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### Financing of the activities arising from Security Council resolution 1863 (2009)

## Budget for the United Nations Support Office in Somalia for the period from 1 July 2019 to 30 June 2020

### Report of the Secretary-General

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## Summary

The present report contains the budget for the United Nations Support Office in Somalia (UNSOS) for the period from 1 July 2019 to 30 June 2020, which amounts to \$569,506,600.

The proposed budget provides for the deployment of 70 United Nations military personnel, 19,586 African Union Mission in Somalia (AMISOM) military contingent personnel, 240 AMISOM police officers, 800 AMISOM formed police personnel, 370 international staff, 189 national staff, 20 United Nations Volunteers and 6 government-provided personnel.

The total resource requirements for UNSOS for the financial period from 1 July 2019 to 30 June 2020 have been linked to the UNSOS objective through a number of results-based budgeting frameworks, organized through the support component. The human resources of UNSOS, in terms of the number of personnel, have been attributed to the support component.

The explanations of variances in resource levels, both human and financial, have been linked, where applicable, to specific outputs planned by UNSOS.

### Financial resources

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

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Military and police personnel	165 529.3	165 770.0	164 165.1	(1 604.9)	(1.0)
Civilian personnel	74 548.0	75 356.1	84 025.1	8 669.0	11.5
Operational costs	331 421.2	317 026.2	321 316.4	4 290.2	1.4
<b>Gross requirements</b>	<b>571 498.5</b>	<b>558 152.3</b>	<b>569 506.6</b>	<b>11 354.3</b>	<b>2.0</b>
Staff assessment income	6 685.0	6 503.2	6 938.0	434.8	6.7
<b>Net requirements</b>	<b>564 813.5</b>	<b>551 649.1</b>	<b>562 568.6</b>	<b>10 919.5</b>	<b>2.0</b>
Voluntary contributions in kind (budgeted)	–	–	–	–	–
<b>Total requirements</b>	<b>571 498.5</b>	<b>558 152.3</b>	<b>569 506.6</b>	<b>11 354.3</b>	<b>2.0</b>

**Human resources<sup>a</sup>**

	<i>Military observers</i>	<i>United Nations military contingents</i>	<i>AMISOM military contingents<sup>b</sup></i>	<i>AMISOM police<sup>b</sup></i>	<i>AMISOM formed police unit<sup>b</sup></i>	<i>Inter-national staff</i>	<i>National staff<sup>c</sup></i>	<i>United Nations Volunteers</i>	<i>Government-provided personnel</i>	<i>Total</i>
<b>Military</b>										
Approved 2018/19	–	70	20 586	200	840	–	–	–	–	21 696
Proposed 2019/20	–	70	19 586	240	800	–	–	–	–	20 696
<b>Net change</b>	–	–	<b>(1 000)</b>	<b>40</b>	<b>(40)</b>	–	–	–	–	<b>(1 000)</b>
<b>Component</b>										
Provision of logistical support										
Approved 2018/19	–	–	–	–	–	350	189	20	6	565
Proposed 2019/20	–	–	–	–	–	370	189	20	6	585
<b>Net change</b>	–	–	–	–	–	<b>20</b>	–	–	–	<b>20</b>

<sup>a</sup> Represents highest level of authorized/proposed strength.

<sup>b</sup> The Security Council, in its resolution [2372 \(2017\)](#), reduced the level of uniformed AMISOM personnel to a maximum level of 21,626 by 31 December 2017, to include a minimum of 1,040 AMISOM police personnel, including five formed police units, with a further reduction of uniformed personnel to 20,626 by 30 October 2018. The Council, in its resolution [2431 \(2018\)](#), decided to reduce the level of uniformed AMISOM personnel to a maximum level of 20,626 by 28 February 2019 unless the Council decides to accelerate the pace of reduction.

<sup>c</sup> Includes National Professional Officers and national General Service staff.

The actions to be taken by the General Assembly are set out in section IV of the present report.

## I. Mandate and planned results

### A. Overall

1. The mandate of the United Nations Support Office in Somalia (UNSOS) was established by the Security Council in its resolution [1863 \(2009\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2431 \(2018\)](#), by which the Council extended the mandate until 31 May 2019.

2. UNSOS is mandated to help the Security Council to achieve the overall objective of continuing to provide a logistical support package for the African Union Mission in Somalia (AMISOM), as called for by the Council in its resolution [1863 \(2009\)](#) and expanded in its resolutions [1872 \(2009\)](#), [1910 \(2010\)](#), [1964 \(2010\)](#), [2010 \(2011\)](#), [2036 \(2012\)](#), [2073 \(2012\)](#), [2093 \(2013\)](#), [2124 \(2013\)](#), [2245 \(2015\)](#), [2372 \(2017\)](#) and [2431 \(2018\)](#).

3. The Security Council, by its resolution [2102 \(2013\)](#), established the United Nations Assistance Mission in Somalia (UNSOM), headquartered in Mogadishu, with the United Nations Support Office for the African Union Mission in Somalia (UNSOA, the former name of UNSOS) as a part of the integrated mission, providing administrative, financial and technical support to the integrated mission across Somalia.

4. The Security Council, in its resolution [2124 \(2013\)](#), requested UNSOA to support the Somali National Army through the provision of food and water, fuel, transportation, tents and in-theatre medical evacuation on an exceptional basis for joint operations with AMISOM. The Council decided that funding for this support would be provided through the United Nations trust fund mechanism.

5. In its resolution [2245 \(2015\)](#), the Security Council, in view of the expansion of UNSOA since its establishment in 2009, decided that UNSOA should bear the name United Nations Support Office in Somalia and that it would be responsible for providing support to AMISOM, UNSOM and the Somali National Army on joint operations with AMISOM. In its resolution [2431 \(2018\)](#), the Council expanded the support on joint operations with AMISOM that previously had been limited to 10,900 personnel of the Somali National Army forces to 10,900 personnel of the Somali security forces, who are formally part of the national security architecture, on the same basis as such support had been provided to the Somali National Army under resolution [2245 \(2015\)](#). Direct support for assistance to the Somali security forces would be funded from an appropriate United Nations trust fund with UNSOS personnel responsible for ensuring the delivery of the Somali security forces support package and compliance with the human rights due diligence policy on United Nations support to non-United Nations security forces.

### B. Planning assumptions and mission support initiatives

6. Overall, UNSOS has succeeded in the implementation of its mandate by effectively supporting the mandates of AMISOM, as called for by the Security Council in its resolutions [2124 \(2013\)](#), [2245 \(2015\)](#), [2372 \(2017\)](#) and [2431 \(2018\)](#), and by reinforcing the expansion of UNSOM in Somalia and supporting its substantive work.

7. UNSOS implements its mandate by utilizing a mix of service modalities, including a light staff footprint, commercial third-party vendors and the provision of in-theatre services by AMISOM troops under the provisions of memorandums of understanding.

8. In its resolution [2372 \(2017\)](#), the Security Council took note of the joint African Union-United Nations review of AMISOM and expressed its support for the gradual and conditions-based transfer of security tasks from AMISOM to the Somali security forces, authorizing a uniformed strength of AMISOM of 21,626 personnel. The reduction in uniformed strength was achieved through a reduction of 1,000 troops by 31 December 2017, offset by the deployment of 500 police personnel, comprising three formed police units and 80 individual police officers, bringing the total police strength to 1,040 personnel (240 individual police officers and 800 personnel in five formed units). An additional reduction of 1,000 uniformed AMISOM personnel will be carried out by 28 February 2019 to reach a uniformed strength of 20,626, as mandated by the Council in its resolution [2431 \(2018\)](#).

9. One of the three additional formed police units has been deployed since April 2018, while the remaining two are expected to be deployed in 2019.

10. The AMISOM concept of operations of 2018 and the AMISOM technical assessment of 2019 will define the Mission's future operating environment at least until the Somali general elections in 2021. In line with the transition plan of the Federal Government of Somalia, security responsibilities will be handed over from AMISOM to the Somali security forces in a gradual and conditions-based manner, taking into account the outcomes of the operational readiness assessment of the Somali National Army conducted in 2017, which established that, at that time, the Army was not staffed, equipped or trained to fully take on those responsibilities on its own. The first and second phases of the transition plan, extending to 2020, stipulate, inter alia, the re-establishment of the Leego forward operating base and the opening of the main supply routes between Mogadishu and Baidoa, between Mogadishu and Beledweyne and between Mogadishu and Baraawe, including the opening of additional or repositioned forward operating bases. Given the nascent capacity of the Somali security forces, as established by the operational readiness assessment, it is anticipated that, in order to achieve these objectives, AMISOM will continue to require assistance to assist the Somali security forces in the implementation of the transition plan. Assisted by United Nations expert military contingent personnel embedded in UNSOS technical sections to support AMISOM, UNSOS will continue to provide training and conduct strategic movements to move logistical support forward to the sector hubs and select battalion locations.

11. UNSOS logistical support is aimed at the implementation of the objectives of the transition plan, including support for the re-establishment of the Leego forward operating base and its subsequent occupation by the Somali security forces, for the planned opening and securing of the main supply route between Mogadishu and Baidoa and the re-opening of the main supply routes from Mogadishu to Beledweyne and from Mogadishu to Baraawe, and for the deployment of formed police units outside capital cities. The transition will include the handover and closure of certain existing forward operating bases and the opening of new ones. UNSOS support will therefore be required for infrastructure development and equipment, including the ongoing establishment of five mission enabling units, comprising one per sector, and the adjustment to the security posture of AMISOM and the Somali security forces for voter registration commencing in 2019 and leading up to the general elections planned for 2021. The Somali security forces currently plan to establish five new forward operating bases, including Leego, as part of securing the Mogadishu-Baidoa main supply route. This activity will be funded from the United Nations trust fund for the Somali security forces. UNSOS will continue to assist AMISOM and the Government in implementing risk mitigation measures identified as part of UNSOS obligations under the Secretary-General's human rights due diligence policy. UNSOS also provides support to the Special Representative of the Secretary-General for Somalia to ensure that the policy is applied across the United Nations system in Somalia.

12. UNSOS will continue to support the provision by UNSOM of assistance to the Federal Government of Somalia in its mediation and reconciliation efforts, the building up of police institutions and the promotion of rule of law and security sector reform. UNSOS will continue to support the Federal Government in the preparations for the elections planned for 2021. Such support will include the construction of associated infrastructure and facilities, the deployment of support staff, recruitment-related activities, technical and advisory services for the effective integration of gender and women and peace and security issues for the newly established office in Jawhar and the establishment of an office in Dhuusamarreeb. UNSOS will support UNSOM at eight deployment locations.

13. A comprehensive review of UNSOS was conducted in August and September 2018 to assess the scope of its mandate and the conditions for successful mandate implementation and operationalization. The independent review took place following the renewal by the Security Council of the AMISOM mandate, by its resolution [2431 \(2018\)](#), and of the UNSOM mandate, by its resolution [2408 \(2018\)](#). The review focused on operational requirements to effectively support the transition plan.

14. The report of the independent review indicated that successful progress under the transition plan would result in UNSOS receiving increased demands for support in different ways to multiple clients. The review also found that the practical implementation of the “light footprint” approach had left UNSOS seriously underresourced in areas that could cause administrative, operational or reputational risks for UNSOS and identified a number of “pain point” areas in need of strengthening, such as contract management, movement control, compliance and oversight, environmental management and budget preparation and administration. The independent review recommended that a staffing review be conducted.

15. The staffing review for UNSOS was undertaken in October and November 2018, in line with the recommendations of the independent review. The staffing review aimed to clarify whether UNSOS human resources capacities were appropriate to effectively support the implementation of the mandates of its primary clients, AMISOM and UNSOM, as well as to address existing gaps and risks. The review also sought to identify areas in which improvements to structures were required for more efficient service delivery. It examined the recommendations of the UNSOS independent review and focused in particular on addressing the “pain point” areas that had been identified and mitigating administrative, operational and reputational risks.

16. UNSOS is headed by an Assistant Secretary-General who oversees the Board of Inquiry Unit, the Conduct and Discipline Team, the Information Support and Management Section, the Legal Affairs Unit and the Safety and Security Section.

17. In addition to the overall management of the three pillars, which are headed by service chiefs, the Director of UNSOS directly oversees the Aviation Safety Section, the Environmental Unit, the Gender Affairs Unit, the Occupational Safety and Health Cell, the Risk Management and Audit Response Unit and the Welfare Cell.

18. The Chief of Operations and Resources Management oversees the Budget and Finance Section, the Common Services Coordination Unit, the Field Technology Section, the Human Resources Section, the Integrated Mission Training Centre and the Mission Support Centre.

19. The Chief of Service Delivery Management oversees the Aviation Section, the Engineering and Facility Maintenance Section, the Life Support Services Section, the Medical Services Section, the Movement Control Section and the Transport Section.

20. The Chief of Supply Chain Management oversees the Acquisition Management Section, the Centralized Warehousing Section, the Claims Cell, the Performance Management Section and the Procurement Section.

21. UNSOS has reconfigured its organizational structure in line with the harmonization of mission support structures. It is anticipated that the revised structure will lead to improved client orientation and consolidated processes and that the new chain of command will ensure clarity, mutual accountability and agreed service delivery targets within reasonable levels. UNSOS has been chosen by the Regional Service Centre in Entebbe, Uganda, as a pilot to establish a new integrated client service centre, which will attempt to bring together customer service functions from different sections under one roof, to provide round-the-clock client support services.

22. The present budget proposal reflects the planned repositioning of UNSOS supply chain activities, with a shift of posts from Mombasa, Kenya, to Nairobi and Mogadishu. UNSOS will also move several posts forward into the sectors to bring the associated services closer to the clients. The planned repositioning is reflected in a number of proposed reassignments, reclassifications and redeployments.

23. Provision has been made for the enhancement of existing infrastructure and the reinforcement of security measures in all operating locations in Somalia while the remaining works in sector headquarters locations are concluded. UNSOS construction projects will focus on critical security-related upgrades and the completion of existing approved multi-year projects. The planned construction projects that entail costs of more than \$1 million in the 2019/20 period and the planned multi-year projects are as follows: (a) new construction of minimum operating security standards-compliant accommodation at Mogadishu International Airport for UNSOS contractor personnel in response to the January 2019 mortar attack on the UNSOS compound (\$5.1 million); (b) the construction of powerhouses to allow for the synchronization of generators to reduce fuel consumption and environmental impact in Mogadishu (\$1.5 million); (c) the construction of horizontal and vertical electrical and water and sanitation infrastructure for the Mombasa Support Base, which will result in the elimination of annual requirements for the rental of premises of \$1.3 million (\$1.5 million); and (d) the enhancement, back-up and drilling of new water borewells (Mogadishu and five sectors) (\$1.3 million).

24. The utilization of warehousing facilities at all regional hubs will continue to require staff and inventories to be pre-positioned in forward locations on the basis of historical need. The focus on environmentally friendly construction methods will lead to an increase in the employment of alternative energy. As United Nations civilian staff continue to face restrictions on in-mission travel for security reasons, UNSOS will rely on commercial third-party vendors and engineering and transportation elements of mission enabling units for the construction of facilities and the transportation of materiel by road.

25. Five helicopters for logistical operations will continue to provide resupply support and serve AMISOM at locations where security escorts are not provided by AMISOM, and two medical evacuation helicopters will serve casualty and medical evacuation needs.

26. In line with the Administration's environment strategy, UNSOS will continue to implement strategies to reduce energy demand through the installation of light emitting diode lights, power-saving timers for air-conditioning units and movement sensors for lights in common areas at UNSOS headquarters and sector headquarters. A further reduction in energy consumption will be achieved by resizing and synchronizing diesel generators to match the load requirements at locations in Mogadishu International Airport and by replacing old generators with more environmentally friendly generators.

27. With respect to the environment and water and waste management, UNSOS proposes to upgrade existing fully operational facilities, noting that at present all water management is conducted within UNSOS compounds. The sole remaining waste management yard has now been put into full operation, hence all solid waste will be managed internally in UNSOS compounds with the exception of recyclables, which will be disposed of through contractual arrangements. An enhanced waste recycling strategy will be implemented through the issuance of colour-coded bins to encourage waste segregation at the source, supplemented by the acquisition of composters and the use of solid waste incinerators. UNSOS plans to develop and implement renewable energy initiatives, for example, the use of solar and wind energy and smart batteries, to curb its overreliance on fossil fuels in the delivery of information and communications technology services. UNSOS will also continue to engage, as required, the services of external experts through the Rapid Environment and Climate Technical Assistance project to advance the mission environmental action plan.

28. To ensure environmental sustainability and reduce its environmental impact and to promote positive consumer habits and increased awareness of environmental protection, conservation and preservation, UNSOS will conduct awareness-raising activities, such as broadcasts, training and the sharing of best practices. UNSOS will also promote a culture of environmental accountability and awareness of individual staff members. Furthermore, UNSOS will conduct regular audits of environmental infrastructure to ensure compliance with the Administration's environment strategy.

29. UNSOS will offer assistance to AMISOM in the development of its environmental policy and standard operating procedures for the management of waste at its camps to improve environmental performance and mitigate the environmental impact associated with its operations. AMISOM has also appointed a military environmental focal point for improved communication with the Mission on environmental issues.

30. UNSOS will continue to operate its ground transportation fleet of light passenger, armoured, engineering, combat, cargo and specialized vehicles, including donor-provided military pattern vehicles, and will maintain flexible commercial third-party vehicle maintenance and repair contracts at all UNSOS locations in Somalia. UNSOS plans to reduce the ground vehicle fleet through the adjustment and enhancement of dispatch services in Mogadishu. Limited provision is therefore made for the acquisition of vehicles.

31. The proposed budget for the 2019/20 period for air operations provides for 6 fixed-wing military aircraft and 13 helicopters, including 3 attack helicopters, 2 for aeromedical evacuations and 5 for logistical operations.

