



OPCW

Technical Secretariat

S/1377/2016
22 April 2016
Original: ENGLISH

**NOTE BY THE TECHNICAL SECRETARIAT
PROGRAMME PERFORMANCE FOR THE YEAR 2015**



TABLE OF CONTENTS

INTRODUCTION	3
PROGRAMME: VERIFICATION.....	4
PROGRAMME: INSPECTIONS	9
PROGRAMME: INTERNATIONAL COOPERATION AND ASSISTANCE	14
PROGRAMME: EXTERNAL RELATIONS	18
PROGRAMME: SUPPORT TO THE POLICY-MAKING ORGANS.....	21
PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF THE DIRECTOR-GENERAL	23
PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF THE DEPUTY DIRECTOR-GENERAL	24
PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF STRATEGY AND POLICY	25
PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF INTERNAL OVERSIGHT	27
PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF THE LEGAL ADVISER.....	29
PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF CONFIDENTIALITY AND SECURITY	31
PROGRAMME: EXECUTIVE MANAGEMENT – HEALTH AND SAFETY BRANCH	34
PROGRAMME: ADMINISTRATION – OFFICE OF THE DIRECTOR OF ADMINISTRATION .	36
PROGRAMME: ADMINISTRATION – BUDGET, PLANNING AND CONTROL BRANCH.....	38
PROGRAMME: ADMINISTRATION – FINANCE AND ACCOUNTS BRANCH	40
PROGRAMME: ADMINISTRATION – HUMAN RESOURCES BRANCH	42
PROGRAMME: ADMINISTRATION – PROCUREMENT AND SUPPORT SERVICES BRANCH.....	44
PROGRAMME: ADMINISTRATION – INFORMATION SERVICES BRANCH.....	46

INTRODUCTION

1. With a view to enhancing the effectiveness of the programme and budget management process, the First Special Session of the Conference of the States Parties to Review the Operation of the Chemical Weapons Convention encouraged the Director-General to introduce results-based budgeting (RBB). Consequently, the Technical Secretariat (hereinafter “the Secretariat”) initiated the implementation of RBB in 2004 and later, in 2011, started to introduce the principles of results-based management (RBM) into its planning and programming.
2. This report offers an overview of the programme performance of the Organisation for the Prohibition of Chemical Weapons (OPCW) for the year 2015. It evaluates progress towards the implementation of programme objectives in the context of an RBM approach. It is not intended as a report on financial performance.
3. The report provides an analysis of results achieved against established targets and gives explanations of variances, where applicable. It also includes information on the programme expenditures and human resource (HR) requirements that were needed to achieve the results delivered.
4. The templates used for this report use a format similar to that of the Programme and Budget document and, in line with past recommendations by the Advisory Body on Administrative and Financial Matters, seek to focus on results rather than on activities. The report also aims to measure achievements against the specific key performance indicators (KPIs) that were included in the Programme and Budget for 2015 (C-19/DEC.4, dated 3 December 2014).

PROGRAMME: VERIFICATION**Primary
Alignment to
Core
Objective(s):**

Core objective 1: *Elimination of chemical weapons stockpiles and chemical weapons production facilities (CWPFs) subject to the verification measures provided for in the Convention.*

Core objective 2: *Non-proliferation of chemical weapons, through the application of the verification and implementation measures provided for in the Convention, which also serve to build confidence between States Parties.*

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Effective implementation of core objectives 1 and 2, including enhancement of the non-proliferation regime through timely and accurate declarations under Articles III, IV, V, and VI.	1.1 Percentage of Article III, IV, V, and VI declarations, amendments, and notifications ¹ processed and evaluated in a timely manner.	98%	100% of the 264 Article III (chemical weapons) related declarations, amendments, and notifications received were evaluated within 30 days. 99.6% of 504 Article VI declarations, amendments, and notifications were evaluated within 30 days. Overall result: 99.8%	Although in 2015 the Declaration Validation and Evaluation (Industry) Section received the highest number and percentage of timely submissions of declarations since entry into force of the Convention in 1997, this KPI has been exceeded. This is due to a significant improvement in the overall quality of Article VI declarations, as a result of the proactive approach taken by the Secretariat, which provided customised assistance to the relevant States Parties and immediate resolution of issues encountered during the evaluation. At the end of 2015, 29 States Parties had adopted the Secure Information Exchange (SIX) system, 15 of which submitted their annual declarations on past activities (ADPAs) for 2014 using

¹ Percentage processed and evaluated within 30 days of receipt.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
				SIX. Two of these States Parties were late the previous year.
	1.2 Number of States Parties submitting Article VI ADPAs more than 30 calendar days late. ^{2,3}	12	2	Exceeded significantly due to a proactive approach taken by the Secretariat, which engaged in frequent contact and provided customised assistance to States Parties to ensure timely, complete, and accurate Article VI declarations, together with the efforts of these States Parties and their commitment to complying with the requirements of the Convention.
	1.3 Number of States Parties that submit no aggregate national data (AND) but which have repeated Article VI transfer discrepancies. ^{3,4}	10	2	Exceeded significantly due to a proactive approach taken by the Secretariat, which provided customised assistance to States Parties, together with the efforts of these States Parties and their commitment to resolving long-outstanding issues.
	1.4 Percentage of issues identified during	75%	90%	Exceeded significantly due to a significant improvement in the overall

² Number of States Parties submitting their ADPAs for the previous year (i.e., baseline relates to ADPAs for 2012 which were received in 2013) more than 30 days after the deadline.

