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Financing of the United Nations Mission in South Sudan

Budget for the United Nations Mission in South Sudan for the period from 1 July 2020 to 30 June 2021

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in South Sudan (UNMISS) for the period from 1 July 2020 to 30 June 2021, which amounts to \$1,190,119,000.

The proposed budget in the amount of \$1,190,119,000 represents an increase of \$6,671,700, or 0.6 per cent, compared with the apportionment of \$1,183,447,300 for the 2019/20 period.

During the period from 1 July 2020 to 30 June 2021, UNMISS will implement the overall strategic objective mandated by the Security Council in its resolution [2459 \(2019\)](#), including its expanded mandate on the provision of technical assistance and advice to the peace process and the scope of the Mission's protection of civilians mandate to support the facilitation of the safe, informed, voluntary and dignified return or relocation of internally displaced persons from United Nations protection of civilian sites, in coordination with humanitarian actors and other relevant stakeholders.

The budget provides for the deployment of 242 military observers, 16,758 military contingent personnel, 733 United Nations police officers, 1,290 formed police units personnel, 924 international staff, 1,446 national staff, 455 United Nations Volunteers, 42 temporary positions and 78 government-provided personnel.

The total resource requirements for UNMISS for the financial period from 1 July 2020 to 30 June 2021 have been linked to the Mission's objective through a number of results-based budgeting frameworks, organized according to the following components, which have been aligned with the mandate endorsed by the Security Council in its resolution [2459 \(2019\)](#): (a) protection of civilians; (b) monitoring and investigating human rights; (c) creating the conditions conducive to the delivery of humanitarian assistance; (d) supporting the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan and the peace process; and (e) support. The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

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

Financial resources

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

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
Military and police personnel	552 626.1	563 067.2	544 295.1	(18 772.1)	(3.3)
Civilian personnel	293 491.0	291 075.7	314 204.0	23 128.3	7.9
Operational costs	303 990.0	329 304.4	331 619.9	2 315.5	0.7
Gross requirements	1 150 107.1	1 183 447.3	1 190 119.0	6 671.7	0.6
Staff assessment income	24 747.4	24 971.7	26 081.6	1 109.9	4.4
Net requirements	1 125 359.7	1 158 475.6	1 164 037.4	5 561.8	0.5
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	1 150 107.1	1 183 447.3	1 190 119.0	6 671.7	0.6

Human resources^a

	<i>Military observers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Formed police units</i>	<i>Inter- national staff</i>	<i>National staff^b</i>	<i>Temporary positions^c</i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
Executive direction and management										
Approved 2019/20	–	–	–	–	57	23	–	9	–	89
Proposed 2020/21	–	–	–	–	58	24	–	9	–	91
Components										
Protection of civilians										
Approved 2019/20	242	16 758	703	1 320	118	233	10	70	–	19 454
Proposed 2020/21	242	16 758	733	1 290	117	250	10	75	–	19 475
Monitoring and investigating human rights										
Approved 2019/20	–	–	–	–	65	76	–	42	–	183
Proposed 2020/21	–	–	–	–	64	78	–	42	–	184
Creating the conditions conducive to the delivery of humanitarian assistance										
Approved 2019/20	–	–	–	–	18	25	–	12	–	55
Proposed 2020/21	–	–	–	–	18	26	–	12	–	56
Supporting the implementation of the peace agreement and the peace process										
Approved 2019/20	–	–	–	–	37	17	–	11	78	143
Proposed 2020/21	–	–	–	–	39	18	–	12	78	147
Support										
Approved 2019/20	–	–	–	–	625	1 052	32	302	–	2 011
Proposed 2020/21	–	–	–	–	628	1 050	32	305	–	2 015
Total										
Approved 2019/20	242	16 758	703	1 320	920	1 426	42	446	78	21 935
Proposed 2020/21	242	16 758	733	1 290	924	1 446	42	455	78	21 968
Net change	–	–	30	(30)	4	20	–	9	–	33

^a Represents highest level of authorized/proposed strength.

^b Includes National Professional Officers and national General Service staff.

^c Funded under general temporary assistance.

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 Mission in the Republic of South Sudan (UNMISS) was established by the Security Council in its resolution 1996 (2011). The most recent extension of the mandate was authorized by the Council in its resolution 2459 (2019), by which the Council extended the mandate until 15 March 2020.

2. The Mission is mandated to help the Security Council to achieve the overall objective of addressing the impact of the conflict, in order to protect the civilian population and enable durable peace in the country.

3. Within this overall objective, UNMISS will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (protection of civilians; monitoring and investigating human rights; creating the conditions conducive to the delivery of humanitarian assistance; supporting the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (the Revitalized Agreement) and the peace process; and support), which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNMISS in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared with the 2019/20 budget have been explained under the respective components.

5. The Mission headquarters is located at three sites in Juba: United Nations House and the UNMISS compounds in Tomping and Durupi. The Mission has 10 field offices, including the Juba field office, which is co-located with the Mission headquarters in Juba. In addition, UNMISS has field office team sites in Pibor and Yei, five company operating bases and two temporary operating bases.

B. Planning assumptions and mission support initiatives

6. The signing of the Revitalized Agreement on 12 September 2018 enhanced prospects for peace in South Sudan. Since then, the ceasefire has largely held, and the level of political violence has significantly decreased. Rapprochement and other forms of political engagement have continued to provide confidence and trust at the local level across the country, contributing to improved security and increased free movement for civilians. There has been a steady increase in spontaneous returns, including from the UNMISS protection of civilian sites.

7. In that respect, the presence of UNMISS has contributed significantly to these positive trends. The Mission's good offices have enabled the parties to the conflict and the regional mediators to remain engaged by providing them with the necessary support and assistance. In addition, the civilian activities implemented by the Mission throughout the country, including community engagement and organization of dialogues and workshops, as well as advocacy and sensitization on human rights, have deescalated local tensions or mitigated them from escalating into violence. Furthermore, the military and police components have contributed substantially to creating a safe and secure environment for civilians across the country through

protective presence and confidence patrols, while the collaboration between the Mission and humanitarian partners has made it possible to address some of the emerging protection needs. In the 2020/21 period, building on its achievements from prior periods, UNMISS will explore additional opportunities to create a safer and more stable environment and to build more favourable conditions for durable peace in South Sudan, as elaborated in the planning assumptions below. The priorities for the period will be the provision of support for the implementation of the Revitalized Agreement; the protection of civilians from violence and supporting returns; and enhancing human rights and accountability.

8. Despite positive developments following the signing of the Revitalized Agreement, the pace of its implementation remains uneven and prospects uncertain. The parties agreed to extend the deadline for the completion of the pre-transitional period and the formation of a revitalized Transitional Government of National Unity for another 100 days until late February 2020. The most contentious issues – concerning the number of states and their boundaries, security arrangements and portfolios in the re-established Transitional Government of National Unity – remain unresolved. Cantonment and training of the unified forces as part of the security arrangements remain slow owing to the political nature of the processes, as well as logistical and funding impediments. The issues related to the states and their boundaries and power-sharing within the Government will require further political discussions and consensus. Sustained engagement of the parties to the conflict, including face-to-face meetings between the President, Salva Kiir, and the former First Vice-President, Riek Machar, has been encouraging, with both sides recommitting themselves to the peace process. It will, however, need to be translated into more tangible results in establishing the revitalized transitional government. Noting these challenges, it is also anticipated that the pace of implementation of the Revitalized Agreement is likely to intensify once the revitalized Transitional Government of National Unity is formed, and consequently the provision of support to its implementation is expected to increase.

9. During the 2020/21 period, the security situation across South Sudan is expected to remain volatile with several political and security risks. The decision on the number of states may determine the nature, location and intensity of potential fighting, while the deficits in the transitional security arrangements will have short- to medium-term effects. Intercommunal conflicts and cattle raiding will continue causing insecurity and mistrust within the communities. Weak rule-of-law, security and justice institutions, persistent proliferation of arms across the country and dire socioeconomic conditions will remain key challenges in addressing violence, criminality and human rights violations, including sexual and gender-based violence and conflict-related sexual violence.

10. An overall decrease in the level of conflict has resulted in a reduction in the total number of internally displaced persons across South Sudan, from 2 million as of October 2018 to 1.5 million as of October 2019. The humanitarian situation, however, remains dire, with 7.2 million people in need of assistance. Furthermore, improvements to the humanitarian situation have been partly negated by flooding in late 2019, which affected at least 900,000 people, washing away crops, destroying homes and contaminating water supplies. The recently released Humanitarian Response Plan for 2020 aims to meet the needs of 5.6 million people at an estimated cost of \$1.5 billion. The prevailing food insecurity and limited access to basic services, water and health infrastructure will continue to hamper the Mission's efforts in supporting safe, dignified and voluntary returns. Internally displaced persons within the UNMISS protection of civilian sites continue to express anxiety about the peace process and the availability of services. As such, until there are notable achievements in the implementation of the Revitalized Agreement by which internally

displaced persons are given a sufficient degree of confidence in their security and improved access to basic services, most will likely decide to remain in the Mission's protection of civilians sites. This situation will have implications for the allocation of mission resources and for the safety of the Mission's personnel, assets and installations, owing to increased tensions and criminality within and politicization of the sites.

11. Regarding humanitarian access, while there have been signs of improvement, there continue to exist various administrative impediments that limit the Mission's access to areas where civilians and humanitarian convoys require protection. Meanwhile, such issues with respect to freedom of movement of UNMISS personnel in implementing their mandated tasks and challenges with compliance with the status-of-forces agreement are expected to continue to constrain the ability of the Mission to undertake its mandated activities in some of the affected areas.

12. The budget proposal for UNMISS for the period from 1 July 2020 to 30 June 2021 has been formulated on the basis of the planning assumptions above and the detailed priorities listed below, under each of the four core mandated areas, in accordance with Security Council resolution [2459 \(2019\)](#). In that resolution, the Council expanded the Mission's mandate on the provision of technical assistance and advice to the peace process and the scope of the Mission's protection of civilians mandate to support the facilitation of the safe, informed, voluntary and dignified return or relocation of internally displaced persons from United Nations protection of civilian sites, in coordination with humanitarian actors and other relevant stakeholders, while maintaining the four core areas of the Mission's mandate.

13. In addition, in line with the Action for Peacekeeping initiative of the Secretary-General, the recommendations of the Office for the Peacekeeping Strategic Partnership and the action plan to improve the safety and security of peacekeepers, UNMISS will remain committed to advancing political solutions, strengthening the protection of civilians, improving the safety, security and conduct of peacekeepers and achieving effective performance. This will include continued efforts to mainstream and integrate the gender perspective in all mission activities, focusing on protection needs and the rights of women and girls and on the increased participation of women in the implementation of the Revitalized Agreement, in line with Security Council resolution [1325 \(2000\)](#) and in coordination and collaboration with other partners. The Mission's impact on the ground will be further enhanced through effective strategic and operational planning as well as regular assessment of performance, including through the implementation of the comprehensive performance assessment system.

14. In that regard, the budget proposal includes provisions for additional personnel resources to ensure that the Mission will be able to deliver on its mandate to protect civilians and support political solutions to the conflict and be able to maintain its standards of performance and conduct as set by the Action for Peacekeeping initiative of the Secretary-General. For instance, the establishment of additional Field Language Assistant and Liaison Assistant posts is proposed to enhance the Mission's community engagement and information collection activities in field office locations, particularly those conducted by uniformed personnel. In addition, to improve the safety and security of peacekeepers, the establishment of Aviation Safety Officer posts and the upgrade of the level I clinic in Yambio are proposed for the 2020/21 period in order to effectively implement the Mission's aviation safety programme and to ensure that medical emergencies are dealt with promptly, in line with the 10-1-2 casualty response, respectively.

15. Similarly, in order to support the Mission's mandate implementation, resources for quick-impact projects and other programmatic activities have been included in the

budget proposal, with a moderate increase in resource requirements compared with the approved resources for the 2019/20 period. The implementation of programmatic activities in targeted areas will remain important leverage for the effective implementation of the Mission's mandated objectives, particularly in view of the expected increase in the provision of support for the implementation of the Revitalized Agreement should the new transitional government be established. The increased requirements will enable the Mission to expand the activities that have proven to be effective, including subnational conflict management and mitigation engagement, the organization of political forums to enhance political space and support an inclusive peace process, and the provision of support for the rule of law and justice institutions, including mobile courts.

Protection of civilians

16. During the 2020/21 period, UNMISS will implement its protection of civilians mandate, focusing on the priority areas outlined below that derive from the ongoing mission-wide planning process to adapt UNMISS operations to the evolving situation and needs on the ground. Emphasis will be placed on addressing protection issues in high-risk areas identified through the Mission's early warning mechanism, in areas of potential voluntary returns and within the protection of civilian sites.

17. At the national level, protection activities will focus on support for the maintenance of the permanent ceasefire across South Sudan through enhanced situational awareness, political engagement, good offices and cooperation with the monitoring bodies, namely, the reconstituted Joint Monitoring and Evaluation Commission and the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism. At the subnational level, activities will address local conflict dynamics and the surge in intercommunal violence and cattle raiding. As part of a mission-wide protection approach, UNMISS will continue to support trust and confidence-building efforts through good offices support of its 10 field offices in the regions. Efforts to address potential or emerging tensions between communities will also include engagement with the local authorities to enhance their capacity to manage tensions, as well as the organization of a number of community workshops, including civil-military dialogues, aimed at promoting peaceful coexistence and strengthening social cohesion and trust in the communities. The pre- and post-migration conferences, which have proven to be effective in regulating migration and minimizing risks of intercommunal clashes, will continue to be supported.

18. With regard to the UNMISS protection of civilian sites, the situation remains highly complex, and the administration of the sites in a manner that ensures security and maintains the civilian character of the sites will continue to consume a significant portion of the Mission's time and resources during the 2020/21 period. Despite the encouraging signs of the improved situation across the country since the signing of the Revitalized Agreement, the number of internally displaced persons within the sites continues to be significant and fluctuates regularly owing to fragile security conditions across the country. As at 20 December 2019, there were a total of 189,740 internally displaced persons in the UNMISS protection of civilian sites. Incidents of crime – including sexual and gender-based violence, gang-related intimidation and outbreaks of clashes exacerbated by the use of weapons, and attacks against UNMISS personnel – will continue to be key challenges for the Mission in its efforts to ensure safety, security and protection within the sites. Patrolling activities by United Nations police personnel will continue in the UNMISS protection of civilian sites in order to enforce law and order and create a protective presence inside the sites.

19. Expanding the Mission's protective presence and activities beyond the protection of civilians sites in support of safe and voluntary returns will remain a priority for UNMISS during the 2020/21 period. In line with its mandate, the Mission,

within its capacity, will continue its efforts to deter violence through proactive, robust and forward-leaning military and police deployment and posture, including by implementing a hub-and-spoke model of patrols to enhance the efficiency and impact of patrols and to reach more areas that are identified as critical from the Mission's early warning assessments or for facilitating returns. The Mission will also continue to review and adjust its force and civilian presence to ensure agile operations and the most adequate distribution of its resources across the country.

20. In accordance with the recommendations contained in the report of the Secretary-General on the future planning for the protection of civilians sites in South Sudan (S/2019/741), the Mission will increase its joint planning and collaboration efforts with humanitarian actors to foster a protective environment in the areas of displacement through shared analysis and, where possible, the development of joint protection strategies to support voluntary and dignified returns. Operationally, UNMISS will enhance its activities to support voluntary returns of internally displaced persons from its protection of civilians sites, including through the provision of information with regard to prevailing security situations and available services in areas of potential returns and through the provision of support to go-and-see visits by community representatives to ensure that internally displaced persons are able to make informed decisions. Those efforts will build on the ongoing collaboration with humanitarian partners and lessons learned from prior periods. The Mission will also support the implementation of the national framework for return, reintegration and relocation of displaced persons launched in October 2019. In addition, the Mission will implement quick-impact projects to support basic infrastructure development and conduct mine action operations to support the safe movement of internally displaced persons to areas of return and their resettlement in those areas.

21. The Mission will also continue to express and convey through its good offices its position that the protection of civilians is ultimately the responsibility of the host Government and that the Mission stands ready to support, where possible and as necessary. In that regard, UNMISS will continue to provide the necessary technical assistance and advice to national institutions to help them fulfil their respective responsibilities in the protection of civilians, including on the investigation and prosecution of sexual and gender-based violence and conflict-related sexual violence and other grave human rights violations. The Mission will support the operationalization of a dedicated national capacity to respond to sexual and gender-based violence and assist with coordination among justice sectors to mitigate protection concerns in the return areas. The work with national authorities to develop legal frameworks related to housing, land and property will continue to address practical challenges faced by women to assert those rights and promote the peaceful resolution of housing, land and property disputes that are likely to arise in return areas.

Monitoring, reporting and investigating human rights

22. Ongoing widespread human rights violations across South Sudan, in particular sexual and gender-based violence and conflict-related sexual violence, as well as the lack of adequate measures by the national actors to address those types of violations, continue to remain a serious concern. In addition, undue restrictions on fundamental freedoms, including arbitrary arrests and prolonged detention, harassment of journalists and recruitment of children by armed groups, continue to persist. In that regard, the monitoring, verification and reporting of human rights violations, sensitization activities on human rights, support for the establishment of the rule of law and justice system at the local and national levels, including domestic actions required for the establishment of the Hybrid Court for South Sudan to address

impunity and accountability issues, will continue to be a priority for UNMISS during the 2020/21 period.

23. In accordance with Security Council resolution [2459 \(2019\)](#), UNMISS will continue to report publicly on human rights violations and abuses, including those committed against children and women, by accelerating the implementation of monitoring, analysis and reporting arrangements on conflict-related sexual violence and by strengthening the monitoring and reporting mechanism for violations and abuses. The Mission anticipates making further progress in the provision of support to the parties to the conflict in the implementation of action plans to address conflict-related sexual violence and the comprehensive action plan for the prevention of grave violations against children. UNMISS will also broaden its support to relevant State institutions, including the dedicated national capacity to address sexual and gender-based violence, and provide technical support and training to the South Sudan National Police Service, National Security Service, South Sudan People's Defence Forces and opposition military groups on human rights, including the six grave violations against children in situations of armed conflict.

24. Through its good offices, monitoring, investigation and support for rule-of-law institutions, UNMISS will advocate for accountability by all parties to the conflict, including non-signatories to the Revitalized Agreement. Accordingly, the Mission will insist on the protection of human rights, including making progress on ongoing investigations into allegations of human rights violations and abuses, as the primary responsibility of the Government. In that regard, increased support for the expansion of mobile courts will help strengthen existing national capacity to promote accountability. Human rights efforts will also include coordination with international, regional and national human rights mechanisms. UNMISS will continue to advance cooperation, provide technical support in compliance with the human rights due diligence policy and enhance information-sharing to ensure that human rights issues are addressed effectively and in a comprehensive and system-wide manner.

Creating the conditions conducive to the delivery of humanitarian assistance

25. Despite improvements in the level of food insecurity compared with prior periods, acute food insecurity due to displacement, local conflict and natural disasters continues to affect millions of people in the country, leaving a large number of the population requiring humanitarian assistance. As of December 2019, 6.4 million people were severely food insecure, despite large-scale humanitarian assistance being provided. During the 2020/21 period, UNMISS will continue to coordinate with and provide support to humanitarian actors upon request and within its capacity, including through the provision of information and the provision of direct physical force protection to humanitarians and convoys, to enable safe, rapid and unhindered access by relief personnel to the affected areas. The Mission will continue to explore opportunities to enhance joint planning and analysis with humanitarian partners to ensure strategic and effective deployment of static and mobile forces in the areas where humanitarian needs are most severe and access is limited. Collaboration between UNMISS and humanitarian partners will continue to be critical in addressing acute humanitarian crisis in a timely manner in respect of emerging situations, including armed conflict and natural disasters. The survey and clearance of explosive hazards in prioritized locations, in conjunction with explosive ordnance risk education, will continue to facilitate humanitarian activities in those areas affected by conflict or requiring response.

Supporting the implementation of the peace agreement and the peace process

26. The signing of the Revitalized Agreement has generated cautious optimism for the future of the peace process, and the pace of implementation of the Revitalized

Agreement is likely to intensify once the revitalized Transitional Government of National Unity is formed. However, uncertainties remain, and progress will depend on the continued commitment of the South Sudanese leaders to implement the Revitalized Agreement in good faith. UNMISS will build on the outcomes achieved to date and will continue to work alongside national counterparts and regional and international partners to keep the momentum going during the 2020/21 period.

27. During the transitional period, UNMISS will maintain its strategy of regular engagement with the senior government officials and opposition leaders, regional and international actors, including the Intergovernmental Authority on Development (IGAD) and the African Union, States Members of the United Nations, civil society, traditional leaders and women's groups, to ensure an inclusive, peaceful, timely and credible implementation of the Revitalized Agreement. The Mission, as an impartial partner, will continue to assist regional mediation efforts and parties to the conflict to address the remaining contentious issues of the Revitalized Agreement. UNMISS will also promote partnerships for a more coordinated international and regional support for the implementation of the Revitalized Agreement and the peace process, including for an adequate provision of resources.

