-stakeholder coordination are essential for addressing environmental issues and reducing emissions. To afford more emphasis on the environmental and global dimensions of economic development, a structuralist approach would be required to be more broadly applied.
Results achieved by Executive Direction and Management

ECLAC continued to streamline processes and enhance accountability. The Draft Programme of Work for 2018-2019 was adopted by ECLAC member States at the 36th Session of the Commission. All intergovernmental documents (100%) were submitted 6 weeks in advance of the meetings, in accordance with General Assembly’s requirements, surpassing the set target (85 per cent). ECLAC raised important and relevant emerging issues to the region’s development agenda in 7 instances and occasions, approaching the biennial target (8 instances).

The Commission carried out 6 joint activities (biennial target 7) with other entities towards enhancing policy coherence in the management of the economic and social activities of the UN.

The Commission’s strategy to enhance public knowledge on the role of ECLAC used both traditional mass media and new social networks to communicate main messages and disseminate its activities and products targeting varied audiences at the local, regional and international levels. There was wide coverage by media outlets of the launch of ECLAC flagships, regional conferences and events such as the visit of the UN Secretary-General to ECLAC and the address of the Chinese Prime Minister to the region’s authorities, registering more than 9,000 clippings in media outlets of the region, surpassing the biennial target (4200 clippings). Produced in English, Spanish and Portuguese, ECLAC outreach materials provided newsworthy information, which was printed, broadcasted and tweeted every day, promoting the ECLAC brand and mission as a substantive think-tank that addresses development issues in the region.

Results achieved by Sub programmes

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

During 2016, 4 national institutions formulated or adopted trade and integration policies in line with ECLAC recommendations (biennial target 8 institutions). The national institutions from Guatemala and Honduras evaluated the impact of deepening a Customs Union, and Ecuador and the Andean Community of Nations evaluated their export and productive diversification by analyzing their value chains. 92% of beneficiaries of the publication Latin America and the Caribbean in the World Economy acknowledged having benefited from its analysis and policy recommendations on trade and export development, surpassing the biennial target (91 per cent). A total of 4 national institutions (biennial target 8) formulated or adopted policies and measures based on ECLAC recommendations to assess the impact and potential contribution of trade policy to sustainable development. In addition, technical cooperation services were provided to 14 public institutions and private organizations to improve their capacities relating to trade and sustainable development, reaching the biennial target (14 institutions). As a result of technical assistance provided by the subprogramme, Costa Rica strengthened its capacities to design policies that promote production linkages between the export sectors and the rest of the economy.

Subprogramme 2
Production and innovation

During 2016, three policies, measures or actions (biennial target 8) were adopted by countries aiming at enhancing their competitiveness of production structures, in
line with ECLAC recommendations. The agricultural policy of Ecuador was supported by several documents prepared by ECLAC on innovation agendas in the production chains. Ecuador was provided assistance in the development of its industrial policy 2016-2025. Two government authorities and public institutions (biennial target 11) acknowledged having benefited from ECLAC technical cooperation services or analytical inputs aiming at fostering the competitiveness of their production structures.

ECLAC continued to encourage innovation and the incorporation of new technologies in production and management by strengthening the institutional knowledge and capabilities of the countries through tailored capacity building activities and generation of timely and relevant knowledge products. 90% of participants of the VII Regional Seminar on Agriculture and Climate Change, acknowledged having benefited from ECLAC technical cooperation services to improve their capacities to foster productivity convergence, encourage innovation and support the incorporation of new technologies in their work, almost reaching the biennial target (93 per cent). The third edition of the Summer School in development, new technologies and innovation, attended by 17 representatives of eight Latin American countries, was highly rated for its contents and usefulness for their professional tasks, with an average rating of 4 out of 5. The publication Foreign Direct Investment in Latin America and the Caribbean was highly valued, as 98% of the readers “strongly agreed” or “agreed” that they benefited from its analysis and policy recommendations, surpassing the biennial target (82 per cent).

Subprogramme 3
Macroeconomic policies and growth

During 2016, the two annual flagship publications, Economic Survey of Latin America and the Caribbean and Preliminary Overview of the economies of Latin America and the Caribbean were launched, reflecting ECLAC’s continuing work to increase the awareness and understanding of the stakeholders in the region in addressing emerging macroeconomic issues. 86% of their readers acknowledged having benefited from the analysis of macroeconomic issues in the publications, surpassing the biennial target (82 per cent). At the same time, the subprogramme’s publications and activities were cited at least 9 times (biennial target 11 references) during the first 12 months of the biennium. In particular, seven references related to the Economic Survey of Latin America and the Caribbean 2016 and two references to the Fiscal Panorama 2016. 97% of participants in expert meetings and specialized network events organized by ECLAC, such as the XXVIII Regional Seminar of Fiscal Policies, and the seminar on The 2030 ASD and the challenges of financing for development, considered the work of these forums and their policy recommendations on macroeconomic issues as “useful” or “very useful” for their work, surpassing the biennial target (86 per cent). Additionally, 5 policies, measures or actions were undertaken by governments in the region in line with ECLAC recommendations (biennial target 12).

Subprogramme 4
Financing for development

As a result of ECLAC’s efforts to improve the capacities of countries in the region to formulate and implement financial policies and instruments for development, three policy measures (biennial target 5) were considered by policy-makers: in Colombia, Ecuador and Mexico. Through its publications, the subprogramme generated knowledge on relevant topics in financing for development;
77% of beneficiaries of these publications acknowledged that the documents were either “very useful” or “useful” for their work, reaching the biennial target. As a result of technical assistance provided to Costa Rica, at least five of its ministries embraced the Structural Gap Approach, developed by ECLAC as an alternative means to analyze the structural obstacles holding back sustained, equitable and inclusive growth for middle income countries, reaching the biennial target (5 national institutions). The results of the analysis were published in the report Structural Gap Approach.

Subprogramme 5
Social development and equality

During 2016, three social policies, plans or programmes (biennial target 11 policies) were adopted by the Governments of the region to address the structural and emerging gaps of equality, in line with ECLAC recommendations. Technical assistance provided by ECLAC benefitted El Salvador, Paraguay and Uruguay. The publications Social Panorama of Latin America 2015 and The Social Inequality Matrix of Latin America contributed to increased understanding and knowledge of stakeholders on critical social issues experienced by the region; 89% of readers of both publications acknowledged to have benefited from its contents, surpassing the biennial target (77 per cent). Seven national institutions requested technical assistance from ECLAC with the view to improving the social impact and the efficiency of its public actions, surpassing the biennial target (6 institutions). Additionally, six stakeholders in the region acknowledged to have benefitted from ECLAC technical assistance to improve social actions towards the reduction of equality gaps (biennial target 13 stakeholders).

Mainstreaming the gender perspective in regional development

As a result of technical assistance provided by ECLAC during 2016, four policy actions (biennial target 8 policy actions) were implemented in priority areas covered by the Gender Equality Observatory for Latin America and the Caribbean by Brazil, Argentina, Paraguay and Chile. Two policy actions were implemented in response to the adoption of the Montevideo Strategy for Implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030 at the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean (biennial target 8 policies). Furthermore, three stakeholders (biennial target 6 stakeholders) acknowledged to have benefited from ECLAC’s technical assistance to support the implementation of the agreements from the thirteenth Regional Conference on Women in Latin America and the Caribbean. This included Chile’s Ministry of Women and Gender Equality, which was assisted in the development of an Equity Plan, and Paraguay Technical Secretariat for Economic and Social Development Planning of the Presidency and Chile’s National Statistical Institute, which were assisted in designing their first Time Use Surveys.

Subprogramme 7
Population and development

During 2016, 26 stakeholders used demographic knowledge and information on population and development generated by ECLAC (biennial target 50 stakeholders). National Statistical Offices used ECLAC methodologies and tools for population and housing censuses. Chile, Haiti and Guatemala improved their census planning and management, including more accurate questionnaires for the planned census in
2017-2018; Bolivia, Honduras, and Cuba were assisted in the evaluation of the results of their censuses and data processing. More than 140 experts from nineteen countries participated in workshops and courses on population issues in public policies, and 85 national officers from the region and 50 technical staff from South Africa and Bhutan developed capacities in data processing methods using REDATAM software. 72% of the beneficiaries of the activities of the subprogramme acknowledged having benefited from ECLAC technical cooperation services, approaching the biennial target (74 per cent).

As a result of technical assistance provided by the subprogramme, 21 policies, measures or actions (biennial target 50) were taken by the Governments in the region to monitor and implement the recommendations and goals of the regional agenda and international agreements related to population and development issues.

Subprogramme 8
Sustainable development and human settlements

As a result of technical assistance and advisory services provided by ECLAC, 6 policies, measures or actions (biennial target 12) were adopted in the areas of sustainable development, climate change and human settlements, in line with its recommendations. The Forum of Ministers and High Authorities of Housing and Urban Development of LAC jointly with ECLAC proposed to design and implement a Regional Action Framework on analysis and knowledge generation related to public policies on housing, habitat and urban development. The majority (89%) of the beneficiaries of the activities of the subprogramme acknowledged having benefited from the analysis and policy recommendations on sustainable development, climate change and human settlements, surpassing the biennial target (70 per cent). Five governments and stakeholders (biennial target 12) made progress in the implementation of international agreements relating to sustainable development in line with ECLAC recommendations. In the fifth meeting of the negotiating committee of Principle 10 of the Rio Declaration, progress was made in the negotiation of articles 2 to 5 and numerals 1 and 2 of article 6, and on the access to information, participation and justice in environmental matters. The subprogramme also contributed to the drafting of the Toluca Declaration under Habitat III Regional Meeting, which served as a regional input for the Zero Draft discussions for the Habitat III Conference held in Quito.

Subprogramme 9
Natural resources and infrastructure

During 2016, as a result of Subprogramme’s technical assistance, 3 policies, measures or actions (biennial target 11) were adopted by 2 countries in the region, in line with ECLAC recommendations, namely by Brazil and Haiti. Additionally, two stakeholders (biennial target 9 stakeholders) acknowledged having benefited from ECLAC technical cooperation services to improve their work. 10 public, non-government and academic institutions (biennial target 28) took action to harmonize or coordinate policies for the management of natural resources and accepted ECLAC recommendations on potable and sanitation water through inputs and interventions in various meetings where the Commission’s experts participated. These included the National Authority of Public Services in Panama, the Chilean Committee of the World Energy Council, Pontific Catholic University of Dominican Republic and Center on Water Competencies of Peru. Regulatory Authority on Public Services of Costa Rica, Guatemalan Association on Sanitary and Environmental
Engineering also benefited from technical inputs and contributions of ECLAC experts in the framework of various meetings and seminars on water and sustainable environment.

**Subprogramme 10  
Planning of public administration**

During the first year of the biennium the technical assistance provided by the subprogramme to support countries in the region in their planning and public management led to the initiation of 5 national planning processes (biennial target 10 planning processes) in Mexico, El Salvador, Costa Rica, Dominican Republic and Chile. The subprogramme organized 15 international, 13 national and 4 distance-learning/online courses focused on planning and public administration for development, which benefited more than 180 participants (biennial target 400 participants). ECLAC supported regional intergovernmental bodies in planning and public management to improve the coordination and exchange of best practices among the Governments in the region, which resulted in the participation of 16 agencies and public organizations in specific seminars and networks supported by the subprogramme, reaching the biennial target. This included National Departments and authorities of Planning from Guatemala, Ecuador and Colombia, the Planning and Budget Office of Uruguay, the Planning Institute of Jamaica, Ministries of planning and economic development from Costa Rica and Belize. Other agencies and organizations participated in networks facilitated and supported by the subprogramme such as the Latin American Network of Public Policies and Regional Development, Planning Network, the Network of Directors of National Public Investment Systems of Latin America and the Open Government Alliance. 89% of participants in forums supported by the subprogramme acknowledged that they have benefited from its activities and the exchange of experiences which helped them to improve their skills and competencies, surpassing the biennial target (80 per cent).

**Subprogramme 11  
Statistics**

With ECLAC’s technical support, during 2016, specific actions were implemented covering 70% of subject areas of the strategic plan of the Statistical Conference of the Americas (SCA), reaching the target set for the biennium (70 per cent of subject areas for which specific actions were implemented). To promote the link between statistics and geography, the SCA Executive Committee developed a joint action plan with the UN Committee of Experts on Global Geospatial Information Management and approved the creation of an SDG Statistical Coordination Group. At least 3 products (biennial target 7 products) were developed by the WG of the SCA, with the support of ECLAC. As a result of ECLAC’s technical cooperation, 10 countries (or 52% of countries in the region) made significant progress towards SNA2008 implementation and satellite accounts, approaching the set target of 55 per cent. This included updating of the base year, and registering advances in the estimates of satellite accounts (environment, culture, illegal activities, and non-remunerated work). 5 policies, measures or actions (biennial target 10) were taken by countries in line with ECLAC recommendations. ECLAC statistical Yearbook continued to be a statistical reference for the region registering 32489 downloads. CEPALSTAT, ECLAC statistical portal, continued to be expanded and updated, with increasing metadata and new facilities, registering more than 6 million downloads, surpassing the target set for the biennium (1300000 downloads).

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Subprogramme 12
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

During 2016, 10 institutions considered ECLAC analysis and policy recommendations on multidimensional equality and poverty reduction, in the formulation of policies and measures in the areas of social and economic development, approaching the set biennial target (12 institutions). Central Banks and organizations in charge of supervising the financial system in five countries (Costa Rica, El Salvador, Honduras, Mexico and Dominican Republic) considered ECLAC analysis and policy recommendations to assess recent developments in the access to, and use of, financial instruments by rural producers. Central Banks of four countries (Costa Rica, Nicaragua, Panama and the Dominican Republic) constructed input-output matrices and conducted studies on structural analysis of the labour market. 10 key stakeholders (biennial target 14 stakeholders) acknowledged having benefited from ECLAC assistance and publications for economic and social policymaking. 30 institutions used ECLAC analysis and policy recommendations in the formulation of policies and measures, well surpassing the set target for biennium (20 institutions). 24 stakeholders in El Salvador, Guatemala, Panama and Dominican Republic acknowledged having benefited from ECLAC products and services in the areas of economic development and structural change, reaching the biennial target.

Subprogramme 13
Subregional activities in the Caribbean

As a result of technical assistance provided by ECLAC, 7 policies, measures or actions (biennial target 12) were formulated or adopted by countries of the Caribbean subregion in line with ECLAC recommendations. As a result of training provided by ECLAC on REDATAM software, Jamaica published online data for public use. Two government institutions and other stakeholders (biennial target 9 institutions) acknowledged having benefited from ECLAC products and services to promote economic, social and environmental development. Within the implementation framework of the SDGs and the SIDS-specific agenda, and the work of the subprogramme towards improving institutional capacity in countries of the Caribbean subregion to follow-up on the major international agreements in the economic, social and environmental fields, the seventh meeting of the Technical Advisory Committee of the Regional Coordinating Mechanism of the MSI (TAC/RCM), adopted ECLAC recommendations to undertake an in-depth analysis of the mechanics of strengthening the coordination mechanism, contributing to the progress towards achieving the set target for the biennium (11 policies, measures or actions). At least three Caribbean institutions and Governments actively engaged in regional dialogue and/or cooperation and collaboration mechanisms coordinated by ECLAC. At the Fourth Caribbean Development Roundtable, ECLAC facilitated discussions on the debt relief proposal that led to the engagement of three Caribbean institutions (biennial target 10 institutions), namely, CARICOM, the Commonwealth Secretariat and the Eastern Caribbean Central Bank (ECCB), in identifying strategies to resolve the issue of Caribbean indebtedness.

Subprogramme 14
Support to regional and subregional integration and cooperation processes and organizations

Five technical and substantive inputs provided by the Commission were used to facilitate regional debate and consensus-building on
issues relating to sustainable development, approaching the biennial target (6 inputs). To increase the integration processes, ECLAC supported 2 joint initiatives (biennial target 8). Three technical and substantive inputs (biennial target 4 inputs) were provided by the Commission to facilitate regional dialogue with third parties, including extra regional partners or mechanisms, on issues relating to sustainable development. ECLAC provided support to Community of Latin American and Caribbean States (CELAC) in exploring its cooperation with the Republic of Korea on innovation and SMEs internationalization strategies, and on trade relations with the Russian Federation. ECLAC supported the presentation of regional agreed positions in one instance (biennial target 4 instances) in the framework of the 13th Plenary Assembly of ParlAmericas, the network of the national legislatures of member states of the Organization of American States (OAS), by an intervention on the 2030 ASD and SDGs in the context the LAC region.
Highlights of Programme results

ESCWA provided technical support to Arab States during the twenty-second session of the Conference of the Parties of the Climate Change Convention (UNFCCC COP 22), and collaborated with the League of Arab States, UNEP and UNESCO to conduct two Regional Training Workshops on Capacity Development for Climate Change Negotiations. The manual on climate change adaptation for the Arab region was finalized.

The report “Syria at War: Five Years On” focused on the socioeconomic ramifications of the conflict in Syria. Two other reports concurrently defined a Development Measure for Arab Countries proposing adjustments to the Human Development Index and developed a Governance Adjusted Human Development Index.

ESCWA undertook capacity-building initiatives for Arab government representatives on fiscal implications and economic impact of the Arab Customs Union (ACU) and options of Common External Tariff of the ACU. In addition the office launched Technical Advisory Groups on Economic Statistics and on Demographic and Social Statistics and a Working Group on Population and Housing Censuses to prepare for the 2020 census round.

ESCWA secured an official commitment and mandate to advance work on Gender Justice through the Muscat Declaration on Gender Justice, reiterating the responsibility of member States in implementing international frameworks on gender equality.

The research on the effects of the 2014 Israeli offensive on welfare in Gaza, the question of Apartheid in Israeli policies as well as on the comprehensive and cumulative cost of the occupation provided new approaches to viewing the question of Palestine.

Challenges and lessons learned

The main challenge for ESCWA continues to be the political and security instability in the region. Though it has become increasingly difficult to engage in medium and long-term results-oriented development initiatives in countries with uncertain security conditions, ESCWA has begun projects to engage in development dialogue in Yemen, Libya and Syria.

The office also faces limitations in hosting meetings in Beirut given travel restrictions from several Member States, which increases unpredictably the costs of operations.
**Results achieved by Executive Direction & Management**

In 2016, ESCWA made significant progress in implementation of its 2016-17 programme with over 45% implementation of planned biennium outputs. ESCWA expects to implement 100% of its programmed outputs for the biennium by end of 2017. Equally, ESCWA has implemented all relevant activities under development account projects and responded to over 90% of member states requests under its technical cooperation programme.

Documentation for ESCWA’s 29th Session was distributed, on average, four weeks ahead of the meeting. ESCWA addressed key emerging issues in the region through its twenty-ninth ministerial session, culminating in the adoption of the “Doha Declaration on the Implementation of the 2030 Agenda for Sustainable Development”, which provides a roadmap for Arab States to implement the 2030 Agenda.

ESCWA served as convener for the 2016 Regional Coordination Mechanism for the Arab States, an important platform for enhanced policy coherence among UN entities. It convened its 22nd meeting in December 2016, which focused on ensuring effective coordination in supporting member States in implementing the 2030 Agenda and discussed priority activities for regional coordination in four areas of work.

ESCWA’s new website made information more accessible to end users, and its social media presence grew, with numbers of Twitter and Facebook followers increasing substantially from 2015 (Twitter followers increased by 260 in 2016; Facebook followers increased from 5,082 in the previous biennium to 7,226 in the current biennium).

During the year ESCWA signed a total of 23 partnership agreements, including seven with new partners.

In all the indicators above ESCWA has met or is close to meeting the target for the biennium.