³ Although the Secretariat will work with States Parties to improve the quality, timeliness, and completeness of declarations, collecting data and submitting declarations remain the responsibility of States Parties. Staff turnover within National Authorities, which tends to lead to declaration problems, represents a high risk to the achievement of these KPIs.

⁴ Number of States Parties that have had repeated (two or more) transfer discrepancies in the previous three years and did not submit AND for any of those years.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
	evaluation of ADPA/annual declaration of anticipated activities (ADAA) requiring clarification resolved within 60 days of receipt of the latest declarations.			quality of Article VI declarations as a result of the proactive approach taken by the Secretariat, which provided customised assistance to relevant States Parties and immediately resolved issues encountered during the evaluation.
2. Effective implementation of core objective 1 through verification activities, e.g., planning, overseeing, and finalising inspections in a flexible, timely, and effective manner.	2.1 Number of Article IV, and V inspections finalised. ⁵	139	<p>Target for 2015 was set at 139. However, 114 Article IV and V inspections were finalised.</p> <p>85 instead of 90 chemical weapons destruction facility (CWDF) inspections/rotations/missions were finalised.</p> <p>5 instead of 12 CWPF inspections were finalised.</p>	<p>The variance between the planned and conducted number of inspections at CWDFs is explained and supported by the following:</p> <p>The Russian Federation completed destruction activities at 4 out of 5 CWDF sites before the deadline, which was 31 December 2015. There were therefore no inspections after the planned inspection deadlines of August, September, and October 2015.</p> <p>7 CWPF inspections (5 in Iraq and 2 in Libya) have been postponed for security reasons.</p>

⁵ Inspections for which final reports have been issued are considered finalised; however, some issues arising from inspections may still remain to be addressed.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
			<p>9 instead of 12 chemical weapons storage facility (CWSF) inspections were finalised.</p> <p>6 instead of 7 old chemical weapon (OCW) inspections were finalised.</p> <p>9 instead of 18 abandoned chemical weapon (ACW) inspections were finalised.</p>	<p>2 CWSF inspections in the Russian Federation were not conducted because 2 facilities closed earlier than planned, and 1 CWSF inspection in Libya has been postponed for security reasons.</p> <p>There was 1 OCW inspection fewer because one anticipated mission turned out to be related to conventional weapons.</p> <p>There were 9 ACW inspections fewer because the anticipated destruction sites did not open as planned.</p>
3. Effective implementation of core objective 2 through verification activities, e.g., planning, overseeing, and finalising inspections in a flexible, timely, and effective manner.	3.1 Number of Article VI inspection reports finalised. ⁵	241	241	The target was achieved due to planning that anticipated the rotation of human resources within the Inspectorate Division (INS) and monitoring that allowed for timely adjustments. Furthermore, Verification Division officers were utilised as inspection team members.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
4. States Parties are assured that the OPCW is fully prepared to conduct a challenge inspection (CI) or investigation of alleged use (IAU) under Articles IX and X of the Convention.	4.1 Ability of the OPCW to conduct a CI or IAU as and when requested. ⁶	100%	100%	Staff received training and practised their readiness during challenge inspection exercises. Training was also provided in specific areas of expertise, including safety and security in field environments.

Human Resources – Verification Programme			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	35	0	35
General Services	18	0	18
Total	53	0	53

⁶ The Secretariat is able at any point in time, and within 24 hours of receiving a request under Article IX or X of the Convention, to send a qualified inspection/investigations team of 30 to 50 members, with appropriate equipment, to conduct a CI or IAU anywhere in the world.

PROGRAMME: INSPECTIONS

**Primary
Alignment to
Core
Objective(s):**

***Core objective 1:** Elimination of chemical weapons stockpiles and CWPFs subject to the verification measures provided for in the Convention.*

***Core objective 2:** Non-proliferation of chemical weapons, through the application of the verification and implementation measures provided for in the Convention, which also serve to build confidence between States Parties.*

***Core objective 3:** Assistance and protection against chemical weapons, their use, or threat of use, in accordance with the provisions of Article X of the Convention.*

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Confirmation by the Secretariat of the verified destruction and storage of chemical weapons stockpiles and the status of CWPFs (Articles IV and V of the Convention).	1.1 Verification regime fully implemented ⁷ in all operating CWDFs.	All destruction of chemical warfare agents during the year verified by inspections in 4 possessor Member States.	All destruction of chemical warfare agents during the year verified by 85 inspections at 10 sites in 3 possessor Member States.	For long chemical weapons missions, 9,401 inspector days were planned. The actual days totalled 8,196 in 3 Member States, plus 2,593 additional inspector days spent on Syria-related missions (including deployments in Damascus and Beirut; FFM-related ⁸ activities; meetings in Lebanon; and destruction in Finland, Germany, the United Kingdom of Great Britain and Northern Ireland, and the United States of America) and technical assistance visits to Iraq.