28. During the 2020/21 period, UNMISS will continue to provide technical assistance and advice to the monitoring bodies, namely, the reconstituted Joint Monitoring and Evaluation Commission and the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism, as well as institutions established under the Revitalized Agreement. This may include the deployment of experts at the strategic and operational level to provide thematic support, particularly in the areas related to the establishment and functioning of core transitional institutions and arrangements. Simultaneously, to initiate a durable foundation for peace and create conditions conducive for free and fair elections at the end of the transitional period, UNMISS will continue its efforts to support processes that would help consolidate peace and expand the political space for a more participatory and accountable decision-making process, including through the organization of workshops and dialogue forums with a wide range of actors, including political parties, women's groups, civil society actors and faith-based groups. The Mission will intensify its engagement with all relevant stakeholders to enable more inclusive participation and ownership of the peace process by all South Sudanese. Strategic communication, messaging and outreach in support of the implementation of the Revitalized Agreement will continue to focus on awareness-raising on issues relating to the peace process and reconciliation. In addition, leveraging the Mission's geographical presence across the country and its extensive engagement with national and local stakeholders, the Mission will maintain its efforts to support and facilitate trust-building and rapprochement between the parties to the Revitalized Agreement and communities to sustain positive momentum for peace, through advocacy, dissemination of information and good offices.

Support

29. During the 2020/21 period, UNMISS will continue to provide and improve resource effectiveness and efficiency through the further standardization of service delivery and the refinement of supply chain management to better support its strategic priorities. The Mission will also continue to work on implementing the strategic planning and performance management module of Umoja, including the strategic management and budget formulation functionalities, which will help improve the budget formulation, performance management and reporting processes. The Mission will also introduce the demand and supply network planning functionalities of the supply chain management module to enable advanced demand planning capabilities,

ensure better inventory management, reduce inventory obsolescence and provide analytical tools for supply fulfilment strategies against cost, time, quality and risk.

30. The Mission will continue to deploy personnel towards the ceiling of 17,000 military and 2,101 police personnel (including correction officers), as authorized by the Security Council. In that regard, the Mission anticipates an average deployment of 230 military observers, 431 military staff officers, 14,292 military contingent personnel, 704 United Nations police personnel, 1,150 formed police unit personnel and 76 correction officers during the period.

31. During the 2020/21 period, it is proposed that 33 new posts and positions be established, comprising 4 international posts, 20 national posts and 9 United Nations Volunteer positions, to better enable the Mission to support the peace process both at the national and the subnational levels and address the gap in support that currently exists as a result of the steady increase in the number of military and police personnel in recent periods. The proposed posts and positions will allow the Mission to undertake crucial substantive mandated activities and strengthen the Mission Support Division. In addition to the proposed establishment of 33 new posts and positions, the Mission has also analysed its current staffing configuration, including long vacant posts, and proposes to fill existing gaps in capacity by reprioritizing existing approved civilian staffing resources and formalizing temporary arrangements through the reassignment and redeployment of functions, as detailed in the present report.

32. The Mission will continue with the phased replacement of its aging equipment and infrastructure, comprising mainly prefabricated accommodation and camp security infrastructure, including perimeter fencing and watchtowers. The Mission will also continue to support basic infrastructure, including internal roads and supply routes, which are essential to accommodate and provide effective life support services to military, police and civilian personnel. The Mission will also perform maintenance activities on the existing infrastructure to maintain its continuous operational state.

33. The proposed budget for the 2020/21 period includes the following five projects having an estimated cost of \$1 million or more: (a) the replacement of ablutions for uniformed personnel, which is the second phase of a multi-year project (\$2.4 million); (b) the replacement of multiple generator power stations with one consolidated power station at United Nations House and at the UNMISS compound Topping, which is in the second and final year of a multi-year project (\$1.8 million); (c) the continuation of the multi-year construction of the United Nations House water pipeline (\$1.8 million); (d) the replacement of kitchens in camps for uniformed personnel to meet fire safety standards, which is in the second and final year of a multi-year project (\$1.3 million); and (e) the security enhancement of the entrance gates of UNMISS compounds in various locations (\$1.0 million).

34. To address identified high-risk health hazards and further reduce its environmental footprint, the Mission will undertake several environmental projects, including: (a) the acquisition of heavy-duty waste incinerators, shredders for plastic bottles and aluminium cans, bulb crushers, a hydraulic baler and composters; (b) the establishment of dedicated locations within UNMISS camps for solid waste segregation, recycling and treatment; (c) the acquisition and installation of additional wastewater treatment plants, septic tanks, grease traps and oil-water separators; (d) the improvement of the wastewater conveyance in Topping and the construction of an activated sludge wastewater treatment plant in United Nations House; (e) the replacement of old air conditioning units with more energy efficient models; and (f) rainwater harvesting initiatives. To further mainstream environmental considerations in its operations, the Mission will continue to develop and implement its environmental management system and conduct capacity-building activities aimed at improving the environmental awareness of Mission personnel.

35. The estimated resource requirements for the maintenance and operation of the Mission for the 2020/21 financial period amount to \$1,190,119,000, an increase of \$6,671,700, or 0.6 per cent, compared with the approved budget for 2019/20 of \$1,183,447,300. The estimates for the 2020/21 period reflect increased requirements with respect to civilian personnel, owing mainly to an increase in the post adjustment multiplier for international staff, lower vacancy rates for international and national staff and the proposed establishment of 33 posts and positions. The increased estimates are offset in part by reduced requirements for military and police personnel, owing mainly to lower costs for rations as a result of new contractual arrangements.

C. Regional mission cooperation

36. UNMISS will continue to work closely with IGAD, the African Union and the diplomatic community to support the inclusive and participatory implementation of the Revitalized Agreement. Bridging statements of commitments by parties to the conflict with demonstrable delivery on the timelines in the implementation matrix will require regular engagement by regional and international partners, including through oversight, advocacy and expert advice, where possible. UNMISS will continue to coordinate closely with the Office of the Special Envoy for the Horn of Africa and the United Nations Office to the African Union, based in Addis Ababa, in order to ensure a consistent United Nations system-wide approach in South Sudan.

37. The Mission will continue to cooperate with the United Nations Interim Security Force for Abyei (UNISFA) in support of fully operationalizing the Joint Border Verification and Monitoring Mechanism through logistics, security, operations and communications support.

38. The Regional Service Centre in Entebbe, Uganda, will continue to provide services to its client missions, including UNMISS, in the areas of onboarding and separation, benefits and payroll, vendor payments, entitlements and official travel, claims processing (such as education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control.

39. The Mission will continue to use the Global Procurement Support Section in Entebbe, Uganda (formerly known as the Regional Procurement Office), 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, eight posts (1 P-3, 2 Field Service, 3 National Professional Officer and 2 national General Service posts) will continue to be located in the Global Procurement Support Section under the management of the Procurement Division of the Secretariat, in accordance with General Assembly resolution [69/273](#).

D. Partnerships, country team coordination and integrated missions

40. The United Nations Cooperation Framework 2019–2021 will guide the United Nations country team activities in South Sudan to achieve outcomes across four priority areas: (a) building peace and strengthening governance; (b) improving food security and recovering local economies; (c) strengthening social services; and (d) empowering women and youth. UNMISS participated in the development of the framework and will continue to engage with the country team in supporting progress in the priority areas. In doing so, UNMISS will ensure that its strategic objectives and plans are aligned with and complementary to those of the country team and the national development strategy of South Sudan. Collaboration at the operational level

with development and humanitarian partners will also continue through joint programming in priority areas, benefiting from the positive momentum and support for recovery and resilience that has emerged since the signing of the Revitalized Agreement. These priority areas include protection of civilians, in particular the protection of women and children; support for the safe, voluntary and dignified return of displaced persons; the promotion of women's participation and gender equality; support for the implementation of the Revitalized Agreement; and support for the national dialogue. The partnership for recovery and resilience programme launched in March 2018, which has brought United Nations agencies, donor partners and non-governmental organizations together in dialogue with local authorities and community leaders, will continue to serve as a useful platform to develop new joint programmes in specific locations. The Deputy Special Representative of the Secretary-General (Resident Coordinator and Humanitarian Coordinator) will continue to facilitate coordination between UNMISS, the United Nations country team, the humanitarian country team and other partners to strengthen cooperation and the integration of activities across the country, including through the partnership for recovery and resilience programme.

E. Results-based budgeting frameworks

41. 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.

Executive direction and management

42. Overall mission direction and management are to be provided by the Office of the Special Representative of the Secretary-General. The proposed staffing complement is set out in table 1.

Table 1
Human resources: executive direction and management

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved posts 2019/20	1	–	2	2	2	7	3	–	10
Proposed posts 2020/21	1	1	2	2	2	8	3	–	11
Net change	–	1	–	–	–	1	–	–	1
Special advisers									
Approved posts 2019/20	–	–	1	–	2	3	2	1	6
Proposed posts 2020/21	–	–	1	–	2	3	2	1	6
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2019/20	–	1	2	2	3	8	4	1	13
Proposed posts 2020/21	–	1	2	2	3	8	4	1	13
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Protection of Civilians Unit									
Approved posts 2019/20	–	–	4	1	–	5	–	1	6
Proposed posts 2020/21	–	–	4	1	–	5	–	–	5
Net change	–	–	–	–	–	–	–	(1)	(1)
Field Support Office									
Approved posts 2019/20	–	–	1	1	1	3	1	1	5
Proposed posts 2020/21	–	–	1	1	1	3	1	1	5
Net change	–	–	–	–	–	–	–	–	–
Strategic Planning Unit									
Approved posts 2019/20	–	–	2	1	–	3	–	1	4
Proposed posts 2020/21	–	–	2	1	–	3	–	1	4
Net change	–	–	–	–	–	–	–	–	–
Best Practices Unit									
Approved posts 2019/20	–	–	–	1	–	1	1	–	2
Proposed posts 2020/21	–	–	–	1	–	1	1	–	2
Net change	–	–	–	–	–	–	–	–	–
Legal Affairs Unit									
Approved posts 2019/20	–	–	3	2	1	6	4	2	12
Proposed posts 2020/21	–	–	3	2	1	6	4	2	12
Net change	–	–	–	–	–	–	–	–	–
Conduct and Discipline Team									
Approved posts 2019/20	–	1	4	1	2	8	3	2	13
Proposed posts 2020/21	–	1	4	1	2	8	4	3	15
Net change	–	–	–	–	–	–	1	1	2
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2019/20	1	–	1	2	2	6	3	–	9
Proposed posts 2020/21	1	–	1	2	2	6	3	–	9
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2019/20	1	–	2	2	2	7	2	–	9
Proposed posts 2020/21	1	–	2	2	2	7	2	–	9
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2019/20	3	2	22	15	15	57	23	9	89
Proposed posts 2020/21	3	3	22	15	15	58	24	9	91
Net change	–	1	–	–	–	1	1	–	2

^a Includes National Professional Officers and national General Service staff.

International staff: increase of 1 post

National staff: increase of 1 post

United Nations Volunteers: no net change

43. The summary of proposed staffing changes under the Mission's executive direction and management is presented in table 2.

Table 2
Staffing changes: executive direction and management

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Office of the Special Representative of the Secretary-General	Reassignment	1	D-1	From the Relief, Reintegration and Protection Section, component 1
Protection of Civilians Unit	Reassignment	(1)	United Nations Volunteer	To Heads of field offices, component 1
Conduct and Discipline Team	Establishment	1	National Professional Officer	
	Establishment	1	United Nations Volunteer	
Total		2		

Office of the Special Representative of the Secretary-General

44. It is proposed that one post of Chief of Service, Recovery, Return and Reintegration (D-1) in the Relief, Reintegration and Protection Section be reassigned as a Principal Coordination Officer in the Office of the Special Representative of the Secretary-General, which provides front office and advisory support to the Special Representative of the Secretary-General in his role as the head of UNMISS, supporting him in his commitment to implement the mandate of the Mission. In the light of the current political situation in South Sudan, there is an increased requirement for the Office to support the cross-coordination of initiatives and ensure the alignment of activities with the strategic vision of the Special Representative, while identifying opportunities to enhance the impact of the Mission. With a multitude of mission components engaging at all levels on political, peace and security issues, there is a requirement for an increased level of review and consultation on key messaging and policy with a view to mitigating reputational risk. The system-wide strategic leadership role of the Special Representative to mobilize and align United Nations-wide peacebuilding efforts in a coherent and mutually supportive manner will take on added significance during the 2020/21 period, generating increased workload with regard to policy and strategic partnerships. The Principal Coordination Officer function will support the Mission leadership in building policy coherence and translating policy intent and direction into viable tasks and priorities. It will also provide significant capacity support to the Special Representative to ensure the effective direction and integrated management of the Mission's activities in line with his strategic vision, as well as supporting the development of productive synergies with peacebuilding partners.

Conduct and Discipline Team

45. The Conduct and Discipline Team is responsible for ensuring that allegations of misconduct, including sexual exploitation and abuse, are properly received and assessed and that they are recorded and tracked to ensure that appropriate actions are addressed in a timely manner. The Team also identifies trends and patterns of cases and formulates lessons learned, as well as best practices related to conduct and

discipline issues. Furthermore, the Team contributes to the development of related policy and implements preventative actions and awareness-building initiatives through training. In view of the Secretary-General's comprehensive strategy to address sexual exploitation and abuse and the administrative instruction on unsatisfactory conduct, investigations and the disciplinary process (ST/AI/2017/1), whereby actions by officials should be taken without undue delay, the Conduct and Discipline Team plays a critical role in the Mission's operations.

46. Considering the multitude of activities undertaken by the Conduct and Discipline Team, as well as the importance of those activities to ensuring a successful implementation of the Mission's mandate, it should be noted that the staffing complement of the Team has only increased by one post since the inception of the Mission in the 2011/12 period, during which time the overall personnel strength of the Mission has nearly doubled. The increase in Mission personnel strength over the years has translated into a substantial increase in workload for the Conduct and Discipline Team and presented challenges in the timely processing of cases and the undertaking of other essential activities, including training. In that regard, it is proposed that one post of Conduct and Discipline Officer (National Professional Officer) and one position of Conduct and Discipline Officer (United Nations Volunteer) be established, to provide the necessary additional support to the Conduct and Discipline Team, including to ensure that allegations of misconduct, including sexual exploitation and abuse, are assessed in a timely manner and that all relevant training activities are conducted in an effective manner.

Component 1: protection of civilians

Expected accomplishment

Indicators of achievement

1.1 Enhanced protection of civilians through political engagement and processes

1.1.1 Increase in the number of initiatives undertaken by national, state and county-level governments and non-State actors to protect civilians (2018/19: 185; 2019/20: 135; 2020/21: 145)

1.1.2 Engagement with national and state authorities, communities and civil society to address issues related to the protection of civilians (2018/19: 893 meetings; 2019/20: 750 meetings; 2020/21: 760 meetings)

Outputs

- Provision of good offices to support the efforts of the Transitional Government of National Unity at the national level to maintain and execute its responsibility to protect civilians
- Promotion of awareness of the UNMISS mandate and activities for the protection of civilians and the safe and voluntary return of internally displaced persons through the organization of 6 consultative meetings with representatives of the Transitional National Legislative Assembly, including the Speaker, Deputy Speakers, political party whips and members of specialized committees at the national level, and through the conduct of 600 meetings with state and county authorities and security forces, non-State actors and key community and opinion leaders, including women and youth, including in areas of return
- Provision of support for the development of conflict management, reconciliation and social cohesion strategies at the community level to protect civilians through 22 meetings with state-level authorities, civil society and community leaders, as well as potential spoilers

- Facilitation of non-violent solutions to tensions and conflicts through the conduct of monthly meetings with representatives of the Transitional Government of National Unity, political parties, members of Parliament, the offices of the President and Vice-Presidents, relevant ministries, the women's parliamentary caucus and relevant opposition elements
- Provision of support to enhance the dialogue space between the Government, the opposition, civil society, non-State armed actors, armed groups and communities, in collaboration with partners, so as to assist the parties in effectively addressing issues of concern, and the development of joint initiatives to protect civilians through 20 advocacy meetings
- Conduct of 2 national-level consultative workshops with government authorities, including security and rule-of-law practitioners, and civil society actors on creating a safe environment for women and girls, carrying out initiatives to mitigate the risk of sexual and gender-based violence, increasing women's livelihood initiatives and addressing gender values and norms, as part of the implementation of the UNMISS sexual and gender-based violence prevention strategy
- Provision of support and technical advice to the South Sudan People's Defence Forces, the South Sudan National Police Service and other parties to the conflict for the implementation of action plans addressing conflict-related sexual violence, pursuant to formal commitments, including the implementation of the joint communiqué of October 2014 of the United Nations and the Government of South Sudan on addressing conflict-related sexual violence as well as the unilateral communiqué of December 2014 by the Chair and Commander in Chief of the Sudan People's Liberation Movement-Army in Opposition
- Provision of support to the National Disarmament, Demobilization and Reintegration Commission and other stakeholders to identify, screen, register and release children associated with armed groups
- Provision of support to government security forces and other parties to the conflict for the implementation of protection and prevention activities as part of the comprehensive action plan for the prevention of grave violations against children
- Conduct of a national conference on children affected by armed conflict to find joint solutions with a wider range of stakeholders for the greater protection of children
- Conduct of a nationwide communications campaign to raise awareness of the Mission's objectives and activities to protect civilians through: (a) the production of 130 multimedia products, including digital news and audiovisual stories, photography albums and social media engagements (including those promoting the activities of uniformed elements and support for a safer environment for the voluntary return and reintegration of displaced persons) for distribution on the United Nations Headquarters and UNMISS digital platforms as well as to external media outlets; (b) the conceptualization and conduct of 60 peacebuilding events or activities across South Sudan; (c) 6 UNMISS press conferences; (d) broadcasts of peace initiatives, including a dedicated one-hour *Peace Makers* weekly programme on Radio Miraya

Expected accomplishment
Indicators of achievement

1.2 Improved protection for civilians under threat of physical violence, irrespective of the source of violence, with specific protection for women and children

1.2.1 Reduced number of civilian casualties, incidents and physical threats to civilians in and around UNMISS bases and areas of concentration for internally displaced persons and refugees (2018/19: 4,253; 2019/20: 3,500; 2020/21: 3,000)

1.2.2 Number of mechanisms to support the protection of women, children and youth from conflict-related and gender-based violence (2018/19: 3; 2019/20: 3; 2020/21: 3)

1.2.3 Survey and clearance of hazardous areas contaminated by landmines and unexploded ordnance in and around UNMISS bases and areas where they may pose a threat to civilians (2018/19: 3,880; 2019/20: 1,425; 2020/21: 1,200)

Outputs

- Maintenance of functioning early warning, analysis and response mechanisms involving all relevant mission components
- Provision of support for the mapping of risks and threats to strengthen early warning, early response and situational awareness to protect the civilian population, with a special emphasis on women and children, through the conduct of 150 joint UNMISS field missions, with national and international partners, where appropriate, to conflict-affected areas and return sites
- Provision of support to civilians living in conflict-prone or return areas as well as displaced communities at UNMISS protection of civilian sites and other collective centres in order to resolve intercommunal conflicts through 10 workshops and dialogue forums, with a particular emphasis on the participation of women and youth in a dialogue for peace
- 4,320 unit patrol days to protect civilians in areas of concern by deterring all forms of violence, creating conditions conducive to the safe and voluntary return and resettlement of internally displaced persons and refugees, by conducting hub-and-spoke mobile patrols (15 companies logging 24 mobile patrol days per month for 12 months)
- 360 air patrol days in support of air reconnaissance and security assessments for the protection of civilians, throughout the mission area (30 air patrol days per month for 12 months)
- 1,440 unit patrol days of military observers operating in integrated teams (10 patrol days per month from each of the 10 field offices and 2 field office team sites for 12 months) to deter all forms of violence against civilians, particularly women and girls, and to engage with the local population, local authorities and uniformed services and collect early warning information with regard to interventions for the protection of civilians and the prevention of sexual and gender-based violence, including conflict-related sexual violence
- The provision of perimeter security at 5 UNMISS protection of civilian sites and other protective areas, including the daily patrol of the weapons-free zones around the protection of civilian sites
- 120 patrol days by the Riverine Unit to enhance the protection of civilians along the White Nile by providing force protection and transportation to UNMISS integrated patrols; and by performing search-and-rescue, medical evacuation and rescue and salvage operations (10 patrols per month for 12 months)
- Implementation of 15 quick-impact projects to mitigate protection concerns in areas with a high prevalence of intercommunal violence and areas of displacement, including UNMISS protection of civilian sites, by supporting the rehabilitation and reconstruction of entities related to South Sudan rule-of-law institutions in order to foster peaceful coexistence and strengthen accountability
- In coordination with humanitarian actors, provision of technical advice and support to mitigate protection concerns through protection needs assessments and the facilitation of dialogues with communities and State authorities for the development of action plans aimed at reducing community-level violence and strengthening social cohesion
- In coordination with humanitarian actors operating in the protection of civilian sites, facilitation of 10 consultation sessions at UNMISS protection of civilian sites with State stakeholders, humanitarian service providers and internally displaced persons, including women and children, to discuss strategies for the phase-out of the protection of civilian sites