32. UNSOS will continue its efforts to diversify its wide area network portfolio to enhance the operational resilience of communications and information technology services. These services will include current corporate C-Band (high orbit) satellite services as well as (low orbit) O3b and L-Band services, as both offer low latency and high bandwidth solutions at lower costs, while local-provider Internet service will be maintained to ensure the quality and performance of all UNSOS corporate applications. This three-tiered connectivity model will serve as the communications backbone for overarching business connectivity and provide welfare Internet requirements for both UNSOS and AMISOM, even in remote locations. The communications and technology services backbone, of which further expansion across south-central Somalia is anticipated to support the transition plan and the implementation of the new AMISOM concept of operations, will ensure secure communications to each battalion/subunit location and the maintenance of services for UNSOM offices. All major sites will have permanent communications and

information technology infrastructure with an emphasis on modular data centres and the use of renewable energy to minimize the overall carbon footprint of UNSOS in Somalia.

33. For the 2019/20 period, UNSOS envisages an expansion of the terrestrial trunked radio (TETRA) network, iridium push-to-talk satellite-based radio communications systems and high frequency networks to cover anticipated areas of joint operations between AMISOM and the Somali security forces and locations of enhanced collaboration between UNSOM, the United Nations country team and the Somali authorities to prepare for the forthcoming national elections and to serve the mandate during the implementation of the transition plan. The information and communications technology footprint will increase with, for example, the use of microwave links, very small aperture terminals and communication towers to support force multiplier initiatives for AMISOM in the areas of intelligence, surveillance and reconnaissance. The footprint will also increase with the establishment of joint operations centres at the sector, battalion and forward operating base locations. UNSOS will conduct broader capacity-building initiatives to enhance interoperability between AMISOM and the Somali security forces at sector, battalion and forward operating base locations through the effective use of information and communications technology infrastructure. UNSOS will also provide information and communications technology infrastructure and services to support the establishment of the UNSOM Dhuusamarreeb office as part of the major priorities of UNSOS for the 2019/20 period.

34. UNSOS will enhance communications initiatives within UNSOS and between its partners, including by implementing a strategy that supports the transfer of security tasks from AMISOM to the Somali security forces. It will provide strengthened information support to clients, including a business model that enables coherence in the implementation of partner communications strategies, enabling workflows that consolidate tasks and processes that eliminate duplication and operational silos. The new model will also enable increased Somali participation in service delivery. The Information Support and Management Section will continue to rely on commercial third-party vendors to deliver strategic communications and public information support to AMISOM and UNSOM.

35. The proposed budget for the 2019/20 period also reflects increased requirements for communications and information technology management equipment related to the acquisition of a counter-rocket artillery mortar system for five sectors in response to the mortar attack on the UNSOS compound in Mogadishu in January 2019.

36. Critical level II medical facilities will be operated at all sector hubs by AMISOM. A mission level II medical facility will be operational in Mogadishu to enhance medical support for AMISOM and the Somali security forces. UNSOS will continue to provide level I-plus clinic services for non-uniformed personnel through contractual arrangements in Mogadishu and to operate clinics in the sectors for non-AMISOM clients.

37. UNSOS will, through the Mine Action Service office located within UNSOS, provide explosive hazard threat mitigation support to AMISOM in line with United Nations resolutions, the transition plan and other United Nations plans and frameworks. The planned Mine Action Service initiatives and major projects include, inter alia, the provision of specialized analysis and advice on explosive hazard threat mitigation during mobility planning and operations; the provision of technical teams and specialized equipment to train and mentor AMISOM and the Somali security forces in improvised explosive device threat mitigation and explosive ordnance disposal; the provision and maintenance of explosive hazard threat mitigation capability in support of the mission enabling units; the use of explosive-detection dog

capability in each sector to search for and detect explosive hazards; the deployment of community-based explosive hazard disposal teams across all sectors; and the enhancement of the capability of AMISOM and the Somali security forces to mitigate threats posed by improvised explosive devices.

38. Through the promotion and implementation of welfare and recreation facilities and programmes, UNSOS will continue to enhance the quality of life for personnel deployed in Somalia.

39. To promote occupational safety and health in the workplace, UNSOS will conduct training for supervisors, staff and contractors on occupational safety and health awareness, hazard identification and the development of control and mitigation measures. UNSOS will also continue to monitor clients' and contractors' work activities to curb potential hazards at an early stage and will publish a bespoke health and safety policy manual to provide UNSOS personnel with advice and guidelines on health and safety standards in the workplace.

40. UNSOS will continue to train and mentor AMISOM personnel providing enabling functions, including medical, signals, movement control, aviation safety and security, property management, warehousing, vehicle repair and recovery, water purification, waste management, environmental management, power generation and distribution, engineering plant operations and catering functions.

41. UNSOS will continue its cost-recovery mechanism to recoup costs for accommodation, medical, aviation and ground handling services rendered to United Nations agencies, funds and programmes, non-governmental organizations, embassies and vendors and will continue to charge administrative fees for the travel of non-United Nations passengers using UNSOS aircraft for international flights. External support shall be provided only on a surplus capacity basis.

### **C. Regional mission cooperation**

42. UNSOS will continue to focus on increasing the level of its consultations with the African Union Commission, the Intergovernmental Authority on Development and the United Nations Office to the African Union.

43. Strategic aviation requirements, including aircraft contractual agreements and troop rotations, continue to be managed through cooperation with and in support of United Nations Headquarters and the Strategic Air Operations Centre in Brindisi, Italy.

44. The United Nations Mission in South Sudan will continue to conduct operations out of the Mombasa Support Base and to benefit from the availability of the Base for the management of activities related to movement control for the Mission.

45. UNSOS will continue to support the treasury functions of the United Nations Office at Nairobi as part of an integrated cashier's operation.

46. The Regional Service Centre in Entebbe will continue to provide its clients, including UNSOS, with support in the areas of onboarding and separation of staff, benefits and payroll for national staff, vendor payments, entitlements and official travel, processing claims (such as for education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control and information technology services.

47. UNSOS will continue to use the Regional Procurement Office in Entebbe to streamline procurement services in the central and eastern African regions through joint regional acquisition planning, the development of the regional procurement strategy, regional vendor management and the consolidation of requirements for

regional systems contracts. For this purpose, one post (P-5) will continue to be located in the Regional Procurement Office in accordance with General Assembly resolution [69/273](#).

#### **D. Partnerships and country team coordination**

48. To hone effective partnerships, further joint planning and improve and streamline the coordination and execution of the delivery of logistical support to AMISOM, the Somali security forces and UNSOM, UNSOS will continue to hold meetings with all partners at the strategic and operational levels with the aim of establishing adequate communication, support requirements and early-warning mechanisms. The UNSOS Mission Support Centre, through the Joint Support Operations Centre, the Somali National Army Support Unit and the Regional Coordination Unit, will continue to engage with its mandated clients, for example, AMISOM, the Somali security forces, and UNSOM. For enhanced coordination of its support for AMISOM, the Joint Support Operations Centre will remain a joint AMISOM-UNSOS entity, with staff from both entities collaborating in a shared office environment.

49. At the political level, the Head of UNSOS will conduct frequent consultations with African Union headquarters, in Addis Ababa, as well as with the Special Representative of the Chairperson of the African Union Commission for Somalia and Head of AMISOM, the AMISOM Force Commander, representatives of troop- and police-contributing countries, the Federal Government of Somalia and federal member states of Somalia, donors, members of the Security Council and members of the European Union, to mobilize and coordinate support at all levels for the furtherance of the political process in Somalia. The Head of UNSOS will conduct regular consultations with the leadership of AMISOM troop-contributing countries, the Federal Government of Somalia and the Somali security forces to assist in the implementation of risk mitigation measures under the human rights due diligence policy that seek to manage and reduce the serious risks of human rights violations being committed during counter-terrorism and security operations conducted by forces supported by the United Nations.

50. Through the provision of logistical support to the Disaster Recovery Centre of the United Nations Logistics Base at Brindisi, Italy, UNSOS will continue to assist the United Nations country team with the implementation of its programmes, most notably to combat natural disaster situations caused by floods, droughts or poor agricultural conditions. At the strategic level, UNSOS continues to participate in regular meetings at the level of the Security Management Team under the auspices of the Designated Official/Special Representative of the Secretary-General, while operational cooperation is channelled through the Office of the Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator.

#### **E. Results-based budgeting frameworks**

51. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms relating to the six categories are contained in annex I, section A, to the present report.

### Provision of logistical support

52. The support component is tasked with providing rapid, effective, efficient and responsible services to support the implementation of the UNSOS mandate through the delivery of related outputs, service improvements and efficiency gains. Support will be provided to an authorized strength of 19,586 AMISOM military personnel, 1,040 AMISOM police personnel, 70 United Nations military personnel and 585 staff members, comprising 370 international staff, 189 national staff, 20 United Nations Volunteers and 6 government-provided personnel.

53. The support to be provided will encompass the implementation of conduct and discipline and HIV/AIDS programmes, personnel administration, financial management services, health care, the maintenance and construction of office and accommodation facilities, information technology and communications, air and transport operations, supply and resupply operations and the provision of security services operation-wide.

54. Indicators and outputs related to the support of AMISOM and the Somali security forces are listed under expected accomplishment 1.1, and those related to the support of UNSOM are listed under expected accomplishment 1.2.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.1 Rapid effective, efficient and responsible delivery of the United Nations logistics support package to AMISOM and the Somali security forces	<p>1.1.1 Percentage of approved flight hours utilized (excluding search and rescue and medical/casualty evacuation) (2017/18: 90 per cent; 2018/19: <math>\geq</math> 90 per cent; 2019/20: <math>&gt;</math> 90 per cent)</p> <p>1.1.2 Average annual percentage of authorized international posts vacant (2017/18: 12.8 per cent; 2018/19: 12 per cent; 2019/20: <math>\leq</math> 8 per cent)</p> <p>1.1.3 Average annual percentage of female international civilian staff (2017/18: 28 per cent; 2018/19: <math>\geq</math> 34 per cent; 2019/20: <math>\geq</math> 36 per cent)</p> <p>1.1.4 Average number of calendar days for roster recruitments, from posting of the job opening to candidate selection, for P-3–D-1 and FS-3–FS-7 levels (2017/18: not applicable; 2018/19: not applicable; 2019/20: <math>\leq</math> 101)</p> <p>1.1.5 Average number of calendar days for post specific recruitments, from posting of the job opening to candidate selection, for P-3–D-1 and FS-3–FS-7 levels (2017/18: not applicable; 2018/19: not applicable; 2019/20: <math>\leq</math> 120)</p> <p>1.1.6 Overall score on the Administration’s environmental management scorecard (2017/18: 40; 2018/19: 100; 2019/20: 100)</p> <p>1.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2017/18: 71 per cent; 2018/19: <math>\geq</math> 85 per cent; 2019/20: <math>\geq</math> 85 per cent)</p>

1.1.8 Compliance with the field occupational safety risk management policy (2017/18: 15 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

1.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2017/18: 1,713; 2018/19:  $\geq 1,800$ ; 2019/20:  $\geq 1,800$ )

1.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2017/18: not applicable; 2018/19:  $\leq 20$  per cent; 2019/20:  $\leq 20$  per cent)

1.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2017/18: none; 2018/19: 100 per cent; 2019/20: 100 per cent)

1.1.12 Compliance with United Nations rations standards for delivery, quality and stock management (2017/18: not applicable; 2018/19:  $\geq 95$  per cent; 2019/20:  $\geq 95$  per cent)

1.1.13 Improvised explosive device threat mitigation and explosive ordnance disposal capacity in support of AMISOM and joint operations between AMISOM and the Somali security forces in line with the transition plan (2017/18: 18 teams; 2018/19: 18 teams; 2019/20: 18 teams)

1.1.14 Percentage compliance with UNSOS compact commitments towards AMISOM (2017/18: 60 per cent; 2018/19: 80 per cent; 2019/20: 80 per cent)

1.1.15 Uninterrupted strategic communications and public information services to support AMISOM, UNSOM and UNSOS mandates, verifiable through their presence throughout the area of operations and 100 per cent achievement of contractual key performance indicators (2017/18: not applicable; 2018/19: not applicable; 2019/20: 100 per cent)

1.1.16 Uninterrupted maintenance of United Nations-owned transmitter sites located in Mogadishu and in 3 sectors in Somalia (2017/18: not applicable; 2018/19: not applicable; 2019/20: 100 per cent)

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#### *Outputs*

#### **Service improvements**

- Support for the implementation of the Administration's supply chain management blueprint and strategy
- Implementation of standardized mission structures

- Finalization of the Mombasa office facility and provision of all United Nations staff in Somalia with UNSOS-owned minimum operating security standards-compliant accommodation with bathroom facilities
- Revised inbound logistics network, with the main port of entry transferred from Mombasa to Mogadishu
- Implementation of the electronic fuel management system for all UNSOS fuel requirements (United Nations- and partner-owned equipment)
- Implementation of the mission-wide environmental action plan, in line with the Administration's environment strategy
- Oversight of the occupational safety and health risk management of UNSOS headquarters and sector headquarters

#### **Aviation services**

- Operation and maintenance of 19 aircraft (6 fixed-wing and 13 rotary-wing) in 8 locations
- Provision of a total of 12,476 planned flight hours (9,596 from commercial providers and 2,880 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, casualty and medical evacuation, troop rotations, ad hoc flights and other UNSOS support flights
- Oversight of aviation safety standards for 19 aircraft and 132 airfields and landing sites

#### **Budget, finance and reporting services**

- Provision of budget, finance and accounting services for a budget of \$569.5 million, in line with delegated authority

#### **Civilian personnel services**

- Provision of human resources services for up to 579 authorized civilian personnel (370 international staff, 189 national staff and 20 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses for 290 civilian personnel and support for outside-mission training for 29 civilian personnel

#### **Facility, infrastructure and engineering services**

- Maintenance and repair services for a total of 150 mission sites in 7 locations
- Implementation of 15 construction, renovation and alteration projects, including various security-related works in Mogadishu International Airport and sector hubs Kismaayo, Jawhar, Baidoa, Beledweyne and Dhooble; improvement of the Mogadishu International Airport perimeter fence; relocation of facilities at Mogadishu International Airport located within 150-m zone from the runway; development of the logistics base in Mombasa; and drilling of boreholes in sectors 1–6
- Operation and maintenance of 425 United Nations-owned generators and 1 solar power site
- Operation and maintenance of 56 United Nations-owned wastewater treatment plants in 9 locations and 150 United Nations-owned water purification plants in 40 locations
- Provision of waste management services, including liquid and solid waste collection and disposal at 150 sites
- Operation and maintenance of 38 United Nations-owned mobile and field kitchens in 45 locations
- Engineering support for AMISOM (field defence supplies, water supply and power supply) in up to 80 forward operating bases in 6 sectors

**Fuel management services**

- Management of supply and storage of 34.2 million litres of petrol (9.9 million litres for air operations, 91,547 litres for marine operations, 9.7 million litres for ground transportation and 14.5 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 9 locations

**Geospatial, information and telecommunications technology services**

- Provision of and support for 19 ultra-high frequency repeaters and transmitters and 4,398 trunking radios, including 3,635 handheld portable radios, 558 mobile radios for vehicles and 205 base station radios
- Operation and maintenance of a network for voice, fax, video and data communication, including 20 very small aperture terminals and 60 microwave links, and provision of 7 mobile containerized equipment rooms and 22 containerized communication systems
- Provision of and support for up to 80 virtual servers, 1,110 computing devices and 296 printers for an average strength of 1,951 UNSOS/Mine Action Service and AMISOM civilian and uniformed end users, in addition to 483 computing devices for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 7 local area networks (LAN) and 1 wide area network (WAN) at 25 sites
- Analysis of geospatial data covering 600,000 km<sup>2</sup>, maintenance of topographic and thematic layers and production of 300 maps
- Support for and maintenance of voice-data connectivity between up to 15 AMISOM battalions and key AMISOM support locations, including the airport, the seaport, Villa Somalia, the academy and K-4 sites in Mogadishu
- Provision of leased-line services between Mogadishu and Nairobi, Mombasa, the United Nations Logistics Base at Brindisi and Valencia, Spain; provision of fast Internet services for Mogadishu (155 Mb per second) and sector headquarters in Somalia; and provision of low-latency high-speed Internet (150/150 Mb per second) for Mogadishu and 6 sector headquarters to replace the fibre-optic connectivity in sectors
- Support for and maintenance of a high-frequency communications network for 10,900 Somali National Army personnel via an AMISOM liaison net, the Army Joint Operations Centre, the Army headquarters, the Army sector headquarters and the Army brigade headquarters, comprising up to 15 high-frequency base radios
- Provision of administration services for the implementation of the AMISOM, UNSOM and UNSOS strategic communications programme
- Provision of relevant force multiplier technology platforms, as well as training and support for selected military and police elements, which could include elements of the Somali security forces

**Marine operations**

- Operation and maintenance of 7 boats and 27 outboard engines to patrol the shoreline for the security of UNSOS, UNSOM and AMISOM and other occupants at the Mogadishu International Airport complex
- Supply of 91,547 litres of petrol, oil and lubricants for naval transportation

**Mine action and explosive hazard management**

- Provision of explosive hazard management and improvised explosive device threat mitigation capability in all sectors, through technical advisers embedded in sector and force headquarters, a tailored package of training, mentoring and specialized equipment relevant to each sector, technical advice for the mission enabling units, explosive-detection dogs and explosive hazard clearance capacity, and enhancement of the capability of AMISOM and the Somali security forces to mitigate the threat posed by improvised explosive devices in joint operations, in line with the transition plan

### Supply chain management services

- Provision of planning and sourcing support for an estimated \$337.9 million in the acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 10,000 tons of cargo for UNSOM, UNSOS and AMISOM within the mission area

### Security

- Provision of round-the-clock security services in the following locations: Mombasa Logistics Base, Nairobi Wilson Airport, Mogadishu, Kismaayo, Baidoa, Beledweyne and Jawhar
- Provision of close protection for 3 senior United Nations officials and visiting high-level officials
- Coordination of ground convoy movements at least twice every working day for UNSOS personnel to visit various AMISOM locations

### Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 19,586 authorized AMISOM military contingent personnel, 240 AMISOM police officers, 800 AMISOM formed police personnel and 70 United Nations military personnel
- Inspection and verification of and reporting on contingent-owned equipment and self-sustainment compliance for an average strength of 43 United Nations uniformed personnel and 20,626 AMISOM uniformed personnel (military and formed police) at all sites
- Supply and storage of rations, combat rations and water for an average strength of 43 United Nations uniformed personnel and 20,626 AMISOM uniformed personnel (military and formed police)
- Support for the processing of claims and entitlements for an average strength of 43 United Nations uniformed personnel, 20,626 AMISOM uniformed personnel (military and formed police) and 6 government-provided personnel
- Provision of training (including predeployment, in-mission and on-the-job training) to 3,097 AMISOM military personnel, including on aviation security, aviation firefighting, movement control, communications and information technology, rations, catering, fuel, general supply, transport, logistics, the human rights due diligence policy, sexual exploitation and abuse, conduct and discipline and environmental management

### Vehicle management and ground transport services

- Operation and maintenance of 708 United Nations-owned vehicles (199 light passenger vehicles, 165 special-purpose vehicles, 4 ambulances, 38 armoured personnel carriers, 39 armoured vehicles and 263 other specialized vehicles, trailers and attachments and items of material-handling and engineering equipment) and 63 Mine Action Service fleet vehicles through 6 workshops in 6 locations; repair and maintenance of 290 items of contingent- and partner-owned equipment (38 light passenger vehicles, 91 special purpose vehicles, 4 ambulances, 104 armoured personnel carriers and 53 other specialized vehicles, trailers and attachments); accounting for 708 items of CarLog miscellaneous transport equipment; and operation of local transportation for a monthly average of 4,150 passengers in Mogadishu, 1,212 passengers in Mombasa and 250 passengers in Nairobi

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#### *Expected accomplishment*

#### *Indicators of achievement*

1.2 Rapid, effective, efficient and responsive administrative, technical and logistical support services for UNSOM

1.2.1 Percentage of approved flight hours utilized (excluding search and rescue and medical and casualty evacuation) (2017: 96 per cent; 2018:  $\geq$  90 per cent; 2019:  $\geq$  90 per cent)

1.2.2 Average annual percentage of authorized international posts vacant (2017: ≤ 16 per cent; 2018: 10 per cent; 2019: 9 per cent)

1.2.3 Overall score on the Administration's environmental management scorecard (2017: 58 per cent; 2018: 75 per cent; 2019: 85 per cent)

1.2.4 Average number of calendar days for roster recruitments, from posting of the job opening to candidate selection, for P-3–D-1 and FS-3–FS-7 levels (2017: not applicable; 2018: not applicable; 2019: ≤ 101)

1.2.5 Average number of calendar days for post-specific recruitments, from posting of the job opening to candidate selection, for P-3–D-1 and FS-3–FS-7 levels (2017: not applicable; 2018: not applicable; 2019: ≤ 130)

1.2.6 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2017: ≥ 92 per cent; 2018: ≥ 85 per cent; 2019: ≥ 90 per cent)

1.2.7 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2017: 100 per cent; 2018: 100 per cent; 2019: 100 per cent)

1.2.8 Compliance with United Nations ratios standards for delivery, quality and stock management (2017: 96 per cent; 2018: ≥ 85 per cent; 2019: ≥ 95 per cent)

1.2.9 Percentage compliance with UNSOS compact commitments towards UNSOM (2017: 100 per cent; 2018: 100 per cent; 2019: 100 per cent)

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#### *Outputs*

#### **Service improvements**

- Implementation of the mission-wide environmental action plan, in line with the Administration's environment strategy

#### **Aviation services**

- Operation and maintenance of a total of 4 aircraft (2 fixed-wing and 2 rotary-wing)
- Provision of a total of 1,152 planned flight hours from commercial providers for passenger and cargo flights
- Oversight of aviation safety standards for 4 aircraft

#### **Budget, finance and reporting services**

- Provision of budget, finance and accounting services for a net budget of \$99.5 million for 2019, in line with delegated authority

### **Civilian personnel services**

- Provision of human resources services for up to 325 proposed civilian personnel for 2018 (183 international staff, 129 national staff and 13 United Nations Volunteers), including support for claims, entitlements and benefits processing, travel, recruitment, post management, budget preparation, training and staff performance management, in line with delegated authority

### **Fuel management services**

- Management of supply and storage of 4.7 million litres of petrol (1.0 million litres for air operations, 0.5 million litres for ground transportation and 3.2 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 5 locations

### **Geospatial, information and telecommunications technology services**

- Provision of and support for 365 handheld portable radios and 65 mobile radios for vehicles
- Provision of and support for 423 computing devices and 77 printers for an average strength of 330 civilian and uniformed end users, in addition to 20 computing devices for connectivity of contingent personnel, as well as other common services

### **Supply chain management services**

- Provision of planning and sourcing support for an estimated \$40 million in the acquisition of goods and commodities, in line with delegated authority

### **Uniformed personnel services**

- Emplacement, rotation and repatriation of a maximum strength of 530 authorized military contingent personnel, 14 United Nations police personnel and 22 government-provided personnel
- Supply and storage of rations, combat rations and water for an average strength of 530 military contingent personnel
- Support for the processing of claims and entitlements for an average strength of 530 military personnel, 14 police personnel and 20 government-provided personnel

### **Vehicle management and ground transport services**

- Operation and maintenance of 140 United Nations-owned vehicles (129 light passenger vehicles, 2 armoured personnel carriers, 2 items of material-handling equipment, 2 fire trucks, 3 water trucks and 2 fuel trucks for UNSOM camps)

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#### *External factors*

Several factors may affect the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian contexts or weather conditions not foreseen in the planning assumptions; other instances of force majeure; variance in host government compliance with the provisions of the status of forces/mission agreement; gaps in capabilities generated by troop- or police-contributing countries in regard to the proposed forces configuration; inability to obtain all necessary clearances for the employment of selected civilian staff candidates; and inability of vendors, contractors and suppliers to deliver goods and services

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### **Executive direction and management**

55. Overall mission direction and management are to be provided by the Office of the Assistant Secretary-General (Head of UNSOS), under which are the Safety and Security Section, the Information Support and Management Section, the Conduct and Discipline Team, the Legal Affairs Unit and the Board of Inquiry Unit.

56. The Office of the Assistant Secretary-General is responsible for managing strategic engagement of UNSOS with the African Union, AMISOM, troop- and police-contributing countries, Member States, partners and other interlocutors. The Office carries out the executive management and direction of UNSOS while ensuring that its strategic priorities are translated into client-focused mandate implementation. The Office is also responsible for ensuring that all support provided by UNSOS to AMISOM and the Somali security forces is in compliance with the United Nations human rights due diligence policy.

Table 1  
**Human resources: provision of logistical support component**

Category									Total
<i>I. Government-provided personnel</i>									
Approved 2018/19									6
Proposed 2019/20									6
<b>Net change</b>									–
<i>International staff</i>									
<i>II. Civilian staff</i>	<i>USG- ASG</i>	<i>D-2- D-1</i>	<i>P-5- P-4</i>	<i>P-3- P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National staff<sup>a</sup></i>	<i>United Nations Volunteers</i>	<i>Total</i>
<b>Office of the Assistant Secretary-General</b>									
Approved 2018/19	1	–	8	6	33	48	24	–	72
Proposed 2019/20	1	–	10	9	34	54	26	–	80
<b>Net change</b>	–	–	<b>2</b>	<b>3</b>	<b>1</b>	<b>6</b>	<b>2</b>	–	<b>8</b>
<b>Office of the Director of UNSOS</b>									
Approved 2018/19	–	1	5	2	5	13	3	–	16
Proposed 2019/20	–	1	7	3	6	17	4	1	22
<b>Net change</b>	–	–	<b>2</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>6</b>
<b>Operations and Resources Management pillar</b>									
Approved 2018/19	–	1	20	16	66	103	37	5	145
Proposed 2019/20	–	1	21	19	66	107	37	4	148
<b>Net change</b>	–	–	<b>1</b>	<b>3</b>	–	<b>4</b>	–	<b>(1)</b>	<b>3</b>
<b>Service Delivery Management pillar</b>									
Approved 2018/19	–	1	20	29	58	108	47	11	166
Proposed 2019/20	–	1	22	31	70	124	56	13	193
<b>Net change</b>	–	–	<b>2</b>	<b>2</b>	<b>12</b>	<b>16</b>	<b>9</b>	<b>2</b>	<b>27</b>
<b>Supply Chain Management pillar</b>									
Approved 2018/19	–	1	13	11	53	78	78	4	160
Proposed 2019/20	–	1	14	11	42	68	66	2	136
<b>Net change</b>	–	–	<b>1</b>	–	<b>(11)</b>	<b>(10)</b>	<b>(12)</b>	<b>(2)</b>	<b>(24)</b>
<b>Total, I and II</b>									
Approved 2018/19	1	4	66	64	215	350	189	20	559
Proposed 2019/20	1	4	74	73	218	370	189	20	579
<b>Net change</b>	–	–	<b>8</b>	<b>9</b>	<b>3</b>	<b>20</b>	–	–	<b>20</b>

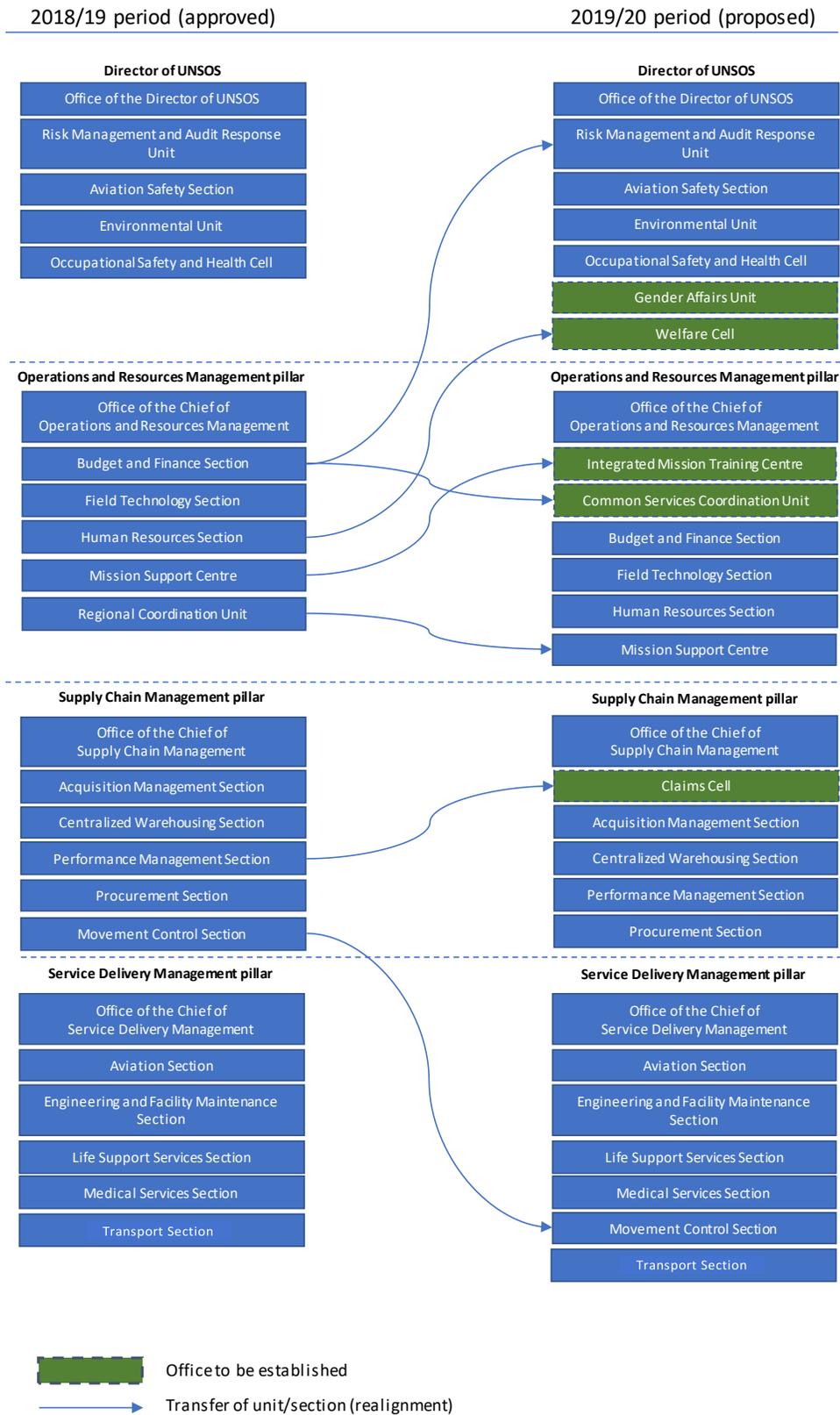
<sup>a</sup> Includes National Professional Officers and national General Service staff.

*Civilian staff: net increase of 20 posts*

57. The proposed changes in the staffing component for the 2019/20 period are in line with the recommendations of the independent review of UNSOS conducted in 2018 and the subsequent staffing review and are summarized as follows: (a) the establishment of 21 international staff posts; (b) the establishment of three National Professional Officer posts; (c) the abolishment of one international post and three national General Service posts; and (d) a number of reclassifications, redeployments, reassignments and realignments.

58. The following diagram illustrates the proposed changes to offices within the support component.

### Proposed changes to offices within the support component



**Office of the Assistant Secretary-General**

*International staff: increase of 6 posts*

*National staff: increase of 2 posts*

**Immediate office of the Assistant Secretary-General**

59. The establishment of the post of Programme Management Officer (P-4) is proposed, in line with the recommendations of the staffing review. The incumbent would coordinate and lead the collective effort to support the Head of UNSOS in implementing the UNSOS mandate, specifically ensuring that UNSOS support for AMISOM and the Somali security forces has robust control mechanisms and risk management procedures to track and implement measures to enhance accountability for the delivery of support. This would include the provision of planning, reporting, monitoring and evaluation of the support provided to recipients, as well as the establishment of robust measures to mitigate the misuse of resources. Furthermore, the Programme Management Officer would lead in developing and establishing appropriate mechanisms and measures in UNSOS to monitor performance through tracking and reporting on the delivery of support. The incumbent would coordinate the preparation of evaluations and other reports to enhance transparency and accountability and identify and implement risk mitigation measures, which would ensure that the support provided to intended recipients is properly used and adequately protected.

60. The Programme Management Officer (P-4) would strengthen UNSOS procedures to better track UNSOS support and the way it has been used and ensure sufficient information-sharing with all relevant entities. The incumbent would establish collaborative mechanisms with AMISOM and the Government of Somalia to facilitate United Nations assistance to these partners in strengthening their capacity to minimize or prevent the misuse of resources by forces receiving United Nations support. Oversight, performance management and accountability are the cornerstone of the partnership between the United Nations and the African Union in Somalia and are a precondition for the provision of support to AMISOM and the Somali security forces.

61. The establishment of the post of Programme Management Officer (National Professional Officer) is also proposed, in line with the recommendations of the staffing review. The incumbent would support the Programme Management Officer (P-4) and UNSOS in the implementation of the mandate, specifically by ensuring that UNSOS support for AMISOM and the Somali security forces is compliant with the obligations to oversee, monitor and report on support services to AMISOM and the Somali security forces. This would include assisting in the planning, monitoring and evaluation of and reporting on actions implemented, as well as participating in the development and implementation of risk mitigation measures. The incumbent would establish collaborative mechanisms with the Government of Somalia and the Somali security forces to facilitate United Nations assistance to these partners to strengthen their capacity to minimize or prevent the misuse of resources by forces receiving United Nations support.

62. The establishment of the post of Administrative Officer (P-3) is proposed, in line with the recommendations of the staffing review. As noted in the staffing review, the Office of the Assistant Secretary-General is significantly understaffed. The incumbent would closely support the Office in implementing the UNSOS mandate by providing everyday substantive support, including professional, logistical and administrative support and advice. The specific functions of the Administrative Officer include: (a) participating in meetings of the Head of UNSOS; (b) preparing notes; (c) ensuring timely and successful follow-up actions; (d) reviewing all correspondence; (e) interacting with other UNSOS offices to ensure substantive

accuracy and consistency with United Nations writing guidelines; and (f) serving as focal point for the Head of UNSOS on all administrative matters, including budget, human resources, internal communication and staff welfare aspects. The incumbent would also manage the compacts of the Head of UNSOS with the Under-Secretary-General of the Department of Operational Support, the Special Representative of the Secretary-General and the Special Representative of the Chairperson of the African Union Commission for Somalia, including drafting and overseeing implementation and reporting. The three compacts are developed and implemented on an annual basis, with two reported on every quarter. Furthermore, the Administrative Officer would support the Head of UNSOS in leading, overseeing and coordinating the preparation and implementation of the pillar work programmes, including budget and human resources management aspects.

63. The establishment of the post of Administrative Officer would support the timely and effective implementation of the work programme and deliverables of the Office of the Assistant Secretary-General. Furthermore, it would ensure responsive and efficient administrative, technical and managerial support for the Head of UNSOS, while safeguarding adherence to rules, regulations and procedures.

64. It is proposed that the post of Team Assistant (national General Service) from the Budget and Finance Section under the Operations and Resources Management pillar be redeployed to the immediate office of the Assistant Secretary-General, where the incumbent would continue to perform the current duties and functions of external relations and coordination. For the 2017/18 budget period, the post was transferred to the Operations and Resources Management pillar. It has become clear, however, that the duties of the post are better aligned with those of the immediate office of the Assistant-Secretary-General. It is therefore proposed that the post be redeployed to the immediate office of the Assistant-Secretary-General to enable the incumbent to better perform host country functions that fall under the mandate of UNSOS.

### **Conduct and Discipline Team**

65. The establishment of the post of Conduct and Discipline Officer (P-3) is proposed. The Conduct and Discipline Team, which currently consists of only one Conduct and Discipline Officer (P-4), fulfils the responsibilities of: (a) policy guidance and technical advice; (b) assistance in developing preventive strategies; and (c) the dissemination of United Nations guidelines, policies and procedures on conduct and discipline. The Team plays a critical role in the enforcement of United Nations standards of conduct, including the receipt, assessment and categorization of information and the notification and referral thereof to the appropriate investigative body, the review of investigation reports and the development of recommendations and sanctions when appropriate.