**Results achieved by Sub programmes**

**Subprogramme 1**

**Integrated management of natural resources for sustainable development**

ESCWA implemented the UN Development Account project “Building Capacities in Developing Appropriate Green Technologies for Improving the Livelihood of Rural Communities in the ESCWA Region”, where sub-regional training workshops were held on “Mainstreaming Appropriate Renewable Energy Technology in the Rural Productive Sectors of the Arab Region”.

ESCWA’s member countries adopted four resolutions for enhancing regional cooperation on environmental sustainability to improve food and water security. The Arab Ministerial Water Council at its 8th Ministerial Session also adopted a resolution to develop a set of common guidelines on shared water resources among Arab States.

The Hashemite Kingdom of Jordan’s Ministry of Water and Irrigation references the ESCWA-led work conducted under the Regional Initiative for the Assessment of the Impact of Climate Change on Water Resources and Socio-Economic Vulnerability in the Arab Region (RICCAR) findings in its “Climate Change Policy for a Resilient Water Sector” issued in February 2016.

**Subprogramme 2**

**Social development**

In Tunisia and Lebanon, ESCWA’s support is paving the way for the formation of civil society organizations to advocate for and
participate in the formulation of more inclusive policies. In the area of disability, ESCWA’s support to Morocco contributed to enhancing government’s capacities, as reflected in the adoption of a new Law for Persons with Disabilities. In the area of social protection, Mauritania is preparing to re-examine its evaluation plan for cash transfer expansion, and Tunisia is considering expanding its cash transfer programme.

The number of instances where ESCWA facilitated or promoted dialogue on international migration increased from two in 2015 to three in 2016.

ESCWA’s efforts continue to raise member countries’ interest in adopting a participatory approach to policy making. For example, representatives from civil society organizations and other stakeholders in Lebanon and Yemen engaged in a substantive policy dialogue on social justice and participation and their relevance to national electoral processes.

**Subprogramme 3**

**Economic development and integration**

The results achieved through the implementation of Expert Group Meeting Competition (Beirut, 25-26 October 2016), the discussions and the outcome related to recurrent publication “The Survey of Economic and Social Developments in the ESCWA Region 2015-2016”, the expert Group Meeting on "Regional Economic Situation and Prospects 2016" (March 2016), the contribution to the “World Economic Situation and Prospects (WESP) 2017” about the region, in addition to other ongoing activities, are being now converted into technical support to member countries to reform economic institutions and develop and implement policies based on principles of good governance in order to enable economic planning and policymaking in support of inclusive and sustainable development.

ESCWA provided technical support to the training workshop on Multidimensional Poverty Index that is conducted yearly in cooperation with the League of Arab states. ESCWA’s cooperation with the International Labour Organization Regional Office for Arab States is expected to be a step toward assisting national policymaking institutions to develop evidence-based tools for the creation of decent and competitive jobs for men and women.

To promote regional economic policy convergence, ESCWA (1) prepared the report “Assessing Arab Economic Integration”; (2) organized Expert Group Meetings on Regional Financial Integration and on Deepening Regional Economic Integration through the liberalization of trade in Services in the Arab region; and (3) provided technical support member countries on negotiation and conclusion of tax treaties.

ESCWA continued to provide technical support in the area of cross-border infrastructure, especially in transport and trade facilitation.

**Subprogramme 4**

**Technology for development and regional integration**

Several ESCWA initiatives helped build the capacity of various institutions in member countries to measure their progress towards the achievement of an equitable information society. ESCWA provided member countries with a platform that facilitated regional discussions on the challenges and opportunities in the field of information and communication technologies, science and technology. During 2016, ESCWA conducted an EGM on mechanisms for advancing innovation for economic development in the Arab region which examined the outcomes of studies by ESCWA that identify innovation
gaps and challenges in the Arab region. It also featured case studies from the Arab region and worldwide to draw on the experiences and lessons learned in overcoming or addressing those gaps. During 2016 ESCWA conducted a meeting on Deployment of National Capabilities in Science, Technology and Innovation in the Implementation of National Priorities and Sustainable Development Goals which harnessed the Jordan STI capacities to contribute to the implementation of priorities SDGs aligned with Jordan Vision 2025. ESCWA hold the ETC Technical Committee and circulated a survey among member of the Committee concerning the priorities of their countries and the Arab region for the coming years. The results of the survey were in conformity with the ETC workplan for the coming years, namely harnessing science, technology and innovation and promoting their role for the achievement of sustainable development goals, enhancing productivity and competitiveness and supporting a green economy. ESCWA hold the Sixth Meeting of the Board of Governors of ESCWA Technology Centre which discussed and approved the work plan and activities of ETC for 2017–2018. ESCWA conducted a meeting on the Innovation Scoreboard for Middle East and North African Countries where participants agreed on the finalization of the raw data worksheet, collecting national data on Research and Development (R&D) expenditures, the number of scientists and R&D staff, providing data on the national Private Equity and Venture Capital markets, and conducting national enterprise surveys on innovation behaviour.

During 2016 under the auspices of the Arab Internet Governance Forum (AIGF), ESCWA held two workshops on Arab IGF Evaluation and Development survey and Second Meeting of the AIGF 2020 Technical Cooperation Working Group (TCWG-1 and TCWG-2). The main purposes of the TCWGs were to determine the priorities of the region, identify sessions and speakers and prepare the agenda of AIGF. ESCWA conducted The ESCWA LAS Preparatory Meeting on the Implementation of AIGF2020 Initiative for the development of the Arab IGF which led to the adoption of the methodology and mechanisms (including a survey) to follow for the implementation of the AIGF2020 initiative, and the adoption of a strategic plan of actions for the implementation of the AIGF2020 initiative.

Subprogramme 5
Statistics for evidence-based policymaking

In 2016 ESCWA completed a review of the availability of national data relevant to the global set of 240 indicators related to SDGs. The report will serve as a basis for discussion among the Heads of National Statistical Offices for planning of SDG-related statistical activities. The report also identifies priorities for the region in the short- and medium-term, and links these priorities to UN agencies that should be invited as partners for future regional capacity-building activities.

The office also facilitated the launch of two Technical Advisory Groups: one on Economic Statistics (TAGES) and one on Demographic and Social Statistics (TAG-DSS). The two groups provide a more systematic follow up on the needs of national statistical systems in the Arab region.

Subprogramme 6
Advancement of women

ESCWAS's “Status of Arab Women Report: Violence Against Women - What is at Stake?” supports the development of relevant strategies, action plans and further instruments to address violence against women in the Arab region and subsequently
facilitates the estimation of the economic cost of violence in the region. Through this work, the office will provide member States with useful empirical data to enact legislation and formulate national indicators and strategies accordingly.

Serving as a knowledge hub on issues related to gender equality, ESCWA created an Electronic Network focused on mutual learning to disseminate information among all actors involved in this field. This platform will provide Government representatives, UN staff and members of civil society organizations access to gender-related resources, databases, and external links. ESCWA published “Women’s leadership and participation in public governance in the Arab region”, which serves as a baseline for SDG target 5.5 on women’s participation and leadership, with additional references to target 16.7 on inclusive, participatory and representative decision-making.

Subprogramme 7
Conflict mitigation and development

ESCWA responded to a request from the Ministry of Planning in Iraq to discuss the SDGs and operationalize them against national priorities. In light of the volatile situation in the country and its immense needs, a project concept note was developed to study recovery options for displaced populations in Iraq. Emphasis was geared towards creating incentives for national structures to deepen core functions of democratic governance, with a focus on improvements in public administration. A priority for ESCWA in 2016 and beyond is presenting evidence of the long-term impact of conflict using micro-data for the Arab region, with the aim of assisting member States to establish the association between exposure to violence and developmental and social outcomes throughout the life cycle. Such an approach is designed to support member States in deciding their recovery and/or resilience priorities. From this analysis, the office will derive priorities that could guide development strategies and policy interventions aimed at mitigating the generational impact of conflict.

In order to support member countries ascertain sources and cost of conflict and support negotiations to deal with conflict in the region, ESCWA’s research on the effects of the 2014 Israeli offensive on health in Gaza, the question of Apartheid and Israeli policies as well as on the comprehensive and cumulative cost of the occupation not only provide new approaches to viewing the question of Palestine, but also set the stage to open new debates and discussion on how to communicate it, address the impact of the occupation on the Palestinian people, and mitigate its impact. The communications strategy to support the Palestinian people was also the first time that ESCWA attempts to frame its work, as well as provide guidelines to maximize the level of support to the Palestinian people using its normative work. The subprogramme continues to present evidence based reports on the socio-economic repercussions of Israeli occupation, drafting the SG Reports to the GA and ECOSOC as well as to the Ministerial Session in which, the subprogramme delivered three reports and their presentations to its 29th Ministerial Session (Doha 13-15 December 2016) which were reflected in Resolution XXX that welcomed their content and requested from the Secretariat to further develop its work in the three fields.
Highlights of Programme results

OHCHR continued to play an instrumental role in promoting and protecting human rights worldwide. The Office celebrated the 50th anniversary of the Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights, 10th anniversary of the Convention on the Rights of Persons with Disabilities 30th anniversary years of the Declaration on the Right to Development and the 10th anniversary of the Human Rights Council. As part of its mandate to mainstream human rights in the United Nations system, OHCHR supported system-wide dialogue on human rights and the SDGs as well as the development of new guidance on Common Country Analysis (CCA) and United Nations Development Assistance Frameworks (UNDAF). Under the treaty body capacity-building programme created by resolution GA68/268, a total of 170 State officials from 77 countries were trained as trainers on treaty reporting, resulting in the submission of many overdue reports. OHCHR supported the establishment of National Mechanism for HR Reporting and Follow-up (NMRF) in 27 countries, continued mainstreaming human rights in Protection Clusters, and began to develop a common United Nations information management system in the context of the Human Rights Up Front initiative. A total of 39 States were covered by the Universal Periodic Review. To increase accessibility of the human rights mechanisms, OHCHR launched an online questionnaire to submit information to the special procedures and started a pilot project to webcast the sessions of all human rights treaty bodies.

Challenges and lessons learned

OHCHR continues to face challenges in responding positively to all the requests for assistance received. In 2016, the Human Rights Council faced an unprecedented workload, with 199 meetings, including 28 panel discussions, 52 interactive dialogues with special procedure mandate-holders and the adoption of 148 resolutions and decisions. As at 30 November 2016, 1,215 registered communications were pending decision by respective treaty bodies and 350 urgent actions were under consideration by the Committee on Enforced Disappearances. The active use of treaty bodies by individuals alleging human rights violations is positive, but must be matched with adequate resources to avoid long delays.
Results achieved by Executive Direction and Management

OHCHR continued to provide leadership and management support to member states and other stakeholders through implementation of the OHCHR’s legislative mandates. Sustained efforts were made by OHCHR to mainstream human rights within the United Nations system, leading to an increased number of human rights policy documents (17, biennial target: 18) adopted and supported by United Nations system agencies and inter-agency mechanisms.

This was a challenging year for OHCHR a lot of work was dedicated to providing input to POLNET team in New York. Consequently, professional posts remained vacant for an average 176 days. Geographical appointments from unrepresented and underrepresented Member States for 2016 were 19% against a target of 20 per cent. Against a target of submitting 90 of the documents by the specified deadline as per the General assembly resolution 70/9, a timely submission rate of 88 per cent was achieved. OHCHR organized a total of 14 missions to respond to various field based crises (biennial target: 24). OHCHR’s media-related results increased significantly in 2016, with an unprecedented number of media articles quoting the Office (both the institution and/or High Commissioner, other senior staff and spokespeople), and a large number of web pages viewed, in addition to a significant pick-up of news stories by social media. Media coverage increased by 30 percent in 2016, with 28,800 media articles citing OHCHR during the calendar year compared to 20,100 in 2015, setting OHCHR on course to exceed the biennial target.

Many countries raised issues mentioned by the High Commissioner during his interactive dialogue in March 2016, reaching an estimated 48 references.

Results achieved by Sub programmes

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

OHCHR continues to lead interagency efforts to mainstream human rights in the work of the UN development system under the UNDG (with an interim estimate of 20 projects and activities). The performance indicator to increase projects and activities has been met, inter alia by the OHCHR and UN Women led process to develop a system-wide framework for integrating inequalities and discrimination into UN support to the implementation of the 2030 Agenda was endorsed by the Chief Executive Board in late 2016.

In collaboration with UN Development Operations Coordination Office (DOCO), OHCHR worked to strengthen the human rights leadership capacities of RCs by bringing RC to participate in the Frontiers Forum (July 2016) and by starting the development of a RC leadership strategy on human rights.

OHCHR undertook a number of activities with a view to advancing a broader understanding of the right to development, and met the biannual performance target of 11 activities organized and analytical papers and information materials made available by OHCHR in contribution to increasing knowledge, awareness and understanding of the realization of the right to development. In terms of analytical papers and information materials, OHCHR: released Factsheet No. 37 on Frequently Asked Questions on the Right to Development in English, Chines and Arabic (other language versions are forthcoming) completed six 30th Anniversary Information Notes on RTD and related thematic issues produced two 30th Anniversary RTD videos.
and launched a social media campaign to coincide with the GA’s High Level Segment on the DRTD 30th Anniversary. In addition, a Chapter on the Contribution of OHCHR to the Promotion of Peace, making links with RTD and SDGs was submitted to a UNESCO Interagency Publication.

The sub-programme has enhanced the legal protection and advocacy for the implementation of all human rights, including economic, social and cultural rights at the country level through a number of activities undertaken. The sub-programme is on track to meet the biannual target of 37 activities and measures, having during 2016 inter alia worked with legal authorities to enhance women’s access to justice in Bolivia, Oman, Panama and Tanzania; provided technical advice on laws related to women’s rights and gender equality, including with respect to economic, social and cultural rights, in Cambodia, the Gambia, Honduras, Kyrgyzstan, Liberia, Senegal and Tunisia, and at the global level, presented the outcomes of the OHCHR Accountability and Remedy Project, with recommendations to enhance State-based judicial mechanisms to ensure legal accountability in business-related human rights abuses.

The 2030 Agenda for “people, planet, prosperity, peace and partnership”, with its 17 Sustainable Development Goals and 169 related targets, provides a strong foundation for OHCHR’s work which started in 2016. OHCHR also co-led a comprehensive process to develop a UN system-wide framework to address inequalities and conceptualize the implications of "leaving no one behind". The Sub-programme has also contributed towards enhanced capacity of OHCHR to provide training and advice at the national level through activities such as tailored advice on the monitoring methodology which made its application more consistent across OHCHR.

Subprogramme 2
Supporting human rights treaty bodies

The Human Rights Treaties Branch supported the 10 treaty bodies in all aspects of their work. During 2016, 44 new ratifications/accessions were recorded. In 2016, OHCHR facilitated the review of 168 State party reports (biennium target 360) by treaty bodies and adoption of views/decisions on 186 individual communications and one confidential inquiry visit. Furthermore, a total of 314 individual communications were registered and 334 urgent actions were under active consideration by the Committee on Enforced Disappearances.

In 2016, the percentage of documents submitted on time and in compliance with relevant rules and regulations for submission stood at 93 percent (biennium target 70 percent).

In terms of measures to strengthen support for treaty bodies and assist States parties in implementing treaty body recommendations, such activities are principally performed by OHCHR Field Presences (sub-programme 3) but also as part of the HRTD Treaty Body Capacity-Building Programme referred to below. Such activities are manifold thereby surpassing the biennium target of 15.

In 2016, the Branch organized the 28th annual Meeting of Chairpersons of the Human Rights Treaty Bodies in New York which facilitated the Chairpersons’ discussion on various issues, including on overall improvement of human rights reporting procedures and harmonization of the Committees’ working methods, including adoption and implementation of various guidelines, such as the Addis Ababa Guidelines on the independence and impartiality of treaty body members. Specific documents were prepared to facilitate the harmonization of the
practices related to the conduct of inquiries by the Committees.

To facilitate timely submission of the national reports to the treaty bodies, the Branch, under the TBCBP, provided assistance to 50 capacity-building activities and trainings (biennium target 18) at the field level in 2016 and a total of 170 State officials from 77 countries were trained as trainers on treaty reporting.

In terms of enhanced awareness, knowledge and understanding of treaty body outputs, OHCHR continued to further develop the online tool “Universal Human Rights Index” which continued to have around 350,000 hits in 2016 (biennium target 600,000).

In terms of enhanced cooperation with stakeholders with respect to the work of the treaty bodies, in 2016, the HRTB, together with the Human Rights Committee and the Committee on Economic, Social and Cultural Rights, led a year-long commemoration of the 50th anniversary of the two Covenants to raise awareness of the Covenants. An easy-to-read version of the Covenants, fact sheets, a promotional leaflet ‘rights in your pocket’, a poster competition, videos on impact of the work of the Committees, a photo exhibition and a website raising awareness of the Covenants were produced. HRTB regularly meets with the State parties’ representatives individually to explain the procedures of the dialogue with the treaty bodies for the examination of reports. NGOs and national human rights institutions are also invited to the workshops and have been allocated meeting time to meet the treaty bodies. Excluding informal and recurrent meetings with stakeholders aimed at bolstering cooperation with the treaty bodies, around 20 activities – mostly in the context of the above-mentioned anniversary celebrations – took place within the year (biennium target 45).

Subprogramme 3
Advisory services, technical cooperation and field activities

OHCHR provided legal advice and/or assistance regarding activities aimed at establishing 13 National Human Rights Institutions (NHRI) in accordance with Paris Principles and at the strengthening of 57 NHRIIs (biennial target: 80).

OHCHR provided technical assistance, training and capacity-building for Governments, NHRIIs, judiciary, lawyers, parliamentarians, civil society, as well as the UNCTs in engagement with and follow-up to reviews by international human rights mechanisms (Treaty Bodies, Special Procedures, Universal Periodic Review) and to increase effectiveness in supporting HR mechanisms. OHCHR extended regular advisory services to stakeholders including governments, NHRIIs and civil society organizations on various human rights issues. OHCHR pursued its continued efforts to mainstreaming HR principles and tools such as the HR Due Diligence Policy, integrating HR into national development planning, and ensuring HR based approach tools.

OHCHR continued to contribute to the operationalization of the UNDG Strategy for the Deployment of Human Rights Advisers (HRA) and ensured timely and effective processing of new deployments to Sierra Leone and Mozambique. OHCHR sustained strong engagement in humanitarian action, at field and global levels, ensuring that protection of human rights (HR) was integrated in humanitarian preparedness and response. OHCHR continuously engaged in the IASC early warning process of the task team on preparedness and resilience ensuring that human rights concerns and issues are adequately considered and reflected. OHCHR provided policy guidance and support to
various field presences to participate in humanitarian planning processes and activities (biennial target: 25 activities).

OHCHR continued to support ongoing and new HRC-mandated investigations. In coordination with DPA and UNDG, OHCHR initiated a new inter-agency mechanism to get capacity on the ground to respond to emerging or actual crisis situation, the ‘light teams’ initiative under HRUF. The Office also contributed to a more systematic, substantive and effective integration of human rights in all processes related to peace operations (integration of human rights in peace operations through regular engagement with DPKO, DPA and DFS/ integration of human rights in policy implementation, in particular in relation to consolidation of protection functions, accountability for SEA, POC, and HRDDP in peace operations/integration of human rights in the UN-AU partnership framework) (Biennial target: 11 activities).

OHCHR is mainstreaming the UPR process into its planning, programming and activities in order to strengthen its support to Member States to implement their HR obligations and commitments. OHCHR conducted technical assistance assessment missions and strengthened strategic partnerships to provide more effective support to UPR follow-up at country level (biennial target: 31 programmes and activities).

**Subprogramme 4**
**Supporting the Human Rights Council, its subsidiary bodies and mechanisms**

The percentage of OHCHR documents submitted on time further increased during 2016. In 2016, the percentage of documents submitted on time for consideration by the Human Rights Council in compliance with relevant rules and regulations for submission stood at 79% (biennium target 61 per cent).