⁷ Member States comply with the Convention, and all facilities are inspected by the Secretariat.

⁸ FFM = OPCW Fact-Finding Mission in Syria.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
				<p>The actual total number of inspector days reflects the changes observed throughout the year in the verification plan, which includes, for instance, unplanned periods of inactivity at the CWDFs in the Russian Federation, the unpredictability of activities related to destruction facilities in the Syrian Arab Republic, and the lack of verification activities in Iraq for security reasons.</p>
	<p>1.2 Verification regime fully implemented in all existing CWPFs.</p>	<p>12 CWPF inspections carried out in 3 Member States.</p>	<p>5 CWPF inspections were carried out at 5 sites in 1 Member State.</p>	<p>For CWPF missions, the aim was to perform 12 inspections. However, the INS actually conducted 5 CWPF inspections in the Russian Federation. Missions in Iraq and Libya were cancelled for security reasons. The work related to CWPFs in the Syrian Arab Republic is included in the number of inspections.</p>
	<p>1.3 Verification regime fully implemented in all existing CWSFs.</p>	<p>12 CWSF inspections carried out in 4 Member States.</p>	<p>9 CWSF inspections were carried out at 7 sites in 2 Member States.</p>	<p>The aim was to conduct 12 CWSF inspections. However, the INS actually performed only 9 inspections. CWSF inspections in Iraq were cancelled due to security and safety concerns. Other CWSF inspections in the Russian Federation were not performed due to a shortage of resources at the time (mostly because of the need to block resources for contingency operations). The work related to CWPFs in the Syrian Arab Republic is included in the number of inspections.</p>

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
	1.4 Verification regime fully implemented by verifying declared ACWs.	18 ACW inspections conducted during the year in 1 Member State.	9 ACW inspections were conducted during the year in 1 Member State	The aim was to conduct 18 ACW inspections. However, the INS actually performed 9 inspections, as mandated, due to higher priorities given to other verification activities and to the impossibility to find suitable dates on which to conduct all of the missions.
	1.5 Verification regime fully implemented by verifying declared existing OCWs.	7 OCW inspections carried out (1 in each of 7 Member States).	6 OCW inspections carried out in 6 Member States.	The INS conducted one inspection fewer than mandated due to higher priorities given to other verification activities.
2. Confirmation by the Secretariat of the verified non-proliferation of chemical weapons (Article VI of the Convention).	2.1 Verification regime fully implemented at all sites selected for Article VI inspections.	241 industry inspections carried out.	241 industry inspections were carried out as planned: 11 Schedule 1, 42 Schedule 2, 19 Schedule 3, and 169 other chemical production facilities.	Although a total of 3,170 inspector days were planned, the INS actually carried out 3,023 inspector days. The variance is mainly due to the eventual reduction of team size at some missions, based on better assessment of inspection requirements (complexity and size of plants).

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
3. States Parties are assured that the Secretariat is capable of conducting contingency operations, including performing CIs, IAUs, and providing assistance to protect against the use of chemical weapons, in accordance with Articles IX and X of the Convention.	3.1 Percentage of the INS inspection core team members certified to conduct contingency operations. ⁹	100%	100%	The INS core team for contingency operations was on stand-by in 2015 to support any related operations. The team members participated successfully in the leadership and membership of all contingency operations conducted by the OPCW in 2015 (deployments of the FFM pursuant to decisions of the Executive Council (hereinafter “the Council”), and technical assistance visits). The reports of the contingency operations were provided to the OPCW policy-making organs.
	3.2 Percentage of INS staff who are fully prepared for providing the required support for contingency operations.	100%	100%	OPCW inspectors were on stand-by to support any contingency operations. The inspectors participated in the support and conduct of all contingency operations conducted by the OPCW in 2015 (deployments of the FFM pursuant to Council decisions, and technical assistance visits). The reports of the contingency operations were provided to the OPCW policy-making organs.

⁹ The Secretariat must be able to send a team with appropriate and fully functioning equipment on contingency operation missions, particularly those related to CI, IAU, and/or an exercise on the delivery of assistance, as established under Articles IX and X of the Convention.

Human Resources – Inspections Programme			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	150	0	150
General Services	23	1	24
Total	173	1	174

PROGRAMME: INTERNATIONAL COOPERATION AND ASSISTANCE**Primary
Alignment to
Core
Objective(s):**

Core objective 3: Assistance and protection against chemical weapons, their use, or threat of use, in accordance with the provisions of Article X of the Convention.