- Survey and clearance of 1,200 known or suspected hazardous areas and the removal or destruction of 20,000 items of explosive hazards, including landmines, in areas having an impact on UNMISS protection of civilian sites and areas where there is a threat to civilians
- Delivery of emergency mine risk education to 200,000 civilians in order to promote community safety through participants' enhanced ability to recognize, mitigate and report explosive hazards, including small arms and light weapons and small arms ammunition, and awareness-raising through outreach events, such as the International Day for Mine Awareness and Assistance in Mine Action
- 1,460 explosive detection dog team days (up to 4 teams deployed daily across 3 main locations) to provide entry point control and explosive detection searches for small arms ammunition and explosives at key UNMISS locations
- 262,800 United Nations formed police unit person days (10 personnel per patrol, 3 patrols per platoon, 4 platoons per formed police unit, 6 formed police units for 365 days) to patrol, maintain vigilance, conduct gender-sensitive security checks and respond to public order situations within and around UNMISS protection of civilian sites and weapon-free zones
- 82,125 United Nations individual police officer operational days at UNMISS protection of civilian sites and areas of high concentration of displaced persons (15 individual police officers per shift, 3 shifts per day, at 5 sites or concentration points for 365 days) to patrol, maintain a police presence and interact with local communities, including joint patrols with other mission components, to monitor and report on security-related threats and human rights violations
- 22,995 individual Corrections Officer days (7 individual Correction Officers per shift, 3 shifts per day, at 3 holding facilities for 365 days) to provide administrative, security and operational services at the UNMISS holding facilities attached to protection of civilians sites in Juba, Malakal and Bentiu
- Provision of advocacy and support to national authorities in the justice sector to facilitate the referral of cases of internally displaced persons who committed serious security incidents within UNMISS protection of civilian sites for review, investigation and prosecution, in accordance with fair trial standards
- In partnership with relevant actors at UNMISS protection of civilian sites, training for 1,000 community watch group members and leaders, including women, at the sites in Juba, Bor, Bentiu, Malakal and Wau to support crime prevention, community safety and relations and community-led informal mitigation and dispute resolution mechanisms
- Development of a mission-wide programme to reduce community-level violence, including sexual and gender-based violence against women and children, which includes sensitization, awareness-raising, promotion of accountability and dialogue spaces, the strengthening of peace infrastructure and capacities, as well as the promotion of livelihood activities and vocational initiatives, through collaboration and partnerships with the United Nations country team

Expected accomplishment

Indicators of achievement

1.3 Secure environment for the safe and voluntary return and reintegration of internally displaced persons and refugees

1.3.1 No increase in the number of internally displaced persons and refugees (2018/19: 4.2 million; 2019/20: 4.2 million; 2020/21: 4.2 million)

1.3.2 Estimated number of returnees in South Sudan reported by the national relief and rehabilitation commission and other United Nations agencies (2018/19: not applicable; 2019/20: not applicable; 2020/21: 500,000)

1.3.3 Decrease in the threat of landmines and unexploded ordnance as a result of surveys and clearance to provide a safer environment for the voluntary return and resettlement of internally displaced persons and refugees (2018/19: 17.9 million m²; 2019/20: 8 million m²; 2020/21: 7 million m²)

1.3.4 Number of mechanisms to support the peaceful resolution of housing, land and property disputes to encourage safe and voluntary returns (2018/19: 0; 2019/20: 0; 2020/21: 1)

Outputs

- Organization and conduct of 25 joint field missions to assess the conflict environment at possible return sites and 10 workshops on conflict management, sensitization and confidence-building with communities at return sites to provide support for resolving conflicts between host communities and returnees, including in the opposition-controlled areas
- In coordination with the United Nations country team, the humanitarian country team, the Government and other relevant partners, support relevant State authorities to promote the establishment of partner forums to develop State action plans for return and recovery that prioritize the rehabilitation and restoration of basic services and improve access to livelihood opportunities for the displaced population and young people at risk in areas of return
- Facilitation of 30 consultation sessions among local authorities, host communities and returning populations to address emerging challenges through the processes of return and reintegration, including facilitating go-and-see visits, town hall meetings and focus group discussions
- In coordination with the United Nations country team, the humanitarian country team, the Government and other relevant partners, support the facilitation of safe, voluntary, informed and dignified return or relocation of internally displaced persons
- Implementation of 25 quick-impact projects to improve basic service infrastructure in areas of return for the eventual safe and voluntary return and reintegration of internally displaced persons and vulnerable populations and build resilience of the community to avoid further displacement
- Clearance and survey of 7 million m² of land for release to communities in support of freedom of movement and safe and voluntary resettlement
- Provision of support, in line with the human rights due diligence policy, to the confidence- and trust-building policing project of the South Sudan National Police Service in all field offices through the conduct of 20 sensitization seminars and workshops with the National Police Service, community leaders, civil society organizations and women's representatives on community-based policing, human rights, trust-building and conditions conducive to the voluntary return or relocation of internally displaced persons
- Provision of support to law enforcement agencies, including technical assistance and advice, by conducting training for 3,000 South Sudan National Police Service members selected for deployment to police stations across South Sudan to equip them with basic police technical skills and knowledge on internationally accepted standards of policing, in strict compliance with the United Nations human rights due diligence policy, and by conducting 30 one-week sensitization workshops for the National Police Service and other law enforcement agencies in all field offices to enhance their expertise on human rights and international humanitarian law, including the handling of cases involving sexual and gender-based violence and conflict-related sexual violence

- Provision of technical and coordination assistance to national authorities to raise awareness of reforms to protect housing, land, and property rights and strengthen legal frameworks to peacefully resolve land-related disputes, operationalize women's land rights and support the displaced population to protect and reassert their housing, land, and property rights

*Expected accomplishment**Indicators of achievement*

1.4 Enhancement of peaceful coexistence, reconciliation and social cohesion at the community level

1.4.1 Decrease in the number of reported intra- and intercommunal conflicts (2018/19: 421; 2019/20: 400; 2020/21: 350)

1.4.2 Increase in the number of reconciliation initiatives taken at the subnational level (2018/19: 48; 2019/20: 85; 2020/21: 90)

1.4.3 Increase in the number of local peace agreements (2018/19: 36; 2019/20: 25; 2020/21: 30)

Outputs

- Regular engagement with local stakeholders through the conduct of 150 joint field assessment missions throughout South Sudan with a view to enhancing the understanding of local conflict dynamics and in support of the provision of assistance and good offices to local peace initiatives
- Provision of support for locally initiated political engagement and reconciliation initiatives between communities through the conduct of 30 advocacy meetings and 20 conflict management workshops to encourage communities, including women and young people, and authorities to mitigate intercommunal conflict, cattle raiding, revenge killings and age-set violence
- Promotion of understanding among local stakeholders, including government authorities, community leaders, young people, women's groups, civil society actors and traditional authorities on the roles and responsibilities of the Government and communities at large to prevent, mitigate and resolve local conflicts, including improving civil-military relations, through the delivery of 20 capacity-building workshops in conflict management and mediation
- Provision of support to the Government and communities for peaceful cross-border international and internal migration by preventing, mitigating and resolving conflicts between pastoralists and host communities, including joint border committees and key stakeholders, through the conduct of 10 conferences
- Provision of support to Government authorities, traditional conflict management mechanisms, youth, women and communities, including civil society actors, in managing communal conflicts and localized reconciliation initiatives at UNMISS protection of civilian sites and other locations hosting internally displaced persons through 15 conflict-management events, good offices and shuttle diplomacy
- Provision of support to peace structures, including peace networks, inter-faith groups, women and youth clubs at the boma, county and state levels, for conflict management, peacebuilding and reconciliation through 10 capacity-building sessions
- Provision of support to enhance the capacity of local authorities and traditional and community leaders to operationalize local traditional mechanisms for conflict management, including inclusive dialogue and reconciliation, through the conduct of 30 meetings and 10 capacity-building workshops
- Provision of support to civil society actors, government officials, youth and women to promote inclusivity, national identity, good relations and equal opportunity so as to reverse ethnic polarization and repair the social fabric through 20 advocacy meetings and 10 dialogue forums

- Provision of support to promote local peace initiatives, social harmony and advance the concept of a coherent multi-ethnic and inclusive society, including in the opposition-controlled areas, through 9 peace education campaigns, 5 exchange visits targeting schools and communities, including peace clubs/ambassadors, and 16 sporting or cultural activities

External factors

The Government takes primary responsibility for the protection of civilians and enables a secure and stable environment to encourage and support the return and resettlement of internally displaced persons. Other enablers include local authorities and institutions and the freedom of movement for UNMISS to conduct patrols. Continued political tensions, delays in the peace process, fighting and an expansion of the humanitarian crisis, particularly food insecurity and malnutrition, would lead to additional civilians seeking protection at UNMISS sites, limited progress in the return and resettlement of internally displaced persons and a reduction in operational space in active conflict areas. Increasing political mobilization, hostile rhetoric and intentions to return to fighting among internally displaced persons within the UNMISS protection of civilian sites would put the civilian and impartial nature of the sites at risk.

Table 3
Human resources: component 1, protection of civilians

<i>Category</i>											<i>Total</i>
I. Military observers											
Approved 2019/20											242
Proposed 2020/21											242
Net change											–
II. Military contingents											
Approved 2019/20											16 758
Proposed 2020/21											16 758
Net change											–
III. United Nations police											
Approved 2019/20											703
Proposed 2020/21											733
Net change											30
IV. Formed police units											
Approved 2019/20											1 320
Proposed 2020/21											1 290
Net change											(30)
V. Civilian staff											
<i>International 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^a</i>	<i>United Nations Volunteers</i>			<i>Total</i>
Political Affairs Division											
Approved posts 2019/20	–	–	3	2	–	5	2	–			7
Proposed posts 2020/21	–	–	3	2	–	5	2	–			7
Net change	–	–	–	–	–	–	–	–			–

V. Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Communications and Public Information Division									
Approved posts 2019/20	–	1	3	3	3	10	30	8	48
Proposed posts 2020/21	–	1	3	3	3	10	36	9	55
Net change	–	–	–	–	–	–	6	1	7
Relief, Reintegration and Protection Section									
Approved posts 2019/20	–	1	4	8	2	15	23	7	45
Proposed posts 2020/21	–	–	4	8	2	14	23	7	44
Net change	–	(1)	–	–	–	(1)	–	–	(1)
Office of the Force Commander									
Approved posts 2019/20	1	2	–	–	2	5	2	–	7
Proposed posts 2020/21	1	2	–	–	2	5	2	–	7
Net change	–	–	–	–	–	–	–	–	–
Heads of field offices									
Approved posts 2019/20	–	3	7	10	10	30	144	16	190
Proposed posts 2020/21	–	3	7	10	10	30	156	20	206
Net change	–	–	–	–	–	–	12	4	16
Civil Affairs Division									
Approved posts 2019/20	–	1	10	10	1	22	20	31	73
Proposed posts 2020/21	–	1	10	10	1	22	20	31	73
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2019/20	–	2	8	2	3	15	2	–	17
Proposed posts 2020/21	–	2	8	2	3	15	1	–	16
Net change	–	–	–	–	–	–	(1)	–	(1)
HIV/AIDS Unit									
Approved posts 2019/20	–	–	1	1	1	3	4	4	11
Proposed posts 2020/21	–	–	1	1	1	3	4	4	11
Net change	–	–	–	–	–	–	–	–	–
Joint Mission Analysis Centre									
Approved posts 2019/20	–	–	2	8	–	10	4	2	16
Proposed posts 2020/21	–	–	2	8	–	10	4	2	16
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2019/20	–	–	–	–	–	–	10	–	10
Proposed temporary positions ^b 2020/21	–	–	–	–	–	–	10	–	10
Net change	–	–	–	–	–	–	–	–	–

V. Civilian staff	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
Subtotal									
Approved 2019/20	–	–	2	8	–	10	14	2	26
Proposed 2020/21	–	–	2	8	–	10	14	2	26
Net change	–	–	–	–	–	–	–	–	–
Gender Affairs Unit									
Approved posts 2019/20	–	–	1	1	–	2	1	–	3
Proposed posts 2020/21	–	–	1	1	–	2	1	–	3
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2019/20	–	–	–	1	–	1	1	2	4
Proposed posts 2020/21	–	–	–	1	–	1	1	2	4
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2019/20	1	10	39	46	22	118	233	70	421
Proposed posts 2020/21	1	9	39	46	22	117	250	75	442
Net change	–	(1)	–	–	–	(1)	17	5	21
Approved temporary positions ^b 2019/20	–	–	–	–	–	–	10	–	10
Proposed temporary positions ^b 2020/21	–	–	–	–	–	–	10	–	10
Net change	–	–	–	–	–	–	–	–	–
Total, civilian staff									
Approved 2019/20	1	10	39	46	22	118	243	70	431
Proposed 2020/21	1	9	39	46	22	117	260	75	452
Net change	–	(1)	–	–	–	(1)	17	5	21
Total, I–V									
Approved 2019/20									19 454
Proposed 2020/21									19 475
Net change									21

^a Includes National Professional Officers and national General Service staff.

^b Funded under general temporary assistance.

International staff: decrease of 1 post

National staff: net increase of 17 posts

United Nations Volunteers: increase of 5 positions

47. The summary of proposed staffing changes under component 1, protection of civilians, is presented in table 4.

Table 4
Staffing changes: component 1, protection of civilians

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Communications and Public Information Division	Establishment	6	National General Service	
	Establishment	1	United Nations Volunteer	
Relief, Reintegration and Protection Section	Reassignment	(1)	D-1	To the Office of the Special Representative of the Secretary-General, Executive Direction and Management
Heads of field offices	Establishment	12	National General Service	
	Establishment	3	United Nations Volunteer	
	Reassignment	1	United Nations Volunteer	From the Protection of Civilians Unit, Executive Direction and Management
Office of the Police Commissioner	Redeployment	(1)	National General Service	To the Human Resources Section, component 5
HIV/AIDS Unit	Reassignment	1	National General Service	} From a Team Assistant to a Training Assistant
	Reassignment	(1)	National General Service	
Total		21		

Communications and Public Information Division

48. The Communications and Public Information Division contributes to the successful implementation of the mandate of the Mission through the production and distribution of radio and multimedia content as well as through relationships developed with stakeholders through its outreach and media relations units. The Division works in consultation with the Mission leadership to help shape the narrative, messages and perception of the Mission, including through the utilization of various communications tools. In that connection, Radio Miraya, a radio station run by UNMISS, has been the Mission's most effective communication tool for engaging with audiences across South Sudan. In a recent survey commissioned by the Mission, that 77 per cent of respondents indicated that they had received their news about the Mission's mandate and activities from Radio Miraya. In the light of its effectiveness in communicating with diverse audiences on behalf of the Mission, Radio Miraya has been under constant pressure to expand its programming and coverage. Expansion of the Radio Miraya network has also been identified as a strategic priority for the Mission to enable the implementation of its mandate to protect civilians and build durable peace and to improve outreach to vulnerable communities in more remote parts of the country, including areas where new peacekeeping presence is being installed.

49. In that regard, it is proposed to establish six posts of Public Information Assistant (national General Service) to enable Radio Miraya to sustain and increase its programming, which is expected to lead to a boost in dedicated listenership and allow the Mission to better inform the population about key issues that fall under its mandate, including human rights, child protection, reconciliation and peace initiatives. It would also enable the Mission to deal more effectively with misinformation spread through other media sources. The incumbents will possess expert knowledge and skills in news production and strategic digital initiatives as well as strong local awareness of the local political and security situation.

50. It is also proposed to establish one position of Public Information Officer (United Nations Volunteer) to ensure the robust editing of stories, a stronger presence

on social media platforms, comprehensive quality control of programming and panel discussions and to ensure that Radio Miraya's reputation for impartiality, accuracy and fairness in its coverage is sustained. This is particularly important in further advancing the peace process, including through the creation of the necessary political space and enabling environment in the upcoming electoral process, when multiple political parties will be seeking to influence the public using Radio Miraya as a platform.

Heads of field offices

51. The head of each of the 10 field offices across South Sudan is appointed by the Special Representative of the Secretary-General and is the highest-ranking United Nations representative at the field level. The Heads of field offices ensure that the Mission's mandate in the field is delivered in accordance with the Mission's priorities and in compliance with the strategic and policy guidance provided by senior management. For the 2020/21 period, the establishment of seven posts of Field Language Assistant (national General Service) and five posts of Liaison Assistant (national General Service) is proposed to support the Mission in the field office locations to effectively pre-empt, deter and mitigate violence against civilians through patrols and regular key leadership engagement, as well as to maintain early warning systems and identify emerging hotspots based on the information collected across the Mission and through interaction with civilians. The presence of Field Language Assistants and Liaison Assistants with force patrols would provide clear and concise verbal communication and interpretation, allow patrol members and the local population to interface and assist in the translation of documents from local languages to designated United Nations working languages. It would also provide the Mission the ability to collect information on local perceptions of the needs, concerns and aspirations of communities; implement early warning mechanisms and provide advice and early warning on protection threats and trends, including sexual violence and child recruitment; report on emerging humanitarian needs; and document local political, socioeconomic and conflict-related developments, including protection threats, trends and activities.

52. It is also proposed that three positions of Field Coordination Officer (United Nations Volunteer) be established in the Juba, Torit and Yambio field office locations, and that one position of Protection Officer (United Nations Volunteer) in the Protection of Civilians Unit be reassigned as a Field Coordination Officer in the Wau field office. The incumbents will provide assessment and planning capacity in the respective locations, including with respect to the implementation of the comprehensive performance assessment system. The Coordination Officer function is envisaged to fill the existing capacity gap as a result of the growing need for coordination, reporting, planning and assessment through the Heads of field offices.

HIV/AIDS Unit

53. It is proposed that one post of Team Assistant (national General Service) in the HIV/AIDS Unit be reassigned as a Training Assistant in the same Unit to provide the necessary capacity to allow the Unit to conduct requisite training activities for all Mission personnel, including induction training for newly recruited staff members and newly deployed contingents, peer education training and training of HIV/AIDS counsellors and post-exposure prophylaxis custodians.

Joint Mission Analysis Centre

54. It is proposed that 10 Associate Information Analyst positions (National Professional Officer) funded under general temporary assistance be retained for the 2020/21 period. These positions, one of which is located in each field office, have

continually enhanced the Mission's situational awareness and early warning capabilities. The information provided by the incumbents has been effective in enabling the Mission's senior management to make informed decisions. Furthermore, the incumbents have helped to ensure a better understanding of the local population and related issues. Without the capabilities provided by these positions, the Mission could potentially lose opportunities to accurately analyse developments on the ground and thus have less early warning capability.