66. The Conduct and Discipline Officer would effectively identify and monitor cases of alleged misconduct by United Nations peacekeeping personnel, provide sound analytical inputs and advice that contribute to improving and advancing conduct and discipline programme objectives, assist in maintaining a data management system for all categories of personnel misconduct, perform data mining and data analysis to produce narratives and statistical reports on all aspects of personnel conduct, promote and support quantitative and qualitative research on conduct and discipline issues and review, assess and process allegations of misconduct.

67. The establishment of the post of Conduct and Discipline Officer would increase the overall efficiency of the Team by ensuring the timely and effective management of complaints and reports of alleged misconduct. With the Team's current staffing level, the turnaround for reviewing allegations ranges from 40 to 50 days for serious

and other allegations and from 20 to 25 days for allegations of sexual exploitation and abuse. The establishment of an additional post of Conduct and Discipline Officer would ensure full compliance with the current established time frames, under which all investigation reports should be reviewed and referred for further investigation or follow-up within 30 days for serious and other allegations and within 15 days for allegations of sexual exploitation and abuse.

### **Information Support and Management Section**

68. It is proposed that the post of Logistics Officer (P-3) in the Office of the Chief of Service Delivery Management be reassigned as a post of Public Information Officer (P-3) in the Information Support and Management Section, in line with the recommendations of the staffing review. The incumbent would be responsible for quality management policies and processes to ensure that public information and strategic communications activities implemented by third-party contractors maintain United Nations standards and that the quality of their outputs is enhanced. Such strengthening of the Section is a necessity because, from 2019, UNSOS will engage six different contractors to support public information activities, and the consistency of quality across the contractors needs to be ensured. The Public Information Officer would also be the primary focal point for the UNSOS public information, digital engagement and outreach functions, which are critical for communication in the high-risk environment in Somalia, where the confinement of United Nations staff to the AMISOM protected areas curtails direct contact with the target audiences and the public.

69. It is critical that strategic communications and public information support for AMISOM, UNSOM and UNSOS be relevant, accurate and of a high quality. Low standards and errors in the delivery of public information services have a negative impact on the delivery of the UNSOS mandate that can leave long-lasting impressions. Quality assurance is therefore beneficial and a prerequisite for all information that is published to support client mandates. Limited digital engagement in the current information age has an impact on the effectiveness of UNSOS in carrying out its mandate. These platforms are essential and require close and regular management. Inadequate management of digital media platforms or the absence of such management would have a serious impact on the credibility of UNSOS. Disseminating or transmitting inappropriate information and the late dissemination or transmission of cleared information to the public would adversely affect the image of the Organization and could have political consequences. Factual inaccuracy and errors in the content may negatively affect public response and reduce the willingness of the media to continue to carry programmes about the Organization. Work in the area of communications is sensitive given that the news media, political groups, the public and special interest groups are all affected by the public information that is produced at this level.

### **Legal Affairs Unit**

70. The establishment of the post of Senior Legal Affairs Officer (P-5) to head the Legal Affairs Unit is proposed, in line with the recommendations of the staffing review. The incumbent would provide senior legal advice on a wide range of multidisciplinary, highly complex and often sensitive and/or conflicting issues, in particular the interpretation and application of the administrative legal framework of the United Nations, international law and administrative issuances, policies and guidelines governing United Nations operations. The interaction by senior UNSOS leadership with AMISOM, the African Union, external partners and troop-contributing countries requires a senior legal adviser to articulate the legal basis and parameters of cooperation and operational requirements. The Unit plays a critical role

in monitoring UNSOS legal obligations, making amendments where necessary and advising on new areas that may create liabilities for UNSOS and the United Nations. The plethora of legal instruments to be reviewed makes it imperative that the Unit be headed by a Senior Legal Affairs Officer (P-5).

### Safety and Security Section

71. The establishment of the post of Fire Safety Officer (Field Service) is proposed, in line with the recommendations of the staffing review. The Fire Safety Cell reviews and reports on risk assessments for fire safety and fire response, fire safety reporting systems and occupational safety issues related to fire safety and fire response and provides specific recommendations on measures to address identified gaps, including in resources, equipment and staffing capacity. The Unit must operate at no less capacity than a class C fire unit, in accordance with the United Nations fire safety guidelines, and must provide support to regional hubs. Constant monitoring of and advising on fire safety matters are required. Equipment must also be tested and inspected in accordance with daily, weekly and monthly schedules.

72. The Fire Safety Officer would perform managerial responsibilities, interact with senior UNSOS figures and, as necessary, substitute for the Fire Unit Supervisor, which is absent from the existing staffing complement of the Safety and Security Section.

Table 2

### Proposed staffing changes: Office of the Assistant Secretary-General

Office/section/unit	Type of proposed staffing change	Posts/positions		Description
		Number	Level	
Immediate office of the Assistant Secretary-General	Establishment	3	1 P-4, 1 P-3, 1 National Professional Officer	
Immediate office of the Assistant Secretary-General	Redeployment	1	1 national General Service	From the Budget and Finance Section under the Operations and Resources Management pillar
Conduct and Discipline Team	Establishment	1	P-3	
Information Support and Management Section	Reassignment	1	P-3	From the Office of the Chief of Service Delivery Management
Legal Affairs Unit	Establishment	1	P-5	
Safety and Security Section	Establishment	1	Field Service	
<b>Total</b>		<b>8</b>		

### Office of the Director of UNSOS

*International staff: increase of 4 posts*

*National staff: increase of 1 post*

*United Nations Volunteers: increase of 1 position*

### Environmental Unit

73. The establishment of the post of Assistant Environmental Affairs Officer (National Professional Officer) is proposed. The Environmental Unit carries out environmental oversight at 78 locations occupied by UNSOS, UNSOM and AMISOM throughout Somalia and Kenya. The Assistant Environmental Affairs Officer would, inter alia, conduct training for rotating contingents and new arrivals on environmental issues in the context of Somalia and conduct environmental audits and inspections

and provide guidance at all United Nations installations to ensure compliance. The incumbent would also provide support in the development of environmental policy and standard operating procedures for environmental management to AMISOM operations and guidance on environmental protection measures to the Somali security forces supported by UNSOS. The establishment of the proposed post would enable UNSOS to monitor and enforce compliance on environmental performance mission-wide, which would contribute to optimized resource utilization and reduce the pollution of host country environments, hence reducing the cost of cleaning up sites before their handover to the host Government.

74. There is currently only one P-4 post in UNSOS responsible for the planning and operations of the environmental functions, which does not provide the Unit with sufficient capacity to adequately conduct oversight and field visits to carry out environmental audits, baseline studies and environmental impact assessments or to provide training at the six major sectors and the forward operating bases and in Mombasa.

#### **Gender Affairs Unit**

75. The establishment of the post of Gender Affairs Officer (P-4) is proposed, in line with the recommendations of the staffing review. The incumbent would head the Gender Affairs Unit and have duties relating to the implementation of the UNSOS action plan on the United Nations system-wide strategy on gender parity. This would include providing technical advice to senior management, sections and units on promoting and mainstreaming gender parity in accordance with the system-wide strategy, developing briefs for senior management and contributing to change management and the promotion of gender equality in UNSOS. The incumbent would also monitor and report to senior management on UNSOS human resources functions and to section management on the achievement of awareness, on parity targets and on behavioural development and would collaborate with the UNSOS Training Unit and the Integrated Gender Office to inform and ensure the integration of gender and women and peace and security issues into training curricula.

#### **Risk Management and Audit Response Unit**

76. Given the cross-cutting nature of risk management functions and their critical importance in a hostile, non-permissive environment, the reporting lines of the Enterprise Risk Management Unit, which had reported to the Budget and Finance Section under the Operations and Resources Management pillar, were realigned in the 2018/19 period so that it reported directly to the Director of UNSOS. The functions of the Unit were combined with the functions of the Audit Response Unit to establish a new Risk Management and Audit Response Unit.

77. It is proposed that the posts of Risk Officer (P-4) and Risk Management Compliance Assistant (Field Service) in the Budget and Finance Section be realigned under the Risk Management and Audit Response Unit, in line with the realignment of the responsibilities of the Enterprise Risk Management Unit and the recommendations of the staffing review.

#### **Welfare Cell**

78. Given the links and interface between welfare issues and accommodation, security and related matters, the reporting lines of the Welfare Cell, which had reported to the Human Resources Section under the Operations and Resources Management pillar, were realigned in the 2018/19 period so that it reported directly to the Director of UNSOS.

79. It is proposed that the posts of Administrative Officer (P-3) and Welfare Assistant (United Nations Volunteer) in the Human Resources Section be realigned under the Welfare Cell, in line with the recommendations of the staffing review.

Table 3

**Proposed staffing changes: Office of the Director of UNSOS**

Office/section/unit	Type of proposed staffing change	Posts/positions		Description
		Number	Level	
Environmental Unit	Establishment	1	National Professional Officer	
Gender Affairs Unit	Establishment	1	P-4	
Risk Management and Audit Response Unit	Realignment	2	1 P-4, 1 Field Service	From the Budget and Finance Section under the Operations and Resources Management pillar
Welfare Cell	Realignment	2	1 P-3, 1 United Nations Volunteer	From the Human Resources Section under the Operations and Resources Management pillar
<b>Total</b>		<b>6</b>		

**Operations and Resources Management pillar**

*International staff: net increase of 4 posts*

*United Nations Volunteers: decrease of 1 position*

**Office of the Chief of Operations and Resources Management**

80. It is proposed that the post of Administrative Officer (P-3) be reclassified as a P-4 post, in line with the recommendations of the staffing review. When the Chief of Operations and Resources Management assumed additional responsibilities, including the overall direction of the pillar and the coordination and management of six organizational units, there was a concomitant increase in the complexity of the responsibilities of the role of Administrative Officer, to include the provision of robust administrative support to the Chief in coordinating the pillar's mandate. Given that the Administrative Officer is increasingly required to interact to a significant degree with AMISOM on its human resources, budget and operational issues and has added responsibilities from the sections that now fall under the Chief, including support for the Field Technology Section, the Budget and Finance Section, the Human Resources Section, the Integrated Mission Training Centre and the Common Services Coordination Unit, it is proposed that the post be reclassified to reflect the increased responsibilities, in line with the recommendations of the staffing review. Furthermore, the reclassification as a P-4 post would be on a par with the structures in the Service Delivery Management and Supply Chain Management pillars, whose front offices are currently served by Administrative Officers at the P-4 level.

**Budget and Finance Section**

81. The establishment of the post of Finance and Budget Officer (P-4) within the Finance Unit is proposed, in line with the recommendations of the staffing review. The incumbent would supervise the operation of the Unit and be responsible for the effective implementation of the Unit's workplan, providing a level of experience and leadership that is appropriate to the requirements of the Budget and Finance Section. The incumbent would lead the implementation of the financial aspects of the new delegation of authority at the field level and prepare cost estimates, budget proposals

and results-based budgeting inputs. The incumbent would also provide support to programme managers with respect to resource requirements for budget submissions and administer and monitor extrabudgetary resources, including the review of agreements and cost plans, ensuring compliance with regulations, policies and procedures. The establishment of the proposed post would ensure greater emphasis on financial resources stewardship and reporting to sections and senior management, including UNSOM, AMISOM and Member States that provide voluntary contributions to the established trust funds.

82. The establishment of two posts of Finance and Budget Officer (1 P-3 and 1 P-2) within the Finance Unit is also proposed, in line with the recommendations of the staffing review. As with other field missions, the Secretary-General intends for UNSOS to benefit from an added commitment to decentralize authorities as of 1 January 2019. In line with this initiative to better align authority over resources with responsibility for mandate delivery, the Secretary-General, in his report on the budget for the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019, noted that, to ensure that the shift of responsibilities from Headquarters to field missions was matched by a shift in associated capacities, six professional posts were to be abolished in the Field Budget and Finance Division of the Department of Field Support, with the released capacity to be established in a number of large, complex missions (A/72/790/Rev.1, paras. 17 and 177). The addition of a P-2 post in UNSOS in this context would allow the Office both to realize the benefits of these efforts to better empower field missions and to maintain stewardship over resources.

83. The proposed posts would support, monitor, plan, organize and carry out various functions required in the Budget and Finance Section. The incumbents would also provide expert advice to management on matters relating to budget processes and procedures and would frequently interact with United Nations Headquarters and the Regional Service Centre in Entebbe on financial and budgetary issues relating to UNSOS.

84. The establishment of the posts of Budget and Finance Officer (1 P-4, 1 P-3 and 1 P-2) would enable effective financial oversight, better monitoring of strategic and operational priorities, efficient financial resources management and financial reporting to UNSOS clients AMISOM and UNSOM, enabling UNSOM and AMISOM to concentrate on delivering their mandates.

85. It is proposed that the posts of Logistics Officer (P-4), Logistics Assistant (Field Service) and Logistics Assistant (national General Service) from the Budget and Finance Section be realigned under the Common Services Coordination Unit, in line with the realignment of the reporting lines of the Unit from the Budget and Finance Section to the Chief of Operations and Resources Management and with the recommendations of the staffing review.

86. It is proposed that the post of Team Assistant (national General Service) be redeployed to the Office of the Assistant Secretary-General, in line with the recommendations of the staffing review.

87. It is proposed that the posts of Risk Officer (P-4) and Risk Management and Compliance Assistant (Field Service) be realigned under the Risk Management and Audit Response Unit under the Director of UNSOS, in line with the recommendations of the staffing review.

#### **Common Services Coordination Unit**

88. The Common Services Coordination Unit was established in 2015 to ensure that appropriate mechanisms were in place to govern the terms and conditions, including cost recovery, under which goods or services may be provided to third parties whose contributions are essential to the successful implementation of the UNSOS mandate.

Given the security situation in Somalia, almost all the United Nations agencies, funds and programmes and many diplomatic missions, international organizations and vendors depend on UNSOS for basic services, such as medical support, secure office and living accommodation and movement services, for which commercial alternatives are prohibitively expensive. The Unit is responsible for interacting with such organizations, beginning from initial enquiries to establishing whether UNSOS has the capacity to provide the requested service without affecting its own operations and establishing memorandums of understanding or letters of agreement.

89. When the UNSOS support structure was realigned in 2017, the Common Services Coordination Unit was placed under the Budget and Finance Section. However, since the functions of the Unit extend beyond cost recovery activities and given the need to make the Unit more effective and efficient, the reporting lines of the Unit, which had reported to the Budget and Finance Section, were realigned in the 2018/19 period so that it reported directly to the Chief of Operations and Resources Management.

90. It is therefore proposed that the following posts in the Budget and Finance Section be realigned under the Common Services Coordination Unit, in line with the recommendations of the staffing review: Logistics Officer (P-4), Logistics Assistant (Field Service) and Logistics Assistant (national General Service).

#### **Field Technology Section**

91. The establishment of the post of Contract Management Officer (P-3) is proposed, in line with the recommendations of the staffing review. Contract management is a challenge within the Section owing to the management of 19 complex contracts that are continuously evolving with developments in the information technology industry. The proposed Contract Management Officer would manage the financial and legal risks of the existing and future contracts on behalf of the Section, providing dedicated resources to legally interpret stipulations of contracts that may have resource implications. The incumbent would provide the Section with both quantitative and qualitative management of its resources and at times may even make decisions regarding the renewal or extension of a contract or the discontinuation thereof if the service or supply of goods is no longer required. The Section undertakes the operation and maintenance of traditional communications and information technology infrastructure as well as non-traditional initiatives for UNSOS, AMISOM and UNSOM.

92. It is proposed that the post of Information Systems Assistant (Field Service) in the Centralized Warehousing Section under the Supply Chain Management pillar be redeployed to the Field Technology Section. The redeployment reflects the focus of UNSOS on business intelligence and data analytics reporting for decision-making on supply chain management issues by senior management. The demand for such services resulted from the introduction of information management tools (the electronic fuel management system) for the Fuel Unit, which improved the tracking of consumption against the approved funding for AMISOM. The increased visibility of data accounted for and helped to realize savings of at least \$3 million in the 2018/19 period.

93. It is proposed that the post of Telecommunications Technician (Field Service) be reassigned as a post of Acquisition Planning Assistant in the Acquisition Management Section under the Supply Chain Management pillar, in line with the recommendations of the staffing review.

#### **Human Resources Section**

94. The establishment of one post of Human Resources Assistant (Field Service) and one post of Human Resources Officer (National Professional Officer) is proposed, in line with the recommendations of the staffing review. The Human Resources

Section provides client services for an authorized 559 posts in UNSOS and 294 posts in UNSOM, in 11 different duty stations across two countries, Somalia and Kenya. The Section also supports 41 government-provided personnel and provides limited administrative support to the Mine Action Service. In addition to recruiting and managing consultants for UNSOM and AMISOM, the Section handles a large number of consultant and individual contractor recruitments necessitated by the light footprint approach of UNSOS. The Section also processes monthly payments of allowances for 530 personnel of the United Nations Guard Unit that protects the UNSOS and UNSOM compounds in Mogadishu International Airport. Similarly, the Section processes the monthly allowances for United Nations military contingent personnel.

95. The number of human resources staff is low compared with the number of personnel they support. The existing resources within the Section are not sufficient to support the management of UNSOS and UNSOM and their staff members spread across the 11 duty stations. With the establishment of the proposed posts, UNSOS would see increased efficiency in human resources management services to its clients, in particular in the important areas of specialist support and organizational management, including post management and maintenance of the staffing table, and workforce planning, including the preparation of staffing justifications for both UNSOS and UNSOM for submission to the legislative bodies. The additional capacity would ensure a more equitable distribution of workload among staff. The Section would be better positioned to provide increased policy support services to UNSOS and UNSOM management, as well as to all staff members. The additional capacity would ensure that the important programme of outreach and client education on human resources matters could proceed as planned and that clients would receive proactive and responsive support and guidance, including on policy issues.