Core objective 4: Economic and technological development through international cooperation in the field of chemical activities for purposes not prohibited under the Convention in accordance with the provisions of Article XI.

Core objective 6: Full and effective implementation by States Parties of the provisions of Article VII of the Convention.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Capacity of the Secretariat and the Member States for assistance and protection against chemical weapons, their use, or threat of use.	1.1 Percentage of assets and assistance items ready to be dispatched in accordance with the provisions of Article X.	67%	69%	Based on recently confirmed/updated offers and the legacy offers from States Parties under paragraph 7 of Article X.
	1.2 Percentage of Member States that have protective programmes or are in the process of developing them.	39%	51%	Number of countries that reported having a national protection programme as a percentage of States Parties that have submitted information related to their protective programme as required by paragraph 4 of Article X.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
2. Self-sustaining capacity of States Parties and their National Authorities to fully implement all obligations under the Convention.	2.1 Number and percentage of States Parties that have legislation to implement and fulfil their obligations under Article VII of the Convention.	115 States Parties (60%) have legislation implementing initial measures	117 States Parties (61%)	N/A
	2.2 Number and percentage of States Parties that have declared industrial activities and have all initial measures in place. ¹⁰	80 States Parties (90%)	89 States Parties 82 (92%)	Based on ADPAs for 2014 and ADAAs, out of 89 States Parties that reported that they have declared industrial activities, 82 States Parties (92%) have all initial measures in place.
	2.3 Number of States Parties that have self-sustaining, resourced, and functioning National Authorities.	95	95	Based on dialogues with representatives of National Authorities and assessment by the Secretariat.

¹⁰ The number of States Parties over the time frame remains at 80, because it is not possible to predict how many States will have declarable industry in any given year. It is possible that the number will go up or down, and only the outcome of the annual declarations exercise will determine the exact number. The baseline is the number of countries with declarable facilities in 2014 (i.e. 80). The percentages reflect the ambition to improve the number of States with declarable industries that have initial measures in place. In 2015 and beyond, the numbers will be revised and the percentages adjusted.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
3. Equal access to peaceful uses of chemistry.	3.1 Percentage of developing countries ¹¹ whose laboratories are assisted in the analysis of toxic chemicals.	25% (40)	45% (71)	In 2015, 71 States Parties benefited from International Cooperation Branch (ICB) activities relating to assistance given to laboratories for the analysis of toxic chemicals.
	3.2 Percentage of developing countries ¹¹ supported in order that they follow the principles of Responsible Care®.	20% (32)	35% (46)	In 2015, 46 States Parties benefited from ICB activities supporting them in the adoption the principles of Responsible Care®.

¹¹ Total of 158 developing countries.

Human Resources – International Cooperation and Assistance Programme			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	17	0	17
General Services	19	0.7	19.7
Total	36	0.7	36.7

PROGRAMME: EXTERNAL RELATIONS

<p><u>Primary Alignment to Core Objective(s):</u></p>	<p><i>Core objective 5: Universal adherence to the Convention.</i> <i>Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.</i></p>
--	---

<p>OPCW Programme Objectives</p>	<p>Key Performance Indicators</p>	<p>Target for 2015</p>	<p>Results Achieved</p>	<p>Explanation of Variances</p>
<p>1. Increased number of States Parties to the Convention through implementation of the action plan on universality and tailor-made projects; sustained participation by States Parties and States not Party in OPCW activities.</p>	<p>1.1 Number of new States Parties to the Convention.</p>	<p>1</p>	<p>2</p>	<p>Target exceeded in 2015 as Myanmar and Angola joined the Convention.</p>
	<p>1.2 Number of States not Party that engaged in OPCW activities.</p>	<p>5</p>	<p>4</p>	<p>The External Relations Division facilitated engagement with Angola, Myanmar, South Sudan, Egypt, and Israel through OPCW-related events or interactions with Secretariat officials (engagement with Angola and Myanmar in 2015 occurred when both were States not Party to the Convention. Following this engagement,</p>

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
				both joined the Convention later in 2015). The Democratic People’s Republic of Korea remained unresponsive to all overtures.
2. Enhanced understanding of the goals of the Convention and interaction with the Organisation by all core stakeholders, through the implementation of the public diplomacy strategy, including via social media.	1.3 Public diplomacy and social media: (i) Number of public outreach events (ii) Growth in stakeholder engagement in terms of clustered groups and audience aggregate ¹² (iii) Growth in social media. ¹³	50 30% 10% 10%	84 40% 10% 5%	Target exceeded in 2015 by facilitating 80 visits of external groups (such as university students and interested professionals), in addition to an OPCW Open Day, the “Fires” documentary debate in The Hague, the Asser Institute summer programme, and the Twentieth Session of the Conference of the States (hereinafter “the Conference”). 2015 saw an increase in attendance by NGOs at the Twentieth Session of the Conference (52 NGOs attended compared to 47 at the Nineteenth Session. This variance is primarily due to a decrease in views on YouTube

¹² The baseline for this KPI will be the actual number of stakeholder engagements achieved during 2014.