In addition to preparing UPR-related documentation, OHCHR continued to support States scheduled for review, with the Trust Fund facilitating the participation of 32 delegates in 2016. Through its country and regional presences, OHCHR also worked with national partners to strengthen participation in the process and follow-up. In line with HRC resolution 30/25, an inter-sessional panel on international cooperation and national human rights follow-up systems was held during the twenty-sixth session of the UPR Working Group, complemented by knowledge cafes organized by OHCHR for States to share national practices and experiences.

The Human Rights Council created two new thematic special procedures in 2016, on the right to development and on protection against violence and discrimination based on sexual orientation and gender identity, bringing the total number of mandates assisted by OHCHR to 57. To increase accessibility of the human rights mechanisms, OHCHR launched an online questionnaire to submit information to the special procedures on alleged human rights violations as well as on relevant legislation, policy and practices.

The Secretariat has successfully assisted both Working Groups of the complaints procedure and the closed meetings of the Council. 100% of documents (biennium target 88 per cent) prepared by the Secretariat were submitted on time. The Secretariat continues to raise awareness about the complaints procedure. In this regard, at its 19th session (August 2016), the Working Group recalled that, in the ten years since the establishment of the Human Rights Council, much progress had been made in increasing the visibility of the complaints procedure, which has led to both an increased awareness about the procedure and enhanced access of victims of consistent patterns of gross and reliably attested violations of human rights and fundamental
freedoms to justice. In addition to the assignments related to the regular and special sessions as well as informal meetings of the Human Rights Council, the Secretariat of the complaints procedure has successfully managed to prepare 92% (biennium target 94 per cent) of the analytical monthly lists of communications received through OHCHR’s Registry from January to November 2016 for the consideration of the Chairperson of the WGC. The analytical monthly lists of communications received in December will be finalised in February 2017.

In connection with the implementation of the recommendations of the human rights mechanisms, OHCHR continues to seek synergies and avoid duplication in follow-up, to use its various capacity building and technical cooperation resources to support follow-up, and to ensure results, in cooperation with a wide range of stakeholders. Such activities are principally performed by OHCHR Field Presences (sub-programme 3) and are manifold thereby surpassing the biennium target of 82.
Highlights of Programme results

The Office of the United Nations High Commissioner for Refugees was engaged– through its network of country and field offices in over 100 countries – in providing protection and seeking solutions to the plight of the 65 million women, men, girls and boys who currently are refugees or internally displaced. This work was multi-faceted spanning the development of legal protection frameworks, training government officials on preventing and responding to situations of gender-based violence, intervening with warring parties, providing life-saving emergency relief and assisting displaced to find solutions through voluntary return, local integration or resettlement to a third country. It was carried out in close collaboration with Governments, other UN agencies, international and national non-governmental organizations and the active involvement of the affected populations and host communities. At the global level, UNHCR was involved in organizing the first UN Summit on Addressing Large Scale Movements of Refugees in September 2016 which resulted in the adoption of the New York Declaration. This Declaration reaffirms the international protection regime for refugees and commits States to manage forced displacement as a shared international responsibility.

Further progress was also achieved under “I belong”, UNHCR’s Global Campaign to End Statelessness by 2024 with thousands granted a nationality.

Challenges and lessons learned

The most significant challenges encountered by UNHCR are resulting from the continuation of conflicts and violence in many parts of the world, but especially in Syria, Iraq, Yemen, the Lake Chad Basin and South Sudan.

Active conflict or high levels of insecurity in some areas have also impeded the provision of humanitarian assistance.

<table>
<thead>
<tr>
<th>Implementation status of outputs</th>
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<tbody>
<tr>
<td>Not started</td>
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<td>309</td>
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Results achieved by UNHCR

International protection, durable solutions and assistance to refugees

(a) Improved overall protection environment for refugees and others of concern

The first-ever UN Summit on Addressing Large Movements of Refugees and Migrants resulted in the New York Declaration of 19 September 2016, reaffirming the international protection regime for refugees, and committing States as well as UNHCR to manage forced displacement as a shared international responsibility. To increase compliance with the two statelessness conventions, UNHCR supported States in reforming their nationality and related laws. In 2016, 3 countries acceded to both Statelessness Conventions, bringing the total number of States parties to the Conventions to 89 and 68 respectively, against the biennial targets of 100 and 82 respectively. UNHCR also significantly expanded its outreach by organizing protection workshops and seminars for Government and partner staff.

(b) Refugees and others of concern are treated fairly and efficiently when seeking protection and receive adequate documentation

The number of asylum applications continued to be very high, putting pressure on UNHCR’s refugee status determination [RSD] activities worldwide. In 2016, UNHCR continued to conduct individual refugee status determination under its mandate in more than 60 countries and territories. In many countries, UNHCR conducted individual refugee status determination jointly with Governments, or provided support in RSD quality assurance and capacity building to Governments. A significant level of registration and documentation was achieved in 2016. UNHCR continued to advocate with governments for the issuance of documentation to certify their status.

(c) Increased safety from violence and exploitation for refugees and others of concern, especially women and children

UNHCR operations reported improvements in the prevention and response to situations of sexual and gender-based violence across many operations with the involvement of the refugees themselves and local communities. This allowed UNHCR to progress well beyond the target initially set. UNHCR has also continued to make efforts to increase the percentage of unaccompanied and separated children for whom a “best interests” process has been initiated.

(d) The basic needs of refugees and others of concern are met and essential services are provided without discrimination and with specific consideration to age, gender and physical condition

UNHCR together with partners – and in close collaboration with host communities – continued to assist governments to fulfil their obligations to provide for the scope of protection and assistance needs of refugees. For instance, UNHCR increased the level of enrolment to primary school in 2016 beyond regular annual enrolment (400,000 additional out-of-school children in 12 countries have been enrolled in primary school since 2012). UNHCR recorded an increase in the number of camps in which the mortality rate of children of concern under 5 years of age met acceptable standards.

(e) Refugees and others of concern, both men and women, participate equally within their communities and their self-reliance is promoted

UNHCR operations improved the participation of women in leadership structures in 31
refugee situations and three IDP situations, and maintained the existing level of participation in five refugee situations and two IDP situations. Refugee and community outreach volunteer networks were instrumental in ensuring women’s inclusion in participatory assessments and community mobilization. UNHCR continued to implement comprehensive strategies promoting the self-reliance of refugees and others of concern.

(f) Progress in finding durable solutions for refugees supported by sustained international cooperation

In 2016, UNHCR worked closely with host governments and communities to further a gradual inclusion of refugees into host country systems and structures. Collaboration was also carried out with other agencies and national actors to improve return conditions in countries of return, including Cote d’Ivoire, Mali, Afghanistan, Somalia, Colombia and Myanmar.

Conditions for voluntary repatriation continued to be challenging in 2016 with the main challenge being the absence of conditions conducive to return in the country of origin. 2016 was an exceptional year for UNHCR resettlement with a projected record 150,000 person submissions* to 37 states engaged in resettlement and related humanitarian pathways involving UNHCR referrals. Driven by unprecedented state interest to increase quotas or establish new programs, in 2016, UNHCR significantly scaled up its global resettlement capacity in order to meet growing resettlement opportunities. A significant milestone has been the submission of more than 151,300 Syrian refugees for resettlement and humanitarian admission since 2013. In addition, over 78,100 refugees from Democratic Republic of Congo have been submitted since the launch of the group processing in 2012.

(g) Strengthened partnership and emergency-response capacity to meet the needs of refugees and persons of concern

In 2016, UNHCR supported persons of concern in some 25 countries under UNHCR Level 2 and 3 emergency declarations and three IASC system-wide L3 emergencies. The Global Stock Management (GSM) maintained the capacity to provide Core Relief Items (CRIs) for some 600,000 persons of concern in simultaneous emergencies. For 95% of emergencies, the first delivery of protection and relief took place within three days from the onset. About 37% of UNHCR budget was implemented through partners in 2016. In total, 1237 UNHCR and partner staff were trained on emergency preparedness and response including 120 participants in the WEM and 33 participants in the SELP and Retreat for Representatives. Due to the high level of emergencies during 2016, the total number of appropriately trained staff deployed to emergencies has exceeded the target set for the biennium.
Highlights of Programme results

In 2016, UNRWA continued to provide assistance and protection to over five million registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, West Bank and the Gaza Strip through the delivery of primary and vocational education, health care, relief and social services, infrastructure and camp improvement, microfinance and humanitarian assistance. Despite security, access and logistical challenges posed by the war in the Syrian Arab Republic and persistent unrest in the occupied Palestinian territory, the Agency continued to deliver humanitarian assistance to over 1.2 million refugees. Immunization campaigns, implemented jointly with host authorities reached 99.7% coverage for infants below 12 months and 99.3% for children at 18 months. A total of 513,848 students were enrolled in UNRWA schools, 50.33 per cent of whom are girls. By the end of the reporting period, over 81,000 families had benefitted from UNRWA shelter repair, construction and reconstruction programming while Agency microfinance extended 39,161 loans to a total value of $37,898,797. Finally, significant progress was achieved in strengthening the protection response and with regard to protection mainstreaming across the Agency and external stakeholders. UNRWA has increasingly established itself as a credible voice to raise awareness on protection issues affecting Palestine refugees and to engage in advocacy interventions vis-à-vis relevant authorities and other stakeholders.

Challenges and lessons learned

The Agency continues to face a challenging operational context, particularly with the on-going crisis in Syria, its impact in Lebanon and to a lesser extent in Jordan, the ongoing blockade in Gaza and the occupation of the West Bank.

As the Education Programme moves from its old data management system to the new.

Limited resources continues to be the major challenge for the SSNP, and the freeze of the annual 3.5 per cent increase in the SSN ceiling since 2013 has negatively impacted the programme’s ability to provide for those assessed as abject poor. In Lebanon, the West Bank and Jordan, thousands remain on the wait list.

Unprecedentedly low levels of funding for the Agency’s oPt emergency operations were received in 2016. As a result, many critical activities were not implemented, further impacting Palestine refugee
living standards and coping capacities. It is vital that this reduction in funding is reversed in 2017 so that the Agency can meet the most urgent needs of those affected by the devastating effects of the protracted crisis in an effective and predictable manner.

Results achieved by Sub programmes

Subprogramme 1
A long and healthy life

In 2016, all UNRWA field offices except Syria remained below the WHO target rate of 25% for antibiotic prescriptions. Agency-wide, average daily medical consultations per doctor decreased while in the Syrian Arab Republic, access to primary health care services improved due to the addition of newly established UNRWA health facilities.

During the reporting period, the percentage of pregnant women who attended at least four antenatal care visits Agency-wide was 89.8% compared with 90.2% in 2015. This indicator mirrors the quality of care provided to pregnant women by ensuring the minimum number of visits required for adequate antenatal care. The Agency expects that the current high levels of coverage will be strengthened further in the future.

Throughout the year, a high vaccination coverage rate was maintained for infants under 12 months (99.7%) and children at 18 months (99.3%). Having had almost complete vaccination coverage for more than three decades has prevented the occurrence of vaccine-preventable disease outbreaks among infants and children, in addition to enhancing immunity among this vulnerable group of refugees.

By the end of 2016, close to 99.98% of shelters in camps across Lebanon, Jordan, Gaza and the West Bank were connected to official water networks. In addition, 95.75% were connected to a sewerage network, representing an 8.5% increase from Agency achievements in 2015 (from 87.3% to 95.75%). In Syria, accessible shelters in camps were connected to water and sewerage networks, however, due to the ongoing security situation and restricted access, no comprehensive assessment could be conducted. As data in this regard could not be accurately verified, Syria values have not been included in the Agency-wide calculation.

Subprogramme 2
Acquired knowledge and skills

For the first time since the 2011/12 school year, UNRWA was able to obtain and verify data related to drop-outs and repeaters in the Syrian Arab Republic. Agency-wide, elementary and preparatory cumulative drop-out rates for 2015/16 include Syria, although values excluding Syria are also reported.

During the 2015/16 school year, Agency-wide elementary cumulative drop-out rates (male and female aggregate) decreased from 1.46% (excluding Syria) in 2014/15 to 1.33%. When Syria is included the Agency-wide drop out decreases further to 1.25%. The Agency-wide preparatory cumulative drop-out rates (male and female aggregate) decreased from 3.23% (excluding Syria) in 2014/15 to 3.04%. When Syria is included, the Agency-wide drop out decreases further to 2.84%.

In 2016, UNRWA conducted two key education related studies -- the Classroom Observation Study and Monitoring of Learning Achievement Tests. The results, currently being analysed, will measure Agency-wide progress with regard to learning outcomes and teaching practices compared with 2013 and 2014 baseline studies. The Agency also

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1 This data is the final, verified data for the 2014/2015 school year; final calculations were completed in March 2016.
completed its final Education Reform Report, noting that ultimate test of the effectiveness of the reform design and implementation is education system level change where students drop out less frequently, do not repeat grades and learning outcomes improve; this leads to a more efficient and effective system. The key indicators of an efficient and effective system are: student drop out; student survival; co-efficient of internal efficiency (profiling internal efficiency of an educational system); and student achievement. In this regard, UNRWA registered gains across all of these indicators in all fields of Agency operation.

Subprogramme 3
A decent standard of living

In 2016, UNRWA transitioned from the provision of in-kind food assistance to the use of e-cards and/or cash transfers in Jordan, Lebanon and the West Bank. Regarded as a more effective way to extend basic assistance, this new distribution modality reduces administrative and distribution costs associated with the delivery of in-kind assistance and provides recipients with greater freedom of choice and access to a wider range of healthy food options. Currently, e-card assistance serves over 150,000 SSNP beneficiaries across Lebanon, Jordan and the West Bank. Overall, SSNP assistance has served to raise the most basic standard of living for more than 255,000 individuals.

In 2016, the percentage of SSNP beneficiaries who are abject poor increased from 58.6% to 62.4%. In this regard, significant progress was realised in increasing the percentage of the abject poor covered by the SSNP in the West Bank, from 37.7 per cent to 65 per cent of the total caseload. An assessment of the poverty levels of those receiving or waitlisted to receive SSNP assistance allowed the Agency to further prioritise the poorest of the poor. In 2017, a similar assessment will be conducted in Lebanon and Gaza, however, in Jordan, where 99.5% of SSNP beneficiaries are abject poor, an assessment will not be undertaken.

In Gaza, the provision of in-kind food assistance continues to be the primary means of extending relief to the poor. In keeping with an enhanced focus on healthy living, in 2016, UNRWA conducted a review of food basket provisions. Following a widely consultative process, the Agency revised basket contents to better respond to health and nutritional values, product availability and logistics practicalities while being mindful of local food habits and public acceptance. The distribution of more varied and nutritious food baskets in Gaza began during the second quarter of the year for 98,000 SSNP beneficiaries. Due to the protracted emergency situation, the blockade, restrictions imposed on the economy and donor constraints, Gaza was not considered in the pilot transition to the e-card assistance distribution modality.

Under the current crisis conditions in Syria, poverty-based targeting through the SSNP cannot be implemented. The previous status-based Special Hardship caseload is maintained as part of the universal coverage provided through emergency assistance.

In 2016, Agency-wide female employment rates for graduates of the UNRWA technical vocational education and training (TVET) programme, excluding Syria, increased slightly to 76.28% for 2015 graduates in comparison with 2014 graduates where the figure was 77.26%. Male Agency-wide employment rates increased from 80.14% for 2014 TVET graduates to 87.58% for 2015 graduates, excluding Syria. Agency-wide female employment rates for TVET graduates,
including Syria, decreased slightly from 76.06% for 2014 graduates to 75.28% for 2015 graduates. Agency-wide male employment rates for TVET graduates, including Syria, increased from 79.66% for 2014 graduates to 85.64% for 2015 graduates.

In 2016, Agency wide, shelters were rehabilitated for 449 families, including 275 families in Lebanon, 131 families in the West Bank, 24 in Jordan and 19 families in Gaza. In 2015, 1,026 shelters were rehabilitated for 1,040 families.

The UNRWA microfinance programme continues to operate as planned. During the reporting period, 39,161 loans valued at US$ 39,780,417, were issued, corresponding to a 2.5 per cent increase in the number of loans (38,193) and a 5 per cent increase in loan value (US$ 37,898,797) in comparison with results achieved in 2015. Overall, the programme has contributed to improving the income-generating activities of the marginalized groups, including Palestine refugees, women, youth and micro-entrepreneurs.

Subprogramme 4
Human rights enjoyed to the fullest

UNRWA has achieved significant progress in enhancing the understanding of protection across the Agency and among external stakeholders and in strengthening its protection response in view of the increasing protection challenges faced by Palestine refugees. The Protection Division was established at HQ in Amman in 2016 and all field offices now have fully operational protection teams. UNRWA has increasingly established itself as a credible voice to raise awareness on protection issues affecting Palestine refugees and to engage, either alone or in partnership with other protection actors, in advocacy interventions vis-à-vis relevant authorities and stakeholders. In 2016, UNRWA made numerous written and verbal interventions with duty bearers regarding protection issues. Agency-wide, 25.73% of interventions prompted a positive response in 2016, a decrease on the 33% positive response rate achieved in 2015, however, this is due to the difficult protection environment in which UNRWA operates.

UNRWA initiated a revised protection audit methodology at the end of 2016 that is currently being piloted. The objective of the new methodology is to provide a qualitative measurement of the degree of alignment of UNRWA installations with the Agency’s standards for mainstreaming protection across all aspects of programming and service delivery by applying a rating system. The new audit methodology also aims to identify structural and/or specific protection challenges which could subsequently be remedied by follow-up actions, as well as to identify practical ways in assisting field offices to implement UNRWA’s protection mandate.

In 2016, new inscriptions that met UNRWA standards of refugee registration reached 90.39 per cent for persons and the descendants of persons whose normal place of residence was Palestine during the period from 1 June 1946 to 15 May 1948 and who lost both home and the means of livelihood as a result of the 1948 conflict. This compares to 97 per cent in 2015 and 99 per cent in 2014. The 10 per cent of inscriptions that did not meet UNRWA standards in 2016 were either returned to the field because of a lack of sufficient documentation or were rejected due to procedural issues or the presence of an existing registration.
Highlights of Programme results

Under the direction of the Under-Secretary-General and Emergency Relief Coordinator, OCHA continued its operations in areas where emergency response was most required. This included response in growing crises in Nigeria and Ukraine and large-scale protracted crises, including in Afghanistan, the Democratic Republic of the Congo, Somalia, Sudan and Yemen. OCHA also hosted the World Humanitarian Summit which convened 9,000 participants from around the world to support a new shared Agenda for Humanity and take action to prevent and reduce human suffering. The Summit generated more than 3000 commitments to action and launched more than a dozen new partnerships and initiatives to turn the Agenda for Humanity into meaningful change for the world’s most vulnerable people. OCHA revamped its internal Financial Tracking Service (FTS) and data centre for greater efficiency. To ensure flow of humanitarian data and response, OCHA provided the Humanitarian Data Exchange (HDX) platform to the humanitarian community. The HDX gained traction with OCHA offices and users around the world. By the end of 2016, HDX hosted 4,000 datasets from over 200 partners working in humanitarian crises. Through advocacy, OCHA raised the awareness of humanitarian issues around the world by producing 43,000 media stories covering humanitarian issues.

Increased public engagement in humanitarian issues through social and broadcast media was evidenced by 110,000 new followers on OCHA corporate social media platforms. With the assistance of ISDR, Disaster loss databases were made functional in 90 countries around the world. Furthermore, in consultations with ISDR, 31 disaster risk reduction projects and programmes were funded by the governments and international the community.

Challenges and lessons

The average number of days between the circulation of a vacancy announcement and the selection of a candidate was 201 days compared with a target of 120 days. It is expected that the new centralized staffing and selection system introduced in 2016 will significantly shorten timelines.

There continues to be issues with the business intelligence capacity of Umoja, resulting in a great amount of staff time used to manually compile and produce reports. It is envisioned that further training and increased use of the system by users will alleviate this.