96. It is proposed that the post of Travel Assistant (Field Service) in the Medical Section under the Service Delivery Management pillar be redeployed to the Travel Cell of the Human Resources Section, in line with the recommendations of the staffing review. The Cell is responsible for the provision of travel services to UNSOS, UNSOM personnel, including staff members, government-provided personnel, United Nations Volunteers, consultants and individual contractors, and AMISOM individual police officers and formed police units. The Cell also supports AMISOM through coordination with the Regional Service Centre in Entebbe on the deployments and movements of staff officers and individual police officers, maintains and provides data to UNSOS leadership and the Board of Auditors and meets the requirements of the legislative bodies through the generation of reports and the provision of required data. With the proposed reassignment of the Field Service post to the Travel Cell, UNSOS would improve efficiency in the form of certainty and continuity in the function of providing travel services to staff members and other clients of UNSOS, UNSOM and AMISOM.

97. It is proposed that the posts of Administrative Officer (P-3) and Welfare Assistant (United Nations Volunteer) be realigned under the Welfare Cell under the Director of UNSOS, in line with the realignment of the reporting lines of the Cell and with the recommendations of the staffing review.

### **Integrated Mission Training Centre**

98. The staffing review confirmed that, owing to the nature and scope of the training services provided by UNSOS and in order to better serve all stakeholders, the reporting lines of the Integrated Mission Training Centre should be realigned so that it reports directly to the Chief of Operations and Resources Management.

99. In line with the realignment described above and with the recommendations of the staffing review, it is proposed that the following posts from the Mission Support

Centre be realigned under the Integrated Mission Training Centre: Training Officer (P-4), Training Officer (P-3), Training Assistant (Field Service), Peacekeeping Training Officer (Field Service), Associate Training Officer (National Professional Officer), Administrative Assistant (national General Service) and Staff Development Assistant (national General Service).

### **Mission Support Centre**

100. It is proposed that the post of Administrative Officer (P-3) be established in Dhuusamarreeb, in line with the recommendations of the staffing review. All UNSOS support staff in the sectors report to Administrative Officers in the respective sectors, and this will apply to the proposed new Administrative Officer.

101. Administrative Officers in the sectors provide advice and guidance to the UNSOM heads of offices on administrative and logistical matters related to the Financial and Staff Regulations and Rules of the United Nations, support policies, instructions, specific delegations of authority and available resources. Furthermore, they develop and implement workplans for the support component in the areas of operation covered by the sector and monitor all aspects of work conducted at sites in their areas of operation, including support for AMISOM military units, UNSOM and other substantive components as applicable. In addition, almost all services provided to stakeholders (including cleaning services, fuel supply, rations supply, the construction of camps and vehicle maintenance) have been outsourced, resulting in the need for Administrative Officers at an appropriate level to enable them to deal directly with contractor staff and management and provide oversight functions.

102. The establishment of one post of Administrative Officer (P-3) for the Regional Coordination Unit in Jawhar is also proposed, in line with the recommendations of the staffing review. In Jawhar, sector functions and responsibilities have been left to a Logistics Assistant (Field Service) in the Regional Coordination Unit, but these have grown to include not only logistics but also administrative functions, such as human resources, and responsibility for the coordination of logistical and administrative functions with clients (AMISOM and UNSOM), the United Nations country team and contractor staff. It is therefore important that UNSOS be serviced in Jawhar by an Administrative Officer at the P-3 level, as is the case in other sectors of comparable levels of staffing and complexity, such as Baidoa, Beledweyne and Kismaayo.

103. It is proposed that the following posts be realigned under the Integrated Mission Training Centre, in line with the recommendations of the staffing review: Training Officer (P-4), Training Officer (P-3), Training Assistant (Field Service), Peacekeeping Training Officer (Field Service), Associate Training Officer (National Professional Officer), Administrative Assistant (national General Service) and Staff Development Assistant (national General Service).

104. It is also proposed that the following posts in the Regional Coordination Unit be realigned under the Mission Support Centre, in line with the transfer of the functions of the Unit to the Centre and with the recommendations of the staffing review: one Administrative Officer (P-4), three Administrative Officer (P-3), two Administrative Officer (Field Service) and one Administrative Assistant (United Nations Volunteer).

### **Regional Coordination Unit**

105. In line with the recommendations of the staffing review of UNSOS, it is proposed that the functions of the Regional Coordination Unit, which are currently under the Senior Administrative Officer, be realigned under the Mission Support Centre, together with seven of the existing posts (1 P-4, 3 P-3, 2 Field Service and 1 United Nations Volunteer).

106. The abolishment of one post of Logistics Assistant (Field Service) is also proposed, in line with the recommendations of the staffing review.

Table 4

**Proposed Staffing changes: Operations and Resources Management pillar**

Office/section/unit	Type of proposed staffing change	Posts/positions		Description
		Number	Level	
Office of the Chief of Operations and Resources Management	Reclassification	(1)	P-3	
Office of the Chief of Operations and Resources Management	Reclassification	1	P-4	
Budget and Finance Section	Establishment	3	1 P-4, 1 P-3, 1 P-2	
Budget and Finance Section	Realignment	(3)	1 P-4, 1 Field Service, 1 national General Service	To the Common Services Coordination Unit
Budget and Finance Section	Realignment	(2)	1 P-4, 1 Field Service	To the Risk Management and Audit Response Unit under the Director of UNSOS
Budget and Finance Section	Redeployment	(1)	1 national General Service	To the Office of the Assistant Secretary-General
Common Services Coordination Unit	Realignment	3	1 P-4, 1 Field Service, 1 national General Service	From the Budget and Finance Section
Field Technology Section	Establishment	1	P-3	
Field Technology Section	Reassignment	(1)	Field Service	To the Acquisition Management Section under the Supply Chain Management pillar
Field Technology Section	Redeployment	1	Field Service	From the Centralized Warehousing Section under the Supply Chain Management pillar
Human Resources Section	Establishment	2	1 Field Service, 1 National Professional Officer	
Human Resources Section	Redeployment	1	Field Service	From the Medical Services Section under the Service Delivery Management
Human Resources Section	Realignment	(2)	1 P-3, 1 United Nations Volunteer	To the Welfare Cell under Director of UNSOS
Integrated Mission Training Centre	Realignment	7	1 P-4, 1 P-3, 2 Field Service, 1 National Professional Officer, 2 national General Service	From the Mission Support Centre
Mission Support Centre	Establishment	2	P-3	
Mission Support Centre	Realignment	7	1 P-4, 3 P-3, 2 Field Service, 1 United Nations Volunteer	From the Regional Coordination Unit
Mission Support Centre	Realignment	(7)	1 P-4, 1 P-3, 2 Field Service, 1 National Professional Officer, 2 national General Service	To the Integrated Mission Training Centre
Regional Coordination Unit	Realignment	(7)	1 P-4, 3 P-3, 2 Field Service, 1 United Nations Volunteer	To the Mission Support Centre
Regional Coordination Unit	Abolishment	(1)	Field Service	
<b>Total</b>		<b>3</b>		

**Supply Chain Management**

*International staff: net decrease of 10 posts*

*National staff: decrease of 12 posts*

*United Nations Volunteers: decrease of 2 positions*

**Acquisition Management Section**

107. The establishment of the post of Contract Management Officer (P-4) is proposed. Since the inception of supply chain management and the restructuring of UNSOS, the Acquisition Management Section has assumed an increasing number of tasks and responsibilities. These additional tasks include performing contract management and oversight of UNSOS goods contracts in the value of \$43.8 million per year.

108. The Contract Management Officer would undertake strategic activities, such as coordinating with the host country on the visa and tax requirements that are applicable to UNSOS contractors and contracts, reviewing the visa requirements for current UNSOS contractors and drafting an UNSOS-wide policy on contract-related visas that reflects the nature and exclusivity of each individual contract. The incumbent would coordinate contract management education and training, including an expected four workshops per year and four other training sessions, and advise on tools and procedures, promote lessons learned and best practices and follow up on the implementation of lessons learned. The incumbent would also monitor and maintain contractor and risk analyses and update UNSOS contract management standard operating procedures in coordination with all UNSOS stakeholders.

109. The establishment of the proposed P-4 post would ensure that UNSOS contracts are extended, rebid or closed out in a timely manner. UNSOS has experienced several ex post facto situations in the past few years owing mostly to operational exigency requirements, but also to the lack of proper coordination between contract management functions at the operational and strategic levels. With the proposed Contract Management Officer, UNSOS aims to eliminate ex post facto situations on existing contracts. The proposed post would ensure that comprehensive information on contracts and operations is available to enable proactive decision-making processes.

110. The abolishment of the posts of Administrative Assistant (national General Service) and Facilities Management Assistant (national General Service) in Mombasa is also proposed, on account of the decreasing role of Mombasa as it relates to supply chain management and in line with the recommendations of the staffing review.

111. It is proposed that the post of Information Systems Assistant (Field Service) in the Field Technology Section under the Operations and Resources Management pillar be reassigned as a post of Acquisition Planning Assistant in the Acquisition Management Section, in line with the recommendations of the staffing review.

112. It is also proposed that the post of Property Management Officer (Field Service) in the Centralized Warehousing Section be redeployed to the Acquisition Management Section, in line with the recommendations of the staffing review.

**Centralized Warehousing Section**

113. The abolishment of the post of Property Management Assistant (national General Service) in Mombasa is proposed, on account of the decreasing role of Mombasa as it relates to supply chain management and in line with the recommendations of the staffing review.

114. It is proposed that the post of Property Management Officer (Field Service) be redeployed to the Acquisition Management Section, in line with the recommendations of the staffing review.

115. It is also proposed that the post of Information Systems Assistant (Field Service) be redeployed to the Field Technology Section under the Operations and Resources Management pillar, in line with the recommendations of the staffing review.

116. It is further proposed that the post of Assets Assistant (United Nations Volunteer) be redeployed to the Engineering and Facility Maintenance Section under the Service Delivery Management pillar, in line with the recommendations of the staffing review.

117. The Centralized Warehousing Section employs individual contractors, United Nations Volunteers and extensive contracted labour to perform duties related to the receipt and inspection of goods and the storage and preparation of inventory. In the light of the recently established contract for warehousing services, the Section does not anticipate any significant challenges or deficiencies with regard to human resources or staffing as a result of the proposed changes.

### **Claims Cell**

118. The staffing review recommended the creation of a Claims Cell that is based in Nairobi and reports directly to the Chief of Supply Chain Management. This realignment of reporting lines is considered necessary to separate the process of property survey from the function of property write-off and disposal, which will continue to be carried out by the Property Management Unit within the Performance Management Section. Such realignment is also necessary in order to avoid a potential conflict of interest from having the claims function reporting to the Property Management Unit within the same organizational unit.

119. It is proposed that the posts of Associate Claims Officer (National Professional Officer) and Claims Assistant (national General Service) in the Performance Management Section be realigned under the Claims Cell, in line with the recommendations of the staffing review.

120. It is proposed that the post of Procurement Officer (P-3) in the Procurement Section be reassigned as a post of Claims Officer (P-3) in the Claims Cell, in line with the recommendations of the staffing review. The incumbent would be responsible for all administrative matters relating to the maintenance of the secretariat of the Local Property Survey Board and Claims Review Board of UNSOS. It is proposed that the post be relocated from Mombasa to Nairobi.

121. The Claims Officer would review supporting documents attached to claims and all claims for death and disability benefits, evaluate claim, casualty and medical reports and death and disability certificates, and review, investigate and collect additional information on third-party compensation claims arising from traffic accidents involving United Nations vehicles and from the occupancy of premises by the United Nations. The incumbent would also coordinate and review the work of two Cell staff and act as the liaison with clients and the Advisory Board on Compensation Claims.

### **Performance Management Section**

122. In order to realign the functions of inbound coordination and in line with the recommendations of the staffing review, it is proposed that the posts of Property Management Officer (Field Service), Movement Control Assistant (Field Service) and Movement Control Officer (National Professional Officer) and two posts of

Movement Control Assistant (national General Service) in the Movement Control Section be redeployed to the Performance Management Section.

123. It is also proposed that the posts of Associate Claims Officer (National Professional Officer) and Claims Assistant (national General Service) be realigned under the Claims Cell, in line with the recommendations of the staffing review.

124. It is further proposed that the post of Administrative Officer (Field Service) be reassigned as a post of Procurement Officer (Field Service) in the Procurement Section, in line with the recommendations of the staffing review.

#### **Procurement Section**

125. It is proposed that the post of Administrative Officer (Field Service) in the Performance Management Section be reassigned as a post of Procurement Officer (Field Service) in the Procurement Section, so as to reflect the current staffing needs of the two sections and in line with the recommendations of the staffing review. The reassignment of the post to the Procurement Section would further reduce ex post facto cases and expenditure related thereto. In addition, this reassignment would help to reduce the number of recommendations of the Board of Auditors and ensure that procurement cases are completed in a timely manner to support the UNSOS mandate.

126. It is also proposed that the post of Procurement Officer (P-3) be reassigned as a post of Claims Officer (P-3) in the Claims Cell, in line with the recommendations of the staffing review.

#### **Movement Control Section**

127. The Movement Control Section has been realigned, together with the Aviation Section, under the Service Delivery Management pillar, in line with the recommendations of the staffing review. In connection with this realignment, it is proposed that 21 of the 26 relevant posts be realigned under the Service Delivery Management pillar and that the five remaining posts be redeployed within the Supply Chain Management pillar.

128. It is proposed that the following posts be realigned under the Movement Control Section under the Service Delivery Management pillar: five posts of Movement Control Officer (Field Service), six posts of Movement Control Assistant (Field Service), nine posts of Movement Control Assistant (national General Service) and one post of Movement Control Assistant (United Nations Volunteer).

129. It is proposed that the following posts related to inbound coordination be redeployed to the Performance Management Section: one post of Property Management Officer (Field Service), one post of Movement Control Assistant (Field Service), one post of Movement Control Officer (National Professional Officer) and two posts of Movement Control Assistant (national General Service).

Table 5  
**Proposed staffing changes: Supply Chain Management pillar**

Office/section/unit	Type of proposed staffing change	Posts/positions		Description
		Number	Level	
Acquisition Management Section	Establishment	1	P-4	
Acquisition Management Section	Abolishment	(2)	National General Service	
Acquisition Management Section	Reassignment	1	Field Service	From the Field Technology Section under the Operations and Resources Management pillar
Acquisition Management Section	Redeployment	1	Field Service	From the Centralized Warehousing Section
Centralized Warehousing Section	Abolishment	(1)	National General Service	
Centralized Warehousing Section	Redeployment	(1)	Field Service	To the Acquisition Management Section
Centralized Warehousing Section	Redeployment	(1)	Field Service	To the Field Technology Section under the Operations and Resources Management pillar
Centralized Warehousing Section	Redeployment	(1)	United Nations Volunteer	To the Engineering and Facility Maintenance Section under the Service Delivery Management pillar
Claims Cell	Reassignment	1	P-3	From the Procurement Section
Claims Cell	Realignment	2	1 National Professional Officer, 1 national General Service	From the Performance Management Section
Performance Management Section	Reassignment	(1)	Field Service	To the Procurement Section
Performance Management Section	Redeployment	5	2 Field Service, 1 National Professional Officer, 2 national General Service	From the Movement Control Section
Performance Management Section	Realignment	(2)	1 National Professional Officer, 1 national General Service	To the Claims Cell
Procurement Section	Reassignment	1	Field Service	From the Performance Management Section
Procurement Section	Reassignment	(1)	P-3	To the Claims Cell
Movement Control Section	Redeployment	(5)	2 Field Service, 1 National Professional Officer, 2 national General Service	To the Performance Management Section
Movement Control Section	Realignment	(21)	11 Field Service, 9 national General Service, 1 United Nations Volunteer	To the Movement Control Section under the Service Delivery Management pillar
<b>Total</b>		<b>(24)</b>		

### **Service Delivery Management pillar**

*International staff: net increase of 16 posts*

*National staff: net increase of 9 posts*

*United Nations Volunteers: increase of 2 positions*

### **Office of the Chief of Service Delivery Management**

130. The establishment of two posts of Contract Management Officer (1 P-4 and 1 P-3) is proposed, in line with the recommendations of the staffing review, which recognized the importance of strengthening the contract management oversight and support required centrally within the Service Delivery Management pillar. To bring improvements and gains in efficiency in the overall level of service and support for AMISOM, UNSOM and other clients, there is a requirement for a centralized Contract Management Cell within the pillar. The establishment of the two posts would help to achieve centralized contract management support and contribute to key activities related to contract monitoring and expenditure tracking and monitoring that are essential for the effective functioning of the pillar. Other key areas of focus for the incumbents would include coordination with the Supply Chain Management pillar on the development and implementation of operational plans, standard operating procedures, initiatives and projects relating to contract compliance and performance management, budgeting and acquisition planning and procurement processes.

131. The two posts would be required to manage the UNSOS high-value and complex commercial contracts in fuel, rations, aviation, movement control and engineering, bearing in mind the high impact, risks and critical nature to UNSOS operations. Current staffing dedicated to managing contracts (1 P-4, 2 P-3 and 2 Field Service posts) is insufficient to maintain effective oversight, and the recent independent review of UNSOS identified contract management as among the areas that urgently needed to be strengthened if UNSOS is to adequately fulfil its mandate.

132. It is also proposed that the post of Logistics Officer (P-3) be reassigned as a post of Public Information Officer (P-3) in the Information Support and Management Section under the Office of the Assistant Secretary-General, in line with the recommendations of the staffing review.

### **Aviation Section**

133. It is proposed that the post of Associate Engineer (National Professional Officer) in the Engineering and Facility Maintenance Section be reassigned to the Aviation Section and reclassified as a Senior Air Operations Assistant (national General Service). The additional post in Nairobi would assist in monitoring the functions of the joint mission air operations centre under the overall supervision of the Chief Aviation Officer and the direct supervision of the Chief Air Operations Officer.

134. The incumbent would support the execution of six regular flights per week. The overall number of passengers increased from 69,711 in 2015 to 116,691 in 2017, with a total of 46,634 passengers and 1,334 tons of cargo passing through Nairobi International Airport. In 2017, the Office airlifted 866 patients and 125 remains of deceased persons. This volume of traffic requires coordination, planning, the briefing, tasking and debriefing of crews, accountability and oversight for each scheduled flight.