¹³ The baseline for this KPI will be the actual expansion of social media in 2014, as measured by industry standard tools.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
				of almost 11%, from 15,405 to 13,717 views. Views on Facebook and Twitter account for increases of 12.35% and 13.32% respectively.
3. Successful support of the Executive Management in external engagements; support of the verification operation requirements and other protocol functions for the Organisation.	1.4 Number of instances in which the States Parties, the policy-making organs, or other units within the Secretariat demonstrate shortcomings in the delivery, timeliness, and accuracy of the protocol support provided.	0	0	2015 represented an overall increase in protocol functions of 21% as an aggregate average composed of all categories. The amount of administrative support related to the status, rights, privileges and immunities, and duties of the staff saw a drastic increase of 53.5% in 2015, corresponding mainly to the exceptionally high staff turnover rate in the year.

Human Resources – External Relations Programme			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	11	0	11
General Services	8	0.6	8.6
Total	19	0.6	19.6

PROGRAMME: SUPPORT TO THE POLICY-MAKING ORGANS

**Primary
Alignment to
Core
Objective(s):**

Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Effective functioning of the policy-making organs of the OPCW and their subsidiary bodies.	1.1 Percentage of documents circulated within statutory deadlines as established by the Rules of Procedure and decisions of the Council and the Conference equal to or better than proposed targets.	85%	83%	The Secretariat for the Policy-Making Organs (PMO) continued to assist substantive officers by providing regular reminders regarding the forecast of official-series documents and deadlines for submission. In 2015, a total of 606 official-series documents were processed, of which 22% were submitted late and 18% were submitted unexpectedly (i.e. not foreseen in the document forecast). Occasionally, both late and unexpected submissions may result from negotiations with States Parties and are therefore unavoidable. Consequently, a Divisional Focal Point has been appointed, who will be responsible for ensuring timely submission and avoidance of unexpected submissions.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
2. Provision of efficient services to the policy-making organs and the Secretariat in the delivery of programme outputs.	2.1 Percentage of feedback better than or equal to “satisfactory” from delegations of Member States and Secretariat managers (Directors and Branch Heads) with regard to services provided by the PMO.	98%	100%	The PMO conducted a survey on services at the close of the Twentieth Session of the Conference to gather feedback from delegations on the provision of services. The survey was distributed using an electronic platform (SurveyMonkey) and sent to all Member States via email. Delegations were invited to rate the quality of conference support, language services (interpretation and translation), the timeliness of circulation of official-series documents, and the organisation of the session (Excellent, Good, Satisfactory, and Unsatisfactory). For all questions, 100% of respondents rated PMO services as “satisfactory” or above.

Human Resources – Programme for the Support to the Policy-Making Organs			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	23	7	30
General Services	17	1	18
Total	40	8	48

PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF THE DIRECTOR-GENERAL

**Primary
Alignment to
Core
Objective(s):**

By managing the Secretariat, the Office of the Director-General works in furtherance of all seven core objectives of the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
Effective governance and leadership of the Secretariat in support of the OPCW.	Degree of achievement of all KPIs of the Secretariat.	N/A ¹⁴		

Human Resources - Office of the Director-General			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	4	0	4
General Services	3	0	3
Total	7	0	7

¹⁴ The result must be seen in the light of the performance of the different programmes of the Secretariat.

PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF THE DEPUTY DIRECTOR-GENERAL

**Primary
Alignment to
Core
Objective(s):**

All seven core objectives of the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
Effective support to the Director-General in his governance and leadership of the Secretariat.	Tasks designated by the Director-General carried out effectively.	100%	100%	N/A

Human Resources – Office of the Deputy Director-General			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	3	0	3
General Services	1	0	1
Total	4	0	4

PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF STRATEGY AND POLICY

**Primary
Alignment to
Core
Objective(s):**

All seven core objectives of the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Develop the Secretariat’s strategic planning, in consultation with all relevant units.	1.1 Completion of requests from the Director-General for development of strategies.	100%	100%	N/A
	1.2 The extent to which RBM is institutionalised in OPCW planning, programming, budgeting, monitoring and evaluation, human resources management, and management information systems, through clearly established tools, mechanisms, and procedures and training.	30%	33%	The KPI identifies four areas for implementation of RBM and three means by which to achieve this. Out of the resulting 12 possible combinations, RBM has been implemented in 4 areas in 2015, leading to an achievement of 33%.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
2. Provide policy advice to the Director-General and Senior Management, and support the Secretariat in coordinating policy implementation—in particular on cross-cutting themes.	2.1 Cross-cutting recommendations and decisions from the Third Review Conference ¹⁵ that need to be coordinated.	100%	100%	N/A
	2.2 Requests from the Director-General to the SAB ¹⁶ and its temporary working groups under active review by the SAB/temporary working groups.	100%	100%	N/A

Human Resources – Office of Strategy and Policy			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	8	0	8
General Services	2	0	2
Total	10	0	10

¹⁵ Third Special Session of the Conference of the States Parties to Review the Operation of the Chemical Weapons Convention.