Component 2: monitoring, reporting and investigating human rights

Expected accomplishment

Indicators of achievement

2.1 Conducive environment created for combating impunity for abuses and violations of human rights and international humanitarian law by all parties to the conflict

2.1.1 Number of confirmed abuses and violations of human rights and international humanitarian law, including those that may amount to war crimes and crimes against humanity (2018/19: 599; 2019/20: 530; 2020/21: 500)

2.1.2 Monitoring, investigation, verification and reporting on the use of cluster munitions and other conventional weapons deemed to have indiscriminate effects in violation of international law and related treaties (2018/19: 100 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)

Outputs

- Thorough documentation and verification of violations and abuses of international human rights law and violations of international humanitarian law, including conflict-related sexual violence, as well as the identification of signs of early warning of human rights violations through the conduct of specific investigation missions, integrated missions and patrols (of long and short duration) and regular monitoring activities across the country
- Establishment of profiles of key State and non-State actors involved in human rights violations and abuses across the country for accountability purposes and to ensure strict compliance with the United Nations human rights due diligence policy
- Publication of 3 public reports on the human rights situation in South Sudan
- Provision of technical support for civil society actors, particularly women's groups, youth groups, religious leaders, traditional justice actors, human rights defenders and journalists, to foster and promote a human rights culture through the conduct of 20 training sessions on the monitoring, investigation, documentation and reporting of human rights violations, including sexual and gender-based violence and conflict-related sexual violence
- Provision of logistical support to 12 local human rights organizations to strengthen their operational capacities in monitoring and documenting human rights violations
- Protection of the human rights of people deprived of their liberty, including those sentenced to death, through weekly visits to government or opposition-run detention facilities across the country and sustained engagement with relevant State and non-State stakeholders through monthly meetings and 11 sensitization workshops and training sessions
- Provision of support in enhancing the knowledge base and skills of all statutory justice chain actors and customary courts to protect, respect and fulfil human rights and the rule of law through training and the conduct of 10 sensitization workshops across the country and 15 training workshops on human rights for the National Prison Service and the South Sudan National Police Service

- Provision of technical advice and assistance to the national justice sector to promote accountability through the development of stronger linkages along the entire justice chain, including through support for mobile courts and the dedicated capacity within the justice sector that was established to investigate and prosecute cases of sexual and gender-based violence and other serious human rights violations
- Provision of technical support for a model case management system to track the progress of cases throughout the justice system to, inter alia, identify prolonged and arbitrary detention and improve efficiency and coordination along the entire justice chain
- Provision of support and technical assistance in building the knowledge and reinforcing the skills of the South Sudan People's Defence Forces, the South Sudan National Police Service and other parties to the conflict, on human rights and international humanitarian law standards regarding sexual violence and child rights, through monthly coordination meetings, monthly engagement and the conduct of 12 training sessions
- Provision of technical support to stakeholders with regard to the implementation of the recommendations accepted as part of the universal periodic review through the organization of quarterly consultative sessions and the drafting of reports for the implementation of ratified international human rights treaties
- Provision of technical support to the South Sudan Human Rights Commission for the implementation of its constitutional mandate through the conduct of 12 workshops on monitoring, investigations, documentation and reporting for the protection and promotion of human rights
- Provision of support to 50 human rights forums across the country, in cooperation with civil society organizations
- Provision of advocacy and support to the Government as a party to the Convention on Cluster Munitions and other relevant instruments governing explosive weapons to monitor, investigate, verify and report on suspected cluster strikes and the utilization of other conventional weapons in violation of international law and treaties
- Provision of advocacy for information-sharing between local communities and the South Sudan National Police Service in relation to human rights violations and abuses, including on the reporting mechanisms, through the conduct of sensitization workshops and outreach programmes for the South Sudan National Police Service, community leaders, civil society organizations and youth and women's representatives inside and outside UNMISS protection of civilian sites
- The conduct of a nationwide communications campaign on the Mission's mandated activities to provide impartial monitoring, verification and reporting on human rights and to combat impunity for abuses and violations, including; (a) the production of 35 multimedia products, including digital news and audiovisual stories, photography albums and social media engagements; (b) 8 public service announcements and 40 one-hour human rights-focused *Your Rights* programmes broadcast on Radio Miraya; and (c) 2 outreach events and the distribution of promotional products to raise awareness of the Day of the African Child, International Women's Day, Human Rights Day and the 16 Days of Activism against Gender-Based Violence

Expected accomplishment
Indicators of achievement

2.2 Strengthened monitoring, investigation, verification and reporting on abuses and violations committed against women, including conflict-related sexual violence

2.2.1 No increase in the confirmed number of violations and abuses committed against women, including sexual and gender-based violence (2018/19: 254; 2019/20: 200; 2020/21: 200)

2.2.2 Reports on conflict-related sexual and gender-based violence in South Sudan by relevant United Nations and non-United Nations actors, including international and national non-governmental and civil society organizations (2018/19: 3; 2019/20: 6; 2020/21: 4)

Outputs

- Implementation of the monitoring, analysis and reporting arrangements at the national and state levels as a reporting mechanism to detect, prevent and respond to conflict-related sexual violence, including the organization of 4 meetings of the technical working group on monitoring, analysis and reporting arrangements, and draft 4 quarterly reports for submission to United Nations Headquarters on patterns and trends of conflict-related sexual violence
- Organization and conduct of 6 meetings with representatives of the parties to the conflict to monitor and support the implementation of the joint communiqué on addressing conflict-related sexual violence
- In line with Security Council resolution [1960 \(2010\)](#) on sexual violence against women and children in situations of armed conflict, organization and conduct of 4 meetings of the joint consultation forum on conflict-related sexual violence to improve coordination among actors for advocacy and response in addressing conflict-related sexual violence
- Organization and conduct of 12 awareness-raising events, including 8 workshops, in each region to celebrate the 16 Days of Activism against Gender-Based Violence, in coordination with relevant civil society organizations, to promote the prevention of conflict-related sexual violence
- Provision of technical support for the oversight committee for the monitoring of the implementation of the action plan of the South Sudan People's Defence Forces on addressing conflict-related sexual violence through the conduct of 4 sensitization activities, including meetings, dialogues, workshops and training sessions
- Provision of 12 practice-based training sessions for judge advocates in the Military Justice Directorate to promote accountability for conflict-related sexual violence, and provision of technical assistance to the Military Justice Directorate to strengthen the legal framework governing military justice in South Sudan
- Promotion of the efforts to prevent sexual and gender-based violence and violence against children at UNMISS protection of civilian sites and all states in South Sudan through the conduct of 10 community workshops

*Expected accomplishment**Indicators of achievement*

2.3 Improved prevention measures and creation of a protective environment by key actors for children affected by armed conflict, violence, abuse and exploitation

2.3.1 No increase in the number of reported incidents of grave violations against children, such as children associated with armed forces and groups, sexual violence and abuse, attacks in schools and hospitals, abductions and the denial of humanitarian assistance (2018/19: 267; 2019/20: 250; 2020/21:250)

2.3.2 Clear functional actions undertaken towards the partial or full implementation of the comprehensive action plan for ending the six grave violations against children

Outputs

- Monitoring, investigation and verification of grave violations committed against children by armed forces and groups and reporting of such violations to the Security Council Working Group on Children and Armed Conflict, as required under Council resolution [1612 \(2005\)](#), and to the Office of the Special Representative of the Secretary-General on Children and Armed Conflict, including through annual inputs for the report of the Secretary-General on the situation of children in armed conflict
- Production of quarterly reports on trends of violations of child rights (“global horizontal” notes) in South Sudan (4 notes expected annually)

- Coordination of child protection activities through the organization of 4 senior-level meetings of the country task force of the monitoring and reporting mechanism on grave violations against children in situations of armed conflict and 6 meetings of the technical working group of the mechanism with child protection stakeholders in Juba
- Provision of 2 workshops for the South Sudan People's Defence Forces at the national level and 2 sensitization sessions for child protection actors/partners in Juba at the national level to strengthen the monitoring, verification, analysis and reporting mechanism for grave violations and abuses committed against children, and 30 training sessions at the field office level on child protection issues and grave violations against children for parties to the conflict, state and local authorities and civil society organizations
- Provision of support for and monitoring of the implementation of the comprehensive action plan, including the existing military command orders of the South Sudan People's Defence Forces and of punitive orders prohibiting and criminalizing the recruitment and use of children, rape and sexual violence, attacks and occupation/use of schools and hospitals by the armed forces and armed groups in order to increase accountability and fight impunity
- Provision of technical support for the development and implementation of an effective and fair juvenile justice system, including for juveniles vulnerable to inclusion in the conflict

External factors

Parties to the conflict fully engage with the implementation of the peace agreement; the new political dispensation is accepted by the all stakeholders to the peace process; parties to the conflict fully commit to releasing all children associated with the armed forces and armed groups, including by implementation of a plan of action and unhindered access to cantonment areas and barracks during the process of identification, verification, screening and registration of child soldiers

Table 5
Human resources: component 2, monitoring, reporting and investigating human rights

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</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>			
Human Rights Division									
Approved posts 2019/20	–	1	18	22	2	43	32	29	104
Proposed posts 2020/21	–	1	18	22	2	43	32	29	104
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2019/20	–	–	3	6	1	10	11	7	28
Proposed posts 2020/21	–	–	3	6	–	9	13	7	29
Net change	–	–	–	–	(1)	(1)	2	–	1
Gender Affairs Unit									
Approved posts 2019/20	–	–	2	2	1	5	8	2	15
Proposed posts 2020/21	–	–	2	2	1	5	8	2	15
Net change	–	–	–	–	–	–	–	–	–

	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
Communications and Public Information Division									
Approved posts 2019/20	-	-	2	2	3	7	25	4	36
Proposed posts 2020/21	-	-	2	2	3	7	25	4	36
Net change	-	-	-	-	-	-	-	-	-
Total									
Approved 2019/20	-	1	25	32	7	65	76	42	183
Proposed 2020/21	-	1	25	32	6	64	78	42	184
Net change	-	-	-	-	(1)	(1)	2	-	1

^a Includes National Professional Officers and national General Service staff.

International staff: decrease of 1 post

National staff: increase of 2 posts

Table 6
Staffing changes: component 2, monitoring, reporting and investigating human rights

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Child Protection Unit	Redeployment	(1)	Field Service	To the Rule of Law Advisory Section, component 4
	Reassignment	1	National Professional Officer	From the Operations and Resource Management Service, component 5
	Redeployment	1	National General Service	From the Office of the Director of Mission Support, component 5
Total		1		

Child Protection Unit

55. It is proposed that one post of Associate Training Officer (National Professional Officer) in the Training Unit under the Operations and Resource Management Service be reassigned as an Associate Child Protection Officer in the Child Protection Unit to augment the capacity of that Unit. The incumbent will provide surge support to offices, as required, to ensure engagement with parties to the conflict and programme delivery; assist in the gathering of accurate, timely and reliable information on the six grave violations; provide support in training-related activities; and contribute to the drafting of mandatory reports that are key in highlighting child protection concerns.

56. It is also proposed that one post of Team Assistant (national General Service) be redeployed from the Office of the Director of Mission Support to the Child Protection Unit to fill the existing gap in administrative and logistical support in the Unit, to enable a seamless implementation of the Mission's child protection mandate. The incumbent will provide daily administrative support, including the provision of support for workshop and training-related activities and the organization of meetings and other Unit functions. This will enable the Child Protection Officers in the Unit to focus on the substantive work relating to the core of the child protection mandate.

Component 3: creating conditions conducive to the delivery of humanitarian assistance

*Expected accomplishment**Indicators of achievement*

3.1 A safe and secure environment to facilitate humanitarian access

3.1.1 Reduction (percentage) in the number of access impediments (2018/19: not applicable; 2019/20: not applicable; 2020/21: 30 per cent)

3.1.2 Kilometres of route verification, clearance operations or convoy escort/route-proving conducted on priority routes and locations prioritized by UNMISS and humanitarian actors to mitigate threats from landmines and unexploded ordnance and permit freedom of movement for United Nations and humanitarian actors (2018/19: 6,789 km; 2019/20: 2,500 km; 2020/21: 3,500 km)

Outputs

- Implementation of action plans at the field level to enhance access for humanitarian actors through the provision of a safe and secure environment, including in and around UNMISS protection of civilian sites
 - Survey and clearance of 700 villages/towns at locations prioritized by UNMISS and humanitarian actors; verification of helicopter landing sites and airstrips, within 72 hours of tasking by UNMISS; and provision of convoy escorts/route-proving for safer freedom of movement for UNMISS and humanitarian actors
 - 150 patrol days of the Riverine Unit to facilitate safe movement along the White Nile of United Nations and other humanitarian agencies (6 round-trip barge escort patrols, 25 days per patrol)
 - 1,200 unit patrol days to facilitate safe access to airfields, roads and other locations for humanitarian agencies (100 patrol days per month for 12 months)
 - Contribution towards situational awareness of the conflict environment from a local perspective for national and international humanitarian organizations through situational briefings, as requested
 - Conduct of a nationwide multimedia campaign to promote the Mission's mandate and achievements in relation to facilitating the safe delivery of humanitarian assistance, through the production of 80 multimedia products, including digital news and audiovisual stories, photography albums and social media engagements, for distribution on United Nations Headquarters and UNMISS platforms as well as to external media outlets; and 40 *Working Together* one-hour radio programmes focusing on humanitarian activities in collaboration with United Nations agencies and non-governmental organizations
-

*Expected accomplishment**Indicators of achievement*

3.2 Improved security and freedom of movement for United Nations and designated personnel, assets and installations

3.2.1 No increase in the number of security incidents involving United Nations and designated personnel, assets and installations in and around UNMISS protection of civilian sites (2018/19: 295; 2019/20: 450; 2020/21:442)

3.2.2 No increase in the number of violations of the status-of-forces agreement as it pertains to UNMISS and its personnel, assets and installations throughout South Sudan (2018/19: 171; 2019/20: 265; 2020/21: 265)

3.2.3 United Nations and humanitarian personnel receiving awareness training on landmines/explosive remnants of war as part of training on safe and secure approaches in field environments, Military Liaison Officer induction training courses and ad hoc requests by mission components and humanitarian partners (2018/19: 100 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)

Outputs

- Regular engagement with relevant authorities of the Government of South Sudan, at both the national and local levels, regarding the UNMISS mandate and violations of the status-of-forces agreement, including any restrictions on the freedom of movement of UNMISS personnel, impacting the mandate of UNMISS, in order to achieve increased adherence to the provisions of the status-of-forces agreement
- Organization of 10 sensitization workshops or events, with the participation of Government representatives, targeting key stakeholders, including officials from justice and security institutions, to increase understanding of the United Nations and to promote respect for the status-of-forces agreement, the Convention on the Privileges and Immunities of the United Nations and other relevant international conventions
- Provision of awareness-training on landmines and explosive remnants of war to United Nations and humanitarian personnel to increase their knowledge of threats and how to operate in a contaminated environment
- Dissemination of mine action information and guidance to stakeholders on a monthly basis and provision of targeted maps or information in response to specific requests
- The provision of perimeter security at 22 UNMISS bases and sites
- Provision of advocacy and daily liaison with the relevant national authorities, including immigration officers and airport security actors, on the freedom of movement of United Nations staff, including violations of the status-of-forces agreement

External factors

Progress in the implementation of the Revitalized Agreement and peace process; impact of the economic situation on security; full commitment from governmental authorities, military actors and armed groups to respect the status-of-forces agreement, freedom of movement and the inviolability of UNMISS protection of civilian sites; and continued acceptance by internally displaced persons of the civilian and impartial nature of protection of civilians sites

Table 7

Human resources: component 3, creating conditions conducive to the delivery of humanitarian assistance

	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
Civil Affairs Division									
Approved posts 2019/20	–	–	2	6	–	8	5	5	18
Proposed posts 2020/21	–	–	2	6	–	8	5	5	18
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Relief, Reintegration and Protection Section									
Approved posts 2019/20	-	-	2	4	1	7	11	5	23
Proposed posts 2020/21	-	-	2	4	1	7	12	5	24
Net change	-	-	-	-	-	-	1	-	1
Communications and Public Information Division									
Approved posts 2019/20	-	-	1	1	1	3	9	2	14
Proposed posts 2020/21	-	-	1	1	1	3	9	2	14
Net change	-	-	-	-	-	-	-	-	-
Total									
Approved 2019/20	-	-	5	11	2	18	25	12	55
Proposed 2020/21	-	-	5	11	2	18	26	12	56
Net change	-	-	-	-	-	-	1	-	1

^a Includes National Professional Officers and national General Service staff.

International staff: no net change

National staff: increase of 1 post

57. The summary of proposed staffing changes under component 3, creating conditions conducive to the delivery of humanitarian assistance, is presented in table 8.

Table 8
Staffing changes: component 3, creating conditions conducive to the delivery of humanitarian assistance

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Relief, Reintegration and Protection Section	Reassignment	1	P-3	} From an Information Analyst to a Recovery, Return and Reintegration Officer
	Reassignment	(1)	P-3	
	Reassignment	1	National General Service	From Logistics Service Delivery, component 5
Total		1		

Relief, Reintegration and Protection Section

58. It is proposed that one post of Information Analyst (P-3) in the Relief, Reintegration and Protection Section be reassigned as a Recovery, Return and Reintegration Officer in the same Section to strengthen the engagement of the Section with internally displaced persons in the UNMISS protection of civilian sites and its coordination role with mission components and humanitarian and protection partners. The incumbent will, inter alia, provide guidance on early recovery programming and monitor the impact of early recovery initiatives; provide analysis on return trends to facilitate the safe, voluntary and dignified return of displaced persons; and contribute to the drafting of comprehensive performance assessment framework reports. The provision of expertise in these areas will contribute to the efforts of the Mission to effectively protect internally displaced persons in the UNMISS protection of civilian

sites and create an environment conducive to the safe and voluntary return and reintegration of internally displaced persons.

59. It is also proposed that one post of Telecommunications Assistant (national General Service) in the Field Technology Section be reassigned as a Team Assistant in the Relief, Reintegration and Protection Section to provide the necessary logistical and administrative support to that Section. The incumbent will provide support for a variety of activities, including transportation, workshops and training-related activities, office supplies management and office space and equipment maintenance.

Component 4: supporting the implementation of the peace agreement and the peace process

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
4.1 Progress towards the implementation of the peace agreement and advancement of the peace process	<p>4.1.1 Pre-transitional and transitional institutions identified in the Revitalized Agreement are restructured, reconstituted and operational</p> <p>4.1.2 Tasks identified in the Revitalized Agreement are implemented</p> <p>4.1.3 Provisions in the Revitalized Agreement relating to the women, peace and security agenda and gender mainstreaming are implemented</p>

Outputs

- Provision of good offices to the parties to the conflict for the resolution of contentious issues, and provision of support for the formulation of national policies based on transparent, participatory and accountable decision-making, including the participation of women at all levels of governance
- Organization and conduct of 10 forums and workshops with political parties and key national civil society actors, including representatives of women's groups, to promote the opening of the political space and the participation of a broad range of political and civil society actors in political processes, as well as 18 meetings with South Sudanese stakeholders, comprising faith-based groups, representatives of people with disabilities, youth groups, women's organizations and academia, to discuss key issues and to encourage and support full and inclusive dialogue and engagement and participation in political processes
- Promotion of the women, peace and security agenda and gender provisions of the Revitalized Agreement, including the quota for the representation of women in the institutions, through (a) the sensitization of female members of civil society organizations; (b) the conduct of 32 subnational women's peace forums and 1 national women's peace forum to foster dialogue and discussion to support the implementation of the Revitalized Agreement; and (c) the facilitation of a workshop on women's participation in public decision-making and in peace processes in accordance with Security Council resolution [1325 \(2000\)](#) to target key stakeholders and opinion leaders in the National Legislative Assembly, political parties and civil society organizations
- Promotion of transitional justice processes and accountability measures through the provision of technical assistance towards the establishment and operationalization of transitional justice mechanisms, including the Commission for Truth, Reconciliation and Healing, and the organization of 10 sensitization activities aimed at promoting an environment conducive to the implementation of transitional justice processes
- Provision of advice, technical assistance and support to Parliament and reconstituted oversight bodies to enhance public engagement in the peace process and to support the completion of the amendment and drafting of legislation in support of the wider reform agenda, in accordance with the Revitalized Agreement, through 12 meetings/workshops

- Provision of support for trust- and confidence-building activities between government and opposition authorities and communities from government and opposition-controlled areas, through the conduct of 10 dialogue forums, exchange visits, public rallies and other events, with an emphasis on mainstreaming of women and young people, to create conditions supportive to the national peace process
- Provision of support to strengthen the role of stakeholders at the grass-roots level – including non-State actors, communities, cattle camps, chiefs’ associations, and women and young people – in the implementation of the Revitalized Agreement through the conduct of 10 forums, dialogues, workshops and other events
- Conduct of a nationwide communications campaign in support of the peace process, including (a) 25 awareness-raising activities to promote peace and reconciliation within the country; (b) the production and dissemination of promotional materials, including copies of the Revitalized Agreement and/or information about electoral processes; (c) the production of 150 multimedia products, including digital news and audiovisual stories, photography albums and social media engagements, for distribution across United Nations headquarters and UNMISS digital platforms as well as to external media outlets; and (d) the broadcast of 40 one-hour *Democracy in Action* and 40 two-hour *Round Table* radio programmes focused on peace and electoral processes

Expected accomplishment
Indicators of achievement

4.2 Institutions established by the peace agreement to monitor and coordinate its implementation are supported and effectively functioning

4.2.1 Reconstituted Joint Monitoring and Evaluation Commission meetings are held regularly, with the participation of all parties, to oversee the implementation of the Revitalized Agreement (2018/19: 8; 2019/20: 12; 2020/21: 12)

4.2.2 All 12 monitoring and verification teams of the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism are operational and respond swiftly to complaints of violations of the cessation of hostilities agreement

4.2.3 Board meetings of the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism are held regularly, with the participation of all parties, to oversee the work of the monitoring and verification teams and ensure efficiency and effectiveness in monitoring, verification and reporting on progress in the implementation of the permanent ceasefire and transitional security arrangements

Outputs

- Provision of good offices in support of the oversight by the reconstituted Joint Monitoring and Evaluation Commission of the implementation of the Revitalized Agreement through participation in 12 meetings of the reconstituted Commission
- Promotion of common and coherent support from the international community for the work of the reconstituted Joint Monitoring and Evaluation Commission and implementation of the Revitalized Agreement through the conduct of 14 preparatory meetings with international and regional partners prior to the meetings of the Commission, 12 diplomatic forums with the diplomatic corps and regular meetings with the African Union liaison office in South Sudan