135. The Senior Air Operations Assistant in Nairobi would be responsible for the planning and monitoring of all support air operations concerning air deployment, redeployment, air medical evacuations, aerial resupply, ration packs and cargo of the AMISOM military contingents, police and civilian components in Jomo Kenyatta

International Airport and Wilson Airport. The incumbent would ensure that refuelling procedures are observed and submit the daily technical compliance report towards the monthly aircraft use report, which is submitted to United Nations Headquarters. The incumbent would also coordinate medical evacuations with relevant units, such as the Medical Services Section, receiving hospitals and the air ambulance operator.

136. With this additional post in Nairobi, the Section would likely yield better quality work in aviation, where norms and standards are pillars of safe and secure operations, and would reduce staff fatigue, which has been a reported problem. Without the additional staff in Nairobi, it would be impossible to maintain high standards of air safety and operational compliance. Furthermore, failure to maintain safety standards would expose UNSOS air operations, personnel and United Nations and non-United Nations assets to increased risk.

### **Engineering and Facility Maintenance Section**

137. The establishment of the post of Facilities Management Officer (P-3) is proposed, in line with the recommendations of the staffing review. The population in the United Nations Integrated Compound in Mogadishu alone is about 1,000, which requires the Facility Management Unit to attend, on a daily basis and in a timely manner, to client requests in a high number of diverse areas related to accommodation, including large-scale solid waste collection, segregation and disposal. The services are rendered not only in Mogadishu but also in the sector hubs and at two UNSOM political offices and will be rendered at the forthcoming UNSOM office in Dhuusamarreeb. The Unit also provides conference service support for weekly political conferences in Mogadishu, including attendees at the very highest levels. With the current staffing level, the management of a workload of this scale in compliance with United Nations standards is not achievable. The Section also needs to fulfil recommendations of the Board of Auditors to increase control over the activities of service contractors, which cannot be achieved with the current staffing level.

138. The establishment of the post of Water and Sanitation Engineer (P-3) is also proposed, in line with the recommendations of the staffing review. The scope of the Water Sanitation Unit encompasses the drilling of shallow and deep boreholes, the storage and treatment of extracted water, the distribution, repair and maintenance of a wide range of plumbing infrastructure, the operation, repair and maintenance of water and wastewater treatment plants and the disposal of liquid waste at the 26 water stations and 38 wastewater treatment stations throughout Mogadishu and the six sectors. The Engineer would be required to run the laboratory for water and wastewater testing, including ensuring regular and frequent sample collections from utility stations and establishing the UNSOS database of test results. The incumbent would also ensure the quality of drinking water and that treated wastewater remains within the acceptable environmental threshold. By way of supervision and monitoring of testing, the incumbent would help UNSOS to ensure that personnel consume drinking water safely, that no waterborne diseases emerge and that UNSOS fulfils its obligation not to release wastewater without proper treatment. If the proposed post is not approved, UNSOS would risk non-compliance with waste management and environmental guidelines.

139. It is proposed that the post of Assets Assistant (United Nations Volunteer) in the Centralized Warehousing Section under the Supply Chain Management pillar be redeployed to the Engineering and Facility Maintenance Section, in line with the recommendations of the staffing review. The workload of the Section includes a daily routine of reviewing client requests, raising notifications for the issuance of materials and assets to contractors for equipment and consumables, raising notifications for write-offs and preparing asset condition reports and impairment activities. In the

Section, the redeployed Assets Assistant would focus solely on engineering assets (around 20,000 units) together with construction consumables and would provide critically needed assistance to the commodity manager under the Service Delivery Management pillar.

140. It is proposed that the post of Associate Engineer (National Professional Officer) be reassigned to the Aviation Section and reclassified as a post of Senior Air Operations Assistant (national General Service), in line with the recommendations of the staffing review.

### **Life Support Services Section**

141. The establishment of the post of Finance and Budget Assistant (Field Service) is proposed, in line with the recommendations of the staffing review. The newly established Life Support Services Section is mandated to oversee and process all aspects of contract management, as well as budget monitoring and invoice processing for fuel, rations, general supply and catering contracts for goods and services. Previously, there was only one Contract Management Officer to support contract oversight and administration in the Fuel Unit and the Rations Unit. Although the integration of general supply and catering responsibilities within the Section added a significant workload in contract oversight, invoicing and budget functions, no resources were provided to perform those functions. While the creation of the Contract Management and Invoicing Unit resulted in the consolidation of existing Section personnel performing invoicing and budget functions from the Fuel Unit and the Rations Unit, their respective responsibilities have grown to such an extent that they cannot absorb contract management activities and general supply and catering invoices without being overloaded and experiencing processing delays.

142. The Fuel Unit and the Rations Unit were created when UNSOS provided support for 12,000 AMISOM troops deployed primarily in Mogadishu. However, UNSOS operations now cater for more than 20,000 AMISOM uniformed personnel, 10,900 members of the Somali security forces and the United Nations Guard Unit throughout six sector headquarters, more than 20 battalion locations and approximately 75 forward operating bases in Somalia. For rations alone, approximately 110 invoices are verified for payment every 28 days, at an average monthly invoice value of \$5.6 million. In addition to the rations budget and invoicing functions, fuel invoicing responsibilities entail approximately 150 transactions per day for ground and aviation fuel support at an approximate monthly value of \$3 million. Both rations and fuel invoicing personnel have added responsibilities of budgeting and procurement functions, which are necessary to insure timely processing and uninterrupted services.

143. All of the above, as well as general supply and catering invoicing and budget functions and the requirement to consolidate all the Section's budgeting and contract oversight functions, adds workloads that cannot feasibly be absorbed by the Section. The Contract Management Officer's administrative and performance management burden has increased beyond the workload of one person and the assistance that would be provided by the establishment of the proposed post is critical.

144. It is also proposed that the post of Fuel Officer (Field Service) be reassigned as a Logistics Officer (Field Service) within the Life Support Services Section, in line with the recommendations of the staffing review. Owing to the critical nature of the general supply functions for UNSOS, the reassignment would ensure the smooth functioning and implementation of the mandates of the General Supply Unit and the Life Support Services Section.

### **Medical Services Section**

145. It is proposed that the post of Medical Assistant (Field Service) be redeployed to the Human Resources Section under the Operations and Resources Management pillar, in line with the recommendations of the staffing review.

### **Movement Control Section**

146. The establishment of the post of Chief of Movement Control (Field Service (Principal level)) is proposed, in line with the recommendations of the staffing review. The Section currently lacks a senior staff member to oversee activities related to the movement of cargo, personnel and troops by air, land and sea, to ensure the availability of technical guidance, planning and logistical support in all aspects of transportation and to comply with UNSOS and international regulations on the movement of personnel and cargo.

147. The Chief would: (a) oversee all activities related to the movement of cargo, personnel and troops; (b) provide technical guidance in all aspects of transportation, and provide inputs to the global rolling plan for the movement of contingent-owned equipment and personnel; (c) ensure that safe, efficient and economical movement support is provided to carry out operational and administrative tasks; (d) implement a quality assurance programme and improve the quality of movement control services for the Section's clients; (e) support the logistics planning, acquisitions and sourcing strategy for UNSOS; and (f) prepare and manage the Section's annual budget of more than \$35 million, a budget that warrants a Chief at the FS-7 level, especially given the expansion of the scope of the UNSOS mandate beyond Mogadishu into the sectors.

148. The Movement Control Section under the Supply Chain Management pillar has been realigned under the Service Delivery Management pillar, in line with the recommendations of the staffing review. It is therefore proposed that five posts of Movement Control Officer (Field Service), six posts of Movement Control Assistant (Field Service), nine posts of Movement Control Assistant (national General Service) and one post of Movement Control Assistant (United Nations Volunteer) from the Movement Control Section under the Supply Chain Management pillar be realigned under the new Movement Control Section under the Service Delivery Management pillar.

### **Transport Section**

149. The establishment of the post of Chief of the Transport Section (P-5) is proposed, in line with the recommendations of the staffing review. The Unit currently lacks a Chief to oversee all activities related to ground transportation, which are organized into the following main areas: fleet maintenance, fleet management, contract management and material management and dispatch. The Transport Section operates from UNSOS headquarters in Mogadishu, but the UNSOM-UNSOS fleet is deployed in six sector hubs in Somalia. Fleet vehicles are also maintained in Nairobi and Mombasa and in three UNSOM offices in Somaliland and Puntland.

150. The AMISOM partner-owned equipment fleet, which UNSOS is responsible for maintaining, is deployed in forward tactical locations across the six AMISOM sectors that are generally remote from the sector hubs. The fleet includes a wide array of armoured personnel carriers, military pattern trucks and engineering vehicles, armoured ambulances and heavy transport equipment, such as bulldozers, forklifts and graders for AMISOM mission enabling units, which are a specific requirement under Security Council resolution [2245 \(2015\)](#). According to that resolution, UNSOS is responsible for maintaining at an operational rate of 75 per cent all AMISOM partner-owned armoured personnel carriers and other key vehicles.

151. The establishment of the post would ensure accountability, efficiency and effectiveness in the overall management, maintenance and operation of United Nations-owned vehicles and AMISOM partner-owned equipment, which includes material management, fleet maintenance and contract management functions. If the proposed post is not approved, the Transport Section would lack adequate capacity for the efficient management of United Nations-owned equipment and a large fleet of donated equipment. This represents a major hazard that would expose UNSOS to serious risks and may have an adverse impact on the operational capabilities of AMISOM in a highly volatile environment. Physical verification and monitoring of United Nations-owned equipment and the overall management of ground transportation assets, including oversight of complex maintenance services, of which 75 per cent are provided by contractors, may be compromised, as would the management of mission enabling units, which would have severe consequences for the opening of main supply routes.

Table 6  
**Proposed staffing changes: Service Delivery Management pillar**

Office/section/unit	Type of proposed staffing change	Posts/positions		Description
		Number	Level	
Office of the Chief of Service Delivery Management	Establishment	2	1 P-4, 1 P-3	
Office of the Chief of Service Delivery Management	Reassignment	(1)	P-3	To the Information Support and Management Section under the Office of the Assistant Secretary-General
Aviation Section	Reclassification and reassignment	1	National General Service	From the Engineering and Facility Maintenance Section
Engineering and Facility Maintenance Section	Establishment	2	P-3	
Engineering and Facility Maintenance Section	Reclassification and reassignment	(1)	National Professional Officer	To the Aviation Section
Engineering and Facility Maintenance Section	Redeployment	1	United Nations Volunteer	From the Centralized Warehousing Section under the Supply Chain Management pillar
Life Support Services Section	Establishment	1	Field Service	
Life Support Services Section	Reassignment	(1)	Field Service	As a Logistics Officer within the Life Support Services Section
Life Support Services Section	Reassignment	1	Field Service	From Fuel Officer within the Life Support Services Section
Medical Services Section	Redeployment	(1)	Field Service	To the Human Resources Section under the Operations and Resources Management
Movement Control Section	Establishment	1	Field Service (Principal level)	
Movement Control Section	Realignment	21	11 Field Service, 9 national General Service, 1 United Nations Volunteer	From the Movement Control Section under the Supply Chain Management pillar
Transport Section	Establishment	1	P-5	
<b>Total</b>		<b>27</b>		

## II. Financial resources

### A. Overall

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

Category	Expenditure <sup>a</sup> (2017/18) (1)	Apportionment <sup>a</sup> (2018/19) (2)	Cost estimates (2019/20) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
<b>Military and police personnel</b>					
Military observers	–	–	–	–	–
Military contingents	162 607.2	157 807.6	154 711.8	(3 095.8)	(2.0)
African Union police	129.2	245.9	318.2	72.3	29.4
African Union formed police units	2 792.9	7 716.5	9 135.1	1 418.6	18.4
<b>Subtotal</b>	<b>165 529.3</b>	<b>165 770.0</b>	<b>164 165.1</b>	<b>(1 604.9)</b>	<b>(1.0)</b>
<b>Civilian personnel</b>					
International staff	65 226.4	67 208.8	75 299.0	8 090.2	12.0
National staff	7 792.7	6 737.8	6 832.2	94.4	1.4
United Nations Volunteers	999.9	1 177.3	1 147.1	(30.2)	(2.6)
General temporary assistance	331.2	–	514.6	514.6	–
Government-provided personnel	197.8	232.2	232.2	–	–
<b>Subtotal</b>	<b>74 548.0</b>	<b>75 356.1</b>	<b>84 025.1</b>	<b>8 669.0</b>	<b>11.5</b>
<b>Operational costs</b>					
Civilian electoral observers	–	–	–	–	–
Consultants and consulting services	1 612.4	1 356.5	1 365.3	8.8	0.6
Official travel	2 095.1	1 607.0	1 809.0	202.0	12.6
Facilities and infrastructure	106 223.2 <sup>a</sup>	87 955.5	90 687.4	2 731.9	3.1
Ground transportation	32 057.7	26 118.1	20 146.3	(5 971.8)	(22.9)
Air operations	66 323.2	75 565.5	74 987.5	(578.0)	(0.8)
Marine operations	1 660.6	561.6	103.2	(458.4)	(81.6)
Communications and information technology	38 999.9 <sup>b</sup>	35 400.6	44 638.3	9 237.7	26.1
Medical	11 529.1	14 716.6	14 499.6	(217.0)	(1.5)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	70 920.0 <sup>c</sup>	73 744.8	73 079.8	(665.0)	(0.9)
Quick-impact projects	–	–	–	–	–
<b>Subtotal</b>	<b>331 421.2</b>	<b>317 026.2</b>	<b>321 316.4</b>	<b>4 290.2</b>	<b>1.4</b>
<b>Gross requirements</b>	<b>571 498.5</b>	<b>558 152.3</b>	<b>569 506.6</b>	<b>11 354.3</b>	<b>2.0</b>
Staff assessment income	6 685.0	6 503.2	6 938.0	434.8	6.7
<b>Net requirements</b>	<b>564 813.5</b>	<b>551 649.1</b>	<b>562 568.6</b>	<b>10 919.5</b>	<b>2.0</b>
Voluntary contributions in kind (budgeted) <sup>b</sup>	–	–	–	–	–
<b>Total requirements</b>	<b>571 498.5</b>	<b>558 152.3</b>	<b>569 506.6</b>	<b>11 354.3</b>	<b>2.0</b>

<sup>a</sup> The expenditure reported for facilities and infrastructure was \$105,431,400. The figure includes an amount of \$801,900 so as to ensure comparability between the approved resources for 2018/19 and the estimates for 2019/20.

<sup>b</sup> Represents the combined expenditure reported for communications (\$24,718,400) and information technology (\$14,281,500) so as to ensure comparability between the approved resources for 2018/19 and the estimates for 2019/20.

<sup>c</sup> The expenditure reported for other supplies, services and equipment was \$71,711,800. The figure excludes an amount of \$791,800 so as to ensure comparability between the approved resources for 2018/19 and the estimates for 2019/20.

## B. Non-budgeted contributions

152. The estimated value of non-budgeted contributions for the period from 1 July 2019 to 30 June 2020 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Voluntary contributions in kind (non-budgeted) <sup>a</sup>	122 878.5
<b>Total</b>	<b>122 878.5</b>

<sup>a</sup> Estimated value of land provided to UNSOS by local authorities for the Mombasa Support Base, office locations, military camps and sector hubs in Somalia (\$121.8 million) and fees waived for airport, embarkation and disembarkation in Somalia (\$1.1 million).

## C. Efficiency gains

153. The cost estimates for the period from 1 July 2019 to 30 June 2020 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Environmental	1 000.0	Synchronization of generators: replacement of 14 small generators in Mogadishu International Airport with 2 large synchronized generators. After an initial investment of \$2.8 million, this initiative will reduce ongoing costs by \$1 million per year for subsequent years beginning in the 2019/20 period
Environmental	139.9	Installation of 9 solar-powered water pumps to main operating locations will provide annual power savings of \$139,900 beginning in the 2019/20 period
Environmental	87.4	Reduction of power costs through the installation of 156 timers for air-conditioning units, 150 movement sensor strips for lighting in Mogadishu International Airport and 884 new, more energy-efficient light emitting diode lights
<b>Total</b>	<b>1 227.3</b>	

## D. Vacancy factors

154. The cost estimates for the period from 1 July 2019 to 30 June 2020 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2017/18</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
<b>Military and police personnel</b>			
United Nations military contingents	41.4	2.0	2.0
African Union military contingents	3.6	2.0	2.0
African Union police	(20.0)	2.0	5.0
African Union formed police	19.5	2.0	5.0

<i>Category</i>	<i>Actual 2017/18</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
<b>Civilian personnel</b>			
International staff	12.8	11.6	8.0
National staff			
National Professional Officers	26.3	23.7	22.0
National General Service staff	13.9	13.9	8.0
United Nations Volunteers	–	2.0	5.0
Government-provided personnel	–	2.0	2.0

155. The proposed vacancy factors are based on UNSOS experience to date and take into account the mission-specific situation in relation to the deployment of uniformed personnel and the recruitment of civilian staff. In determining the rates for the 2019/20 period, variables that were considered include the current vacancy rates, the expected rates during the duration of the current fiscal year to date and the circumstances that UNSOS is expected to face during the budget period.

## **E. Contingent-owned equipment: major equipment and self-sustainment**

156. Requirements for the period from 1 July 2019 to 30 June 2020 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of \$72,114,900, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>		<i>Total</i>
	<i>Military contingents</i>	<i>Formed police units</i>	
Major equipment	43 181.6	3 211.0	46 392.6
Self-sustainment	25 387.2	335.1	25 722.3
<b>Total</b>	<b>68 568.8</b>	<b>3 546.1</b>	<b>72 114.9</b>

## **F. Training**

157. The estimated resource requirements for training for the period from 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	15.0
Official travel	
Official travel, training	599.1
Other supplies, services and equipment	
Training fees, supplies and services	559.0
<b>Total</b>	<b>1 173.1</b>

158. The number of participants planned for the period from 1 July 2019 to 30 June 2020, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>
Internal	190	218	323	84	290	189	4 000	3 097	3 097
External <sup>a</sup>	29	72	125	–	29	25	–	–	–
<b>Total</b>	<b>219</b>	<b>290</b>	<b>448</b>	<b>84</b>	<b>319</b>	<b>214</b>	<b>4 000</b>	<b>3 097</b>	<b>3 097</b>

<sup>a</sup> Includes the United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

159. UNSOS personnel will be trained during the period to improve substantive and technical expertise. The training will be in the areas of security, project management, fuel management, rations management, budget, administration, air operations, ground transportation, movement control, supply chain management, information technology, medical services, staff counselling and conflict management. Training will also be provided for approximately 3,097 AMISOM personnel in the areas of aviation services, communications and information technology, logistics, medical services, vehicle maintenance and repairs, engineering, rations, catering and mobile kitchen operations.