The pilot Inter Agency Humanitarian Evaluation reports have demonstrated that the time between
the L3 declaration and the final issuance of the evaluation report is too long. Therefore the IAHE Steering group is currently undertaken a review of the IAHE model to ensure more timely, efficient and impactful joint evaluations to the responses be managed in 2017 and beyond.

Results achieved by Executive Direction and Management

During 2016, OCHA implemented planned outputs planned within the established timelines. The average number of days between circulation of a vacancy and candidate selection took approximately 201 days. During the reporting period OCHA has been subject to 7 OIOS-led audits, 1 BoA audit and contributed to 4 JIU reviews. Internally, OCHA conducted a single evaluation and has synthesized findings from evaluations of the past Triennial (2014-2016). 56% of recommendations arising from these audits and reviews had been implemented by the end of 2016. Preparation for the 2016 report for the system-wide action plan for gender equality and the empowerment of women (UN-SWAP) is underway. The results will be reported in mid-2017. The target for the scorecard of gender parity for P5 level and above was achieved in 2016.

Results achieved by Sub programmes

Subprogramme 1
Policy and analysis

Little progress has been achieved in 2016. Reporting will be done in the second half of the biennium. However, the single outstanding recommendation from the inter-agency evaluation conducted for Typhoon Haiyan (2012) in the Philippines was successfully closed. The Evaluation Unit of OCHA, on behalf of the humanitarian community issued two IAHE reports in 2016: Evaluation of the response to the crisis in South Sudan and Evaluation for the response to the crisis in CAR. While the recommendations from the South Sudan IAHA were overtaken by events due to newly erupting violence the HCT in CAR is currently developing its management response to the evaluation. Through induction programs, workshops and retreats, 71 HCs and RCs were trained on protection of civilians, including Protection from Sexual Exploitation and Abuse and Sexual and Gender Based Violence. The target is to ensure that 120 HCs and RCs are trained by the end of the biennium. These efforts serve to ensure that both first-time and continuing RCs and HCs are aware of their role in protecting civilians.

Subprogramme 2
Coordination of humanitarian action and emergency response

Overall, significant progress was achieved in 2016. A majority of humanitarian country teams presented priority needs and objectives through an agreed upon strategic response plan and 64% of humanitarian coordinator-track positions, with a target of 80% by the end of 2017, were appointed from the interagency humanitarian coordinator pool.

From a sectoral perspective, funding across sectors is still unevenly distributed as only 3 sectors, Multi-sector, Food and Coordination, continued to be funded at least at 50% or more than their requirements. At the country level though, great strides were made in countries like Burundi, Iran and Iraq which obtained over 80% in HRP funding. By the end of 2016, only 24 Member States were contributing to inter-agency response and pooled funding mechanisms, which is a long way from the target of 80. 15% of strategic response plan’s funding requirements in protracted emergencies were funded compared to a biennial target of 30%. The effect is that OCHA’s primary internal surge
mechanism continued to be strained by emergencies declared in the previous biennium and, it is unlikely that supply will meet demand in the coming year.

61% of CERF rapid response grants were approved within three working days, against a set biennial target of 95%. The grant management system (GMS), and staff on short term surge deployment contributed to the progressive achievement of the expected accomplishment. For 40% of new or escalating emergencies, coordination staff members were deployed within seven days.

**Subprogramme 3**  
**Natural disaster risk reduction**

Commitment for the implementation of disaster risk reduction strategies is steadily increasing. 89 countries adopted development frameworks, policies and national programmes to implement disaster risk reduction strategies, surpassing the target of 65 countries. By the end of 2016, 135 countries reported on progress in the implementation of the post-2015 framework for disaster risk reduction. This surpassed the target of 100 countries.. The capacities for post-disaster recovery planning have been strengthened in this reporting period. 63 countries, compared to a target of 35 countries, incorporated disaster risk reduction activities into post-disaster recovery planning and operations. Disaster loss databases were made functional in 90 countries around the world. The biennial target for this indicator is 95 countries. Against a target of 35 programmes and projects, 38 disaster risk reduction programmes and projects were financed by Governments and the international community.

**Subprogramme 4**  
**Emergency support services**

53 United Nations Disaster Assessment and Coordination (UNDAC) members were deployed to affected countries within 48 hours in 2016. UNDAC is part of the international emergency response system for sudden-onset emergencies. International assistance was also provided to affected country within 48 hours of request for international assistance as targeted. Due to the increase in the number of declared L3 and Corporate emergencies in Iraq, Syria and Yemen, the demand for specialized profiles increased. These emergencies are the global humanitarian system’s classification for the response to the most severe, large-scale humanitarian crises. Delays were incurred due to long screening and selection processes. Generally though, 70% of staff members were deployed to new or escalating emergencies within seven days, compared with a biennial target of 90%. In the course of 2016, 10 country support missions have taken place to provide direct support in Emergency Response Preparedness (ERP) implementation. In addition to the ERP tool, a number of flash appeals and HRPs and HNOs were also produced in 2016. The UNDAC team also continued to actively reach out to other response networks including the Foreign Medical Team initiative. To strengthen these partnerships and to support capacity building efforts, disaster response simulation exercises were organized by OCHA. 10 interoperable international humanitarian response tools and services were adapted compared to a biennial target of 42.

**Subprogramme 5**  
**Humanitarian emergency information and advocacy**

OCHA enhanced awareness of and regard for humanitarian principles and concerns by putting out 43 000 print media stories by the end of 2016. The biennial target is 72,000 print media stories. OCHA also increased
public engagement in humanitarian issues through social and broadcast media. With a biennial target of 120,000 new followers, there were 110,100 new followers on OCHA corporate social media platforms from 1 January through 31 December 2016 (OCHA Twitter - 52,000 OCHA ERC Twitter - 11,100 and OCHA Facebook 47,000).
**Highlights of Programme results**

The Department of Public Information (DPI) continued to communicate the purposes and work of the United Nations to global audiences, making strategic use of traditional, social and digital media platforms in multiple languages. The Department played a leading role in the coordination of UN system-wide communications activities for the 2016 Summit on Refugees and Migrants, the entry into force of the Paris Agreement and the promotion of the Sustainable Development Goals. United Nations Information Centres expanded the reach and impact of these and other communications and outreach activities, including by producing and translating 4,800 information materials in 67 local languages, more than seventy per cent of the 6,500 target. In the course of the 2016 calendar year, the Department’s social media accounts on Facebook, Twitter, Weibo and Google+, among others, grew substantially to more than 25 million followers. In addition, the launch of the UN iLibrary and shop.un.org, an ecommerce site, resulted in 2,180,000 downloads and digital purchases of United Nations publications, more than seventy per cent of the biennial target of 3,010,000, expanding access to digital content produced by the United Nations.

**Challenges and lessons learned**

Social and digital media use by the Department has continued to grow. Setting performance goals remains challenging as the Department, along with the industry as a whole, is unable to predict the growth rate and popularity of different platforms. As the Department continues to play a leading role in the coordination of UN system-wide social media policy and activities, it has taken steps to use available analytical tools to gain a deeper understanding of the outcomes of its social media activities.
Results achieved by Executive Direction and Management

The Department effectively managed its strategic communications and public information programmes and delivered services in a timely and efficient manner. As part of its systematic evaluation, the Department maintained its practice of providing training workshops and tutorials for subprogramme focal points on programme performance monitoring to ensure accurate and regular reporting. The Department submitted all of its pre-session documentation, including the reports of the Secretary-General and documentation for the Committee on Information and the Special Political and Decolonization Committee, on or before the required deadlines. The 100 per cent rate of compliance was made possible by identifying and maintaining agreed in-advance timelines with subprogramme focal points. The United Nations Communications Group, a United Nations system-wide network led by the Department, remains a central platform for planning and coordinating communications across the UN system on major initiatives and crises. The Group held its annual meeting at the principals level in Vienna in 2016. Ninety-four per cent of the respondents to a satisfaction survey indicated that participants agreed that the annual principals’ meetings were relevant to their organizations’ activities, against a biennial target of 88 per cent. Participants moreover commended the annual principals’ meeting organized and led by the Department, for providing practical knowledge-sharing and networking opportunities, which were beneficial to their organizations.

Results achieved by Sub programmes

Subprogramme 1
Strategic communications services

During 2016, the subprogramme’s media outreach was extensive and focused on communications activities related to the promotion of the Sustainable Development Goals; securing the entry into force of the Paris Agreement on climate change and the Climate Change Conference in Marrakech; and activities for the 2016 UN Summit for Refugees and Migrants. A total of 1,344 media clippings were analyzed for the Summit, revealing that the United Nations remains an effective driver of media coverage on key priority issues. Of the 1,344 media clippings, 48 per cent carried at least one UN key message, slightly below the biennial target of 55%. Interest in United Nations activities on social media continued to show steady growth. The followers of the United Nations on mainstream platforms in all six official languages (i.e. Facebook, Twitter, Weibo and Google+) numbered more than 25 million, surpassing the biennial target. Throughout the year, the Department used its multilingual social media accounts to engage with audiences in unprecedented numbers, broadening the reach of United Nations messages. For example, during the opening of the United Nations General Assembly in September 2016, the accounts in English alone generated 908,000 engagements (including comments, likes and retweets), gained 92,100 followers and reached 656 million users. Meanwhile, briefing surveys conducted by all 59 operational UNICs in 2016 showed that participants’ improved understanding of the UN reached 92 per cent, exceeding the target of 75 per cent. UNIC websites continued to be effective tools for communicating information about the UN: there was an average of 1.1 million monthly website visitors/users to all UNIC sites and to the global UNIC website, reaching seventy-three per cent of the biennial target of 1.5 million.
Subprogramme 2
News services

During the biennium, the subprogramme increased its reach to media organizations by establishing partnerships with 1,090 radio and television networks in 159 countries and territories, surpassing the established target. While maintaining an emphasis on traditional media, the subprogramme continued to expand its reach to new and younger audiences through its multilingual social media platforms. By doing so, the subprogramme met its target to increase the number of users of Internet-based United Nations products overall and per official language. For example, video views on social media increased from 500 million in 2015 to 1,000 million overall in 2016. As the popularity of video has increased, the number of social media views of photos has remained the same and is likely to fall short of the target, owing to an over-estimation of views that was based on the exceptionally high performance level in the past biennium, which saw high-level events in September 2015 related to the 70th anniversary of the United Nations and the Papal visit. The average monthly visitors both to www.un.org and the UN News Centre websites meanwhile surpassed their targets, as did the number of internet downloads of radio and television programmes and high-resolution photographs.

The subprogramme also met its target to produce and distribute 88 per cent of outputs on or before required deadlines. 100 per cent of live coverage of United Nations television, photo coverage, and news reports of meetings and events at Headquarters were distributed on the same day; and press releases of UN meetings continued to be distributed or posted within two hours of the end of meetings.

Subprogramme 3
Outreach and knowledge services

The Outreach Division engaged with new audiences by increasing its partnerships to 1,559 United Nations entities and external organizations, against a biennial target of 1,820 partnerships, and by increasing the number of associated non-governmental organizations (NGOs) from developing countries and countries with economies in transition to 248, against a biennial target of 245. The number of visitors of the relevant websites increased to more than 347,600 on average per month, surpassing the established target of 219,000 average monthly visitors. The subprogramme increased its number of social media followers/fans to nearly 1912,000, about 62 per cent of its target of 304,800 for the biennium. Downloads and digital purchases of United Nations publications reached 2,180,0000, against a biennial target of 3,010,000 downloads, largely owing to the launch during the reporting period of the United Nations iLibrary and shop.un.org, an ecommerce site. The United Nations Academic Impact maintained direct and indirect partnerships with Member States and educational institutions, and the Creative Community Outreach Initiative expanded partnerships with the entertainment industry and the creative community in support of the work of the UN. The UN Intranet-iSeek continued to provide a solid platform for global and local information for UN staff worldwide. The average number of monthly sessions to iSeek and delegate reached more than 898,300, 68 per cent of the 1,325,000 target for the biennium. The new capabilities of the iSeek Drupal platform allowed the flexibility to localize content and make other improvement, and the intranet at ESCWA was fully migrated to iSeek in November 2016.
The Dag Hammarskjold Library continued to enhance its services and knowledge products to clients. Online services of the Library had nearly 1,625,000 visits by December 2016, which was slightly higher than expected, reaching 61 per cent of its target of 2,650,000 visits. This is attributed to the redesign of the Library website, including new content in 6 languages, that was heavily promoted through social media in 2016. The percentage of missions served by the Library reached 81 per cent, surpassing the biennium target of 73 per cent. The percentage of Secretariat units served by the Library reached 39 per cent, against the biennium target of 50 per cent. This figure is expected to rise and reach the target for the biennium, once current system migrations have been completed and all the data are available. The average satisfaction rating of key Library stakeholders was 9 out of 10, surpassing the target of 8.5.
Highlights of Programme results

The Office of the Under-Secretary-General for Management provided leadership and oversight to ensure timely and client-focused delivery of administrative services, as well as to enhance efficiency, transparency, and informed decision-making. In advancing the Secretary-General’s management reform initiatives, the Office provided strategic direction and guidance on Umoja, Mobility, the ICT Strategy, the Global Service Delivery Model, and finalization of the Capital Master Plan. Umoja standardized and automated business processes across its global operations and embraced international best practices in financial accounting and reporting. As of November 2016, Umoja has been deployed across the global United Nations Secretariat and is now in use at more than 400 locations, with more than 50,000 users. The Office played a critical leadership role in ensuring the successful deployment and stabilization of the Umoja solution across the Global Secretariat. The Office continued its efforts to improve transparency and strengthen accountability through, inter alia, maintaining a strong relationship with the oversight bodies; supporting the work of the Management Committee and the Management Performance Board; coordinating the preparation of the senior managers’ compacts; and acting as the focal point for Enterprise Risk Management in the Secretariat.

Challenges and lessons learned

As part of the Umoja stabilization process, improvement needs have been identified by the post-implementation review task force, and potential gaps have been identified in the implementation processes through ongoing consultation with process owners and end users. These have been and are being systematically addressed. Lessons learned from the previous rollouts of Umoja have been integrated into the preparation for the next phases of the project.

The simultaneous implementation of the Secretary-General’s transformation agenda (IPSAS, Umoja, ICT Strategy, Mobility, Global Service Delivery Model, etc.) has placed a huge demand on the same group of staff members who would ordinarily also be involved in implementing oversight bodies’ recommendations. The Administration has noted the need to avoid simultaneous implementation of major projects. Possible synergies and challenges are being sought at three levels: (1) development and preparatory stage, (2) the intergovernmental processes, and (3) implementation stage. In planning the implementation, proper attention needs to be afforded to ensuring that timelines take into account the limited resources available so as to avoid staff ‘burnout’ and ensure a successful and effective implementation.
In terms of improving transparency and strengthening accountability, the Office engages with a wide network of partners and focal points to implement enterprise risk management, respond to oversight body recommendations, and report on the Secretariat’s performance through the biennial Programme Performance Report. An ongoing challenge is to develop and maintain the necessary skills among these focal points as their turnover rate is high. To address this challenge, the Office continues to deliver in-person and on-line training in each of the respective areas.

Results achieved by Executive Direction and Management

The Office of the Under-Secretary-General for Management successfully carried out its oversight role in ensuring that the Department met scheduled milestones for management reform initiatives, including Umoja, Mobility, the Global Service Delivery Model, and completion of the Capital Master Plan. As the Umoja solution was still in its implementation and stabilization phase in 2016, the scheduled client survey was postponed to avoid data distortion on respondents’ assessments. This client survey will be conducted in 2017.

To facilitate communication and information-sharing among senior management and administrative officials at all duty stations, the Office conducted 17 meetings with the executive officers (biennial target: 21) and 68 meetings with managers, through Working Groups and Steering Committees (biennial target: 19). Policy coherence in the management of the activities of the United Nations was enhanced through such mechanisms as the United Nations system-wide cooperation in the High-Level Committee on Management and the Chief Executives Board for Coordination, monthly meetings with all executive officers stationed in New York, and the provision of support to the Management Committee.

Results achieved by Sub programmes

Component 1
Management services

As of 31 December 2016, all but one senior manager’s performance assessment were completed and reviewed by the Management Performance Board and reported to the Secretary-General along with an aggregate-level analysis of performance.

The Office of the Under-Secretary-General for Management continued its strong relationship with the oversight bodies and its coordination of the Administration’s responses on the implementation of oversight bodies’ recommendations, including those related to strengthening accountability. The indicator of achievement for the number of recommendations implemented by the Secretariat was set as an implementation rate of 75 per cent. In its report for the period ended 30 June 2016 (A/71/337 (Part I/Add.1/Rev.1)), the Office of Internal Oversight Services indicated that the Administration had implemented 56 per cent of its recommendations issued during the previous calendar year. In his report on implementation of the recommendations of the Board of Auditors on United Nations peacekeeping operations for the year ended 30 June 2016 (A/71/5 (Vol. II)), the Board of Auditors reported that
Administration had implemented 81 per cent of all recommendations issued over the last three financial periods and an additional 7 per cent had been overtaken by events.

The Headquarters Committee on Contracts (HCC) reviewed 513 cases with an average processing time of 3.8 days, which was significantly lower than its target of seven business days. The Headquarters Property Survey Board reviewed 345 cases (biennial target - 510 cases) while awaiting revised delegations on property disposal.

Component 2
Enterprise resource planning project

The indicator of achievement for business processes designed or re-engineered in full compliance with regulations, rules, policies and procedures was set as 100 per cent. By the end of 2016, Umoja deployed 122 Foundation, 66 UE1, and 2 UE2 (preventive maintenance) processes - 61% of total processes.

Overall, the production support model has worked well with the stabilization phase being within the norms for deployments of this size and complexity.

The early indication of the post stabilization period (beginning December 2016) is that the number of tickets escalated to Umoja (Tier 3) is decreasing. In this regard, in 2016, the number of users supported averaged one service request per 44 users monthly, which exceeded the biennial target of one service request per 40.5 users monthly. Based on the efforts of the Umoja Project during the stabilization period, specifically improvements to the User Access Provisioning process, we project that the number of service requests escalated to Umoja (Tier 3), will continue to decline in 2017.

However, the average amount of hours required to resolve a high-level service request or incident in 2016 was 134 hours (compared with the biennial target level of 48 hours). This is mainly due to a continued shortage of Tier 3 skilled personnel to quickly clear the backlog, given the competing demands for Umoja Extension 2, International Civil Service, and Human Resource Projects.

Component 3
Management evaluation component of the administration of justice

Requests for Management Evaluation were completed within the statutory timeframes in 77 per cent of the cases submitted and closed by 31 December 2016. However, removing those cases in which completion of the process was delayed due to efforts at arriving at an informal resolution to avoid the matter going further, the MEU completed 90 per cent of cases within the statutory timeframe.

Of the cases submitted and closed by 31 December 2016, the number of improper or incorrect decisions within the various offices and departments of the Secretariat has remained steady at 11 per cent (biennial target - 12 per cent).

As of 1 January 2016, about 25 per cent of the cases filed in 2014 and 2015 proceeded to the Dispute Tribunal. This percentage, which is below the baseline for the biennium, is particularly significant in respect of 2014, given the considerably larger caseload pertaining to that year. About 15 percent of the cases submitted in 2014 and 2015 respectively were resolved informally at the management evaluation stage, which contributed to limiting the number of cases proceeding to the dispute tribunal.