¹⁶ SAB = Scientific Advisory Board.

PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF INTERNAL OVERSIGHT

**Primary
Alignment to
Core
Objective(s):**

Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
Effective oversight of the OPCW policy and programme management.	1.1 Rate of coverage of identified risks. ¹⁷	71.4%	71.4%	The audits performed covered the targeted risks.
	1.2 Rate of implementation of the total recommendations of the OIO. ¹⁸	85%	85.6%	The rate of implementation was slightly higher.
	1.3 Rate of implementation of critical recommendations.	85%	83.3%	A higher target rate was set for 2015 compared to 2014 (82%). Although the implementation rate was greater than the 2014 target, the 2015 target was not reached. The OIO issued 4 audit and evaluation reports containing 9 critical recommendations at the end of 2015. The

¹⁷ This percentage includes 100% of high risks.

¹⁸ OIO = Office of Internal Oversight.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
				programme managers were not yet afforded sufficient time to implement the recommendations.
	1.4 Absence of non-conformities with applicable ISO ¹⁹ standards. ²⁰	100%	100%	No non-conformities were identified by the external quality assessor.
	1.5 Percentage of acceptance of OIO advice by Management. ^{21,22}	95%	100%	All recommendations were accepted by Management.

Human Resources – Office of Internal Oversight			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	4	0	4
General Services	3	0	3
Total	7	0	7

¹⁹ ISO = International Standardization Organization.

²⁰ All non-conformities will be resolved within the same year.

²¹ The OIO is not in a position to demand 100% acceptance and therefore targets 95%.

²² In exceptional cases Management can disagree.

PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF THE LEGAL ADVISER

**Primary
Alignment to
Core
Objective(s):**

Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Enhanced understanding and implementation by States Parties of the technical and legal aspects of their participation in the Convention framework.	Number of instances in which the States Parties, the policy-making organs, or other units within the Secretariat demonstrate shortcomings in the comprehensiveness, timeliness, and accuracy of the legal advice provided by the LAO ²³ upon request.	0	0	N/A
2. Functioning of the OPCW in accordance with international law, including the legal regime established by the Convention.	Number of legal disputes or instances in which liability of the OPCW arises directly from errors in the legal advice previously provided by the LAO.	0	0	N/A

²³ LAO = Office of the Legal Adviser.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
3. Maximisation of the protection of the legal interests of the OPCW and its Secretariat and the minimisation of legal liabilities.				

Human Resources – Office of the Legal Adviser			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	7	0	7
General Services	1	0	1
Total	8	0	8

PROGRAMME: EXECUTIVE MANAGEMENT – OFFICE OF CONFIDENTIALITY AND SECURITY

**Primary
Alignment to
Core
Objective(s):**

Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Support the missions of the OPCW by maintaining a balance between effective confidentiality ²⁴ and security ²⁵ controls, and an efficient and unimpeded discharge of the OPCW’s tasks.	1.1 Confidentiality-related incidents that migrate to a breach: ²⁶ (i) number (ii) percentage of total that are in the highest impact index (1 to 3). ²⁷	25 0%	23 4%	States Parties sent several classified documents via interceptable means (email/regular post).

²⁴ Information Circular OPCW-S/IC/92, dated 3 October 2007: “Organisation and Functions of the Office of Confidentiality and Security (‘The OCS Mandate’). “Confidentiality” is defined as an assurance of trust and certainty in the security, and hence the continued integrity, of information provided or developed by the OPCW.

²⁵ Ibid. The term “security” in the context of the mandate and responsibilities of the OCS is defined in two ways. Firstly, “security” is a collective term used to describe those measures, procedures, and mechanisms employed to deter, detect, assess and defeat threats against “protected” objects, personnel or information. Secondly, “security” is the condition achieved when objects, personnel, or information are protected from identifiable threats. In the context of the OPCW working environment, “security” also encompasses “fire safety and management”.

²⁶ Part IX.1 of the OPCW Policy on Confidentiality (C-I/DEC.13/Rev.1, dated 2 February 2006). A “breach of confidentiality” includes any unauthorised disclosure of OPCW information to any individual, or government or private entity, regardless of the intention or the consequences of the disclosure. A breach of confidentiality can also be associated with the misuse of information to gain a personal advantage or to benefit or damage the interests of a third party.