## G. Mine detection and mine-clearing services

160. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Special equipment	
Mine detection and mine-clearing equipment	–
Other supplies, services and equipment	
Mine detection and mine-clearing services	40 900.0
Mine detection and mine-clearing supplies	–

161. UNSOS, through the Mine Action Service, will continue to provide to AMISOM specialized analysis, advice and knowledge sharing, training and mentoring on explosive hazard threat mitigation through technical advisers and technical teams embedded within various AMISOM structures. UNSOS will support mission enabling units through the use of explosive-detection dog capability and the conduct of explosive hazard clearance operations across all sectors and will enhance the capability of AMISOM and the Somali security forces to mitigate the threat posed by improvised explosive devices in joint operations, in line with the transition plan.

### III. Analysis of variances<sup>1</sup>

162. The standard terms applied with respect to the analysis of resource variances in this section are defined in annex I, section B, to the present report. The terminology used is the same as that used in previous reports.

	<i>Variance</i>	
<b>Military contingents</b>	(\$3 095.8)	(2.0%)

- **Mandate: changes in deployment**

163. The reduced requirements are attributable mainly to: (a) lower estimates related to reimbursement to troop-contributing countries for major equipment that is damaged during hostile action (\$2.4 million); (b) a reduction in travel on emplacement, rotation and repatriation (\$1.3 million) due to reduced cost per rotation; and (c) a reduction in rations (\$1.0 million) due to the full-year effect in the 2019/20 period of the reduction in deployment of troops by 1,000 during the 2018/19 period. This reduction is offset in part mainly by the increased deployment of self-sustainment equipment (\$1.5 million).

	<i>Variance</i>	
<b>African Union police</b>	\$72.3	29.4%

- **Mandate: changes in deployment**

164. The increased requirements are attributable mainly to the deployment of an additional 40 individual police officers, offset in part by the application of a 5 per cent vacancy rate, compared with 2 per cent applied in the approved budget for the 2018/19 period.

	<i>Variance</i>	
<b>African Union formed police units</b>	\$1 418.6	18.4%

- **Mandate: changes in deployment**

165. The increased requirements are attributable mainly to the deployment of an additional two formed police units of 160 personnel each, offset in part by the application of a 5 per cent vacancy rate, compared with 2 per cent applied in the approved budget for the 2018/19 period.

	<i>Variance</i>	
<b>International staff</b>	\$8 090.2	12.0%

- **Management: increased inputs and outputs; and cost parameters**

166. The increased requirements are attributable mainly to: (a) the proposal to establish a net 20 additional posts (2 P-5, 5 P-4, 8 P-3, 1 P-2 and 4 Field Service), in line with the independent review of UNSOS and the subsequent staffing review; (b) the application of an 8 per cent vacancy rate, compared with 11.6 per cent applied in the approved budget for the 2018/19 period; and (c) the application of the latest effective salary scales and actual average step levels for international staff.

<sup>1</sup> Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or \$100,000.

	<i>Variance</i>	
<b>General temporary assistance</b>	\$514.6	–

• **Management: increased inputs and outputs; and cost parameters**

167. The increased requirements are attributable to the provision for the UNSOS share of general temporary assistance related to the support activities for Umoja Extension 2 and cross-cutting initiatives.

	<i>Variance</i>	
<b>Official travel</b>	\$202.0	12.6%

• **Management: increased inputs and outputs; and cost parameters**

168. The increased requirements are attributable to the provision for the UNSOS share of costs related to the support activities for Umoja Extension 2 and cross-cutting initiatives, as well as to increased travel for training outside the mission related to the electronic rations management system.

	<i>Variance</i>	
<b>Facilities and infrastructure</b>	\$2 731.9	3.1%

• **Management: increased inputs and outputs**

169. The increased requirements are attributable mainly to increased requirements for: (a) maintenance services as a result of new contracts (\$5.8 million); (b) utilities and waste disposal services (\$3.9 million); and (c) construction, alteration, renovation and major maintenance due mainly to new requirements related to the mortar attack on the compound in Mogadishu in January 2019 (\$4.0 million). The increased requirements are offset in part by reduced requirements for: (a) the acquisition of equipment and supplies (\$4.5 million); (b) security services as a result of a new contract (\$3.6 million); and (c) petrol, oil and lubricants due to the anticipated consumption of 14.5 million litres, compared with 19.5 million litres approved for the 2018/19 period (\$3.5 million).

	<i>Variance</i>	
<b>Ground transportation</b>	(\$5 971.8)	(22.9%)

• **Management: reduced inputs and outputs**

170. The reduced requirements are attributable mainly to reduced requirements for petrol, oil and lubricants due to the anticipated consumption of 9.7 million litres of petrol, oil and lubricants, compared with 15.2 million litres approved for the 2018/19 period (\$4.2 million), and for repairs and maintenance (\$2.7 million). The reduced requirements are offset in part by an increase in requirements for the acquisition of vehicle workshop equipment for a replacement system to track the utilization of United Nations-owned equipment (\$0.6 million).

	<i>Variance</i>	
<b>Air operations</b>	(\$578.0)	(0.8%)

• **External: change in price**

171. The reduced requirements are attributable mainly to: (a) the reduction in the rental and operation of fixed-wing aircraft due to lower costs per flying hour under new contracts and the inclusion of a provision for two standby aircraft in the 2019/20

period, compared with three aircraft in the budget for the 2018/19 period (\$0.7 million); (b) reduced requirements for landing fees and ground handling charges (\$0.6 million); and (c) reduced requirements for petrol, oil and lubricants (\$0.4 million). The reduced requirements are offset in part by: (a) increased requirements for equipment and supplies (\$0.3 million); and (b) increased requirements for helicopter rental and operation (\$0.3 million) due primarily to the provision for one full year of operation of three mandated tactical attack helicopters in the 2019/20 period, compared with a provision for six months in the approved resources for the 2018/19 period.

	<i>Variance</i>	
<b>Marine operations</b>	(\$458.4)	(81.6%)

• **Management: reduced inputs and outputs**

172. The reduced requirements are attributable mainly to the anticipated decreased requirements for acquisitions during the 2019/20 period. Five patrol boats were replaced during the 2018/19 period owing to the wear and tear on the vessels, and no further replacements are anticipated during the 2019/20 period.

	<i>Variance</i>	
<b>Communications and information technology</b>	\$9 237.7	26.1%

• **Management: increased inputs and outputs**

173. The increased requirements are attributable mainly to increased requirements for: (a) the acquisition of a counter-rocket artillery mortar system for five sectors in response to the mortar attack on the UNSOS compound in January 2019 (\$8.0 million); (b) the maintenance of various components of communications and information technology equipment and support services (\$1.2 million); and (c) the acquisition of equipment, including solar base stations for the field, a satellite system, solar panels and a modular command centre (\$0.9 million). The increased requirements are offset in part by lower requirements for telecommunications network services and software fees.

	<i>Variance</i>	
<b>Medical</b>	(\$217.0)	(1.5%)

• **Management: reduced inputs and outputs**

174. The reduced requirements are attributable mainly to reduced requirements for supplies, primarily blood for transfusions, based on historical trends. These reduced requirements are offset in part by increased requirements for medical services due primarily to an increase in the unit cost of contracted level III medical facilities outside Somalia.

	<i>Variance</i>	
<b>Other supplies, services and equipment</b>	(\$665.0)	(0.9%)

• **Management: reduced inputs and outputs**

175. The reduced requirements are attributable mainly to reduced requirements for other freight and related costs and other services, offset in part by increased requirements related to mine detection and mine-clearing services and bank charges.

#### **IV. Actions to be taken by the General Assembly**

176. The actions to be taken by the General Assembly in connection with the financing of UNSOS and other immediate activities related to a future United Nations peacekeeping operation are:

(a) Appropriation of the amount of \$569,506,600 for the maintenance of UNSOS for the 12-month period from 1 July 2019 to 30 June 2020;

(b) Assessment of the amount in subparagraph (a) above at a monthly rate of \$47,458,883 should the Security Council decide to continue the mandate of support for AMISOM, UNSOM and the Somali security forces on joint operations with AMISOM.

## V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286, 72/290 and 72/311, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

### A. General Assembly

#### Cross-cutting issues

(Resolution 70/286)

*Request/recommendation*

*Action taken to implement request/recommendation*

Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of the next overview report (para. 22)

Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25)

Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31)

The recruitment lead time for recruit-from-roster job openings for UNSOS was 85 days for 61 selections made in 2017, while the lead time was 74 days for 39 selections made in 2018. While this compares favourably with global averages for field missions, it exceeds the established target timeline of 50 days. UNSOS is working closely with hiring managers to ensure that the recommendation of candidates for selection is completed within the established timeline

UNSOS has introduced a gender parity implementation strategy for the 2018/19 period, through which it is envisaged that UNSOS will be able to increase its gender parity through the management and monitoring of the recruitment process against current vacancies. Gender trends have not been encouraging, with UNSOS witnessing a decline in the representation of women in international positions from 31 per cent to 29 per cent in the period from July 2017 to June 2018. The low percentage of women in senior positions (P-5 to D-2 levels), of 14 per cent, has also been a concern. UNSOS operates in a particularly challenging environment. In order to overcome the challenges faced in recruiting women, a Gender Affairs Officer (P-4) is proposed in the budget for the 2019/20 period

UNSOS has developed a draft waste management plan and taken steps towards the right-sizing of generators to better match the loads experienced. It has also improved its energy efficiency through the installation of light emitting diode lights and sensors. Staff awareness of environmental conservation and preservation is being raised through broadcasts and posters. The Environmental Affairs Officer who has been onboarded is leading the review of environmental practices to improve efficiencies

Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32)

Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42)

Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43)

Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 45)

The UNSOS Medical Services Section continues to provide medical support to UNSOS, UNSOM and AMISOM to enhance their medical capabilities to respond to emergencies through first aid training, tactical combat life-saving, the provision of individual first aid kits, the training of medical staff in advanced life-saving and pre-hospital trauma life support and the deployment of aeromedical evacuation teams in sector hubs

New standard operating procedures on casualty evacuation in Somalia have been developed to ensure the timely and efficient evacuation of casualties in line with the 10-1-2 casualty response requirement

Provision has been made in the proposed budget for the 2019/20 period for the enhancement of existing infrastructure and the reinforcement of security measures in all operating locations in Somalia. UNSOS construction projects focus on critical security-related upgrades and the completion of existing approved multi-year projects. Descriptions of the planned construction projects that entail costs of more than \$1 million in the 2019/20 period and the planned multi-year projects are provided in the present report

The Chief of the Acquisition Management Section has been designated as the official responsible for evaluating all holdings and inventory levels before undertaking any acquisition activity

UNSOS has conducted seminars on doing business with the United Nations in Somalia and Kenya and has also participated in seminars conducted by the United Nations country teams in Somalia and Kenya. These are aimed at building capacity and encouraging and strengthening relations between the local business community and the United Nations to spur the growth of local businesses. Participants were informed of United Nations procurement and contract management processes

Through the registration of local vendors through the seminars, UNSOS has established a list of local contractors who are invited to participate in the sourcing of materials and services locally

*Request/recommendation**Action taken to implement request/recommendation*

Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field (para. 46)

UNSOS has established the Acquisition Management Section, which regularly communicates with the Regional Procurement Office in Entebbe to establish contracts for materiel and services within the region. UNSOS has been supported by the Procurement Office in establishing contracts for, inter alia, logistical, medical evacuation, hospital and engineering requirements

Recalls paragraph 38 of its resolution 69/307, and requests the Secretary-General to continue to consider measures to be implemented to strengthen the security of air crews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of the next overview report (para. 47)

All air crews undergo aviation security briefings and are part of the UNSOS security alert framework. Furthermore, all air crews are located in UNSOS-administered premises, which have the highest security standards

Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70)

The responses of all peacekeeping missions, including UNSOS, addressing issues raised in paragraphs 70, 71, 76 and 79 to 82 of the resolution will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse

### **Cross-cutting requests contained in the resolution on the financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic**

(Resolution 72/290)

*Decision/request**Action taken to implement decision/request*

Encourages the Secretary-General to continue his efforts to develop an accountability framework for the performance of entities that are not a part of the United Nations Secretariat when they perform activities funded by the Mission resources, excluding the provision of goods and services through contractual arrangements (para. 11)

UNSOS provides direct support to AMISOM and the Somali security forces, which are non-United Nations entities. Support for these entities is conditional upon compliance with the provisions laid out in the United Nations human rights due diligence policy. UNSOS has also ensured that all third-party vendors follow the United Nations Supplier Code of Conduct and ensure that their personnel conform to the highest standards of moral and ethical conduct. UNSOS has conducted five training sessions for its vendors, primarily on the Supplier Code of Conduct and the prevention of sexual exploitation and abuse. During the year, UNSOS received five allegations of sexual exploitation and abuse, assault and harassment, including sexual harassment, from vendors' employees, and these cases were promptly dealt with in accordance with the existing policies on the subject

## B. Advisory Committee on Administrative and Budgetary Questions

### Cross-cutting

([A/70/742](#) and General Assembly resolution [70/286](#))

#### *Request/recommendation*

The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31)

The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46)

The Advisory Committee recalls the General Assembly's request in its resolution [69/307](#) that the Secretary-General reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials (see [A/68/782](#), para. 120). The Committee looks forward to the finalization of the updated environmental management and waste management policies and trusts that specific implications relating to the impact of those policies in field missions will be included in the next overview report, along with an update on the implementation of the Rapid Environment and Climate Technical Assistance project and the continuing efforts to introduce renewable energy technology alternatives in peacekeeping operations (para. 94)

#### *Action taken to implement request/recommendation*

UNSOS continuously reviews resource utilization for each financial period. Redeployments are undertaken only when necessitated by operational requirements and when allocated resources are not sufficient to cover operational requirements in a given budget class

Urgent changes in operational conditions may require ad hoc redeployments, and full documentation is maintained for records

UNSOS has been relatively successful at minimizing the number of long-vacant posts. As at 30 November 2018, UNSOS had 11 posts that had been vacant for two years or longer, of which two were international: one P-3 (pre-onboarding pending offer management) and one Field Service (selection process pending recommendation of the Head of UNSOS). The remaining nine are national posts, of which six are in various stages of recruitment. Most of the vacant posts are based in Somalia, where it has been difficult to recruit owing to the relative scarcity of qualified candidates. Somalia has been in conflict for a substantial period, and educational and other institutions have suffered, resulting in challenges in attracting candidates with the requisite skills and experience

UNSOS has prepared a draft waste management plan to improve environmental performance on waste management. With regard to renewable energy utilization, UNSOS has included in its budget for the 2019/20 period provision for the installation of solar panels to power communications equipment, so as to provide reliable services and reduce the carbon footprint of UNSOS. The progress of all these activities has been captured in the mission environmental action plan. The Rapid Environment and Climate Technical Assistance team was involved in developing the UNSOS waste management plan and providing guidance on the improvement of the energy efficiency of UNSOS

*Request/recommendation**Action taken to implement request/recommendation*

In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings cited, together with the additional observations and recommendations made in paragraphs 119 to 138, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116)

The Advisory Committee looks forward to receiving additional details on the implementation and impact of the electronic fuel management system in the next overview report of the Secretary-General (para. 147)

The Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and the United Nations Logistics Base at Brindisi, Italy, particularly for those projects spanning more than one budgetary cycle. Details for multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request, and those projects valued at \$1 million or more should be clearly identifiable within the budget request (para. 157)

UNSOS operates long-term charter and standby contract arrangements to manage the high operational tempo and readiness requirements. The utilization rate of all UNSOS air assets exceeds 85 per cent, and UNSOS has reconfigured its air fleet by replacing the Boeing-737 with a DHC-8-400 aircraft for the 2018/19 period to achieve further efficiencies

The implementation of the electronic fuel management system has provided additional control measures for UNSOS by providing added visibility and monitoring capability across the fuel supply chain

Specifically, the inventory control module provides visibility of all transactions registered, from the receipt of imported fuel through storage and issuance to end users. The system allows better visibility of contractor importation of inventory, reserves and operational inventory holding in all distribution points

Fuel contractor invoices are now paid in accordance with the electronic fuel management reporting system, which requires that all deliveries of fuel to UNSOS clients must be scanned into inventory at the delivery point. This provides added accountability and invoice verification capability in UNSOS

The electronic fuel management system also provides UNSOS with an added mechanism to monitor the consumption of individual items of equipment and to provide historical data for the purpose of investigations or remedial action. This has improved the monitoring of consumption by AMISOM, increased the visibility of data and realized savings of at least \$3 million

UNSOS prepares its budgets on the basis of detailed cost estimates, using historical information to continually improve the accuracy of planning assumptions. UNSOS has been able to achieve high delivery rates over the past several budget periods. Descriptions of projects for the 2019/20 period are provided in the present report

The Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles (para. 160)

Vehicle acquisition in UNSOS is based on operational requirements, the condition of road networks, infrastructure demands and recommendations of the Vehicle Establishment Committee guided by safety and security considerations. Most staff residences are in the same location as offices, hence the vehicle allocation is below the established ratio

To further minimize light passenger vehicle requirements, UNSOS has taken several initiatives. These include a pooled shuttle service with multipurpose 7- and 24-seater vehicles that is planned in Mogadishu and the use of vans and pickups for cargo operations. Operational sections with requirements that cannot be combined with shuttle services are provided with four-by-four soft-skinned and armoured vehicles in accordance with Department of Safety and Security guidance

In the regions and sectors, light passenger vehicles are limited to four-by-four armoured vehicles in accordance with Department of Safety and Security guidance owing to the security threat and risk exposure

The Advisory Committee supports the efforts under way to improve medical standards and capabilities in the field and trusts, furthermore, that these efforts will help to address the deficiencies identified by the Board of Auditors. The Committee intends to keep this matter under review in its consideration of future overview reports and budget proposals for individual missions (para. 167)