Component 4
Services to the Fifth Committee of the
General Assembly and to the Committee for Programme and Coordination

The meetings of the Fifth Committee and the Committee for Programme and Coordination (CPC) were conducted according to the programmes of work, i.e., in a timely, orderly and procedurally correct manner. Targets were met for the preparation and dissemination of the programmes of work and for the submission of final reports. Surveys conducted to evaluate the services of the Secretariat of the Committees show satisfaction rates of 98.5 per cent for the 70th Session of the Fifth Committee and 97.9 per cent for the 56th Session of the CPC, with the remaining responses being neutral. Zero complaints were received in the first twelve months of the biennium 2016-2017.
Highlights of Programme results

The Office completed the IPSAS-compliant financial statements for the United Nations Volume I for 2014-2015 and for Vol II 2015/16 using Umoja. The Financial statements received an unqualified opinion from the Board for Auditors. The Office made further progress on the sustainability of IPSAS compliance and further improved integrity of financial data since the data presented is comprehensive and detailed, especially for real estate, equipment, inventories and intangible assets. The Office started work to implement the Statement of Internal Controls project on an annual basis, beginning with peacekeeping operations for the 2016/2017 fiscal year, based on the conceptual framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Office involved all Departments in the design of the new Umoja budget formulation tool to ensure a client-friendly budget formulation process. The percentage of payments processed within 30 days of receipt of all appropriate documents remained at 90 per cent in line with the biennial target. Terms and conditions of several insurance policies have been improved, thus increasing benefits for the Organization. As at 31 December 2016, liabilities for troop and formed police costs were less than 3 months for the 14 active peacekeeping operations for which troop/formed police cost reimbursements are made.

Challenges and lessons learned

The deployment of Umoja across the Secretariat has been a major opportunity and challenge for the Office, which is responsible for more than 60 per cent of all Umoja processes. The final phase of the deployment of the Umoja budget formulation module is underway and is expected to provide much needed synergies in the budget formulation and implementation process. A major challenge in issuing the financial statements using Umoja was overcome by carefully discussing and documenting the financial statements preparation process and the underlying batches, interfaces and control points with all stakeholders.
Results achieved by Executive Direction and Management

Audit observations on financial matters referred, in general, to minor issues, indicating that effective internal financial controls are in place. The Office of the Controller continues to provide effective financial management by addressing audit recommendations issued by the oversight bodies, closely monitoring the exercise of delegations of financial authority and ensuring that qualified and experienced staff members are designated and ensuring that executive agencies, host country and framework agreements entered into by the United Nations meet financial standards for approval and are executed in accordance with financial regulations and rules. The Office provides timely advice and assistance to client departments and offices on the implementation of the financial regulations and rules.

All requests for clearance of donor, executing agencies, host country and framework agreements that are submitted to the Office of the Controller for review and approval are processed, cleared and/or signed by the Controller within 6.5 business days from the day of receipt, provided that the requests are complete, accurate, in compliance with the regulatory framework of the Organization and do not require additional re-works with the requesting office/department. The Office continues to improve its services to Secretariat offices, offices away from Headquarters and peacekeeping missions on financial matters. For example, the Office has implemented functional delegation of authority to Directors of Administration of OAHs and DMS/CMS at peacekeeping missions. The Office of the Controller continues to streamline policies and guidelines to clients, based on close collaboration with departments and Offices, with focus on defining the derived benefits from the two large transformational projects, IPSAS and Umoja. The Administrative Instruction on Delegation of authority in the administration of the financial rules was revised (ST/Al/2016/7).

Results achieved by Sub programmes

Component 1
Programme planning and budgeting

Increased percentage of positive responses received, including through evaluation surveys, from Member States on transparency and on the dialogue undertaken by the Secretariat in the preparation of the biennial programme plan, the programme budget, and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals, in accordance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluations and the relevant General assembly resolutions.

Component 2
Financial services relating to peacekeeping operations

As at 31 December 2016, 92 percent of reports were submitted by the documentation deadlines, which was a decrease as compared to the target of 97 percent. Three of 39 reports were submitted after the target date owing to the necessity for extensive consultations. As at 31 December 2016, liabilities for troop and formed police costs were less than 3 months for the 14 active peacekeeping operations for which troop/formed police cost reimbursements are made, meeting the biennial target of 3 months. This also shows
an improvement compared to 31 December 2015, at which point payments were less than 3 months for 13 out of 14 active peacekeeping operations for which troop/formed police cost reimbursements are made. Troop/formed police costs were paid up and up to July 2014 for MINURSO.

**Component 3**  
**Accounting, contributions and financial reporting**

The Office prepared IPSAS-compliant United Nations financial statements for UN Volume 1 for 2015 within the agreed upon time frame of 31 May 2016. The conversion to Umoja in May 2015 for Cluster 3 entities and November for Cluster 4 entities resulted in an unprecedented level of complexity to consolidate transactions in the legacy IMIS system with those in Umoja. In turn, this required arduous efforts by the Financial Reporting Service to ensure consolidated data was accurate. The 2015 financial statements received an unqualified audit opinion. At the time of this report, the 2016 financial statements have been completed and submitted to the Board of Auditor on time on 31 March 2017. Terms and conditions of multiple policies were improved by streamlining the policy administration requirements; increasing policy limits at minimal or no additional cost; and placing multi-year programmes in order to lock in favourable rates. IDS continues to increase outreach initiatives to attract new insurance markets thus allowing competitive pricing. The outreach initiative allowed us to replace the incumbent insurer, who historically was the only lead insurer that quoted for the Cash in Transit policy resulting in favourable pricing and enhanced coverage. In addition, favourable renewals were completed for the Malicious Acts Insurance programme as well as the Cargo insurance policies despite unfavourable loss history and increased exposure under these programmes. All monthly reports were issued on a timely basis, 12 reports in 2016 compared to 12 reports in 2015. All pre-session documentation related to the scale of assessments and financing of peacekeeping were submitted in full compliance with documentation deadlines, same as last period.

**Component 4**  
**Treasury services**

Performance exceeded the benchmark in the United States dollar investment pool with a rate of a return of 0.88% vs the benchmark of 0.29%. This was achieved while meeting all the liquidity requirements of all clients; funds were available to meet obligations 100% of the time and all items in the investment portfolio registered on-time receipt of principal and interest. The pool outperformed the market while observing United Nations Treasury policies. There were zero cash loss incidents. The Office achieved full implementation and operation of the House Bank structure in Umoja that allows for central oversight and visibility of all of the UN’s bank accounts on a daily basis. The new visibility provides the Organization with a clearer view of actual currency usage, cash positions and exposures to banks worldwide. This information permits the Organization to be more efficient in managing various financial risks such as currency exposure and counterparty credit risk. Cash management, fund balance and cash reporting are all improved as a result. The new payment model reduces dependencies on bank proprietary payment systems and relies on a centralized UN SWIFT and SAP infrastructure for all payments. The United Nations had over five hundred bank accounts, which has been reduced by approximately two hundred bank accounts as a result of Umoja implementation.
Component 5  
Financial information operations

The Financial Information Operations Service maintained its committed availability levels. In addition, due to the implementation of Umoja and the commitment of OPPBA to the project, FIOS continued to have approximately 20% of all staff directly assigned to the Umoja team on their own posts as "free" resources contributing to Umoja, while at the same time being required to continue to support all existing processes and systems support for Headquarters operations. In addition, FIOS has now taken over support of a number of functions from the Umoja team as the project moves to the next implementation phase of UE2.
Highlights of Programme results

The new staff selection and managed mobility system was launched in January 2016 with Political, Peace and Humanitarian Network (POLNET) being the first job network going live. Information and Telecommunication Technology Network (ITECNET) will be rolled out in 2017. Additionally, the pilot of the use of Internet-based preselection tests was continued as it has proven to be an effective tool when applied to job openings drawing a high volume of applicants. It is expected that the expanded use of preselection tests could further reduce the length of the recruitment timeline. Finally, in support of increasing access to learning programmes, OHRM now administers all core learning programmes through the enterprise learning management system (LMS) module in Inspira. This registration and hosting platform, for both the centrally coordinated programmes and Umoja learning programmes, is now deployed in all offices away from Headquarters and will be fully deployed to field duty stations by early 2017, enabling improved tracking of learning programme participation.

Challenges and lessons learned

OHRM is reviewing the processes and relevant policies to expedite the recruitment process while developing measures to increase recruitment of nationals from unrepresented and underrepresented Member States. A new gender strategy is being developed to achieve gender parity at all levels. The new mobility framework introduced some major changes and there are some policy and process changes needed to improve the system after the experience of a year of implementation. OHRM is improving the reporting of work-related incidents, sick leave and medical evacuations with implementation of the Occupational Health policy. At the beginning with the reporting accuracy progresses the numbers for sick leave days, work-related incidents and medical evacuations are expected to increase.
Results achieved by Executive Direction and Management

During the first reporting period, the Office issued 23 improvements (biennial target 16) to the human resources management policies including Secretary-General's bulletins, administrative instructions and information circulars. All programmed quantifiable outputs are in progress.

Results achieved by Sub programmes

Component 1
Policy

In 2016 7 administrative instructions were issued in support of the new compensation package adopted by the General Assembly in its resolution 70/244 including those on introduction of the new mobility incentive, dependency allowances, and rental subsidy. This included extensive consultation with United Nations agencies, funds and programmes. The terms of reference of the Office of the United Nations Ombudsman and a variety of other policy documents were issued. In addition, in support of the roll out of Umoja, decisions were taken on human resources policies. Action was initiated within 90 days for all cases referred to OHRM for action. In total, 23 administrative issuances were issued in 2016 which has reached approximately 150% of the target for the biennium.

Component 2
Strategic planning and staffing

The representation of women in the Secretariat for regular budget posts in the Professional and higher categories, increased from 46.75% in 2015 to 48.29% in 2016. However, the progress in increasing the percentage of candidates selected from unrepresented and underrepresented countries was not as expected (in 2016 there was a decrease as compared to the previous biennium, from 34.7% to 29.4%), and OHRM is exploring options for measures that will increase the percentage in 2017 and beyond. Despite efforts made, the rate of placement of successful candidates from the Young Professionals Programme for P-1 and P-2 positions in the Secretariat has been lower than expected (79.2% in 2016 compared to a target of 86%) as the number of vacant positions at the P-2 level was lower than projected, partly due to the abolition of a number of P-2 positions in the programme budget for 2016-2017.

The recruitment timeline under the new staff selection has been reduced to about 180 days for post-specific job openings (PSJOs) and to 65-70 days for recruit from roster (RFR) job openings, while the recruitment timeline under the current staff selection system has not been reduced.

132 staff members participated in the first managed mobility exercise and 56 in the second one. For the former, 38 placement decisions were made (35 of those were geographical changes), and in the latter, the process is on-going.

Component 3
Learning, development and human resources services

There has been an increase in the availability of online learning opportunities throughout the Secretariat and across most centrally coordinated programmes. For example, by launching the Global Induction Platform, to provide just in time learning for new staff, LDSD has reached 892 staff, which is almost double the target of 450 for orientation programmes. In 2016 the programme has also been working on establishing a process to conduct a large staff engagement survey.
across all Secretariat staff. The survey will go live in 2017. The increasing trend of staff members meeting the minimum target of five days of training per year indicates that the concept has firmly taken hold in the Secretariat, as over 88% of staff reported that they attended the target training days. Completion of the performance management process continues to increase from 2015, although it was one percentage point less than the target.

Currently a total of 569 staff members have been trained and certified as Family Focal Points and Call Centre Volunteers well in excess of the targeted 450 for the biennium. During the reporting period, the programme trained staff members in UNOV, UNMIK, UNTSO, UNSCO, UNWRA, as well as UNDP in Addis Ababa to become FFP & CCV. Since these staff volunteers contribute to the individual duty stations’ capacity in responding to emergency events and staff emergency preparedness and their training is high in demand, additional "train the trainer" sessions have also been successfully launched in 2016 in UNON.

Component 4
Medical services

During this period, there were 582 work-related incidents that resulted in illness or injury, a reduction of 1.9 days (per 100 personnel for the year) of sick leave due to work related incidents, and an increase of 16 duty stations (vs target of 18 duty stations by the end of the current biennium) with an approved medical component in their mass casualty incident plans (compare with 6 duty stations in the last biennium). There was also an improvement (97.33% vs target of 95%) in the level of satisfaction expressed by clients regarding services provided, and an improvement (94.3% vs target of 95%) in the level of satisfaction expressed by field medical staff regarding advice and support provided. The period also witnessed a reduction (6.57 days vs target days of 7.4) in the number of sick leave due to illness or injury and an increase in the number of medical evacuations 16.2 vs 5 (per staff member per annum)
Highlights of Programme results

During 2016, the Office of Central Support Services promoted the continued efficient and effective functioning of the Secretariat and offices away from Headquarters with regard to management of office and conference facilities, property management, travel and transportation services, mail and pouch operations, archives management and procurement. Client survey results demonstrated that 95 per cent of clients believe services were provided in a timely manner, thus exceeding the target of 85 per cent. The Office improved both the quality and timeliness of its service provision; published Guidelines for the Management of Construction Projects for offices away from Headquarters and; achieved savings related to travel by negotiating airline discounts and increasing the percentage of tickets purchased two weeks in advance. In addition, Mail and Pouch service software was upgraded and now allows real-time mail and pouch tracking. The percentage of on-schedule deliveries has been increased.

Challenges and lessons learned

Response rates of surveys in different areas vary. The issue of low response rate in some areas (in particular PD and FMS and some parts of CAS) will have to be addressed.

Enhanced and timely coordination with counterparts was crucial for the timely submission of reports. In particular with respect to co-owned reports, such as the report on the progress on the construction of a new facility for the International Residual Mechanism for Criminal Tribunals, Arusha Branch, which was submitted a few days after the slotted date. Even though the overall result was improved the coordination of the submissions from the offices contributing information and timeliness of
Results achieved by Executive Direction & Management

The Office of Central Support Services effectively exceeded its goals in ensuring efficient and effective support for substantive programmes in the areas of procurement, facilities management, archives, mail operations, records management and the management of commercial activities. Survey results demonstrated that 95 per cent of clients believe services were provided in a timely manner, exceeding the target of 85%. Five out of six reports (83.34 per cent) were submitted by the required deadline, thus so far, exceeding the target set in this respect.

Results achieved by Sub programmes

Subprogramme
Support services

Component 1
Facilities and commercial services

Facility management services were provided with enhanced quality and timeliness as 76% of all related work orders were addressed in time, providing beneficiaries with requested services in all areas of facility management and exceeding the target of 75%.

The Secretary-General submitted a progress report on the Strategic Capital Review (SCR) to the first resumed part of the GA70 (A/70/697), projecting capital requirements from 2015-2027. The report included a cost-benefit analysis of the approach to capital maintenance, which could save the Organisation approximately 30% over the present approach. OCSS also published the Guidelines for the Management of Construction Projects to OAH’s in January 2016. Six of seven duty stations (83 per cent against a biennial target of 90) submitted capital maintenance programmes for the 2018-19 biennium that were standardized and complete.

In close coordination with all stakeholders across the Organization, OCSS has reviewed the current property management policies, processes and roles to incorporate the new financial requirements as part of IPSAS. An ST/AI for the new property management as well as the revision of the Delegation of Property Management Authority were put in place. There have been no adverse audit observations with respect to these new frameworks.

OCSS achieved a 14.8 per cent savings in travel through a combination of negotiated air fare discounts and advance purchase of tickets against 21.0 per cent target.

Delivery is contingent on the implementation by OICT of the enterprise documents management solution (Unite Docs) in Secretariat offices in compliance with UN records management policy, in specific configuring records retention. To date 7 offices are using Unite Docs with records retention schedules. The following offices, ACABQ, OIOS/IAD, OIOS/ID, all EOs, JIM, DESA, and EOSG, have implemented Unite Docs with retention schedule in the reporting period which increased the number of users to 7 offices. Lower results are attributable to (a) lack of resources in the offices to develop office retention schedules; (b) lack of resources in OICT to configure the retention schedule into the offices’ Unite Docs implementation.

Continuing efforts had been made to enhance the timeliness and reliability of mail and pouch services. In keeping with the evolving shipping and tracking technology, the Section has upgraded the SendSuite Shipping and Tracking System (ITrack) to SendSuite Live (ITrack 2), which would allow realtime mail
and pouch tracking. With the upgraded version, participating Offices Away from Headquarters have now the capability to ship packages including diplomatic pouch using their contracted courier. This functionality was not available to OAHs in the previous version of iTrack. Test letters and packages were periodically injected into the mail and pouch shipments to monitor the timeliness and reliability of service. Surveys were conducted on a regular basis to obtain client feedback to further improve the mail and pouch services. Based on the courier’s monthly performance reports, the courier service was deemed reliable and exceeded its target of 90 per cent by achieving 91 per cent on time delivery rate. Such improvement can be attributable to the courier’s enhanced global network and increase in shipping destinations. The Section has executed and implemented two new service contracts this year. These contracts cover the domestic courier mail delivery services and the contracted messenger services for the outlying UN buildings.

Component 2
 Procurement services

97.3 per cent of survey respondents expressed satisfaction with the procurement service in 2016, compared with 99.1 per cent in 2014-2015. In 2016 OCSS achieved an average procurement case processing time of six weeks, which is lower than the 2014-2015 actual of 18 and the 2016-2017 target of 17 weeks. In addition, through effective debriefing of unsuccessful suppliers, the Procurement Division limited the number of vendor complaints to the Awards Review Board to two cases during this reporting period which is lower than the target of 20 complaints for the 2016-2017 biennium.

The number of vendors from different regions of the world eligible to be invited for tendering increased from 13,651 in 2014-2015 to 36,996 compared to the 2016-17 biennium target of 11,900. This substantial increase is due to the consolidation of various supplier rosters in a single, consolidated roster used by Umoja.

The Division notes that the strengthening of internal controls through measures including enhanced training and professionalization, compliance reviews, and the timely implementation of oversight recommendations has resulted in improved compliance with procurement policies, procedures and best practices and a corresponding reduction in the number of adverse findings in the procurement function. There were nine reported audit findings for 2016. [OCSS/PD: There were 9 reported audit findings for 2016, representing a reduction of 17% compared to the total number of 23 audit findings during the 2014-2015 biennium]

The total number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process increased from 1,938 for the 2014-2015 biennium to 2,837 for 2016, exceeding the target of 1,000 for the 2016-2017 biennium.

Component 3
 Business continuity

The UN Secretariat Headquarters reviewed and identified the essential and time-critical business services that have to be maintained in an emergency situation. A new methodology for Business Continuity Management was developed that will be tested and implemented in 2017. [OCSS/BCM: The UN Secretariat Headquarters reviewed and identified the essential and time-critical business services that have to be maintained in an emergency...
situation. A new methodology for Business Continuity Management was developed that will enhance UN Headquarters’ capacity to respond to disruptions and crisis events. In 2016, UN HQ was able to maintain 100% of the time-critical business services in 100% of the cases - therefore performed much better than required by the indicator (to start recovery within 24 hours). 60 % of the designated Departmental Focal Points for Business Continuity from 90% of UN HQ’s departments’ were trained in business continuity management to enable them to facilitate the planning of business continuity within their departments. A simulation exercise for the governing bodies of the ORMS will be conducted after the departmental BCPs are finalised in late April 2017.
Highlights of Programme results

In close collaboration with stakeholders, significant progress has been made in leveraging technology to support the work of the United Nations. Standards for analytics and business intelligence systems and data are being established to ensure access to and the integrity of information across United Nations programmes. Significant improvements have been made in managing the development of applications and in harmonizing existing applications. OICT has implemented the 10-Point Action Plan to strengthen information security and continues to establish a strong capacity to support global information security requirements. Deployment and upgrading of security infrastructure components to prevent and respond to cyberattacks is in progress resulting in increased capability for effective monitoring of ICT assets and data and for addressing attempted intrusions and policy violations. Major systems have been moved to the Enterprise Data Centres, such as Umoja, iNeed, domain name services, directory services, Unite Identity, Exchange/Office 365 hybrid, e-mail security gateways, shared database farms, Unite Docs, Unite Connections, EarthMed, Cosmos, COMET and the Field Support Suite. Analysis of data resulted in a joint project to establish the global wide-area network, the “One United Nations” network, by merging established systems of OICT and the Department of Field Support. The “One United Nations” network allows for a centralized monitoring function, supports infrastructure and further facilitates standardization. Providing around-the-clock support, the Unite Service Desk established a unified help desk that serves as a single point of contact for troubleshooting enterprise applications.