- Provision of good offices to facilitate effective and continuous engagement and coordination among regional entities and other partners through regular engagement with those partners in support of ensuring sustainable and inclusive peace processes and governance
- Provision of support to the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism, through participation in 12 board meetings; provision of housing, administrative and logistical support to monitoring and verification teams; and daily liaison with the Mechanism to coordinate operations
- 360 patrol days spent in integrated teams in support of 12 monitoring and verification teams of the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism, monitoring the ceasefire and transitional security arrangements (30 patrol days per month for 12 months)

*Expected accomplishment**Indicators of achievement*

4.3 The provisions of the peace agreement are institutionalized in the transitional and permanent constitutions

4.3.1 Adoption of a new permanent constitution by the Transitional Government of National Unity through an inclusive and participatory constitution-making process

4.3.2 Strengthened popular participation in constitutional review processes through the participation of key stakeholders in consultation processes, including civic education and public enlightenment forums, with due consideration for equal and inclusive participation of women and young people

Outputs

- Provision of advice, technical assistance and support to the Transitional Government of National Unity, as required, in the process of identification, review and drafting of key legislation in line with legislative and constitutional reforms proposed in the Revitalized Agreement
- Provision of good offices, advice and support on the establishment and proper functioning of the National Constitutional Review Commission through weekly meetings with representatives of the Transitional Government of National Unity
- Provision of advice, technical assistance and support to the National Constitutional Review Commission on the finalization of a permanent constitution, including on mainstreaming a gender perspective, and the organization of 4 workshops with members of the Commission to promote and encourage the adoption of internationally accepted standards and best practices in the permanent constitution-drafting process
- Coordination of international support for the constitutional review process to ensure coherence and consistency in the delivery of assistance through the senior-level consultative forum and a technical consultative group
- Organization of 6 round-table forums with selected target groups of South Sudanese stakeholders, including political parties, civil society organizations, women's groups and youth groups, to raise awareness of key issues informing the public consultation process for the drafting of a permanent constitution and to encourage empowered representation and participation in the process on a widespread basis

*Expected accomplishment**Indicators of achievement*

4.4 Elections held in accordance with international standards following the transitional period

4.4.1 The National Elections Commission is fully functional, including state- and county-level structures, and preparations for elections are progressing according to the timetable agreed upon by all stakeholders

4.4.2 Progress towards the creation of an environment that encourages the organization of free, fair, credible, inclusive and transparent elections, with due consideration for equal and inclusive participation of women and young people

Outputs

- Organization of monthly meetings with political parties to promote effective and sustained participation in political and electoral processes, to provide advice to ensure their continued engagement in the political transition process and to encourage transparency and tolerance, including respect for and protection of fundamental freedoms and political space
- Provision of support to ensure engagement at the national and subnational levels with key political, civil society and community stakeholders to promote inclusivity and to foster increased representation and participation of women and youth in the electoral process through meetings with representatives of political parties, state authorities and civil society organizations
- Organization of meetings with female politicians and related platforms to encourage the development and implementation of an action plan to advance women's political involvement and participation
- Provision of support to the conduct of leadership training for female electoral officials, aspiring female candidates, media and voters on female participation in the electoral process
- Organization of weekly meetings with the Board of Commissioners of the National Elections Commission and its technical divisions to provide support and advice on issues related to the implementation of the electoral calendar
- Provision of good offices through political engagement and advocacy to local authorities, the National Elections Commission, political parties and other actors to mitigate the risk of election-related violence

*Expected accomplishment**Indicators of achievement*

4.5 A safe and secure environment through comprehensive addressing of justice and security sector reform and disarmament, demobilization and reintegration issues by the Transitional Government of National Unity

4.5.1 Establishment of the transitional security sector institutions as provided by the Revitalized Agreement and development of a road map for prioritized reforms in the rule of law and security sector during the transition period, with due consideration for the equal and inclusive participation of women and for gender-responsive security sector reform

Outputs

- Provision of good offices to encourage and support political agreement on justice and security sector reforms, including disarmament, demobilization and reintegration and security sector reform, through regular engagement with the Transitional Government of National Unity, the reconstituted Joint Monitoring and Evaluation Commission and corresponding transitional security institutions
- Provision of technical advice to the transitional security institutions established by the Revitalized Agreement to support the implementation of the proposals for revised transitional security arrangements

External factors

Continued engagement of the signatories with the institutions and mechanisms of the Revitalized Agreement and timelines for their implementation; political environment remains sufficiently open for discussion of key issues in inclusive forums; military actors and armed groups respect the freedom of movement of UNMISS personnel and the monitoring and verification teams of the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism; monitoring and verification teams are sufficiently resourced to carry out monitoring; the National Constitutional Review Commission and mechanisms required for the preparation of the elections are established and appropriately resourced

Table 9

Human resources: component 4, supporting the implementation of the peace agreement and the peace process

<i>Category</i>									<i>Total</i>
<i>I. Government-provided personnel</i>									
Approved 2019/20									78
Proposed 2020/21									78
Net change									–
<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^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
Joint Operations Centre									
Approved posts 2019/20	–	–	2	5	1	8	–	4	12
Proposed posts 2020/21	–	–	2	5	1	8	–	4	12
Net change	–	–	–	–	–	–	–	–	–
Political Affairs Division									
Approved posts 2019/20	–	1	5	5	2	13	6	–	19
Proposed posts 2020/21	–	1	5	5	2	13	6	–	19
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Division									
Approved posts 2019/20	–	–	1	1	–	2	6	4	12
Proposed posts 2020/21	–	–	1	1	–	2	6	4	12
Net change	–	–	–	–	–	–	–	–	–
Communications and Public Information Division									
Approved posts 2019/20	–	–	–	–	1	1	4	1	6
Proposed posts 2020/21	–	–	–	–	1	1	4	1	6
Net change	–	–	–	–	–	–	–	–	–
Rule of Law Advisory Section									
Approved posts 2019/20	–	1	9	2	1	13	1	2	16
Proposed posts 2020/21	–	1	9	3	2	15	2	3	20
Net change	–	–	–	1	1	2	1	1	4

II. Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Subtotal, II									
Approved posts 2019/20	–	2	17	13	5	37	17	11	65
Proposed posts 2020/21	–	2	17	14	6	39	18	12	69
Net change	–	–	–	1	1	2	1	1	4
Total, I and II									
Approved 2019/20									143
Proposed 2020/21									147
Net change									4

^a Includes National Professional Officers and national General Service staff.

International staff: increase of 2 posts

National staff: increase of 1 post

United Nations Volunteers: increase of 1 position

60. The summary of proposed staffing changes under component 4, supporting the implementation of the peace agreement and the peace process, is presented in table 10.

Table 10

Staffing changes: component 4, supporting the implementation of the peace agreement and the peace process

Office/Section/Unit	Type of proposed staffing change	Posts and positions		
		Number	Details	To/from
Rule of Law Advisory Section	Establishment	1	P-3	
	Establishment	1	National Professional Officer	
	Establishment	1	United Nations Volunteer	
	Redeployment	1	Field Service	From the Child Protection Unit, component 2
Total		4		

Rule of Law Advisory Section

61. The Rule of Law Advisory Section of UNMISS focuses on four key areas, namely: the promotion of accountability, by increasing access to justice and the capacity of national accountability mechanisms in respect of human rights violations and abuses, including sexual and gender based violence and conflict-related sexual violence, and by providing support to remedy human rights violations for persons in prolonged and arbitrary detention; support for safe and voluntary returns by supporting the creation of legal frameworks to address housing, land and property rights; support for the implementation of the Revitalized Agreement, including through increasing public engagement in the peace process; and support for UNMISS protection of civilian sites, through clear and consistent enforcement of United Nations detention policies and standards.

62. The Security Council, in its resolution [2459 \(2019\)](#), mandated the Mission to provide technical assistance and advice to support the implementation of the

Revitalized Agreement and the broader peace process. The anticipated formation of the Revitalized Transitional Government of National Unity will mark the start of the transitional period under the Revitalized Agreement, a period during which a number of reforms are scheduled to take place. It is expected that the Revitalized Transitional Government of National Unity will seek increased support from UNMISS in order to implement these reforms. In that regard, it is proposed to establish one post of Judicial Affairs Officer (P-3) in the Justice Advisory Team of the Rule of Law Advisory Section to ensure that the technical advice and assistance provided by the United Nations and other international actors to the reform process is provided efficiently and in a harmonized manner. This support is vital to strengthening the rule of law in South Sudan and furthering the strategic objectives of the Mission in protecting civilians and building durable peace. The incumbent will provide assistance in a number of areas, including in the conduct of technical analysis, legal drafting support, the provision of policy advice to justice and oversight institutions in support of the implementation of the Revitalized Agreement, and the provision of support to the existing capacity of the Section to undertake critical activities.

63. In addition, the Security Council, in its resolution [2459 \(2019\)](#), places significant emphasis on the need for accountability in South Sudan and emphasizes the importance of the rule of law to sustainable peace. Since its establishment, the Rule of Law Advisory Section has worked to establish mechanisms to refer cases of serious security incidents occurring inside UNMISS protection of civilian sites to national authorities for investigation and prosecution. As part of this endeavour, the Section has worked with national authorities, including the judiciary of South Sudan, to establish mobile courts in areas where the conflict has resulted in the absence of one or more justice sector actors. To ensure that all mobile courts adhere to international fair-trial standards, including access to counsel and witnesses, the Section provides on-site technical assistance and advocacy to national counterparts. The Section has tried to absorb the increased demand to support mobile courts and rule-of-law actors in the field within its current staffing levels. Given the small size of the Section, however, the constant deployment of staff to the field undermines the Section's ability to engage continuously with national partners in Juba to fulfil other key areas of its mandate, including implementation of the Revitalized Agreement. In that regard, it is proposed to establish one post of Associate Rule of Law Officer (National Professional Officer) and one position of Rule of Law Officer (United Nations Volunteer) in the Rule of Law Advisory Section. The Associate Rule of Law Officer will focus primarily on providing support to mobile courts and rule-of-law actors in the field while providing substantive expertise in South Sudanese law and procedure that will be of significant help when engaging and coordinating with national interlocutors. This will enable stronger interactions with national authorities to ensure the Section's technical advice is properly adapted to national and local contexts. The Rule of Law Officer will work closely with Mission personnel in the Section to coordinate the Section's support to mobile courts and justice sectors in the field and provide an international legal perspective to help to ensure that all technical advice is provided in a harmonized manner and support is consistent with international best practices and human rights standards.

64. It is also proposed that one post of Administrative Assistant (Field Service) be redeployed from the Child Protection Unit to the Corrections Team in the Rule of Law Advisory Section to support the administrative functions of the Team. The incumbent will provide administrative support in various areas, including the maintenance of complete and accurate files of all detention matters, maintenance of partnerships with relevant partners engaged in protection of civilians site security, and provision of front-office support, including records and database management, scheduling and organization of recruitment activities, check-in and check-out, monthly attendance

monitoring, assistance in budget planning and liaison with other mission components to ensure continuity of holding facility operations.

Component 5: support

Expected accomplishment

Indicators of achievement

5.1 Rapid, effective, efficient and responsible support services for the Mission

5.1.1 Percentage of approved flight hours utilized (excluding search and rescue, medical/casualty evacuation) (2018/19: 78 per cent; 2019/20: ≥ 90 per cent; 2020/21: ≥ 90 per cent)

5.1.2 Average annual percentage of authorized international posts vacant (2018/19: 5.4 per cent; 2019/20: 8 per cent \pm 3 per cent; 2020/21: 5 per cent \pm 1 per cent)

5.1.3 Average annual percentage of female international civilian staff (2018/19: 27 per cent; 2019/20: ≥ 35 per cent; 2020/21: ≥ 37 per cent)

5.1.4 Average number of calendar days for roster recruitments, from posting of the job opening to candidate selection, for P-3 to D-1 and FS-3 to FS-7 levels (2018/19: not applicable; 2019/20: ≤ 101 ; 2020/21: ≤ 101)

5.1.5 Average number of calendar days for post-specific recruitments, from posting of the job opening to candidate selection, for P-3 to D-1 and FS-3 to FS-7 levels (2018/19: not applicable; 2019/20: ≤ 120 ; 2020/21: ≤ 120)

5.1.6 Overall score on the Administration's environmental management scorecard (2018/19: not applicable; 2019/20: 100; 2020/21: 100)

5.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high medium and low criticality (2018/19: 96 per cent; 2019/20: ≥ 85 per cent; 2020/21: ≥ 85 per cent)

5.1.8 Compliance with the field occupational safety risk management policy (2018/19: 85 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)

5.1.9 Overall score on the Administration's property management index (2018/19: 1,955; 2019/20: $\geq 1,800$; 2020/21: $\geq 1,800$)

5.1.10 Deviation from the demand plan in terms of planned quantities and the timeliness of purchase (2018/19: not applicable; 2019/20: ≤ 20 per cent; 2020/21: ≤ 20 per cent)

5.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandum of understanding (2018/19: 100 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)

5.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2018/19: 96 per cent; 2019/20: ≥ 95 per cent; 2020/21: ≥ 95 per cent)

Outputs

Service improvements

- Implementation of the mission-wide environmental action plan, in line with the Administration's environment strategy
- Support for the implementation of the Administration's supply chain management blueprint and strategy

Aviation services

- Operation and maintenance of a total of 26 aircraft (7 fixed-wing, 19 rotary-wing)
- Provision of a total of 19,303 planned flight hours (14,503 from commercial providers, 4,800 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue and medical/casualty evacuation
- Oversight of aviation safety standards for 26 aircraft and 34 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance, and accounting services for a budget of \$1,190,119,000 in line with delegated authority

Civilian personnel services

- Provision of human resources services for up to 2,867 authorized civilian personnel (924 international staff, 1,446 national staff, 42 temporary positions and 455 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

Facility, infrastructure and engineering services

- Maintenance and repair services for 20 mission sites
- Implementation of 12 construction, renovation and alteration projects
- Operation and maintenance of 313 United Nations-owned generators and two solar power panel plants
- Operation and maintenance of United Nations-owned water supply and treatment facilities (48 wells/boreholes and 30 water treatment and purification plants) and 97 wastewater treatment plants
- Provision of waste management services, including liquid and solid waste collection and disposal, in 10 field offices

Fuel management services

- Management of supply and storage of 56.1 million litres of fuel (21.7 million for air operations, 0.1 million for marine operations, 4.2 million for ground transportation, and 30.1 million for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 16 locations

Geospatial, information and telecommunications technology services

- Provision and support for 5,143 handheld portable radios, 2,807 mobile radios for vehicles, and 416 base station radios
- Operation and maintenance of 23 FM radio broadcast stations and 6 radio production facilities
- Operation and maintenance of a network for voice, fax, video, and data communication, including 55 very small aperture terminals, 35 telephone exchanges and 95 microwave links, and provision of 1,750 portable satellite and mobile telephone service plans
- Provision and support for 5,451 computing devices and 673 printers for an average strength of 5,693 civilian and uniformed end users, in addition to 308 computing devices and 38 printers for connectivity of contingent personnel, as well as other common services
- Support and maintenance of 42 local area networks and wide area networks in 42 sites
- Analysis of geospatial data covering 644,329 km², maintenance of topographic and thematic layers, and production of 9,600 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (9 level I and 2 level I-plus clinics) and support for contingent-owned medical facilities (31 level I clinics and forward medical teams, 7 formed police unit level I clinics, 5 level II hospitals (including 1 level II-plus hospital in Juba)) and maintenance of contractual arrangements with 7 hospitals (3 level-III hospitals in Kampala and 4 level-IV hospitals in Nairobi)
- Maintenance of medical evacuation arrangements to 5 level-II hospitals inside the mission area (Bor, Bentiu, Juba, Malakal and Wau), and 7 hospitals outside the mission area (3 level-III in Uganda and 4 level-IV in Kenya), including air evacuation arrangements and air ambulance, and arrangements in the event of mass casualty to 3 hospitals in Egypt through a letter-of-assist agreement

Supply chain management services

- Provision of planning and sourcing support for the acquisition of goods and commodities with an estimated value of \$181.2 million, in line with delegated authority; receipt, management and onward distribution of up to 24,000 tons of cargo within the mission area; and management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below threshold, with a total historical cost of \$404.0 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation, and repatriation of a maximum strength of 19,023 authorized military and police personnel (242 military observers, 431 military staff officers, 16,327 contingent personnel, 733 United Nations police officers and 1,290 formed police personnel) and 78 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 40 military and formed police units at 17 sites
- Supply and storage of rations, combat rations and bottled water for an average strength of 15,873 military contingent and formed police personnel at all UNMISS locations
- Support the processing of claims and entitlements for an average strength of 16,848 military and police personnel and 76 government-provided personnel

Vehicle management and ground transport services

- Operation and maintenance of 1,925 United Nations-owned vehicles (950 light passenger vehicles, 492 special purpose vehicles, 22 ambulances, 45 armoured vehicles and 416 other specialized vehicles, trailers and attachments), 4,086 contingent-owned vehicles and 12 workshop and repair facilities, as well as the provision of transport and shuttle services

Security

- Provision of security services 24 hours a day, 7 days a week for all personnel in the mission area
- 24-hour close protection to senior mission staff and visiting high-level officials
- Mission-wide site security assessments, including residential surveys for 1,655 residences
- Conduct of 2,250 information sessions on security awareness and contingency plans for all mission staff and induction security training and primary fire training/drills for new mission staff

Conduct and discipline

- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, monitoring of investigations and disciplinary action

HIV/AIDS

- Operation and maintenance of 8 fixed and 10 mobile HIV voluntary confidential counselling and testing facilities for mission personnel and conduct of a sensitization programme on HIV and other communicable diseases, including peer education, for mission personnel

Table 11

Human resources: component 5, support

	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
Office of the Director of Mission Support									
Approved posts 2019/20	–	1	8	11	27	47	24	11	82
Proposed posts 2020/21	–	1	5	7	9	22	7	5	34
Net change	–	–	(3)	(4)	(18)	(25)	(17)	(6)	(48)
Operations and Resource Management Service (formerly Office of the Deputy Director of Mission Support)									
Approved posts 2019/20	–	1	15	7	40	63	87	26	176
Proposed posts 2020/21	–	1	18	13	58	90	104	32	226
Net change	–	–	3	6	18	27	17	6	50
Supply Chain Management									
Approved posts 2019/20	–	1	18	31	104	154	338	101	593
Proposed posts 2020/21	–	1	19	31	104	155	338	101	594
Net change	–	–	1	–	–	1	–	–	1

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Logistics Service Delivery (including Field Technology)									
Approved posts 2019/20	–	1	18	26	131	176	478	164	818
Proposed posts 2020/21	–	1	18	26	131	176	476	167	819
Net change	–	–	–	–	–	–	(2)	3	1
Security and Safety Section									
Approved posts 2019/20	–	–	2	34	149	185	125	–	310
Proposed posts 2020/21	–	–	2	34	149	185	125	–	310
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2019/20	–	–	–	5	27	32	–	–	32
Proposed temporary positions ^b 2020/21	–	–	–	5	27	32	–	–	32
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Security and Safety Section									
Approved 2019/20	–	–	2	39	176	217	125	–	342
Proposed 2020/21	–	–	2	39	176	217	125	–	342
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2019/20	–	4	61	109	451	625	1 052	302	1 979
Proposed posts 2020/21	–	4	62	111	451	628	1 050	305	1 983
Net change	–	–	1	2	–	3	(2)	3	4
Approved temporary positions ^b 2019/20	–	–	–	5	27	32	–	–	32
Proposed temporary positions ^b 2020/21	–	–	–	5	27	32	–	–	32
Net change	–	–	–	–	–	–	–	–	–
Total, component 5									
Approved 2019/20	–	4	61	114	478	657	1 052	302	2 011
Proposed 2020/21	–	4	62	116	478	660	1 050	305	2 015
Net change	–	–	1	2	–	3	(2)	3	4

^a Includes National Professional Officers and national General Service staff.

^b Funded under general temporary assistance, in civilian personnel costs.

International staff: net increase of 3 posts

National staff: net decrease of 2 posts

United Nations Volunteers: net increase of 3 positions

65. In line with the harmonization of mission support structures in field missions, it is proposed that the Office of the Deputy Director of Mission Support be renamed the Operations and Resource Management Service; the Geospatial, Information and Telecommunications Technologies Section be renamed the Field Technology Section; and the Mission Support Centre and its 49 posts (1 P-5, 2 P-4, 4 P-3, 2 P-2, 18 Field Service, 2 National Professional Officer, 14 national General Service, and 6 United

Nations Volunteer) be realigned to report to the Operations and Resource Management Service.