UNSOS continues to enhance the medical facilities deployed by AMISOM troop-contributing countries with additional critical equipment, training on usage and user maintenance and maintenance and repair services. In addition, medical officers participate in quarterly contingent-owned equipment inspections of AMISOM medical facilities

UNSOS medical officers conduct regular supervision visits to medical facilities in sectors with a view to improving the standards of delivery of medical support

## Financing of the activities arising from Security Council resolution 1863 (2009)

(A/72/789/Add.6 and General Assembly resolution 72/311)

### *Request/recommendation*

### *Action taken to implement request/recommendation*

The Advisory Committee shares the view of the Board of Auditors that UNSOS needs to strengthen internal controls and enforce accountability over procurement and contract management (para. 6)

UNSOS has established the Acquisition Management Section, which is responsible for the planning and monitoring of demand and acquisition plans and the monitoring of contracts. The Section ensures that all UNSOS requirements are pre-planned and adequately overseen to minimize issues related to compliance. Further internal controls include the assignment of contract management personnel to the Service Delivery Management pillar to enforce accountability

While recognizing the challenging environment in which UNSOS operates and the operational needs, the Advisory Committee notes with concern the lack of cost and benefit analysis and transparency in the management of the rations contract, leading to a total overexpenditure of \$64.5 million under the transportation of rations for 2015/16 and 2016/17. The Committee expects that lessons will be learned and applied in future management of all contracts by UNSOS and other peacekeeping missions (para. 19)

A new rations contract for UNSOS is being finalized by United Nations Headquarters. This will be a full turnkey contract, with the contractor fully responsible for deliveries to battalion locations and complete control of the supply chain and a competitive price and/or cost established in the contract. By the second half of 2019, UNSOS anticipates the deployment of the electronic rations management system to enhance visibility. Furthermore, since October 2017, a Contract Management Officer has been assigned to the Life Support Services Section to manage rations and fuel contracts. A mechanism to monitor contractual compliance has been established, and regular meetings with the contractor are held to address performance and compliance and to monitor resource utilization

The Advisory Committee is of the view that UNSOS must follow the relevant guidelines to ensure adequate maintenance of composite ration packs for the troops (para. 20)

UNSOS received 120,000 composite ration packs in September 2018, which has brought the total holdings to beyond the holding level of 14 days that is required by the Administration's rations management guidelines

While the Advisory Committee has recognized the challenging environment in which UNSOS operates and the need of the Office to adjust to operational requirements (A/71/836/Add.6, para. 35), it is of the view that the Office needs to stabilize and focus on its operations without continuous reorganizations of its structure. The Committee expects that UNSOS will provide information on the results of the reorganizations in the proposed budget for 2019/20 (para. 30)

UNSOS has completed a restructuring of its functional elements, as outlined in the guidance provided by United Nations Headquarters and as recommended by the independent review of UNSOS in 2018 and the subsequent staffing review. It is envisaged that only minor adjustments may be required in the future to accommodate requirements arising from the revised AMISOM concept of operations and the transition plan for security responsibilities in Somalia

The Advisory Committee stresses that the Board of Auditors has made a general recommendation on the need for the administration to implement the tools necessary for a competitive selection process of consultants and individual contractors (A/72/5 (Vol. II), chap. II, para. 301). The Committee shares the view of the Board that UNSOS should perform a cost-benefit analysis between the existing capacity of staff and contracting personnel through third parties so as to assess the requirements, and provide clear justifications

UNSOS considers security conditions, the unique nature of the Somali operations, costs and the light footprint strategy to underpin its outsourcing decisions

AMISOM is deployed in 78 locations, but UNSOS is allowed by the Department of Safety and Security to fully deploy in only 5 locations that are regional sector headquarters and that have a heavy AMISOM presence. In such circumstances where staff cannot go to the aforementioned locations or do not have the

for the process in place for covering the functions contracted through third parties. The Committee recommends that the General Assembly request UNSOS to provide information on its progress on outsourcing services and contract management (see para. 35), including the improved effectiveness and efficiencies, in the proposed budget for 2019/20 (para. 37)

The Advisory Committee trusts that UNSOS will finalize the deployment of the electronic fuel management system as soon as possible and implement the recommendations of the Board of Auditors expeditiously (para. 41)

specialized skill sets, such as expertise in water drilling or explosives, UNSOS employs a procurement process to determine fair market value and best value for money to recruit the required services from third parties

UNSOS has made significant progress in outsourcing and contract management through the realignment of its existing contract management capacity by embedding contract management staff in sections under the Service Delivery Management pillar operating major contracts, while still maintaining a central contract management unit under the Supply Chain Management pillar for specialized functions. This initiative has led to better coordination and synergy between the contract management and contract administration staff, resulting in improved effectiveness and efficiency

However, the independent review found that there are still gaps in the contract management process of UNSOS, and these findings were further corroborated by the staffing review. In the proposed budget for the 2019/20 period, UNSOS proposes the establishment of two posts of Contract Management Officer (1 P-4 and 1 P-3) to further strengthen contract management oversight

The electronic fuel management system was fully implemented in UNSOS in August 2018. Implementation commenced in April 2017, and the system first went live in UNSOS in December 2017. Deployment to all sectors was completed in August 2018, with the final mobilization of both turnkey aviation and ground fuel distribution points. The functions of the system currently include the receipt of fuel into contractor installations (the arrival of new shipments by sea or road), the refuelling of individual vehicles, aircraft, generators and cooking equipment, bulk deliveries to more remote AMISOM locations, invoice verification for payment to contractors, stock accounting at all distribution points and strategic fuel reserve locations, the monitoring of individual items of equipment that refuel at contractor distribution points and the review and investigation of overconsumption. AMISOM troops, however, are not currently scanning into the system their distribution and issuance of bulk fuel to vehicles, generators and cooking equipment at field locations

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*Request/recommendation**Action taken to implement request/recommendation*

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The Advisory Committee expects that UNSOS will implement the recommendations of the Board of Auditors and strengthen internal control, accountability and management of procurement processes (see also para. 6) (para 44)

UNSOS has established the Acquisition Management Section, which is responsible for planning and monitoring demand and acquisition plans. It also monitors contracts and inbound delivery coordination to ensure that all requirements are pre-planned, ordered and delivered in time and with sufficient oversight to minimize issues related to compliance

The Committee reiterates that UNSOS should implement General Assembly resolutions [69/307](#) and [70/286](#) to reduce its overall environmental footprint ([A/71/836/Add.6](#), para. 67) (para. 47)

In line with the recommendation of the Board of Auditors, UNSOS improved its energy efficiency by installing light sensors and air-conditioning timers, as well as through the right-sizing and synchronization of generator power stations to match power demand. Furthermore, UNSOS introduced pooled transportation, which reduced the fleet in operation, hence reducing fuel consumption. UNSOS is also exploring the use of solar energy to power communications equipment in remote locations. Raising the awareness of clients of energy saving and environment protection has also been implemented through broadcasts and frequent reminders

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## Annex I

### Definitions

#### A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment:** a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment:** an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment:** an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification:** an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment:** an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion:** three possible options for post conversion are as follows:
  - Conversion of general temporary assistance posts to posts: approved posts financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution [59/296](#), individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

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## B. Terminology related to variance analysis

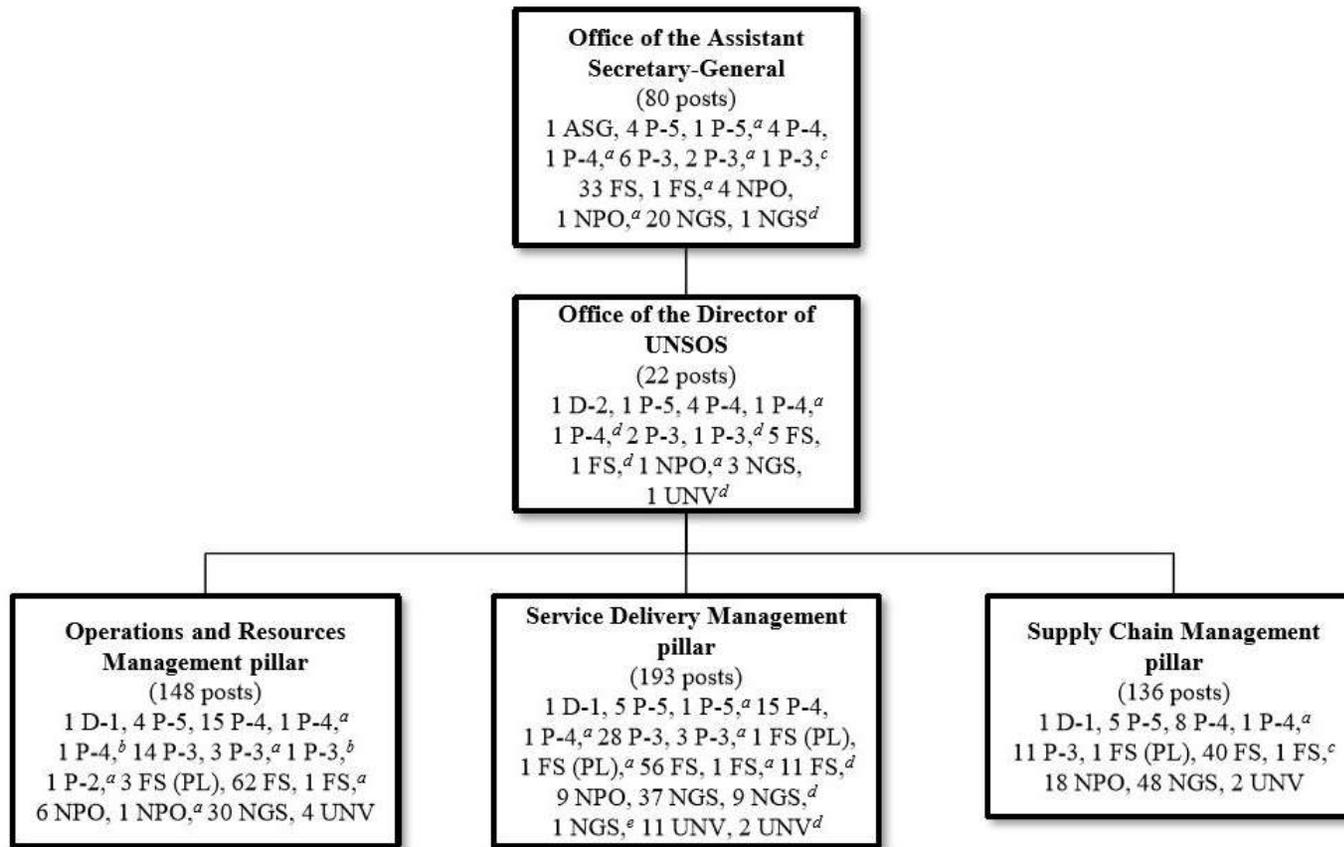
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations, rules and policies.
- **Management:** variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

## Annex II

## Organization charts

## A. United Nations Support Office in Somalia, overall (579 posts)



*Abbreviations:* ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer; PL, Principal level; UNV, United Nations Volunteers.

<sup>a</sup> Establishment.

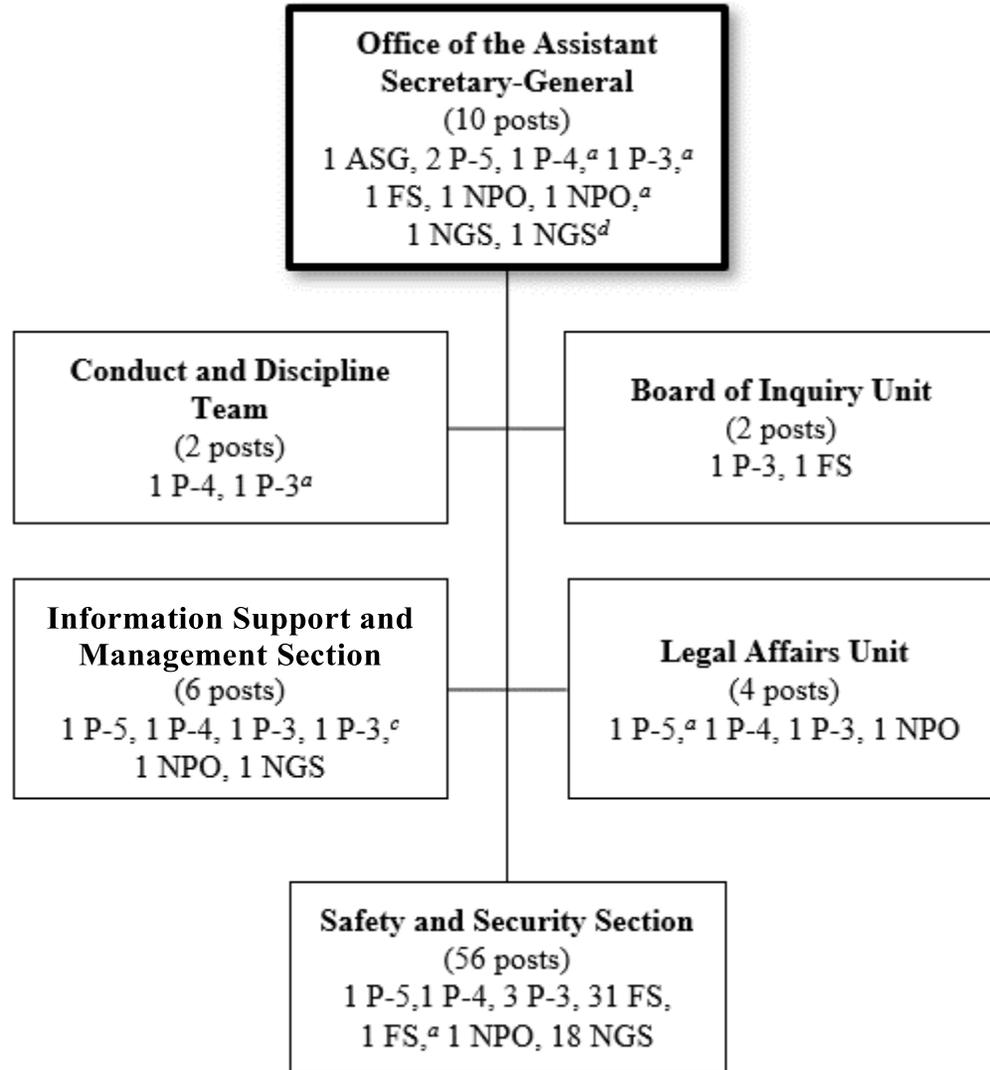
<sup>b</sup> Reclassification.

<sup>c</sup> Reassignment.

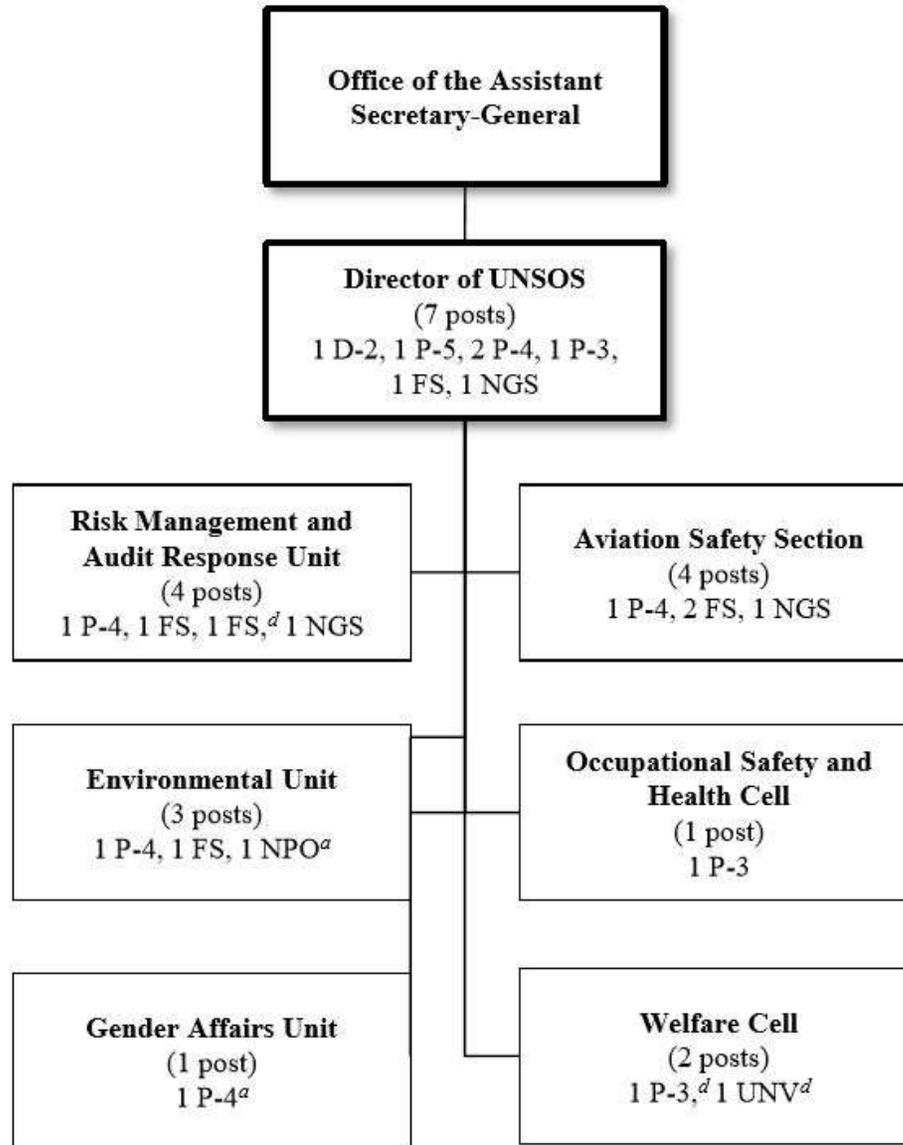
<sup>d</sup> Redeployment.

<sup>e</sup> Realignment.

**B. Office of the Assistant Secretary-General (80 posts)**



C. Director of UNSOS (22 posts)



**D. Operations and Resources Management pillar (148 posts), Supply Chain Management pillar (136 posts) and Service Delivery Management pillar (193 posts)**