Challenges and lessons learned

Fragmentation and a highly decentralized approach to ICT threaten to prevent consolidation and outsourcing of ICT and ultimately prevent efficiency, simplification and devolution of authority from being realized. Information security continues to be a significant priority for the Organization and without full compliance and central control, the United Nations, continues to be exposed to harm. The Organization as a whole should leverage technology to serve as a catalyst and enabler.
Results achieved by Executive Direction and Management

The Enterprise Project Management Office ensures ICT key projects and performance are monitored effectively. The Project Management Board and Architecture Review Board meet monthly to review project changes, critical risks and other issues.

In 2016, OICT increased its support to strategic enterprise information and communications technology initiatives and also increased its central control over issues relating to information and communications technology, resource management, standards, security, architecture, policies and guidance by the Chief Information Technology Officer. The progress achieved was to the extent of about 80 per cent against the target of 100 per cent. All strategic initiatives for ICT are tracked through monthly meetings to ensure successful execution and deployment. A project management board, established as the decision making body, reviews proposals for changes to project timeline, scope and budget. In addition, monthly Architect Review Board meetings are held to address matters of concern.

Entities throughout the Secretariat and UN system collaborated to develop policies, and to share contracts, services and standards; the collaboration between OICT and the Department of Field Support was particularly productive. Working closely with ICT units across the Secretariat, OICT has issued a comprehensive body of policies that cover a range of ICT management topics.

A total of 6 (biennial target: 15) common policies, contracts, shared services, and technology standards were agreed in collaboration with other United Nations Common System organizations through forums such as those established through the United Nations Chief Executives Board for Coordination. OICT continues to collaborate and coordinate with entities throughout the Secretariat and UN Common system on developing policies, and sharing of contracts and services and standards.

Results achieved by Sub programmes

Subprogramme
Information and communications technology strategic management and coordination

The Chief Information Technology Officer leads all ICT activities globally and has issued guidelines, established the balance between operational freedom and central control, and strengthened governance globally. In 2016, OICT achieved 60 per cent progress (against a biennial target of 100 per cent) in increasing the number of Organization-wide models and frameworks that together constitute effective technology management structures. Compliance function was established through self-assessments carried out by the whole Secretariat.

Major enterprise systems have been strengthened and moved to Enterprise Data Centres and the ICT strategy is strengthening alignment of technology. OICT increased coherence of technology management structures, inclusive of all offices, departments, economic commissions, tribunals and field missions of the United Nations and achieved about 40 per cent progress against the biennial target of 100 per cent. Application harmonization is underway and enterprise systems are being moved to Enterprise Data Centres for hosting. Furthermore, disaster recovery has been implemented for 70 per cent of critical systems.

Progress was made in developing tools to facilitate the work of Member States. Enterprise Search is in use by Member States.
and the portable ODS has been provided to support an increasingly mobile workforce while Unite Connections has been implemented for Member States to support collaboration. OICT also made significant progress in the development of tools to inform policy decisions amongst Member States, enabling a multi-dimensional analysis of development across economic, social and environmental factors.

The business intelligence user community has access to three standardised BI front-end tools: SAP Business Objects, Qlik and Tableau. Standard ETL (extract, transform, and load) tools for business intelligence are defined and available, which represents 75 per cent progress against the target of 100 per cent for the biennium in establishing standards for analytics and business intelligence systems and data. A reduction of 10 per cent was achieved in the use of non-standard analytics and business intelligence software. Collaboration with clients such as DGACM, DPKO, and DESA has led to increased use of standard BI software. Proof-of-Concept for consolidation of DGACM gData into standard technology is also complete. In addition, OICT, in collaboration with partners, formulated and ratified data governance documents based on industry standards and practice, and developed new Umoja BI folder structure plan, representing 25 per cent progress (against the biennial target of the 50 per cent) in increasing data governance best practices.

The number of critical systems has been reduced from 171 to 24, aligning with best practices. Disaster recovery capabilities have been implemented. During the first half of the performance period, OICT achieved 50 per cent progress (against the biennial target of 70 per cent) in increasing the number of disaster recovery mechanisms, procedures and plans that are documented and tested for all critical enterprise applications and systems.

OICT is committed to collaborating with stakeholders on developing tools that support effective mandate delivery. Working closely with OAHs, Economic Commissions, and offices and departments, emphasis has been placed on developing innovative programmes and tools that support the core work of the United Nations. Moreover, OICT acted as a vehicle for information sharing and the development of innovative ICT solutions, which led to increased coordination with OAHs, Economic Commissions and offices and departments.

**Subprogramme**

**Information and communications technology operations**

Analysis of data from 594 links, across 41 different entities in 272 locations, resulted in a joint project to establish the global wide-area network, the “One United Nations” network, by merging established systems of OICT and the Department of Field Support. The “One United Nations” network allows for a centralized monitoring function, supports infrastructure and further facilitates standardization. Consequently, OICT was able to achieve 100 per cent progress in relevant indicators of achievement, reducing disparate networks through the migration of existing regional networks to a global network and increasing percentage of network availability, which is regularly measured and reported. Moreover, the legacy wide area network has been successfully replaced with network infrastructure interconnecting offices based on a framework designed to ensure consistency, reliability and secure service delivery.

Providing around-the-clock support, the Unite Service Desk established a unified help desk
that serves as the single point of contact for troubleshooting enterprise applications, handling more than 140,000 service requests in 2016. The Unite Service Desk continues to reduce the number of local help desks throughout the Secretariat. OICT doubled the number of enterprise applications supported by the Enterprise Support Centre, exceeding the target of 15 per cent set for the biennium. Moreover, OICT provides 24 by 7, 365 days per year support, achieving 100 per cent progress against the target of 75 per cent.

Considerable efforts were undertaken to harmonize and standardize global broadcasting and conferencing services at United Nations Headquarters and in the field, fully integrating the Broadcast and Conference Support Service. All standard operating procedures, services descriptions, work flow descriptions, tasks, job descriptions and technological standards have been documented and made available to all requesting entities. OICT achieved 100 per cent progress in the consolidation and harmonisation of BCSS services. OICT supported a total of 8,560 meetings, which required 15,370 services involving 40,684 man hours. The Media Asset Management System recorded 152,460 hours of meetings, conferences and events meetings in searchable audio visual formats, in six languages. BCSS provided Video Conference Services to 5,018 video conferences and BCSS Engineering supported 5,324 requests from clients.

Major systems have been moved to the Enterprise Data Centres, such as Umoja, iNeed, domain name services, directory services, Unite Identity, Exchange/Office 365 hybrid, e-mail security gateways, shared database farms, Unite Docs, Unite Connections, EarthMed, Cosmos, COMET and the Field Support Suite. Unite Connections, however, has not been transferred yet due to delays in implementation of Unite Identity for the application, which led to OICT achieving 75 per cent progress against the target set for the biennium in transferring the existing enterprise applications. Regional Technology Centres and Enterprise Application Centres have undertaken an analysis of all applications from OAHS and RCs, and identified a strategy for their consolidation, achieving 15 per cent progress against the target of 25 per cent.
Highlights of Programme results

The United Nations Office in Geneva continued to enhance and improve the delivery of administrative and support services, by delivering fully integrated services and developing strategic partnerships and outreach activities with client offices with a view to providing more efficient and effective common services in the areas of administration and support to Secretariat departments and offices at Geneva, other locations including, inter alia, Bonn, Germany, the Hague, Netherlands and associated field offices, as well as to other entities of the United Nations common system located in Geneva, and playing an important role in the stabilization of UMOJA.

During 2016, automation and enhancements of standard administrative processes was being pursued at UNOG in two directions: Umoja Stabilization Efforts and Optimization of Umoja-based Operations. Results achieved reflect the continuing efforts deployed by UNOG to further improve its support to clients through the integrated system, a streamlined service structure, streamlined administrative processes, and enhanced coordination between the parties involved and also to carry out the preparatory work for the establishment of a Secretariat-wide shared service delivery model establishing key performance indicators and metrics to properly measure volume, efficiency and where possible quality of services in Geneva.

Challenges and lessons learned

UMOJA stabilization continue to engage significant extra workload at all levels (i.e. entities, departments, staff) by updating key administrative processes and by undertaking validation exercises.

The implementation and stabilization of Umoja, particularly in the first semester of 2016, has affected Hiring Managers’ capability to allocate the required time and resources to staffing and succession planning, thus causing delays in the evaluation, and assessment of applicants.
Results achieved by Executive Direction and Management

All the Division of Administration’s work plans were implemented in a timely manner to continue improvement of management and administration at the United Nations Office at Geneva with the goal of achieving greater efficiency and effectiveness of operations (100% achievement vs. target of 100%). Automation and enhancements of standard administrative processes is being pursued at UNOG in two directions: Umoja Stabilization Efforts and Optimization of Umoja-based Operations. UNOG progress in this indicator up to now sums up to 70% vs. the biennial target of 100%. The Division’s capacity to provide satisfactory services is contingent upon its clients’ ability to clearly spell out and channel their requirements on a timely basis. Regarding Umoja stabilization, UNOG led a peer review with UNON, ESCAP, UNEP and OCHA in Geneva in February 2016 to document all the system, policy and process issues with Umoja. Based on this documentation, another workshop in New York led to the development of the Umoja Post Implementation Review Task Force (UPIR-TF), which produced 63 high-level recommendations and 400 detailed items.

In 2016, the primary focus has been to resolve backlogs introduced by the Umoja deployment. For example, UNOG was able to reduce payroll advances to 1% of population, outstanding banking instructions requests from 350 to a nominal level of about 30, payment exceptions from 500 to about 100. These results were achieved for a large volume of operations supporting 6000 users globally.

The United Nations Office at Geneva (UNOG) is the main lead entity for common procurement activities amongst 18 Geneva-based entities and other international organizations forming the Common Procurement Activities Group (CPAG). UNOG is responsible for hosting meetings for CPAG and its working groups, and managing the CPAG Secretariat. In this respect, the set target was achieved as a result of CPAG Members benefitting from similar terms and conditions with respect to more than 25 contracts.

Results achieved by Sub programmes

Subprogramme
Programme planning, budget and accounts

The turnaround time for the issuance of extra-budgetary allotments after the receipt of complete information was 2.9 working days for the biennium 2016-2017 exceeding the target by 0.8 days. In addition, based on preliminary results at the end of December, there has been no variance between authorized allotments and expenditures during the biennium. The results reflects the continuous efforts made to improve the services provided to clients and to enhance the working relationship with counterparts by providing guidance and advice, sharing information and knowledge, as well the improved monitoring of the extra-budgetary activities.

UNOG has received an unqualified opinion on 2015 IPSAS financial statements in line with the target. Moreover there were no significant findings on financial matters related to UNOG on 2015 IPSAS financial statements (vs. the target of no more than 2 significant adverse findings related to other financial matters). The assessment of the 2016 financial management and reports may only be done after the interim audit by the Board of Auditors in 2017.

Despite the challenges posed by the transition to a new financial system (Umoja) the targets were met in 2016. The percentage of payments processed and transactions
recorded within 30 days of receipt of all appropriate documents reached 98.63 vs. the target of 98.5%. The percentage of automated disbursements through electronic fund transfers was in line with the target at the 99.32% (vs. target of 99.3%).

**Subprogramme**

**Human resources management**

As at 31.12.2016, there were 8,148 participants in learning and development programmes offered by the Organization. This result for the first 12 months of the biennium exceeds more than half of the biennial target of 15,200 staff participating in training courses.

Geographical appointments represented 11% (1 of 9 geographical selections during the first 12 months of the biennium) which exceedsthe target of the biennial target of 20%. UNOG continues to make every effort to identify and recruit qualified candidates from un-and under- represented Member States.

During the first 12 months of the biennium, UNOG’s representation of women in senior positions (P-5 to D-2) was 29%, exceeding the departmental target of 27%. Representation of women in non-senior professional categories (P-1 to P-4) was 52%, exceeding the departmental target of 50% as specified in the HRM Scorecard. UNOG continues to make every effort to identify and recruit qualified female candidates.

During the first 12 months of the biennium, the average number of days from the date of issuance of vacancy announcements to the date of selection for regular vacancies advertised was 116 vs the target of 83. HRMS has noted that, occasionally, substantive offices tend to submit draft job openings and recommendations for selection without previous liaison with HR officers/assistant, thus impacting on the quality of these submissions and on the time required by HRMS to correct mistakes and/or suggest acceptable amendments. This has an impact on delays experienced under the job requisition approval and the CRB endorsement. HRMS is working towards enhancing the collaboration with Hiring Managers and administrative personnel in substantive offices by organizing one-to-one briefings and specialized training for Hiring Managers and by continuing to share best practices, Inspira enhancements, policy changes and SOPs related to recruitment with HR focal points in UNOG and client offices. HRMS has also noted a decrease in participation from certain CR bodies members, which led to consistent delays in selection and evaluation criteria reviews, particularly in holidays seasons. HRMS has discussed with OHRM, in the context of the Global CR bodies reviews, the possibility of establishing a formal mechanism to substitute non-active members with alternate nominations, when needed.

**Subprogramme**

**Support services**

Established turnaround times were in some cases not achieved when services were provided by external contractors (ex: elevators) and when the Palais des Nations was at its full capacity and the facilities staff could not respond to simultaneous service requests. It should be noted that in addition to the budgeted projects for which the target was successfully met, important works funded by voluntary donations of member states have been executed such as the full renovation of conference room XVII and the renovation of the Russian Room. In terms of increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel, the results for 2016 are below the target. UNOG Central Support Services, which have a support
administrative function, are not in a position to evaluate if a late travel arrangement is justified or not. It should also be noted that travel undertaken by these entities often depends on external factors which are not within their control, such as, emergency response situations, and changing agendas or travel plans due to political reasons.

UNOG continues to encourage potential vendors to register under UNGM through bi-monthly local business seminars, along with information sessions requested by Permanent Missions. Moreover, efforts are being made by buyers to increase the number of vendors invited to a tender, thus increasing the number of registrations on UNGM. In 2016, there were 1,197 eligible vendors reviewed in the United Nations Global Marketplace (UNGM) by UNOG’s Vendor Registration team vs. the biennial target of 2,350. The target of vendors registered from developing countries was successfully achieved in the first year of 2016, surpassing the targeted annual figure of 125. The successful registration of 526 vendors resulted notably from a stronger focus on developing countries to provide procurement services to OCHA field offices.

**Subprogramme**

**Information and communication technology operations**

The Geneva hub of the Unite Service Desk (global service desk for enterprise applications) is fully operational, providing support to Umoja users around the world. As of 31 December 2016 there were 6,000 Umoja users to whom support services are provided vs. the target of 5,000.

In 2016 6 information security technology solutions relating to Umoja were implemented in 2016 (in line with the target). Information security solutions implemented have been in-line and in support of the OICT 10-point Action Plan to Strengthen Information Security across the Secretariat (2013). This has included: 1. the roll out of the Information security awareness course in UNOG, 2. network segmentation, 3. access to network firewalls, 4. support to global event logging, 5. reporting of security related incidents, and 6. conducting Campus wide self-assessments.

In 2016 there were 3 security breaches which is in line with the target. Information security self-assessments conducted throughout the year has exposed vulnerabilities, which have mitigated breaches to UNOG hosted website and applications. External contracts established with service provider to conduct security assessments on several critical systems that had revealed vulnerabilities which were then mitigated.

**Subprogramme**

**Library services**

In 2016, online and digitized information resources were accessed 322,272 times, more than 60% of the biennial target. In the framework of a broader strategic reflection on how the potential of the Library could be used in the best way possible to advance the work of the Organization, the Library discussed emerging trends and envisioned future possibilities.

Concerning the establishment of file classification schemes, the Library is on target by having produced 8 against a target of 10. A speedier advancement of the implementation of File Classification Schemes at UNOG is hindered by the fact that current retention schedules, which are an integral part of filing and are issued by ARMS for the entire UN Secretariat, do not adequately reflect the transition from paper to electronic records stored in Unite Docs (the UN Records Management System).
The Library is also on track to achieving the target of transferring and storing 1000 gigabytes of electronic records in Unite Docs. The significant initial volume is due to the mass migration of documents during the implementation of the system.

The annual number of participants in library events and cultural activities combined declined to 15,173 (expected 25,000) in 2016 due to the fact that more events were organized jointly by several partners. The biennial target can be reached, however, through the accumulation of events on the planned Open Day in 2017. A record 36 Library events were organized with 3273 participants. This increase can partially be explained by the number of new formats that were launched, such as "human library" and seminars. Increasing the number of formats has improved the variety of topics and the diversity of panel members, thus rendering library events more attractive to attendees.
Highlights of Programme results

In 2016, the United Nations Office at Vienna successfully implemented major reforms and sustained operations related to IPSAS, the roll-out of Umoja, as well as the implementation of the Framework on Engagement of External Parties and Full Cost Recovery. The Office received a fully IPSAS-compliant financial statement and obtained an unqualified audit opinion. In terms of human resources, the performance targets for gender balance as well as for the overall duration of recruitment were met, while the selection of unrepresented or underrepresented Member States currently is only at 50 per cent of the target rate for the biennium. In the area of procurement, with the Office converting to Umoja, previously used monitoring tools were discontinued and while the implementation of these reports in Umoja is ongoing, procurement has seen an overall increase in transactions and volume and met all procurement requirement in 2016. By utilising the global vendor base instead of a local one, the overall level of competition for requirements increased. Information and communications technology services showed better alignment to best practices and enhancements to current helpdesk and application software.

The Office continues to align processes and standardize ICT service delivery in line with the overall Secretariat ICT strategy.

Challenges and lessons learned

The sustainment of Umoja, IPSAS, the Framework on Engagement of External Parties and Full Cost Recovery and especially harmonising these initiatives among each other has posed major change management challenges for the Office. These reforms continued to put a strain on resources due to increased workloads in 2016 and led to some indicators of achievement being reported below target rates.
**Results achieved by Executive Direction and Management**

100 per cent of the 2016 programme had been completed as at 31 December 2016, in terms of effectively managing the programmes of administrative support services to UNOV, UNODC and other UN Secretariat clients based in Vienna. In addition to the scheduled accomplishments, UNOV continued to sustain Umoja operations and implemented the Full Cost Recovery Framework for its UNODC supported programmes.

As of end 2016, the Office cooperated with other Vienna-based entities in implementing 18 activities, keeping with the target set for the biennium in this respect, which resulted in efficiencies and cost savings. It is expected that this level will be maintained throughout 2017.

**Results achieved by Sub programmes**

**Subprogramme**

**Programme planning, budget and accounts**

While the overall budget performance in regard to implementation rates remained on track in 2016, the overall level of unliquidated obligations with a rate of $2.8% slightly exceeds the target of $1.8% as the staff regularly reviewing obligations had to focus on Umoja sustainment efforts. For 2017, it is expected that this rate will return to target levels.

The Board of Auditors issued an unqualified opinion on the audit of the financial statements for 2015, and the corresponding report did not include significant adverse findings. In 2016, the Office of Internal Oversight Services (OIOS) did not conduct an audit specifically on financial matters at UNOV and UNODC. OIOS’s audit reports on UNODC field offices did not present any critical recommendation, including on financial matters.

The Office has made a considerable effort during Umoja deployment and sustainment to continue to process payments and transactions in a timely manner. With very minor exceptions, all payments were processed in time.

**Subprogramme**

**Human resources management**

UNOV/UNODC is on its way to meeting the targets related to improved recruitment, placement and promotion as well as facilitation of gender balance of staff but was below the target for geographical representation in 2016.

UNOV/UNODC expects to meet the target related to staff development and training. A staff-satisfaction survey will be conducted in 2017.