Table 12

Staffing changes: component 5, support, Office of the Director of Mission Support

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Mission Support Centre	No change, realignment	(49)	1 P-5, 2 P-4, 4 P-3, 2 P-2, 18 Field Service, 2 National Professional Officer, 14 national General Service, 6 United Nations Volunteer	To the Operations and Resource Management Service
Aviation Safety Unit	Establishment	2	P-2	
Front office of the Director of Mission Support	Redeployment	(1)	National General Service	To the Child Protection Unit, component 2
Total		(48)		

Office of the Director of Mission Support

International staff: net decrease of 25 posts

National staff: decrease of 17 posts

United Nations Volunteers: decrease of 6 positions

Aviation Safety Unit

66. The Aviation Safety Unit is responsible for the oversight of all aviation safety issues in UNMISS, which is heavily reliant on air operations to fulfil its mandate across a wide geographic area. The aviation fleet of the Mission is wide-ranging, complex and varied in nature, and its aircrew and groundcrew are continually operating at maximum effort and capacity in a difficult operating environment. Aviation safety management is therefore critical to mission success. The Unit has historically operated below the minimum staffing levels, as prescribed by the United Nations Aviation Safety Manual, and in that regard the Office of Internal Oversight Services, in its report of November 2019 entitled “Audit of aviation operations and safety in the United Nations Mission in the Republic of South Sudan”¹ made eight recommendations, including for the Mission to reassess the staffing requirements of the Aviation Safety Unit and make appropriate budgetary provisions to meet the prescribed minimum staffing requirements to ensure effective implementation of the Mission aviation safety programmes. In that regard, it is proposed to establish two posts of Aviation Safety Officer (P-2) in the Aviation Safety Unit in the Mission locations of Wau and Malakal to ensure that the Mission can effectively implement its aviation safety programmes.

¹ Available from <https://oios.un.org/audit-reports?page=5>.

Table 13
**Staffing changes: component 5, support, Operations and Resource Management Service
(formerly Office of the Deputy Director of Mission Support)**

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Mission Support Centre	No change, realignment	49	1 P-5, 2 P-4, 4 P-3, 2 P-2, 18 Field Service, 2 National Professional Officer, 14 national General Service, 6 United Nations Volunteer	From the Office of the Director of Mission Support
State Administrative Officer Operations Section	Reassignment	(1)	United Nations Volunteer	To the Business Analytics and Compliance Section
Business Analytics and Compliance Section	Reassignment	1	United Nations Volunteer	From the State Administrative Officer Operations Section
Human Resources Section	Redeployment	1	National Professional Officer	From the Engineering Section
	Redeployment	1	National General Service	From the Office of the Police Commissioner, component 1
Integrated Mission Training Centre	Reassignment	(1)	National Professional Officer	To the Child Protection Unit, component 2
Total		50		

Operations and Resource Management Service (formerly Office of the Deputy Director of Mission Support)

International staff: increase of 27 posts

National staff: net increase of 17 posts

United Nations Volunteers: increase of 6 positions

67. In line with the harmonization of mission support structures in field missions, it is proposed that the Office of the Deputy Director of Mission Support be renamed the Operations and Resource Management Service.

Mission Support Centre

68. In line with the harmonization of mission support structures in field missions, it is proposed that the Mission Support Centre and its 49 posts (1 P-5, 2 P-4, 4 P-3, 2 P-2, 18 Field Service, 2 National Professional Officer, 14 national General Service, and 6 United Nations Volunteer) be realigned to report to the Operations and Resource Management Service.

Business Analytics and Compliance Section

69. The Business Analytics and Compliance Section comprises the Business Analytics and Risk Management Unit, the Environmental and Occupational Safety and Health Unit and the Information Management Unit. In that regard, the Environmental and Occupational Safety and Health Unit is responsible for ensuring the Mission's compliance with environmental and occupational safety and health policies, guidelines and best practices and the development and implementation of the occupational safety and health programme of the Mission. With the adoption in 2017 of the Administration's environmental strategy, including the need to implement an environmental management system and a mission environmental action plan, the recent promulgation of the Strategy for Sustainability Management in the United Nations System 2020–2030, the new environmental policy for the United Nations Secretariat and the United Nations

Secretariat climate action plan 2020–2030, the environmental compliance obligations have increased significantly at the mission level. Accordingly, it is proposed that one position of Facilities Management Assistant (United Nations Volunteer) in the State Administrative Officer Operations Section be reassigned as an Environmental Officer in the Business Analytics and Compliance Section and one post of Environmental Officer (National Professional Officer) be redeployed from the Engineering Section to the Business Analytics and Compliance Section to augment the capacity of the Unit to undertake critical environmental management-related activities, including environmental and occupational safety and health compliance inspections; environmental and occupational safety and health training for mission staff and uniformed personnel; implementation of the mission environmental management system and occupational safety and health risk management programme at the field level; implementation of the recommendations of the Board of Auditors and the Office of Internal Oversight Services pertaining to environmental management; and provision of technical support to various mission sections and components.

Human Resources Section

70. The Human Resources Section is responsible for the management of the human resources of the Mission through the provision of strategic advice and guidance, workforce planning and efficient, timely and quality service to mission personnel. The Section is responsible for the Mission's human resources policy implementation and monitoring in order to ensure that its staffing strategy is aligned and responsive to evolving changes in the mandate and operational priorities of the Mission. Taking into account the important role human resources management plays in the effective implementation of the mandate of the Mission, it is proposed that one post of Team Assistant (national General Service) be redeployed from the Office of the Police Commissioner to the Human Resources Section to augment the capacity of the Section. The incumbent will provide assistance in a variety of areas, including the provision of advice to uniformed personnel in respect of their entitlements, finance and payroll, check-in and check-out processes, leave and attendance management, and data collection for uniformed personnel strength.

Table 14
Staffing changes: component 5, support, Supply Chain Management

<i>Office/Section/Unit</i>	<i>Type of proposed staffing change</i>	<i>Posts and positions</i>		<i>To/from</i>
		<i>Number</i>	<i>Details</i>	
Property and Inventory Management Section	Establishment	1	P-5	
Procurement Section	Reassignment	1	Field Service	} From an Administrative Assistant to a Procurement Assistant
	Reassignment	(1)	Field Service	
Warehouse and Commodity Management Section	Reassignment	1	National General Service	} From a Heavy Vehicle Operator to a Supply Assistant
	Reassignment	(1)	National General Service	
Total		1		

Supply Chain Management

International staff: increase of 1 post

National staff: no net change

Property and Inventory Management Section

71. The Property and Inventory Management Section oversees the development and implementation of the Mission's acquisition plan, analyses and provides oversight of property records, strengthens stewardship and accountability of United Nations property and manages daily property management operations in line with the International Public Sector Accounting Standards policy framework and in compliance with the property management strategy. The Mission's supply chain management strategy is to establish end-to-end supply chain management synergies, deliver a comprehensive performance management framework and improve supply chain planning, acquisition and delivery processes. Given the large number of assets held by UNMISS, and in order to evolve from the current environment where planning and management processes take place within functional areas, the Mission requires a senior manager who will be accountable for implementing internal controls to ensure the demand for goods and services reflects the actual requirements to fulfil the mandated activities; ensure economical and effective property and inventory management; improve all fixed asset-related processes as well as the accuracy and integrity of information in fixed asset ledgers within the Umoja fixed asset management module; and contribute to the establishment of strategic priorities and long-term resource planning at the local level. In that regard, it is proposed to establish one post of Chief Property and Inventory Management (P-5) in the Property and Management Section to manage the Section, administer, monitor and track all aspects of the Mission's supply chain to ensure a continuous supply of goods and services are available to meet operational requirements, and monitor overall logistic supply chain plans, including logistics forecasting, supply schedules, priorities and the assessment and resolution of urgent supply chain requirements. The incumbent will also undertake other essential activities, including coordination with the relevant sections and units of the Mission to prepare a detailed demand and acquisition plan prior to budget preparation; provide quarterly reports to the senior leadership of the Mission and the Department of Operational Support; ensure effective coordination on the provision of supply chain support to all mission components; coordinate with all major stakeholders and clients on all matters concerning supply chain priorities, requisitioning, stock levels, prepositioning and distribution of goods and services; and develop and implement an overall supply chain process, including forecasting, replenishment schedules, priorities and other requirements, in consultation with all mission components.

Procurement Section

72. It is proposed that one post of Administrative Assistant (Field Service) in the Procurement Section be reassigned as a Procurement Assistant in the same Section to increase the capacity of the Section to provide effective procurement support. The incumbent will perform related activities, including the provision of procurement, logistical and administrative support; assist in the posting of requests for expression of interest on the Mission's procurement website; maintain relevant internal databases and files to keep track of contractual agreements and direct provisioning contracts; and assist in the preparation of reports to vendor review committees.

Warehouse and Commodity Management Section

73. It is proposed that one post of Heavy Vehicle Operator (national General Service) in the Warehouse and Commodity Management Section be reassigned as a Supply Assistant in the same Section to fill the existing gap in respect of physical

verification and inventory management. The incumbent will perform several transactions in Umoja, perform quality checks, be accountable for the inventory assigned, perform warehouse operations and maintain accurate data for the stocks held at the warehouse. These activities will ensure improved physical verification, accuracy in warehouse operations, improved service delivery and improved decision-making through better visibility of stock levels and consumption patterns.

Table 15
Staffing changes: component 5, support, Logistics Service Delivery

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Field Technology Section (formerly Geospatial, Information and Telecommunications Technologies Section)	Reassignment	(1)	National General Service	To the Relief, Reintegration and Protection Section, component 3
Health Services Section	Establishment	3	United Nations Volunteer	
Engineering Section	Redeployment	(1)	National Professional Officer	To the Business Analytics and Compliance Section
Total		1		

Logistics Service Delivery

National staff: decrease of 2 posts

United Nations Volunteers: increase of 3 positions

Field Technology Section (formerly Geospatial, Information and Telecommunications Technologies Section)

74. In line with the harmonization of mission support structures in field missions, it is proposed that the Geospatial, Information and Telecommunications Technologies Section be renamed the Field Technology Section.

Health Services Section

75. The UNMISS Health Services Section provides medical and health-care services that are accessible to all United Nations personnel, including staff of other United Nations agencies and the local civilian population in cases of emergency. In addition, the Section is committed to the provision of timely and effective medical emergency services to UNMISS personnel. In that regard, in an effort to implement the recommendations made in the report prepared by Carlos Alberto dos Santos Cruz² and the stress test conducted by a United Nations Headquarters team on improving timely access to limb- and life-saving medical facilities of United Nations peacekeepers, the Mission reviewed its medical support arrangements in high-risk locations with the goal of meeting the 10-1-2 concept. This entails access to skilled first aid within 10 minutes; advance life support as soon as possible but no later than one hour; and access to limb- and life-saving surgery within two hours. After a review of the Mission's medical support arrangements, it was recommended that the level I clinics in Yambio, Renk and Akobo be upgraded to level I-plus clinics to enable surgical capacity, as the clinics in those locations are situated more than two hours from a level II hospital. During the 2020/21 period, the Mission proposes the upgrade of the level I clinic in Yambio to level I-plus as a priority to ensure that emergencies

² Available from https://peacekeeping.un.org/sites/default/files/improving_security_of_united_nations_peacekeepers_report.pdf.

are dealt with promptly in line with the 10-1-2 casualty response. In that regard, it is proposed to establish one position of General Surgeon (United Nations Volunteer), one position of Anaesthetist (United Nations Volunteer) and one position of Nurse (United Nations Volunteer) in the Health Services Section for the provision of surgical capacity in the Yambio level I-plus clinic.

Security and Safety Section

76. It is proposed that 32 positions funded under general temporary assistance, comprising 4 Security Coordination Officer (P-3), 1 Fire Safety Officer (P-3) and 27 Security Officer (Field Service) positions be retained for the 2020/21 period. Given the prevailing security situation on the ground, there is a continued need for enhanced security operations and fire safety services in the Mission's protection of civilians sites. It is imperative that security be provided continuously to United Nations and international non-governmental organization partners working at the protection of civilians sites and that locally recruited security guards assigned to access control points be supervised.

II. Financial resources

A. Overall

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

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	10 312.7	9 973.9	10 311.7	337.8	3.4
Military contingents	482 882.9	490 766.5	470 022.3	(20 744.2)	(4.2)
United Nations police	30 332.4	29 514.0	31 289.7	1 775.7	6.0
Formed police units	29 098.1	32 812.8	32 671.4	(141.4)	(0.4)
Subtotal	552 626.1	563 067.2	544 295.1	(18 772.1)	(3.3)
Civilian personnel					
International staff	195 585.0	193 605.6	212 426.9	18 821.3	9.7
National staff	63 165.1	63 774.7	66 027.9	2 253.2	3.5
United Nations Volunteers	23 961.2	22 542.9	23 884.4	1 341.5	6.0
General temporary assistance	7 889.6	8 100.6	8 607.0	506.4	6.3
Government-provided personnel	2 890.1	3 051.9	3 257.8	205.9	6.7
Subtotal	293 491.0	291 075.7	314 204.0	23 128.3	7.9
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	176.4	365.9	834.2	468.3	128.0
Official travel	3 588.6	3 838.6	3 783.6	(55.0)	(1.4)
Facilities and infrastructure	90 708.7	108 155.6	106 265.0	(1 890.6)	(1.7)
Ground transportation	12 333.8	12 968.3	12 617.1	(351.2)	(2.7)
Air operations	108 932.0	114 556.5	118 192.5	3 636.0	3.2
Marine operations	1 000.2	2 064.7	1 087.3	(977.4)	(47.3)
Communications and information technology	29 509.0	28 953.9	29 749.3	795.4	2.7
Medical	1 291.1	1 958.7	1 739.6	(219.1)	(11.2)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	55 274.3	54 942.2	55 351.3	409.1	0.7
Quick-impact projects	1 175.9	1 500.0	2 000.0	500.0	33.3
Subtotal	303 990.0	329 304.4	331 619.9	2 315.5	0.7
Gross requirements	1 150 107.1	1 183 447.3	1 190 119.0	6 671.7	0.6
Staff assessment income	24 747.4	24 971.7	26 081.6	1 109.9	4.4
Net requirements	1 125 359.7	1 158 475.6	1 164 037.4	5 561.8	0.5
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 150 107.1	1 183 447.3	1 190 119.0	6 671.7	0.6

B. Non-budgeted contributions

77. The estimated value of non-budgeted contributions for the period from 1 July 2020 to 30 June 2021 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	1 099.8
Voluntary contributions in kind (non-budgeted) ^b	75 541.5
Total	76 641.3

^a Represents radio frequency fees.

^b The contributions are mainly in respect of notional land lease costs estimated at \$65.1 million.

C. Efficiency gains

78. The cost estimates for the period from 1 July 2020 to 30 June 2021 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Facilities and infrastructure	956.0	The planned replacement of multiple power stations with one consolidated power station at the United Nations House compound and one at the Tomping compound in Juba will significantly increase efficiency in energy production and transmission and reduce overall fuel consumption, which will result in reduced costs for fuel and maintenance of generators
Air operations	1 000.0	For the 2020/21 period, UNMISS will not utilize the services of the HS-125 fixed-wing aircraft and will instead utilize its remaining fleet for casualty evacuation, VIP movements and aeromedical evacuation, which will result in a reduction of guaranteed fleet costs
Total	1 956.0	

D. Vacancy factors

79. The cost estimates for the period from 1 July 2020 to 30 June 2021 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2018/19</i>	<i>Budgeted 2019/20</i>	<i>Projected 2020/21</i>
Military and police personnel			
Military observers	10.3	9.5	5.0
Military contingents	13.1	10.5	12.1
United Nations police	9.2	7.0	4.0
Formed police units	14.8	13.0	10.9

<i>Category</i>	<i>Actual 2018/19</i>	<i>Budgeted 2019/20</i>	<i>Projected 2020/21</i>
Civilian personnel			
International staff	5.4	7.0	5.0
National staff			
National Professional Officers	5.1	5.0	4.0
National General Service staff	3.6	5.0	4.0
United Nations Volunteers (international)	10.9	11.0	13.0
United Nations Volunteers (national)	–	–	–
Temporary positions ^a			
International staff	3.1	7.0	7.0
National staff	10.0	5.0	5.0
Government-provided personnel	15.4	10.0	2.6

^a Funded under general temporary assistance.

80. The proposed delayed deployment factors for military and police personnel and the proposed vacancy rates for civilian personnel take into account historical patterns, current incumbency rates and projected deployments based on planning for the 2020/21 period.

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

81. Requirements for the period from 1 July 2020 to 30 June 2021 are based on standard reimbursement rates for major equipment (under wet lease arrangements) and self-sustainment in the total amount of \$152,591,600, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>		
	<i>Military contingents</i>	<i>Formed police units</i>	<i>Total</i>
Major equipment	91 861.8	5 887.1	97 748.9
Self-sustainment	51 247.2	3 595.5	54 842.7
Total	143 109.0	9 482.6	152 591.6
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to Mission area			
Extreme environmental condition factor	2.5	1 June 2017	26 May 2017
Intensified operational condition factor	2.9	1 June 2017	26 May 2017
Hostile action/forced abandonment factor	4.3	1 June 2017	26 May 2017
B. Applicable to home country			
Incremental transportation factor	0.0–4.0		

F. Training

82. The estimated resource requirements for training for the period from 1 July 2020 to 30 June 2021 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	319.9
Official travel	
Official travel, training	1 118.9
Other supplies, services and equipment	
Training fees, supplies and services	348.9
Total	1 787.7

83. The number of participants planned for the period from 1 July 2020 to 30 June 2021, compared to previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>
Internal	814	989	1 039	661	744	920	144	145	116
External ^a	94	112	103	9	20	21	18	19	22
Total	908	1 101	1 142	670	764	941	162	164	138

^a Includes the United Nations Logistics Base and outside the Mission area.

84. The proposed training programme reflects the Mission's priorities for the 2020/21 period, including strengthening the substantive and technical capacity of mission personnel in leadership, management and organization development, finance and budget, air operations and ground transportation. Mandatory induction training will also continue to be provided for all civilian and uniformed personnel, including police advisers, military liaison personnel and staff officers.

G. Mine detection and mine-clearing services

85. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2020 to 30 June 2021 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	34 608.5

86. The proposed resource requirements for mine detection and mine-clearing services include provisions for international and national staff (\$4,414,200) and contracts for: (a) two integrated clearance capacity teams to survey and clear hazardous areas; (b) eight multitasking teams capable of carrying out mine clearance and explosive ordnance disposal; (c) two route verification and clearance teams to provide technical capacity to assess and clear roads of landmines and explosive remnants of war; (d) six quick response teams to clear explosive ordnance and hazardous areas; and (e) six explosive-detection dog teams to conduct explosives and

weapons search operations (\$26,102,700). Requirements also include travel and training (\$338,200) and clearance equipment for explosive remnants of war, office equipment and operational expenses (\$1,145,400). The balance represents both locally managed costs and indirect costs for the implementing partners of the United Nations Mine Action Service and the United Nations Office for Project Services, in the amounts of \$960,000 and \$1,648,000, respectively.

H. Other programmatic activities

87. The estimated resource requirements for other programmatic activities for the period from 1 July 2020 to 30 June 2021 are as follows:

(Thousands of United States dollars)

<i>Description</i>	<i>Proposed amount</i>	<i>Related expected accomplishment</i>
Community-based violence reduction activities, targeting potential perpetrators such as armed youth groups	150.0	1.2
Civil affairs activities and community support for promoting peaceful coexistence among local communities, including internally displaced persons, in the areas of conflict management, reconciliation and social cohesion	893.4	1.2, 1.3, 1.4
Human rights activities for the promotion of human rights standards in local communities and at the national level	400.0	2.1, 4.1
Child protection activities for sensitization on the grave violations and abuses committed against children, in support of the implementation of the existing child protection mechanisms	300.0	2.3
Women's protection advisory-related activities to protect vulnerable groups against abuse and violence, in particular conflict-related sexual violence	56.0	2.1, 2.2
Provision of support to the South Sudan National Police Service and other stakeholders by United Nations police to enhance efforts to create awareness of and prevent human rights violations and abuses, to support confidence- and trust-building policing project programme and to build policing capacity	700.0	1.2, 1.3, 2.1, 2.2
Rule-of-law activities to promote individual and institutional accountability in South Sudan	193.3	1.2, 1.3, 2.1, 2.3, 4.1, 4.3, 4.5
Political affairs activities to promote the peace process, inclusivity and empowerment of a broad range of stakeholders and coordination with diplomatic, regional and international partners	48.6	4.1, 4.2, 4.3
Activities related to the enhancement of women's meaningful participation in the peace processes and public decision-making	111.0	4.1
Relief, reintegration and protection initiatives, in coordination with relevant partners, for the facilitation of the safe and voluntary return of internally displaced persons and to foster an enabling environment for the return and reintegration of internally displaced persons and vulnerable populations in South Sudan	272.0	1.3
Total	3 124.3	

88. The proposed budget for the 2020/21 period includes provisions in the amount of \$3,124,300 to support other programmatic activities. These requirements are attributable mainly to the expectation of increased support from the Mission for participation in initiatives and activities as a result of the Revitalized Agreement. A brief description of programmatic activities, the corresponding estimated requirements and the links to expected accomplishments are indicated in the table above.