²⁷ The OPCW uses a 6-level impact index: 1-Devastating, 2-Serious, 3-Detrimental, 4-Embarrassing, 5-Negligible, 6-None.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
<p>2. Protect all information entrusted to the OPCW by States Parties or generated by the Secretariat against internal and external threats.</p> <p>3. Avert the unauthorised disclosure or loss of information that may cause damage to the aims or purpose of the Convention, national security of a State Party, or the commercial interests of a State Party.</p> <p>4 Take measures to protect all operational activities from interference or compromise; OPCW personnel from injury or coercion; and Secretariat property, information, and facilities from damage, loss, theft, unauthorised use, or access and other external threats.</p>	<p>2.1 Number of security-related injuries or fatalities.²⁸</p>	0	0	<p>There were no reported security-related injuries or fatalities.</p>

²⁸

This includes mission- or duty-related activities overseas through the application of effective risk-mitigation strategies.

Human Resources – Office of Confidentiality and Security			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	6	0	6
General Services	27	0	27
Total	33	0	33

PROGRAMME: EXECUTIVE MANAGEMENT – HEALTH AND SAFETY BRANCH

**Primary
Alignment to
Core
Objective(s):**

***Core objective 1:** Elimination of chemical weapons stockpiles and CWPFs subject to the verification measures provided for in the Convention.*

***Core objective 2:** Non-proliferation of chemical weapons, through the application of the verification and implementation measures provided for in the Convention, which also serve to build confidence between States Parties.*

***Core objective 3:** Assistance and protection against chemical weapons, their use, or threat of use, in accordance with the provisions of Article X of the Convention.*

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Healthy staff, physically and mentally capable of performing their duties.	Sick-leave rate (days per person per FTE ²⁹ year).	<10 days	6.5 days (entire Organisation)	Within the expected overall rate.
2. A work environment in which risks are actively managed, and in which there is prompt and effective response to hazards, incidents, accidents, or illness.	Number of workplace accidents, incidents, or illnesses.	0	Vehicular accidents – 2 Bicycle crashes – 3 Slips/trips/falls – 3 Hot water burns Musculoskeletal issues	Slips, trips, and falls, from ill-fitting/wrong footwear and accidental slips.
	Requests completed in support of international cooperation and assistance (APB, ³⁰ ICB) courses, workshops, and exercises, and the Associate Programme.	75%	100%	All requests completed.

²⁹ FTE = full-time equivalent.

³⁰ APB = Assistance and Protection Branch.

Human Resources – Health and Safety Branch			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	5	0	5
General Services	4	0	4
Total	9	0	9

PROGRAMME: ADMINISTRATION – OFFICE OF THE DIRECTOR OF ADMINISTRATION

**Primary
Alignment to
Core
Objective(s):**

Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Provide timely and efficient support to Secretariat staff with respect to the full range of budget, finance, human resources, IT, ³¹ training, and procurement and support services.	1.1 Satisfaction of Secretariat staff with the administrative support for core OPCW operations.	92% of staff satisfied	92%	In a survey of all OPCW staff members, 92% of those who expressed an opinion either remained neutral, agreed, or strongly agreed that the administrative services support the OPCW's core operations.
2. Improve the efficiency and efficacy of business processes to enable and support the effective operation of the Organisation.	2.1 Number of administrative processes streamlined.	7	Issued 5 administrative directives and 23 information circulars.	Although not process-specific, these issuances reflect improvements in the efficiency and efficacy of overall business processes.

³¹ IT = information technology.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
3. Provide support to the policy-making organs in their decision-making process.	3.1 Timely and accurate reporting on administrative matters provided to the policy-making organs.	100%	100%	The Administration Division routinely provided timely and accurate reporting throughout the year, at sessions of both the Council and the Conference, or upon request.

Human Resources – Office of the Director of Administration			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	1	0	1
General Services	1	1	2
Total	2	1	3

PROGRAMME: ADMINISTRATION – BUDGET, PLANNING AND CONTROL BRANCH**Primary
Alignment to
Core
Objective(s):**

Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Preparation and timely delivery of the annual Programme and Budget and the annual programme-performance report in accordance with the principles of RBM.	1.1 The extent to which the annual Programme and Budget is formulated in compliance with RBM principles.	30%	50%	Enhancements were made to the Programme and Budget templates and costing sheets to better link resource requests to programme objectives and activities.
2. Effective, timely, and accurate monitoring, analysis, and reporting on the annual Programme and Budget and voluntary contributions.	2.1 Satisfaction level of programme managers and Certifying Officers regarding the quality, timeliness, and relevance of budgetary information, advice, support, and guidance provided to assist them in decision-making and the achievement of their organisational and programme objectives.	96%	92%	Based on the Administration Division customer survey for 2015.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
3. Development and enhancement of policies, procedures, and instructions related to budget and planning to ensure the effective and efficient utilisation of human and financial resources.	3.1 Absence of negative audit observations related to budgetary management.	100%	100%	An internal audit of OPCW budgeting in 2015 was conducted and a report issued in 2016 which contained no negative audit observations related to budgetary management.