**Subprogramme**

**Support services**

During 2016 all services were provided in accordance with established standards. However, a significant vacancy rate in UNIDO’s buildings management service led to longer turnaround times for services than in the past.

48 per cent of airline tickets were purchased at least 16 days prior to commencement of the travel, which was below the target set at 70 per cent and the Service is actively reiterating this requirement with its client offices.

The percentage of procurement requirements processed through long-term agreements and systems contracts has significantly increased due in part to the implementation of Umoja, which allowed the Procurement Unit to access and make use of other UN secretariat...
contracts. Overall, 29.8 per cent of purchases are implemented through systems contracts compared to a target for 2016-2017 of 20 per cent. This increase has enabled the Service to meet all client requirements in a more efficient way.

With the implementation of Umoja and access to a UN Secretariat-wide vendors’ database, UNOV/UNODC has far exceeded its target related to the number of vendors eligible for tender invitations as now all vendors globally are invited.

UNOV/UNODC’s electronic library resources have experienced a decline in the monthly average number of searches compared to 2015 due to a temporary loss of access to these services. The service engaged in an outreach campaign to promote awareness of these resources with the expected result that the previous usage levels will be reached.

Subprogramme
Information and communication technology operations

Work of the Information and communications technology service (ITS) is on target to improve management of the Organization and streamline processes through a decrease in legacy applications by 75 per cent, of which 40 per cent has been achieved in 2016, and development and deployments of Unite Apps, as well as with improved critical system resiliency and redundancy.

ITS has supported the effective development, sustainment and operation of the Umoja by ensuring secure access and support to 300 users in Vienna and in this regard has already achieved its biannual target.

ITS continues to implement security standards, policies and guidelines promulgated by OICT, in cooperation with and under the guidance of the Regional Technology Centre Europe.

ITS continues to align processes and standardize ICT service delivery under the Secretariat ICT strategy with other Enterprise Application Centers, the Regional Technology Center, Europe and global ICT service providers. This includes adoption of OICT standards, policies, guidelines and adherence to the established governance structures.
Highlights of Programme results

A Business Analytics and Reporting Unit has been established in the Office of the Director, DAS, UNON to support Business Intelligence (BI) priority requirements for UNEP, UN-Habitat and UNON. A Business Transformation and Change Management Coordinator’s office has been established to identify other business transformation areas of the 3 entities by reviewing and revising business processes with an end-to-end business process approach and taking full advantage of Umoja functionalities and other corporate systems of the Secretariat. The Nairobi Services Group has replaced the Client Advisory Committee as the governance/policy organ comprising UNEP, UN-Habitat and UNON as of February 2016 and has convened on a monthly basis. Procurement Section in conjunction with other UN Agencies in Nairobi, conducted a two day business seminar where potential vendors received information and guidance on registering in the UN Global Marketplace (UNGM) and doing business with UN in Kenya and Somalia. There is ongoing Umoja training as per emerging needs undertaken at a local level by Local Process Expert. Implementation of the Common Service Rate Card has been smooth and UNON’s rate card for the 2017 operations was approved through the respective governance mechanism.

Challenges and lessons learned

Greater complexity and increased volume for Travel unit as a result of Umoja implementation, the technical glitches of the Umoja travel module, the learning curve after implementing UMOJA and resource constraints together with late submission of travel requests still are a major challenge.

Participation in Common Services Working Groups still needs to be further encouraged and the Common Services Management Team have requested to be kept informed of all scheduled meetings and attendance matrices to facilitate this. A major concern was lack of adequate resource and significant workload as staff had to continue to perform their normal work and be involved in the closure of accounts. Additionally, the service is continually tweaking BI reports to assist in making management decisions and financial reporting.

The functioning of the Central Review process remains a challenge as timelines are too long. A better recruitment planning was seen as the best option for the time being.

The learning curve after implementing UMOJA and resource constraints together with late submission of travel requests still are a major challenge. While the

<table>
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<tr>
<th>Subprogrammes</th>
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<th>Programmed outputs</th>
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Implementation status of outputs

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travel requests still are a major challenge. While the start and end date (Payment) can be seen in electronic tools, none of the systems have data on full workflow of procurement process.

The Information and communication technology service is working to review and improve the iNeed Self-Service catalogue to make it more intuitive from a client’s perspective.

Results achieved by Executive Direction and Management

The Nairobi Services Group (NSG) has replaced the Client Advisory Committee as the governance/policy organ comprising UNEP, UN-Habitat and UNON as of February 2016 and looks at all operational/administration related matters with a view to improving efficiency and effectiveness within the three entities. Umoja and the organizational reform have led to updated business processes implemented across Division of Administrative Services, which include: Standard Operating Procedures, telephone/mobile phones policy, Information Circulars and procurement processes. Improvements have also been made in treasury and asset management.

There were 20 of new/improved policies, procedures, methods, tools, and techniques implemented as compared to the biennium target of 20. There were 8 service level agreements (SLAs) against a biennium target of 8. 95% of workplan was implemented in a timely manner compared to the biennial target of 100%.

Results achieved by Sub programmes

Subprogramme
Programme planning, budget and accounts

Extra budgetary resources continued to be issued well within the standards turnaround time of 1.5 days against a target of 1.5 days. The department managed to get zero qualified audit observation and significant adverse audit findings against a zero biennium target. 91% of the payments processed and transactions were recorded within 30 days of the receipt of all appropriate documents as compared to the 99% target. There was a 12% variance between extra budgetary allotments and expenditures compared to a target of 15%. The total un-liquidated obligations and as a percentage of final programme budget appropriation was 3.7% compared to 3% biennium target.

Subprogramme
Human resources management

There has been an effort in getting managers and substantive offices better synthesized with UN policies on recruitment timelines and recruitment of women and from under-represented member states – however the duty station profile remains an issue.

There has been an effort in getting managers and substantive offices better synthesized with UN policies on recruitment of women – however the duty station profile (family factors) remains an issue, especially in the P5 and higher levels. There has been an effort in getting managers and substantive offices better synthesized with UN policies on recruitment of women and from under-represented member states as well as recruitment timelines. Reduced levels of staff combined with increasing needs from UNON clientele push recruitment efforts down in term of priority given to filling positions expeditiously. The department achieved 50.5% percentage of female staff in the Professional and higher categories as compared to 46% target. The average number of days from the date of issuance of vacancy
announcements to the date of selection for all regular vacancies advertised was 189 against a target of 110. The number of staff participating in the training courses was 2,585 against a target of 450.

The Joint medical services provided health care services including consultations, medical clearance for employees, travel clearance, case management for medical evacuations, sick leave and disability requests to staff members. Out of the total visits of 11,802, 11486 cases were attended within 15 minutes representing 97% of the total visits. A total of 2308 medical clearances were also completed in 2016. About 92% of medical clearances were completed within 5 working days.

**Subprogramme Support services**

The service recorded a decrease in the number of system malfunctions across all services including electrical, mechanical, cleaning, gardening and landscaping services. The interim performance was recorded at 3758 malfunctions, which is well below the biennial target projection of 4,000. There was increased percentage of the standardized, complete and up to date, capital maintenance programmes at 100% compared to the 96% biennial target.

In addition to savings achieved through early ticketing and discounts with airlines UNON TSVU was able to conduct a successful tender exercise for a new travel service provider with a lower transaction fee of 10 USD for international tickets. The percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel was 32% compared to the target of 84%. It was challenging and complex to extract the data from Business Intelligence tool given the speed/synchronization/accuracy of the tables.

**Subprogramme Information and communication technology operations**

Thanks to Umoja and other enterprise applications many applications has been decommission such as eleave/overtime, fund transfer requests, pledges approval. 40 legacy applications/websites and other enterprise solutions were decommission due to migration to Umoja against the biennial target of 85.

The Unite Service Desk has been established using UNON core resource.

UNON has built an off-site desk-to-disk backup system for online recovery, and increased the resilience of system through infrastructure clusters. The percentage of critical systems with disaster recovery and resiliency was 55% compared to the biennial target of 80%.

The removal of user’s administration on the local desktops and helped to reduce the
security risks. UNON has accomplished majority of 10-action plan tasks Information security breaches due to electronic viruses and phishing emails, such as bit-locker and others were 6 compared to the biennial target of 5.

Aligning UNON ICT Services into iNeed CRM for incident and Request Fulfilment Request has been one of our key tasks. In an effort to attain enhanced alignment of standardized service and project delivery processes, ICTS provided 95 ICTS services as compared to the 95 biennial targets.
Highlights of Programme results

The Office of Internal Oversight (OIOS) continued to enhance oversight in the Organization in respect of its resources and staff through investigations, internal audit and inspection and evaluation activities. The Office worked toward ensuring that the objectives of the Organization were achieved effectively and in full compliance with regulations and rules, policies and procedures. During the first half of the biennium, internal audit issued 431 recommendations aimed at improving accountability of programme managers. The 11 programme evaluations completed by the Inspection and Evaluation Division during 2016 provided insights into programmatic issues within the Organization. The Investigations Division continued to increase awareness through training programs to personnel responsible for investigations or investigations tasks.

Challenges and lessons learned

Building on lessons learned during the previous biennium, the Office continued to refine its risk based planning methodology and improve on the timeliness and quality of reports, including formulation of recommendations.

Despite making significant progress in 2016, the Office will also continue focus on improving timeliness of recruitment.
Results achieved by Executive Direction and Management

OIOS coordinates regularly with other United Nations oversight entities, including the Board of Auditors and the Joint Inspection Unit, to ensure that potential duplication or overlap in the conduct of oversight work are avoided and to minimize any gaps in oversight coverage. Aside from sharing workplans, the Office holds bimonthly meetings with the Board of Auditors to discuss issues of mutual interest and meets with the Joint Inspection Unit on an ad hoc basis when issues of particular concern arise. In 2016, three formal meetings were held with BOA or JIU. OIOS was able to reduce the average number of days a professional post remains vacant to 98 days against a target to reduce it to 150 days. And OIOS has reached 100 per cent of its DGACM compliance target.

Results achieved by Sub programmes

Subprogramme 1
Internal Audit

In 2016, the Internal Audit Division issued 431 recommendations aimed at improving the efficiency and effectiveness of operations and enhancing accountability of programme managers. Of these, 24 (6 per cent) were critical and 407 (94 per cent) were important recommendations. All critical recommendations were accepted by programme managers. The Division monitors the implementation of its recommendations semi-annually for important recommendations and quarterly for critical recommendations. Approximately 36 per cent of audit recommendations with estimated implementation dates in the first half of the biennium have been implemented by programme managers (biennial target – 75 per cent). Eighty one per cent of the respondents (biennial target – 95 per cent) expressed satisfaction with internal audit reports, agreeing that the reports contributed to, inter alia, the identification and management of key risks, cost-effectiveness of internal controls and effective governance process.

Additionally, 26 General Assembly resolutions and reports (biennial target- 20) referred to internal audit reports in course of their decision making related to the management of human and financial resources as well as programme aspects of the United Nations.

Subprogramme 2
Inspection and evaluation

For the 2016-2017 biennium, OIOS-IED will have completed ten programme evaluations (UNHCR, UNRWA, DPA, ESCWA, ECE and ICTY (in 2016), and OHCHR, EOSG, OCHA and UNHCR again (in 2017), three triennial reviews (UNEP, OCHA and UNODC) and one thematic evaluation on Regional Commissions. In peacekeeping, a total of six evaluations will have been completed over the 2016-2017 biennium; Integration of Peacekeeping and UNCT, the results of UNPOL capacity building, on Robust Peacekeeping, on Force Generation, on Re-Hatting, and on Strategic Deployment Stocks. In terms of implementation rates of OIOS recommendations, 21% of OIOS' evaluation recommendations were fully implemented in the biennium. In terms of increased number of programmes evaluated and inspected, OIOS will have evaluated 10 programmes, and inspected, through triennial review, 3 programmes, for a total of 13 against a target of 9.

Subprogramme 3
Investigations

During the biennium, the Investigations Division has made progress by clearing the backlog of investigation cases, as well as
through systematic quality control of investigation reports and recommendations issued. The resulting investigation reports and findings, therefore, provided a stronger basis on which to take recommended action, including imposing disciplinary sanctions and/or financial recovery. The Investigations Division identified a number of high-risk projects and commenced a series of investigations into the activities of implementing partners by UN Secretariat entities.

There has been increased awareness through training programmes presented by the Investigations Division to personnel who are responsible for investigations or investigation tasks. One professional training workshop was held in New York with a total of over 30 participants representing OIOS-ID and UN funds and programmes. Additional training workshops will be held in New York and Entebbe in first quarter for 2017. As of the end of 2016, the Division had completed 4 out of the 8 training sessions planned.
Highlights of Programme results

The Department of Safety and Security provided a safe delivery of United Nations operations in increasingly high-risk areas. The emergence of new security threats and the changing security environment called for new operational priorities, geographical reconsideration, reinforcement of field security assets, a substantial increase in emergency deployments and reinforcement of the analytical capacity. Partnerships were strengthened within the United Nations Security Management System on an inter-agency basis and through bilateral contacts. Collaboration with humanitarian partners continued, resulting in a higher level of awareness of security issues. Continued support was provided to Designated Officials and security officials through frequent engagement, increased support from Headquarters, improved training and tools such as the Security Risk Management Process eTool and security travel clearance system (TRIP). The expansion of the Department’s network of mental health professionals, through its “Train the Trainers” pilot programmes, allowed the Department to respond to the majority of the psychosocial needs of staff. All duty stations maintained optimum levels of security in spite of the increasing threat levels. Following the issuance by the Department of the revised Headquarters Minimum Operating Security Standards in November 2015, all duty stations have made significant progress in the implementation of the revised standards and improvements.

Challenges and lessons learned

Physical security continues to be a challenge throughout the United Nations Security Management System. DSS provides ongoing support to all field locations in the assessment and implementation of physical security mitigation measures to enhance the security and safety of the staff, as well as to build capacity to assess buildings and provide recommendations for security improvements.

The security landscape is constantly changing, and meeting this reality in a largely cost-shared system presents challenges. To assess those challenges and ensure clarity in security functions throughout the United Nations Security Management System, continuous strategic reviews of security deployments are undertaken.

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The Department, Designated Officials and Security Management Teams are facing a transition period in the implementation of the new Security Risk Management (SRM) policy introduced in April 2016. The transition is expected to be completed in 2017.

Results achieved by Executive Direction and Management

Five UN Security Management System (UNSMS) policies were endorsed and promulgated in 2016: Arming of Security Personnel, Gender Considerations in Security Management, Role of the Department of Safety and Security, Policy on Security Risk Management (SRM), and the policy on Unarmed Private Security Services. In addition, three UNSMS guidelines (Unarmed Private Security Services, Post-Exposure Prophylaxis (PEP) Kit Management and UN Common Premises) and one manual on Unarmed Private Security Services were also endorsed. Compliance with policy has been enhanced through ongoing translation and technical review of policies, two policy videos, eight policy forums, online WebEx seminars, briefings to Designated Officials, and DSS Communiqués.

The Evaluation Satisfaction Survey implemented at the end of the evaluation of the security programme in Uganda provided an indication that the evaluation process overall met the expectations of stakeholders. Ninety percent of respondents indicated that recommendations were appropriate and applicable to the security environment under which they were operating.

Results achieved by Sub programmes

Subprogramme 1
Security and safety coordination

All duty stations have taken steps to implement the revised Headquarters Minimum Operating Security Standards (HMOSS), verifying slight increases in compliance from January to December 2016. SSS NY established an off-site pre-screening area to ID all visitors and the Security Operations Centre increased electronic surveillance of all public access areas. SSS ECA tested all plans and procedures and updated them regularly in line with the changing need of the Organization. SSS ESCAP updated its security documentation and a Complex Security Plan is being updated. SSS ESCWA updated its operational orders, contingency and emergency procedures on a regular basis and conducted active shooter, evacuation and mass casualty management drills. SSS UNOG updated its security documentation, conducted mandatory drills and is implementing a comprehensive Security Master Plan to improve the physical security of the campus. SSS UNON reviewed its access control policies and through its Security Information Operations Center processed security threat information received. SSS UNOV intensified the coordination with building management and is working with and advising on the Organizational Resilience Management System (ORMS) elements on Vienna; all contingency plans have been reviewed and updated. There is still an increase in demand on the services provided for the coordination of external events as 185 were coordinated in the first half of the biennium.

DSS coordinated the assessment of the security arrangements for 2,936 instances of travel (vs. 2,876 in 2015) for 130 senior United Nations officials into 175 different countries and territories, and when required, coordinated the delivery of close protection for 1,490 operations, which represents a slight increase compared to 1,458 operations in 2015. To centralize notifications of senior UN official travel and protective services-
related matters, DSS introduced a generic email account.

Subprogramme 2
Regional field coordination and support

Component 1. Regional field operation coordination

The rise of armed non-state actors where the UN operates requires constant reformulation of the security responses defined through the Security Risk Management (SRM) process. Upon the inception of the new SRM policy in April 2016, which replaced the former Security Risk Assessment (SRA), the number of reviews and endorsements of the SRM documents increased from 174 (countries) under the former SRA to 774 SRM areas (or an increase of 344% of SRMs to review and endorse). All countries (174 countries) have a valid Minimum Operating Security Standards (MOSS) in place.

The DSS surge response to emergencies continued throughout 2016 at very high levels. The total deployment days was almost 5,400 through 50 individual 'surge' deployments. The number of 'surge' destination countries increased from 15 to 19. Out of 174 countries, 127 countries sent their security plans for review, were approved and are valid for the reviewing period.

In order to ensure adequate or additional support for operations where the UN is present, DSS has security professionals in most, but not all, of the 174 countries. DSS conducted 865 missions (from its duty stations) to support the Country UNSMS.

Component 2. Field support

The increasing presence of personnel in high-risk areas has increased the demand for field support services in 2016. DSS continues to strengthen UN country offices on its capacities and preparedness in critical incident stress management and prevention during emergencies. Targets are on track in training and providing counselling sessions and emotional first aid. DSS has trained 86 of the 130 certified mental health professionals, while also maintaining intervention cells, conducting needs assessment missions and providing technical advice.

DSS continues to design and deliver safety and security training to managers with security responsibilities, security personnel and UN personnel. Training targets are on track for specified personnel, except for Designated Officials, due to challenges in their availability for training and exploration of a new training format. In 2016, some training resources were diverted to conduct a comprehensive assessment of training needs.

UNSMS entities have increased compliance in staff tracking. This resulted in the increased use of the security clearance system (TRIP) by an average of 17% per year since 2011 (1.4 million in 2011, 3 million in 2016), thus improving the available data on personnel in case of emergencies.

The first Air Travel Policy was adopted in late 2015 and operationalized in 2016.
## V. Status of implementation of General Assembly resolutions

Matrix for reporting implementation of provisions of General Assembly resolutions on administrative and budgetary matters
For the biennium 2016-2017

* Resolutions adopted by the General Assembly on administrative and budgetary matters during the period from January to December 2016 are listed in the table below.

** Questions deferred for future consideration are excluded

*** Decision 71/544 Oral Draft Decision "Partnership" United Nations Office for Partnerships is not included.

**** A/RES/71/273 (A-C) is excluded, as it is on: A. Budget Appropriations 2016-2017; B. Revised income estimates for the biennium 2016-2017 and; C. Financing of the appropriations for the year 2017.