I. Quick-impact projects

89. The estimated resource requirements for quick-impact projects for the period from 1 July 2020 to 30 June 2021, compared with previous periods, are as follows:

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>	<i>Number of projects</i>
1 July 2018 to 30 June 2019 (actual)	1 175.9	26
1 July 2019 to 30 June 2020 (approved)	1 500.0	30
1 July 2020 to 30 June 2021 (proposed)	2 000.0	40

90. For the 2020/21 period, a total of 40 quick-impact projects are planned, to build confidence in the Mission and its mandate, as follows: (a) 15 projects to mitigate protection concerns in and around the UNMISS protection of civilian sites, to foster peaceful coexistence between communities of internally displaced persons and host communities and to support the operations of the South Sudan rule of law institutions; and (b) 25 projects to improve basic service infrastructure in areas of return for the eventual safe and voluntary return and reintegration of internally displaced persons and vulnerable populations and to build community resilience to avoid further displacement.

III. Analysis of variances³

91. 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>	
Military observers	\$337.8	3.4%

• Management: increased inputs and increased outputs

92. The increased requirements are attributable mainly to the provision for an average strength of 230 military observers during the 2020/21 period, based on current and projected deployment patterns, compared with an average strength of 219 military observers provided for in the approved resources for the 2019/20 period.

	<i>Variance</i>	
Military contingents	(\$20 744.2)	(4.2%)

• Management: reduced inputs and same outputs

93. The reduced requirements are attributable mainly to lower costs for rations as a result of new contractual arrangements and the provision for an average strength of 14,292 military contingent personnel (infantry and enabling) during the 2020/21 period, based on current and projected deployment patterns, compared with an average strength of 14,613 military contingent personnel provided for in the approved resources for the 2019/20 period. The reduced requirements are offset in part by increased requirements for mission subsistence allowance due to the provision for an average strength of 431 military staff officers during the 2020/21 period, compared

³ 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.

with an average strength of 386 military staff officers provided for in the approved resources for the 2019/20 period, and increased requirements for freight and deployment of contingent-owned equipment.

	<i>Variance</i>	
United Nations police	\$1 775.7	6.0%

• **Management: increased inputs and increased outputs**

94. The increased requirements are attributable mainly to the provision for an average strength of 704 United Nations police personnel during the 2020/21 period, based on current and projected deployment patterns, compared with an average strength of 654 United Nations police personnel provided for in the approved resources for the 2019/20 period.

	<i>Variance</i>	
Formed police units	(\$141.4)	(0.4%)

• **Management: reduced inputs and same outputs**

95. The reduced requirements are attributable mainly to lower costs for rations as a result of new contractual arrangements and lower costs for contingent-owned major equipment and self-sustainment due mainly to no provisions being made for an additional formed police unit, as provided for in the approved budget for the 2019/20 period. The planned additional unit was not deployed during the 2019/20 period due to operational priorities.

96. The reduced requirements are offset in part by increased requirements owing to a lower estimated adjustment related to deductions for non-deployment, delayed deployment or deployment of non-functional contingent-owned equipment against formed police reimbursement, in line with General Assembly resolution [67/261](#), in the amount of \$2.3 million for the 2020/21 period. In comparison, the adjustment of \$3.6 million was included in the resources approved for the 2019/20 period.

	<i>Variance</i>	
International staff	\$18 821.3	9.7%

• **Management: change in salary scales and vacancy rates**

97. The increased requirements are attributable mainly to: (a) the post adjustment multiplier, which has increased from 52.8 as at 1 January 2019 to 61.5 as at 1 January 2020, that has been applied to the estimates for international staff salaries in South Sudan; (b) the application of a lower vacancy rate of 5.0 per cent, based on current and projected incumbency patterns, compared with a vacancy rate of 7.0 per cent applied in the approved resources for the 2019/20 period; and (c) the proposed establishment of four international staff posts, comprising 1 P-5, 1 P-3 and 2 P-2.

	<i>Variance</i>	
National staff	\$2 253.2	3.5%

• **Management: change in salary scales and vacancy rates**

98. The increased requirements are attributable mainly to: (a) the application of the latest salary scales for local staff in South Sudan effective 1 November 2018, which were promulgated in September 2019; (b) the application of a lower vacancy rate of 4.0 per cent for National Professional Officer and national General Service posts

based on current and projected incumbency patterns, compared with a vacancy rate of 5.0 per cent applied in the approved resources for the 2019/20 period; and (c) the proposed establishment of two National Professional Officer and 18 national General Service posts.

	<i>Variance</i>	
United Nations Volunteers	\$1 341.5	6.0%

• **Management: increased programme support costs**

99. The increased requirements are attributable mainly to: (a) an increase in programme support costs from 8 per cent to 13 per cent effective 1 January 2019; (b) higher monthly living allowances; and (c) the proposed establishment of nine United Nations Volunteer positions. The increased requirements are offset in part by the application of a higher vacancy rate of 13 per cent based on current and projected incumbency patterns, compared with a vacancy rate of 11 per cent applied in the approved resources for the 2019/20 period, and lower non-recurrent costs.

	<i>Variance</i>	
General temporary assistance	\$506.4	6.3%

• **Management: change in salary scales**

100. The increased requirements are attributable mainly to the post adjustment multiplier, which has increased from 52.8 as from 1 January 2019 to 61.5 as from 1 January 2020, that has been applied to the estimates for international staff funded under general temporary assistance.

	<i>Variance</i>	
Government-provided personnel	\$205.9	6.7%

• **Management: change in vacancy rates**

101. The increased requirements are attributable mainly to the application of a lower vacancy rate of 2.6 per cent based on current and projected incumbency patterns, compared with the application of a 10 per cent vacancy rate in the 2019/20 period.

	<i>Variance</i>	
Consultants and consulting services	\$468.3	128.0%

• **Management: increased inputs and increased outputs**

102. The increased requirements are attributable mainly to the engagement of experts to enhance the capacity of the Mission to provide support for the implementation of the Revitalized Agreement, including in the areas of dialogue and trust-building and the promotion of grass-roots action in the national peace process. The increased requirements are also attributable to provisions for consulting services in the areas of public information, civil affairs and ground transportation.

	<i>Variance</i>	
Facilities and infrastructure	(\$1 890.6)	(1.7%)

• **Management: reduced inputs and same outputs**

103. The reduced requirements are attributable mainly to: (a) lower requirements for maintenance services, owing to new contractual arrangements for camp management

services; (b) lower projected unit cost of \$0.96 per litre for fuel, compared with \$1.09 per litre provided for in the 2019/20 period; and (c) lower requirements for the acquisition of generators and electrical equipment.

104. The reduced requirements are offset in part by: (a) acquisition of prefabricated facilities, accommodations and refrigeration equipment, attributable mainly to the planned replacement of accommodations that are nearing the end of their economically useful lifespan; (b) construction, alteration, renovation and major maintenance, owing primarily to the planned security enhancement of the entrance gates of UNMISS compounds in various locations and the construction of a reinforced cement concrete security wall at United Nations House in Juba; and (c) construction materials and defence supplies, owing mainly to the planned acquisition of murram (laterite), gravel and aggregates to adequately supply the materials for construction, maintenance and renovation activities.

	<i>Variance</i>	
Ground transportation	(\$351.2)	(2.7%)

• **Management: reduced inputs and same outputs**

105. The reduced requirements are attributable mainly to the lower projected unit cost of \$0.93 per litre for fuel, compared with \$1.05 per litre provided for in the 2019/20 period, and lower requirements for the acquisition of vehicle workshop equipment. The reduced requirements are offset in part by the planned replacement of utility trucks and other specialized vehicles which have passed their economically useful lifespan.

	<i>Variance</i>	
Air operations	\$3 636.0	3.2%

• **Management: increased inputs and increased outputs**

106. The increased requirements are attributable mainly to: (a) the rental and operation of fixed-wing aircraft, owing mainly to an understatement of the requirements for the L-382 aircraft in the 2019/20 approved budget; (b) the rental and operation of rotary-wing aircraft, owing mainly to one-time provisions for painting and positioning of aircraft; and (c) the planned replacement of air operations equipment, including tow tractors, ground power units and container loaders. The increased requirements are offset in part by the lower projected unit cost of \$0.94 per litre for fuel, compared with \$1.08 per litre provided for in the 2019/20 period, and the reduction of one fixed-wing aircraft from the fleet.

	<i>Variance</i>	
Marine operations	(\$977.4)	(47.3%)

• **Management: reduced inputs and same outputs**

107. The reduced requirements are attributable mainly to lower projected costs for sea containers due to the anticipated establishment of warehouses in Juba and other field locations, which are expected to limit the use of sea containers as storage facilities for mission assets.

	<i>Variance</i>	
Communications and information technology	\$795.4	2.7%

• **Management: increased inputs and increased outputs**

108. The increased requirements are attributable mainly to higher costs for maintenance of communications and information technology equipment and support services due to the expansion of communications and information technology services in additional mission locations of Kodok, Leer and Akobo, offset in part by lower requirements for the acquisition of network and end user equipment.

	<i>Variance</i>	
Medical	(\$219.1)	(11.2%)

• **Management: reduced inputs and same outputs**

109. The reduced requirements are attributable mainly to the lower unit cost of vaccines, in line with the current systems contract, offset in part by the replacement of medical equipment which have passed their economic useful lifespan.

	<i>Variance</i>	
Other supplies, services and equipment	\$409.1	0.7%

• **Management: increased inputs and increased outputs**

110. The increased requirements are attributable mainly to: (a) higher projected requirements for programmatic activities to support the implementation of the Revitalized Agreement, including support to national and subnational level reconciliation activities as well as technical advice and assistance to the transitional institutions; (b) provisions for individual contractors related to engineering services; (c) provisions for outreach activities that were previously provided for under the communications and information technology expenditure class; and (d) increased requirements for packaging materials. The increased requirements are offset in part by lower other freight and related costs due mainly to new contractual arrangements for freight forwarding.

	<i>Variance</i>	
Quick-impact projects	\$500.0	33.3%

• **Management: increased inputs and increased outputs**

111. The increased requirements are attributable mainly to the planned implementation of additional quick-impact projects to support the rehabilitation and reconstruction of entities related to South Sudan rule of law institutions in order to foster peaceful coexistence and strengthen accountability and projects to improve basic service infrastructure in areas of return for the eventual safe and voluntary return and reintegration of internally displaced persons and vulnerable populations.

IV. Actions to be taken by the General Assembly

112. The actions to be taken by the General Assembly in connection with the financing of UNMISS are:

(a) **Appropriation of the amount of \$1,190,119,000 for the maintenance of the Mission for the 12-month period from 1 July 2020 to 30 June 2021;**

(b) **Assessment of the amount in subparagraph (a) above at a monthly rate of \$99,176,583 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286 and 73/323, 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)

Decision/request

Action taken to implement decision/request

Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20).

The current ratio of substantive (including security) to support staff is 43:57. The Mission continues to review its civilian staffing structure to ensure that it is effective in implementing its mandate.

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 his next overview report (para. 22).

All international staff posts are governed by the administrative instructions on the staff selection system. Vacancy rates for international staff, National Professional Officers and national General Service staff have decreased since the 2017/18 period. Despite the low vacancy rates, the Mission continues to make efforts to reduce recruitment timelines.

Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24).

The Mission's Senior Gender Adviser reports directly to senior mission leadership. The Gender Affairs Unit, led by the Senior Gender Adviser, actively engages with other sections to ensure that women, peace and security and gender perspectives are reflected in their analyses and operations, as well as in various mission planning processes and at the point of mandate renewal. Pursuant to the joint military and police capability study carried out in April 2018, the Mission has systematically incorporated a gender perspective and gender parity, advocating an increase in the number of women peacekeepers and a gender-sensitive approach. In addition, UNMISS senior leadership rolled out the Administration's women and peace and security dashboard to systematically track progress through 11 indicators.

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

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).

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).

In order to meet the requirements of mainstreaming a gender perspective, hiring managers in the Mission certify that their hiring actions have taken into consideration gender balance and geographic distribution in accordance with General Assembly resolution 55/258 and the administrative instructions of the staff selection system.

The Mission continues to encounter challenges in attracting a sufficient number of female candidates to serve in offices in the states outside of Juba, owing to the level of hardship in those locations.

The Mission, through its Human Resources Section, works closely with hiring managers and provides policy advice to encourage the recruitment of women. The Chief Human Resources Officer is part of the team that developed, implemented and monitors the Mission's gender parity policy and ensures that the targets for the policy remain a priority for hiring managers when recruiting.

For national staff recruitment, the talent pool of qualified women candidates is limited owing to sociocultural factors, which poses a barrier to improving the gender balance among national staff.

The Mission continues to reduce its environmental footprint, including through the implementation of a wastewater risk mitigation plan, including the procurement and installation of 44 new wastewater treatment plants to minimize wastewater discharge risk while allowing for further treated water reuse; the drafting of a new mission environmental sustainability policy statement and the drafting and implementation of the mission environmental management system to further mainstream the environment in operations; the ongoing implementation of the Mission's energy management plan, including measures such as the installation of 2.2 MW solar farms and the drafting and implementation of a waste management plan and of a water conservation plan.

The UNMISS medical team provides training to the medical personnel of troop-contributing countries on first aid, resuscitation and stabilization and trauma care. In addition, a triangular partnership project for Combat Medic training was conducted in October 2019, with another session planned for April 2020 to enhance the enabling capability and capacity of medical personnel of troop-contributing countries for point-of-injury medical support.

Further recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions (para. 34).

Requests the Secretary-General to ensure the security of information and communications in missions, including those gathered from the use of unmanned aerial systems, as a matter of priority (para. 35).

Recalls paragraph 39 of its resolution [69/307](#) and paragraphs 136 to 138 of the report of the Advisory Committee ([A/70/742](#)), reaffirms its request to the Secretary-General to ensure consistency, transparency and cost-efficiency in the budgeting for unmanned aerial systems in individual peacekeeping operation budget proposals in this regard, including by presenting expected accomplishments and indicators of achievement, as well as information on outputs, as appropriate, in the context of the results-based budget framework, and also reaffirms its request to the Secretary-General to include comprehensive information, including on lessons learned from the utilization of unmanned aerial systems in United Nations peacekeeping operations, in the next overview report (para. 36).

Requests the Secretary-General to continue to review and optimize the composition of mission vehicle fleets and ensure that the vehicles are fit for purpose, and to submit a cost-benefit analysis outlining, inter alia, the type, quality, efficiency, maintenance cost and environmental impact of vehicle adjustments in the context of the next overview report (para. 40).

Also requests the Secretary-General to continue his efforts to ensure that accommodation provided by the United Nations for uniformed and civilian personnel serving in peacekeeping operations meets the relevant United Nations standards and to report thereon at the second part of its resumed seventy-first session (para. 41).

The Government has not accepted the request for deployment of an unmanned aerial system. As a result, UNMISS has not deployed unmanned aerial vehicles and has not included related requirements in the budget for the 2020/21 period.

To date, UNMISS has not deployed an unmanned aerial system.

To date, UNMISS has not deployed an unmanned aerial system.

In compliance with instructions from United Nations Headquarters on the United Nations-owned vehicles transformation plan, the UNMISS Vehicle Establishment Committee has developed a transformation plan to optimize the composition of the Mission's vehicle fleet and ensure that its vehicles are fit for purpose.

The Mission is committed to ensuring that accommodation for uniformed and civilian personnel is improved to meet the relevant United Nations standards. New prefabricated accommodations have been acquired in recent budget periods. These acquisitions were made to upgrade troop accommodations to United Nations standards, accommodate regional protection troops and replace written-off and dilapidated staff accommodations. The Mission continues to review the requirements for the replacement of dilapidated accommodations and ablutions.

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

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, 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).

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

The Mission continues to ensure realistic planning and budgeting by establishing priority projects in support of the mandate and by proposing estimates according to the resource requirements, based on local market knowledge and similar experience with other projects.

In addition, the Mission has a project management standard operating procedure that follows the guidance on the governance of major construction projects in field missions issued in 2014. The project management module in Umoja is being used to ensure that the appropriate project and related costs are captured. The engineering project server is also being made an integral part of the project management process to ensure that tasks are completed on time and issues and barriers are addressed, in order to ensure the successful completion of projects.

With the promulgation of the supply chain operational guidance by the Administration and the roll-out of the demand acquisition planning tool, additional internal controls are in place to ensure that the gross demand for goods and services reflect the actual requirements to fulfil the mandated activities. The demand plans of the Mission are reviewed by the Global Service Centre in Brindisi, Italy, and by the Office of Supply Chain Management at Headquarters. Furthermore, the Mission continues to prepare a purchase request form prior to requisitioning to verify the actual stock levels in the Mission, consult with the approved acquisition plan and the demand acquisition planning tool, and seek in-house clearances for line items above \$4,000.

The Mission continues to recognize the advantage of using local materials, knowledge and capacity in the implementation of its construction projects. Mission solicitations always include local, regional and international bidders, in compliance with the United Nations Procurement Manual. Currently, all locally available materials including sand, gravel and murrum are supplied by local vendors.

UNMISS is working closely with the Global Procurement Support Section, which replaced the Regional Procurement Office in Entebbe as of 1 January 2019, to achieve an optimal supply chain solution for UNMISS. The Mission has also volunteered to serve as a lead requisitioning mission for several new regional systems contracts for various goods and services.

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).

Recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all planned projects, and requests the Secretary-General to enhance the impact of these projects while addressing underlying challenges (para. 55).

Also stresses the importance of thorough, responsive and advance planning for any mission transition process, in full coordination with all United Nations system entities, relevant regional organizations and the host Government, to ensure a timely, efficient and effective transfer of essential roles and responsibilities when responding to changes in the mandate (para. 59).

The Global Procurement Support Section continues to provide support to meet requirements for consolidated regional sourcing and delivery approaches, including the East Africa corridor project. In addition, UNMISS continues to be assisted by the Support Section for vendor registration and continues to contribute to and participate in local business seminar activities.

Before air crews start operations in the Mission, they are briefed on the security situation in South Sudan, urged to observe curfews established by the Mission, provided with security-related broadcasts from the Department of Safety and Security and issued tetra radios to facilitate communication with the Mission.

Air crews for whom the United Nations is responsible for accommodations are accommodated in facilities that are approved by the Department of Safety and Security. Those for whom the carrier is responsible for accommodations are urged to stay in Department-approved facilities or in facilities cleared by their company's security services.

UNMISS has further improved the implementation of quick-impact projects through the following actions: (a) identification of priority thematic areas where quick-impact project resources would be prioritized to gain maximum impact for the Mission; (b) enhancement of the participation of the community in the identification and prioritization of needs, in addition to effective participation during implementation, monitoring and utilization; (c) conduct of an end-of-cycle internal impact assessment for the previous cycle and using lessons learned for the current cycle; (d) enhancement of a publicly accessible web-based interactive map to showcase all quick-impact projects implemented, from inception, for greater visibility; and (e) effective utilization of a United Nations Volunteer engineer to streamline the review and supervision of civil works related to quick-impact projects.

The signing of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan on 12 September 2018 provided an opportunity to further solidify the peace process upon which the United Nations could establish a more comprehensive support plan in South Sudan and an associated transition plan for the United Nations system in the country. While mindful of the need to continuously plan for transition, UNMISS operates on the assumption that the current focus of the mandate will not significantly change in the short to medium term

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

Recognizes that the inclusion of programmatic funds in mission budgets on a case-by-case basis is intended to support the effective implementation of mandated tasks, and, in order to provide greater transparency, requests the Secretary-General to clearly and consistently present the cost of such activities when they are included in future mission budgets (para. 68).

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; see also paras. 71, 76 and 79–82).

and that the conditions for a transition process are yet to be established.

Nevertheless, efforts have been made to ensure the integration of United Nations activities in the country through coordinated planning, programming and implementation, based on existing strategies, such as the United Nations Cooperation Framework for 2019–2021 (equivalent to a United Nations Development Assistance Framework), and various coordination mechanisms. Furthermore, as recommended pursuant to the UNMISS review and the subsequent Security Council resolution [2406 \(2018\)](#), UNMISS works closely with the United Nations country team and humanitarian partners to further enhance a system-wide approach for the protection of civilians in South Sudan and to coordinate activities aimed at creating an environment conducive to voluntary returns and long-term solutions for durable peace.

UNMISS continues to prioritize programmatic activities that have a strong substantial and enabling base for mandate implementation and that are in compliance with the Administration's guidelines on mandated programmatic activities funded through peacekeeping assessed budgets (1 November 2017).

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

Financing of the United Nations Mission in South Sudan

(Resolution [73/323](#))

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

Notes that the various programmatic activities, to be financed through assessed contributions, of peacekeeping missions must be directly linked to Security Council mandates and reflect the evolution of those mandates (para. 10).

In planning and implementing programmatic activities, UNMISS ensures that they are fully aligned with the mandated tasks and priorities of the Mission. The detailed project outline for each project, including the justification of the linkage to support mandate implementation, is developed by the implementing Section of the Mission and reviewed by the respective offices of the heads of components.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(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. 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).

In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings, together with the additional observations and recommendations made in paragraphs 119 to 138 of the report, 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).