Human Resources – Budget, Planning and Control Branch			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	3	0.1	3.1
General Services	2	0	2
Total	5	0.1	5.1

PROGRAMME: ADMINISTRATION – FINANCE AND ACCOUNTS BRANCH

**Primary
Alignment to
Core
Objective(s):**

Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. Satisfaction of programme managers, staff members, and States Parties with the quality and timeliness of financial services, including administrative support for the Provident Fund.	1.1 Ratings equal to or better than “good” in client satisfaction survey.	89%	88%	Based on the Administration Division customer survey for 2015.
2. Unqualified opinion on the OPCW Financial Statements by the External Auditor.	2.1 Unqualified opinion on Financial Statements expressed by the External Auditor.	Unqualified opinion	Unqualified opinion	

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
3. Implementation of the External Auditor's recommendations on financial matters.	3.1 Higher collection rate of assessed contributions. ³²	97%	95%	Although more States Parties paid their contributions, no payments were received from 59 States after five reminder letters.
4. Improved transparency of financial management through better policy framework.	4.1 Improved interest income without any default of capital invested. ³³	EUR 10,000	EUR 4,021	Lower interest income caused by zero to negative interest rates offered by banking institutions.

Human Resources – Finance and Accounts Branch			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	5	0	5
General Services	11	0	11
Total	16	0	16

³² The Finance and Accounts Branch sends reminders of the unpaid outstanding assessed contributions to States Parties on a regular basis but some factors of non-payment are beyond the efforts of the Branch.

³³ The primary object of the investments is to preserve the capital. In order to secure the capital, the rate of return on investments may not be pursued.

PROGRAMME: ADMINISTRATION – HUMAN RESOURCES BRANCH

**Primary
Alignment to
Core
Objective(s):**

Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
To provide the entire range of human-resources services in an efficient and effective manner.	1.1 Percentage of human-resources, training and library services performed within the Organisation's standard timelines.	95%	95%	All human-resources services are time sensitive and commenced in accordance with standard procedures and timelines.
	1.2 Percentage of human-resources, training, and library survey responses is better than or equal to "satisfactory".	95%	75%	Based on the Administrative Division customer survey completed in 2015, the Human Resources Branch (HRB) received a rating of approximately 75% for services better than or equal to satisfactory. Resources within the HRB were stretched due to staff turnover.
	1.3 Percentage of cases decided on by the ILOAT ³⁴ subsequently resulting in amendment of OPCW human-resources policies.	<15%	0%	All deadlines were met and there were no ILOAT judgements that resulted in amendment of the rules and regulations of the OPCW.

34

ILOAT = Administrative Tribunal of the International Labour Organization.

Human Resources - Human Resources Branch			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	6	0	6
General Services	14	1.5	15.5
Total	20	1.5	21.5

PROGRAMME: ADMINISTRATION – PROCUREMENT AND SUPPORT SERVICES BRANCH

**Primary
Alignment to
Core
Objective(s):**

Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
1. The provision of procurement, infrastructure, travel, and shipment services.	1.1 Procurement requests contracted with service-quality satisfaction within the budget year.	90%	Average score 93.5% 99% procurement requests were finalised by the year-end. 88% satisfaction with the quality of services related to procurement.	+1.5 % variance. Customer satisfaction has increased, with a higher proportion of responding staff scoring procurement services as good or very good in the survey.
	1.2 Satisfaction with quality of services related to infrastructure, travel, and shipment arrangements.	82%	80% satisfaction with the quality of services relating to infrastructure, travel and shipping arrangements.	-5% variance. Some dissatisfaction with some services, possibly due to a reduction in scope (cost-saving measures). Also some dissatisfaction with the functioning of the automated travel processing system.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
2. Supervision of the management of OPCW assets through the centralised asset-tracking system.	2.1 Improved completeness of data related to non-expendable assets recorded in the centralised asset-management system.	97%	97%	

Human Resources – Procurement and Support Services Branch			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	4	0.7	4.7
General Services	19	2.5	21.5
Total	23	3.2	26.2

PROGRAMME: ADMINISTRATION – INFORMATION SERVICES BRANCH

**Primary
Alignment to
Core
Objective(s):**

Core objective 7: Full, effective, and non-discriminatory implementation of all provisions of the Convention by the OPCW.

OPCW Programme Objectives	Key Performance Indicators	Target for 2015	Results Achieved	Explanation of Variances
Reliable and secure IT support and related services in support of all OPCW programmes and activities, with a focus on streamlining business processes.	1.1 Percentage of information services performed within the Organisation’s timelines.	90%	90%	All services are included. ISB work practices have been revised. A new Service Management System will replace the issue tracker and reflect updated procedures.
	1.2 Satisfaction of staff members with the quality of services provided by the ISB. ³⁵	92%	90%	Average satisfaction of 97% of staff (availability, helpfulness, courtesy and professionalism). A third of the respondents (36%) rated ISB services as “very good”.

³⁵ ISB = Information Services Branch.

Human Resources – Information Systems Branch			
Category / No. of Posts	Fixed-term	Temporary Staffing	Total
Professional Services	12	0	12
General Services	11	0.5	11.5
Total	23	0.5	23.5

--- 0 ---