70th Session

* only resolutions on administrative and budgetary matters adopted by the General Assembly in the first and second parts of its resumed 70th session

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<th>Secretary-General report (in response to GA resolution)</th>
<th>Indicate if all relevant provisions of GA resolution have been fully addressed. If not, please provide reasons</th>
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<td>131. Board of Auditors</td>
<td>Progress in the handling of ICT affairs in the</td>
<td>A/RES/70/238 B Financial reports and</td>
<td>Implementation of the recommendations of the</td>
<td>Yes/ In para. 338 of its report A/71/5 (Vol. I), the Board of</td>
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<td>2016-2017</td>
<td>the United Nations Secretariat (A/69/400);</td>
<td>statements, and reports of the Board of Auditors</td>
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<td>the GA resolution 70/248 B Section I.</td>
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<td>134. Proposed programme budget for the biennium 2016-2017</td>
<td>II. Report on progress in the implementation of the organizational resilience management system (A/70/660)</td>
<td>A/RES/70/248 B Financial reports and audited financial statements, and reports of the Board of Auditors</td>
<td>&quot;Through the global ORMS community of practice (includes all UN entities represented in the Chief Executives Board and the relevant departments of the UN Secretariat (DPKO/DFS, DPA), the Offices away from HQ, and Regional Commissions) the implementation of the ORMS as a holistic framework for Emergency Management is encouraged. The template for Crisis Management Plans was distributed to all UN entities and UN Country Teams. The implementation of the recommendations emanating from the after-action review of Storm Sandy is complete. Thanks to the Key Performance Indicator the progress of the implementation of the ORMS can be easily measured. The next SG Report to the GA will focus on the implementation at country and mission level. As requested by the General Assembly, the Secretary-General...&quot;</td>
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<td>continues efforts to secure sufficient coverage at a reasonable cost for all United Nations locations, taking into consideration the ongoing risk mitigations efforts developed and implemented under the framework of the ORMS. DM/OCSS explained that the ORMS is not a programme but a management system. Therefore, the coordination costs provided in (A/70/660) are the direct costs incurred by working under the ORMS framework, instead of working in silos.</td>
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<td>134. Proposed programme budget for the biennium 2016-2017</td>
<td>III. Report of the Secretary-General on managing after-service health insurance liabilities (A/70/590)</td>
<td>A/RES/70/248 B Financial reports and audited financial statements, and reports of the Board of Auditors</td>
<td>A/71/698</td>
<td>All provisions have been fully addressed. Working Group was maintained and specific proposals were submitted to GA in A/71/698.</td>
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<td>134. Proposed programme budget for the biennium 2016-2017</td>
<td>V. Reports of the Secretary-General on the estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council concerning the Office of the Special Adviser to the Secretary-General (A/70/348/Add.8 and Corr.1)</td>
<td>A/RES/70/248 B Financial reports and audited financial statements, and reports of the Board of Auditors</td>
<td>A/71/365 (Add.1 thru Add.7)</td>
<td>Yes</td>
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<td>134. Proposed programme budget for the biennium 2016-2017</td>
<td>VI. Report of the Secretary-General on the strategic capital review (A/70/697)</td>
<td>A/RES/70/248 B Financial reports and audited financial statements, and reports of the Board of Auditors</td>
<td>n/a (no report requested); related report on ESCAP seismic retrofit (A/71/333)</td>
<td>Yes -- Lessons learned on capital projects were incorporated, and OCSS took a central role in coordination and oversight</td>
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<td>134. Proposed programme budget for the biennium 2016-2017</td>
<td>Report of the Secretary-General on supporting the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for</td>
<td>A/RES/70/248 C Financial reports and audited financial statements, and reports of the Board of Auditors</td>
<td>A/71/534</td>
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<td>Development (A/70/794)</td>
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<td>139. Human Resources Management</td>
<td>Report of the Secretary-General on amendments to the Staff Regulations and Rules (A/70/746)</td>
<td>A/RES/70/256 Amendments to the Staff Regulations and Rules</td>
<td>The Secretary-General will provide his usual annual report to the General Assembly at its 72nd session.</td>
<td>Yes - ST/SGB/2017/1- Staff Regulations and Rules of the United Nations NA</td>
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<td>140. Joint Inspection Unit</td>
<td>Report of the Joint Inspection Unit for 2015, Note by the Secretary-General A/70/716; JIU report - Official Records of the General Assembly, Seventieth Session, Supplement No. 34</td>
<td>A/RES/70/257 Joint Inspection Unit</td>
<td>Report of the Joint Inspection Unit for 2016: Note by the Secretary-General (A/71/779)</td>
<td>Yes N/A</td>
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<td>146. Financing of the International Residual Mechanism for Criminal Tribunals</td>
<td>Construction of a new facility for the International Residual Mechanism for Criminal Tribunals, Arusha branch Report of the Secretary-General A/70/698</td>
<td>A/RES/70/258 Construction of a new facility for the International Residual Mechanism for Criminal Tribunals, Arusha branch</td>
<td>A/71/753</td>
<td>YES -- OCSS continues to provide technical guidance and advice to MICT on the project</td>
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<thead>
<tr>
<th>No</th>
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<th>Secretary-General’s and other reports reviewed by the 5th Committee</th>
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<tbody>
<tr>
<td>18</td>
<td>148. Administrative and Budgetary</td>
<td>Reports of the Secretary-General on the budget performance of the support account for peacekeeping operations for the period from 1 July 2014 to 30 June 2015 A/70/612 and Add.1 and Budget for the support account for peacekeeping operations for the period from 1 July 2016 to 30 June 2017 Report of the Secretary-General A/70/751</td>
<td>A/RES/70/288 Financing of the United Nations Peacekeeping Operations</td>
<td>A/71/806 and A/71/689</td>
<td>Yes</td>
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<td>37</td>
<td>166. Financing of the Activities Arising</td>
<td>Report of the Secretary-General on the budget</td>
<td>A/RES/70/285 Financing of the</td>
<td>A/71/788</td>
<td>Yes, except for the support the political process and the</td>
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<td>from Security Council Resolution 1863 (2009)</td>
<td>performance of the United Nations Support Office for the African Union Mission in Somalia - A/70/587; report of the Secretary-General on the budget for the United Nations Support Office in Somalia - A/70/773.</td>
<td>Activities Arising from Security Council Resolution 1863 (2009)</td>
<td>preparation by the Government for an election (this information was provided in the Secretary-General's report A/71/365/Add.3 in the context of the budget proposal for United Nations Assistance Mission in Somalia (UNSOM)). Operative paragraph 3 requests the Secretary-General to ensure that the Support Office continues to support the political process and the preparation by the Government for an election, in accordance with the given mandate, and to report thereon in the context of the next budget submission. This information was not provided in the budget proposal for UNSOS for the 2017/18 period, but it was provided in the Secretary-General's report A/71/365/Add.3 in the context of the budget proposal for United Nations Assistance Mission in Somalia (UNSOM).</td>
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**71st Session**

* only resolutions on administrative and budgetary matters adopted by the General Assembly on its main session

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<tr>
<td>41</td>
<td>134. Programme budget for the biennium 2016-2017</td>
<td>II. Subvention to the Extraordinary Chambers in the Courts of Cambodia - report of the Secretary-General on the request for a subvention to the Extraordinary Chambers</td>
<td>A/RES/71/272</td>
<td>Report not yet issued</td>
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<td>43</td>
<td>134. Programme budget for the biennium 2016-2017</td>
<td>IV. Seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific premises in Bangkok - report of the Secretary-General on the proposal for the seismic mitigation retrofit and life-cycle replacements project at the Economic and Social Commission for Asia and the Pacific premises in Bangkok - A/71/333 and Corr.1.</td>
<td>A/RES/71/272</td>
<td>n/a (to be submitted in GA72 main session)</td>
<td>Lessons learned on capital projects are incorporated, and OCSS has assumed a central role in coordination and oversight</td>
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<td>44</td>
<td>134. Programme budget for the biennium 2016-2017</td>
<td>V. Progress in the construction of new office facilities at the Economic</td>
<td>A/RES/71/272</td>
<td>n/a (to be submitted in GA72 main session)</td>
<td>Lessons learned on capital projects are incorporated, and OCSS has assumed a central role</td>
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<td>46</td>
<td>134. Programme budget for the biennium 2016-2017</td>
<td>VI. Conditions of service and compensation for officials other than Secretariat officials - reports of the Secretary-General on conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice, President and judges of the International Residual Mechanism for Criminal Tribunals and judges and ad litem judges of the International Tribunal for the Former Yugoslavia - A/71/201.</td>
<td>A/RES/71/272</td>
<td>NA</td>
<td>The General Assembly will continue to review the issue further at its 2nd resumed 71st session / NA</td>
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<td>47</td>
<td>134. Programme budget for the biennium 2016-2017</td>
<td>&quot;High-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants&quot; - report of the Secretary-General on revised estimates resulting from the decisions contained in General Assembly resolution 70/290, entitled &quot;High-level plenary meeting of the General Assembly on addressing large movements of refugees and migrants&quot; - A/71/345</td>
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<td>52</td>
<td>134. Programme budget for the biennium 2016-2017</td>
<td>&quot;XIII. Revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council during 2016 - reports of the Secretary-General on revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council during 2016 - A/71/401 and Add.1.</td>
<td>A/RES/71/272</td>
<td>Report not yet issued</td>
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<td>53</td>
<td>134. Programme budget for the biennium 2016-2017</td>
<td>&quot;XIV. Enterprise resource planning project: Umoja - The eighth progress report of the Secretary-General on the enterprise resource planning project - A/71/390; The note by the Secretary-General transmitting the fifth annual progress report of the Board of Auditors on the implementation of the enterprise resource planning system A/71/180.</td>
<td>A/RES/71/272</td>
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<td>54</td>
<td>134. Programme</td>
<td>XV. Revised estimates</td>
<td>A/RES/71/272</td>
<td>Report not yet issued</td>
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<td>55</td>
<td>134. Programme budget for the biennium 2016-2017</td>
<td>budget for the biennium 2016-2017 resulting from resolutions and decisions adopted by the Human Rights Council at its thirty-first, thirty-second and thirty-third sessions and twenty-fourth special session - the report of the Secretary-General on revised estimates resulting from resolutions and decisions adopted by the Human Rights Council at its thirty-first, thirty-second and thirty-third sessions and twenty-fourth special session - A/71/623.</td>
<td>A/RES/71/272</td>
<td>n/a/ to be submitted to the main 72nd session.</td>
<td>The report of the SG will address all issues raised by GA resolution 71/272 Section XVI.</td>
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<td>56</td>
<td>134. Programme budget for the biennium 2016-2017</td>
<td>XVI. Progress on the implementation of a flexible workplace at United Nations Headquarters - report of the Secretary-General on progress on the implementation of a flexible workplace at United Nations Headquarters - A/70/708.</td>
<td>A/RES/71/272</td>
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<td>58</td>
<td>134. Programme budget for the biennium 2016-2017</td>
<td>XIX. Estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council - reports of the Secretary-General on the estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council - A/71/365, A/71/365/Add.1-7 and</td>
<td>A/RES/71/272</td>
<td>Report not yet issued</td>
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<td>62</td>
<td>138. Scale of assessments for the apportionment of the expenses of the United Nations</td>
<td>Scale of assessments for the apportionment of the expenses of the United Nations A/71/11, A/71/73, A/71/414</td>
<td>A/RES/71/2</td>
<td>No report of the Secretary-General is requested</td>
<td>All provisions have been fully addressed. In accordance with paragraph 3 of the resolution, the deadline for requesting exemption under Article 19 has been brought to the attention of Member States through announcement in the UN Journal and through direct communication.</td>
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<tr>
<td>63</td>
<td>139. Human Resources Management</td>
<td>Implementation of the new common system compensation package in</td>
<td>A/RES/71/88</td>
<td>An update on progress in the implementation of the new package will be</td>
<td>&quot;As at 1 January 2017, all the elements of the new compensation package as</td>
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<td>the United Nations Secretariat: A/70/896, Corr.1; A/C.5/71/CRP.1.</td>
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<td>covered in the overview report on HRM due to the General Assembly at its 73rd session</td>
<td>approved by the General Assembly resolution 70/244 have been implemented: - the unified salary scales for staff in the Professional and higher categories and in the Field Service category in lieu of the dual scales; - the new periodicity for future step increments; - the discontinuation of the accelerated step increments - the new dependent spouse allowance, the single parent allowance, and the transitional allowance; - the new eligibility threshold for the repatriation grant; - changes to relocation elements, including the discontinuation of the non-removal allowance, the introduction of the new settling-in grant in lieu of the assignment grant and changes to the relocation shipment options; - changes to field allowances and benefits, including changes to the amounts of the hardship allowance, the replacement of the additional hardship allowance with a non-family service</td>
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<td>allowance, the introduction of the new mobility incentive in lieu of the mobility allowance and changes in the eligibility for the accelerated home leave travel. The personal pensionable remuneration for those staff members whose pensionable remuneration immediately before the conversion to the unified salary scale was higher than the corresponding pensionable remuneration on the unified salary scale will be implemented in February 2017 Payroll effective 1 January 2017. The new education grant scheme will be implemented as of the school year in progress on 1 January 2018, as per the GA resolution 70/244. We have revised the UN Staff Regulations and Rules, and the administrative instructions and information circulars governing the following compensation package elements (available on the UN website): - Language proficiency and language allowance (ST/AI/2016/9);</td>
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<td>64</td>
<td>139. Human Resources Management</td>
<td>I. Human resources management reform - reports of the Secretary-</td>
<td>A/RES/71/263</td>
<td>No response/action required at this time.</td>
<td>Following the decision of the General Assembly to reduce the vacancy posting period from 60</td>
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<td>139. Human Resources Management</td>
<td>General on human resources management submitted to the General Assembly - A/71/257, A/71/323. Notes by the Secretary-General/ JIU-A/71/393; A/70/685; A/71/393/Add.1 and A/70/685/Add.1.</td>
<td></td>
<td>to 45 days, the Secretariat implemented this change on 1 January 2017 under ST/Al/2016/1/Amend.1 / Pursuant to the endorsement of the General Assembly in its resolution 71/263 OHRM is working on developing an enhanced HRM strategy for submission to the General Assembly at its 73rd session</td>
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<td>II. Mobility - A/71/323/Add.1.</td>
<td>A/RES/71/263</td>
<td>As part of his annual report through 76th session the Secretary General will provide the General Assembly at its 72nd session with an updated status on progress in implementation of the management mobility system</td>
<td>Following the decision of the General Assembly to reduce the vacancy posting period from 60 to 45 days, the Secretariat implemented this change on 1 January 2017 under ST/Al/2016/1/Amend.2 NA</td>
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<td>66</td>
<td>139. Human Resources Management</td>
<td>&quot;III. Assessment of desirable ranges - A/71/323</td>
<td>A/RES/71/263</td>
<td>The Secretary-General will provide his usual annual report to the General Assembly at its 72nd session.</td>
<td>No / The General Assembly requested the Secretary-General to revert to the Assembly, no later than at its seventy-third session, with proposals for a comprehensive review of the system of desirable ranges, including by retaining or widening the current base number of Professional posts, with a view to establishing a more effective tool for ensuring equitable geographical distribution within the Secretariat in relation to all posts financed through the regular budget. OHRM is working on this issue and may require further guidance from the Assembly on how to proceed on it.</td>
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<td>139. Human Resources Management</td>
<td>IV. Composition of the Secretariat - A/71/360 and A/71/360/Add.1</td>
<td>A/RES/71/263</td>
<td>The Secretary-General will provide his usual annual report to the General Assembly at its 72nd session.</td>
<td>Yes NA</td>
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<td>139. Human Resources Management</td>
<td>V. Practice of the Secretary-General in disciplinary matters and possible criminal behaviour - A/71/186</td>
<td>A/RES/71/263</td>
<td>The Secretary-General will provide his usual annual report to the General Assembly at its 72nd session.</td>
<td>Yes NA</td>
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<td>69</td>
<td>139. Human</td>
<td>VI. Amendments to the</td>
<td>A/RES/71/263</td>
<td>The Secretary-General</td>
<td>Yes - ST/SGB/2017/1- Staff</td>
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<td>Resources Management</td>
<td>Staff Regulations and Rules - A/71/258</td>
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<td>will provide his usual annual report to the General Assembly at its 72nd session.</td>
<td>Regulations and Rules of the United Nations NA</td>
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<td>139. Human Resources Management</td>
<td>VII. Activities of the Ethics Office - A/71/334</td>
<td>A/RES/71/263</td>
<td>A/RES/71/263 outlines provisions 42-45 in connection to the activities of the UNEO. Provisions 42, 43 and 44 have been met. The UNEO has been given a deadline by the SG to meet provision 45 by 30 June 2017. This work is underway. The UNEO has been given a deadline of 30 June 2017 by the SG to meet provision 45 of A/71/263. This work is underway, ToRs (SGB/2005/22 and SBG/2007/11) have been updated and consultations with relevant offices are to follow. The UNEO Director will respond to the SG's letter which can be appended in his next report to the GA.</td>
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<table>
<thead>
<tr>
<th>No</th>
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<th>Secretary-General's and other reports reviewed by the 5th Committee</th>
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<tr>
<td>74</td>
<td>145. Administration of justice at the United Nations</td>
<td>Reports of the Secretary-General on administration of justice at the United Nations and on the activities of the Office of the United Nations Ombudsman and Mediation Services, the note by the Secretary-General transmitting the report of the Interim Independent Assessment Panel on the system of administration of justice at the United Nations, the</td>
<td>A/RES/71/266</td>
<td>OAJ is coordinating the preparation of the Secretary-General’s report on administration of justice. This report will address all requests set out in resolution 71/266 that concern the formal part of the internal justice system, and certain information concerning the informal part of the system. OAJ understands that the remaining requests</td>
<td>All relevant provisions are expected to be addressed in the Secretary-General’s report on administration of justice, except those related to the informal part of the system to be addressed by UNOMS.</td>
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<td>report of the Secretary General on the findings and recommendations of the Interim Independent Assessment Panel on the system of administration of justice at the United Nations, and revised estimates relating to the programme budget for the biennium 2016 - 2017 A/71/164; A/71/157; A/71/62/Rev.1.; A/71/163; note by the Secretary-General transmitting the report of the Joint Inspection Unit entitled “Review of the organizational ombudsman services across the United Nations system” and the note by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon, A/71/117 and Corr.1; A/71/117/Add.1.</td>
<td>concerning the latter (those set out in paragraphs 22, 24 and 27 of the resolution) will be addressed by the Office of the United Nations Ombudsman and Mediation Services (UNOMS) in a separate report of the Secretary-General. The slot date for the report on administration of justice is 24 July 2017.</td>
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<td>75</td>
<td>146. Financing of the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994</td>
<td>The final performance report of the Secretary-General on the budget and the liquidation of the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994</td>
<td>A/RES/71/267</td>
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<tr>
<td>76</td>
<td>147. Financing of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the</td>
<td>&quot;The first performance report of the Secretary-General on the budget of the International Tribunal for the Prosecution of the Persons Responsible for Serious Violations of International Law Committed in the</td>
<td>A/RES/71/268</td>
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Programme budget implications relating to the programmed budget for the biennium 2016-2017 (at the 71st session)

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<td>1</td>
<td>Programme budget implications relating to the programmed budget for the biennium 2016-2017</td>
<td>A/RES/71/258 - Taking forward multilateral nuclear disarmament negotiations</td>
<td>A/RES/71/258 - Section A</td>
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<td>A/68/154 and Add.1. and 3 A/71/140/Rev.1 and Add.1</td>
<td>A/RES/71/259 Section B</td>
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<td>Programme budget implications relating to the programmed budget for the biennium 2016-2017 (at the 71st session)</td>
<td>A/C.5/71/14/ statement of programme budget implications submitted by the Secretary-General</td>
<td>A/RES/71/260 Section C</td>
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<td>Programme budget implications relating to the programmed budget for the biennium 2016-2017 (at the 71st session)</td>
<td>A/C.5/71/15 Statement of programme budget implications submitted by the Secretary-General</td>
<td>A/RES/71/256 Section D</td>
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<td>Programme budget implications relating to the programmed budget for the biennium 2016-2017 (at the 71st session)</td>
<td>A/C.5/71/16 Statement of programme budget implications submitted by the Secretary-General</td>
<td>A/RES/71/257 Section E</td>
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