Action taken to implement request/recommendation

UNMISS minimizes redeployment activities and makes sure that it complies with the Financial Regulations and Rules of the United Nations. However, on occasion, redeployments are an operational necessity owing to changes in the conditions on the ground and in order to address priorities in the implementation of mandated activities.

As of 31 January 2020, three national posts have been vacant for two years or longer, with all three posts currently under recruitment.

The Mission continues to reduce its environmental footprint, including through the implementation of a wastewater risk mitigation plan, including the procurement and installation of 44 new wastewater treatment plants to minimize wastewater discharge risk while allowing for further treated water reuse; the drafting of a new mission environmental sustainability policy statement and the drafting and implementation of the Mission Environmental Management System to further mainstream the environment in operations; the ongoing implementation of the mission energy management plan, including measures such as the installation of 2.2 MW solar farms; and the drafting and implementation of a waste management plan and of a water conservation plan.

To improve the overall efficiency and effectiveness of air operations in the Mission, the weekly regular flight schedule is informed by a periodic and systematic review of the Mission's air operations. This has resulted in a 40 per cent reduction in the utilization of the Mission's air fleet, despite the increase in uniformed personnel deployment. The Mission also engages in the periodic redeployment of its air assets within the area of operations, to optimize flight hour utilization.

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

The Advisory Committee stresses that the trend analysis of air assets utilization should be finalized without further delay and the findings and implications be reflected in the next overview report. Furthermore, the Committee is of the view that a consistent methodology for measuring air asset utilization is needed so that meaningful comparisons can be made over time and a review of the overall fleet composition could be considered on the basis of clear, verifiable data (para. 122).

The Advisory Committee reiterates the need for greater consistency and transparency in the budgeting for unmanned aerial systems (para. 138).

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, particularly for those projects spanning more than one budgetary cycle. Details of 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).

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).

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).

Missions have been requested to conduct a four-year trend analysis of air assets utilization. United Nations Headquarters issued further guidance for the analysis of air assets to be performed as part of the missions' budget preparation process, to ensure the optimization of fleets through increased flights, the reduction of fleets, additional aircrew and the use of standby contracts.

The requirements for air operations are developed after an analysis of air assets utilization, taking into account projected and actual expenditures, hourly utilization, passenger capacity and cargo capacity.

To date, UNMISS has not deployed an unmanned aerial system. The Mission has not included requirements for unmanned aerial systems in the resourcing for the 2019/20 period or in its 2020/21 proposed budget.

The Mission continues to ensure realistic planning and budgeting by establishing priority projects in support of the mandate and by proposing estimates according to the resource requirements, based on local market knowledge and similar experience with other projects. Information on multi-year projects and projects valued at \$1 million and above has been provided in the planning assumptions under the support component in the present report.

In total, 20 crossover vehicles were recently assigned to users in the Mission. Information on the performance of those vehicles, including maintenance and fuel costs, as well as their operations on the ground, is currently being collected and analysed.

Night-flight capability for medical/casualty evacuation exists in terms of the availability of fixed-wing and helicopter landing facilities at all UNMISS bases and in terms of air crew capability. The Mission finds that obtaining flight safety assurances from authorities during night hours has been challenging.

Financing of the United Nations Mission in South Sudan

([A/73/755/Add.13](#) and General Assembly resolution [73/323](#))

Request/recommendation

The Advisory Committee considers that after completion of the ongoing restructuring exercise, there is a need for a period of stabilization and an assessment of the effectiveness of the reorganized structures (para. 15).

The Advisory Committee recalls the General Assembly's request, expressed consistently in its resolutions on peacekeeping budgets, that the Secretary-General ensure that vacant posts be filled expeditiously ([A/71/836](#), para. 108). The Advisory Committee also reiterates its view that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates. In cases where the proposed budgeted rates differ from the actual rates at the time of budget preparation, clear justification should be provided in related budget documents for the rates used ([A/70/742](#), para. 45). The Committee stresses again that the continuing requirement for posts that have been vacant for two years or longer should be reviewed and the posts either proposed for retention, with re-justification, or abolishment in subsequent budget proposals ([A/69/839](#), para. 67; see also General Assembly resolution [66/264](#)) (para. 29).

The Advisory Committee recalls that the General Assembly, on a number of occasions, has expressed concern at the low rate of compliance with the advance purchase policy directive. The Committee reiterates that additional efforts are required, in particular in areas where travel can be better planned (see also [A/73/779](#), para. 16) (para. 37).

The Advisory Committee notes that the crossover vehicles acquired may not be fit for purpose. The Committee stresses the importance of conducting a comprehensive assessment and cost-benefit analysis prior to the acquisition of vehicles, and trusts that the Secretary-General will provide a detailed update on this matter in his next report (para. 39).

Action taken to implement request/recommendation

The Mission agrees to a period of stabilization and an assessment of the effectiveness of the reorganized structures. In that regard, the proposed budget for UNMISS for the period from 1 July 2020 to 30 June 2021 only includes the realignment of the Mission Support Centre to report to the Operations and Resource Management Service, in line with the harmonization of the mission support structures in field missions.

The Mission has taken steps to expedite recruitment, in spite of the challenges encountered, to attract and retain staff in the Mission. Vacancy rates for international staff, National Professional Officers and national General Service staff have decreased since the 2017/18 period. Despite the low vacancy rates, the Mission continues to make efforts to reduce recruitment timelines. The proposed vacancy rates for civilian personnel for the 2020/21 period take into account historical patterns, current incumbency rates and projected deployments based on planning for the period.

The Mission continues to emphasize to programme managers and staff the need for proper planning to ensure that the 21-day advance travel request period is respected. In addition, travel request approvers are instructed to scrutinize each non-compliant travel request and, where possible, to examine the plausibility of postponing the travel if the business activity so allows. However, it should be noted that there are travel cases where it remains challenging to achieve compliance, including those related to medical escorts and political meetings where the limited availability of key participants overtakes lead-time planning efforts. In that context, each case is judged and justified on its own merits.

20 crossover vehicles were assigned in early 2019 to administrative units and senior managers for use within Juba. The vehicles are not engaged in patrols or driven out of Juba where roads are not paved. Over the past year, the average maintenance of these crossover vehicles was approximately 50 per cent cheaper than for standard sport utility vehicles deployed across the Mission. Similarly, the crossover

The Advisory Committee notes the low level of female representation, particularly in the national staff categories, and encourages UNMISS to intensify its efforts to achieve gender balance among its civilian staff (para. 41).

The Advisory Committee notes the Mission's environmental initiatives and encourages UNMISS to pursue its efforts to reduce its overall environmental footprint, as requested by the General Assembly in its resolutions 69/307 and 70/286. The Committee trusts that the Secretary-General will provide further information in his next report on efficiency gains, energy consumption and energy savings achieved on this matter (para. 44).

The Advisory Committee welcomes the conduct of an internal evaluation of quick-impact projects and also notes the quality of the end of cycle assessment document. The Committee further stresses the importance of documenting and sharing the knowledge and experience acquired during project implementation, and encourages UNMISS to continue to implement such best practices and to reflect lessons learned in the management of its quick-impact projects programme (para. 45).

vehicles consumed 40 per cent less fuel than standard sport utility vehicles. Although these vehicles are more cost effective and environmentally friendly compared with the general purpose and heavy-duty light passenger vehicle fleet of the Mission, they are not suitable with respect to the core mobility requirements of the Mission, including long duration patrols and outreach activities in remote areas where road conditions are poor during the rainy season.

The low level of female representation in the national staff categories is due to the difficulty of recruiting for specialized functions from the local market and the fewer number of female applicants.

UNMISS constituted a technical working group on gender parity strategy and adopted a mission-specific gender strategy to address this issue. The Mission faces challenges to achieve a gender balance owing mainly to the fewer number of women who are rostered and/or apply for vacancies in the Mission, exacerbated by the low vacancy levels under civilian personnel categories.

The Mission continues to reduce its environmental footprint, including through the implementation of a wastewater risk mitigation plan, including the procurement and installation of 44 new wastewater treatment plants to minimize wastewater discharge risk while allowing for further treated water reuse; the drafting of a new mission environmental sustainability policy statement and the drafting and implementation of the mission environmental management system to further mainstream the environment in operations; the ongoing implementation of the mission energy management plan, including measures such as the installation of 2.2 MW solar farms; and the drafting and implementation of a waste management plan and a water conservation plan.

UNMISS will continue to document and share the knowledge and experience acquired during project implementation through an end-of-cycle assessment and evaluation. It will continue to reflect lessons learned in the management of quick-impact projects and share its experiences with other field missions through the office on best practices at Headquarters. In addition to an internal evaluation, an independent external evaluation has been proposed for the 2020/21 cycle to further improve project quality and assess the impact of quick-impact projects.

Request/recommendation

Action taken to implement request/recommendation

The Advisory Committee was further informed that, in line with the Headquarters guidelines on this matter, UNMISS is developing mission-specific guidance on programmatic activities to improve the planning, management and reporting of other programmatic activities. The Advisory Committee trusts that the next report on UNMISS will include an update on progress made in this regard (para. 47).

A draft mission-specific guidance on programmatic activities is currently being developed, in line with the Administration's guidelines on mandated programmatic activities funded through peacekeeping assessed budgets of November 2017.

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 positions to posts: approved positions 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.

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:

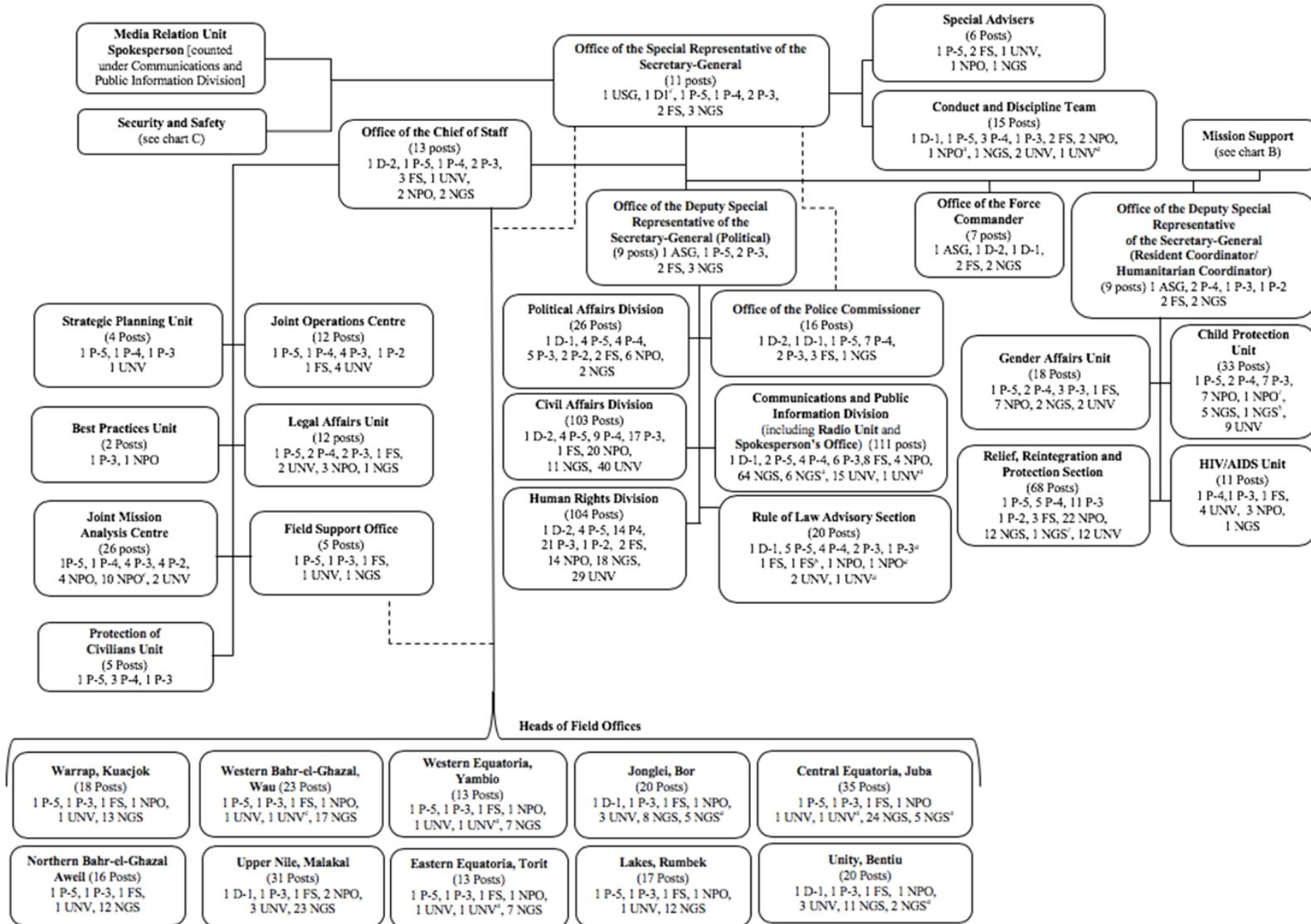
- **Mandate:** variances caused by changes in the scale or scope of the mandate or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations, 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).

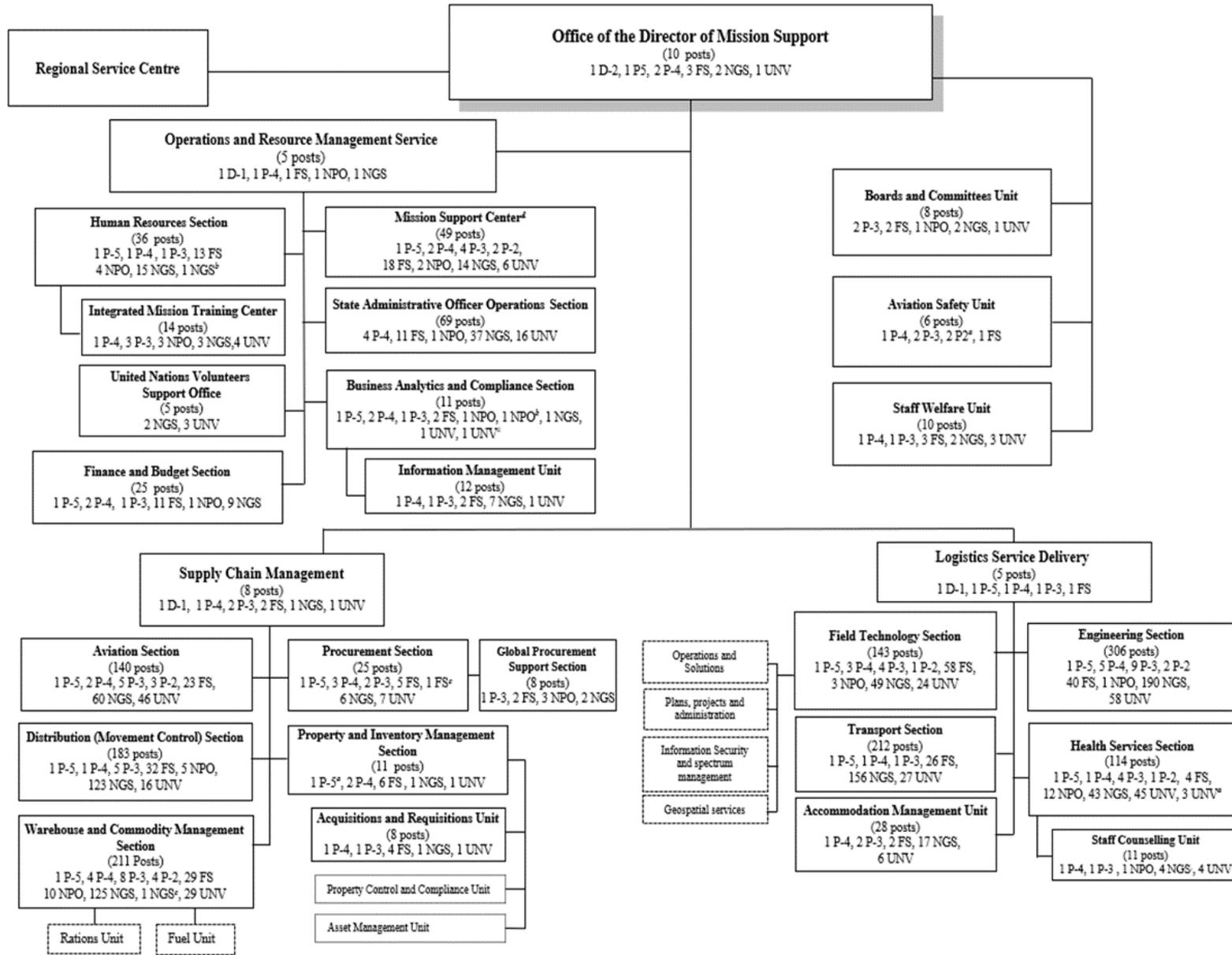
Annex II

Organization charts

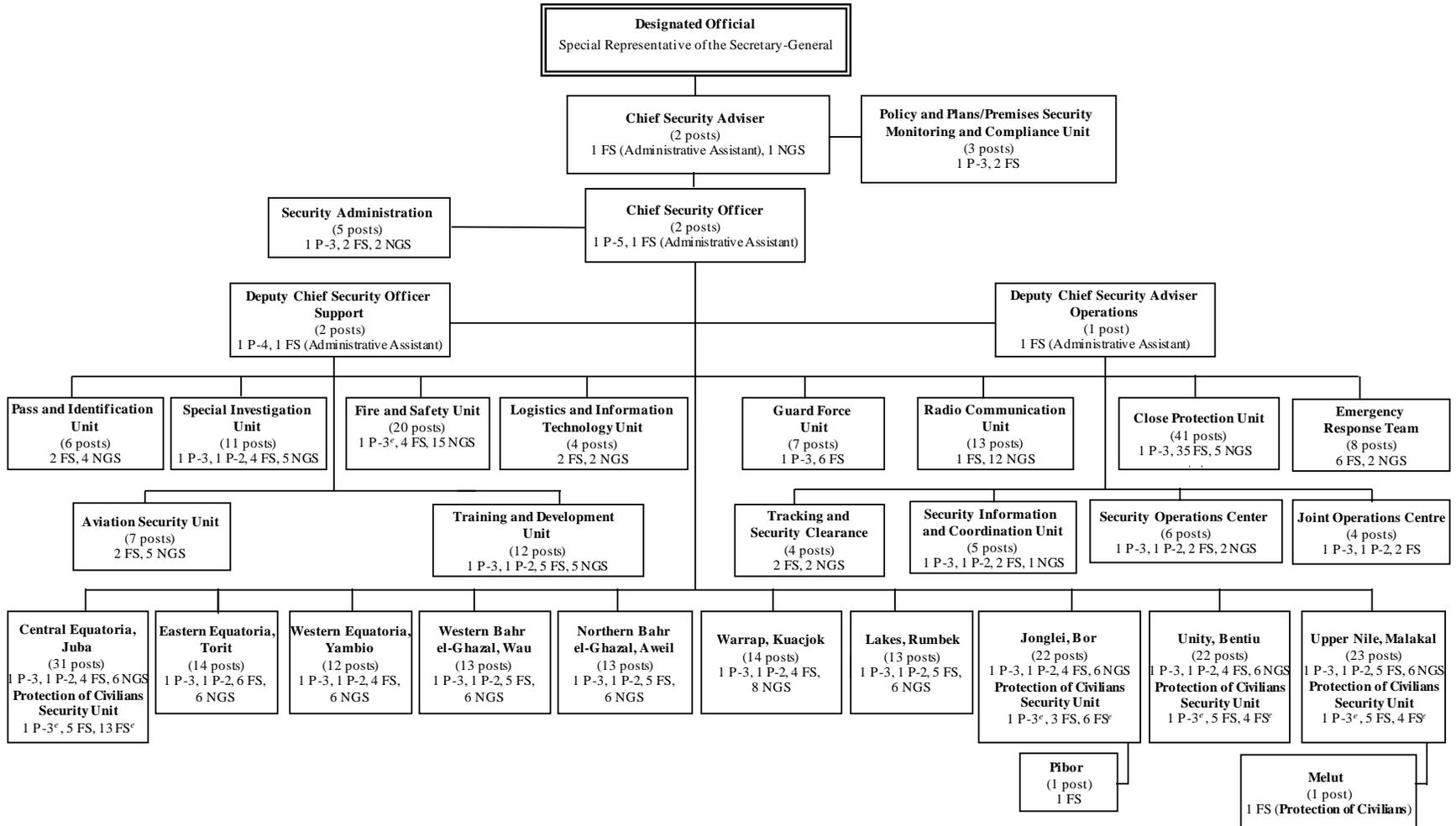
A. Substantive



B. Mission Support



C. Security and Safety Section



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; FS-P, Field Service (Principal); UNV, United Nations Volunteer; NGS, national General Service staff; NPO, National Professional Officer; USG, Under-Secretary-General.

- ^a Establishment.
- ^b Redeployment.
- ^c Reassignment.
- ^d Realignment.
- ^e Positions funded under general temporary assistance.

Map

