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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 2021 to 30 June 2022

### 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 2021 to 30 June 2022, which amounts to \$1,128,148,100.

The proposed budget in the amount of \$1,128,148,100 represents a decrease of \$50,367,000, or 4.3 per cent, compared with the apportionment of \$1,178,515,100 for the 2020/21 period.

During the period from 1 July 2021 to 30 June 2022, UNMISS will implement the overall strategic objective mandated by the Security Council in its resolution [2514 \(2020\)](#) and undertake activities in support of the implementation of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan and the facilitation of the safe, voluntary and dignified return of displaced populations. The Mission will also continue to review its military, police and civilian presence, and maximize situational awareness and early warning to remain robust, nimble and proactive in expanding its protective presence in the areas where protection needs of the civilian population are most acute.

The budget provides for the deployment of 242 military observers, 16,758 military contingent personnel, 733 United Nations police officers, 1,280 formed police units personnel, 900 international staff, 1,447 national staff, 450 United Nations Volunteers, 16 temporary positions and 88 government-provided personnel.

The total resource requirements for UNMISS for the financial period from 1 July 2021 to 30 June 2022 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 [2514 \(2020\)](#): (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 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 (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
Military and police personnel	559 593.4	538 695.1	528 924.6	(9 770.5)	(1.8)
Civilian personnel	303 301.1	313 776.6	311 466.9	(2 309.7)	(0.7)
Operational costs	319 604.7	326 043.4	287 756.6	(38 286.8)	(11.7)
<b>Gross requirements</b>	<b>1 182 499.2</b>	<b>1 178 515.1</b>	<b>1 128 148.1</b>	<b>(50 367.0)</b>	<b>(4.3)</b>
Staff assessment income	25 664.0	26 040.3	26 278.1	237.8	0.9
<b>Net requirements</b>	<b>1 156 835.2</b>	<b>1 152 474.8</b>	<b>1 101 870.0</b>	<b>(50 604.8)</b>	<b>(4.4)</b>
Voluntary contributions in kind (budgeted)	–	–	–	–	–
<b>Total requirements</b>	<b>1 182 499.2</b>	<b>1 178 515.1</b>	<b>1 128 148.1</b>	<b>(50 367.0)</b>	<b>(4.3)</b>

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

	<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<sup>b</sup></i>	<i>Temporary positions<sup>c</sup></i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
<b>Executive direction and management</b>										
Approved 2020/21	–	–	–	–	58	24	–	8	–	90
Proposed 2021/22	–	–	–	–	54	24	–	8	–	86
<b>Components</b>										
Protection of civilians										
Approved 2020/21	242	16 758	733	1 280	117	246	10	71	–	19 457
Proposed 2021/22	242	16 758	733	1 280	113	252	–	67	–	19 445
Monitoring and investigating human rights										
Approved 2020/21	–	–	–	–	64	78	–	42	–	184
Proposed 2021/22	–	–	–	–	64	78	–	42	–	184
Creating the conditions conducive to the delivery of humanitarian assistance										
Approved 2020/21	–	–	–	–	18	26	–	12	–	56
Proposed 2021/22	–	–	–	–	18	26	–	12	–	56
Supporting the implementation of the Revitalized Agreement and the peace process										
Approved 2020/21	–	–	–	–	39	18	–	12	88	157
Proposed 2021/22	–	–	–	–	38	18	–	12	88	156
Support										
Approved 2020/21	–	–	–	–	627	1 050	32	305	–	2 014
Proposed 2021/22	–	–	–	–	613	1 049	16	309	–	1 987
<b>Total</b>										
Approved 2020/21	242	16 758	733	1 280	923	1 442	42	450	88	21 958
Proposed 2021/22	242	16 758	733	1 280	900	1 447	16	450	88	21 914
<b>Net change</b>	–	–	–	–	<b>(23)</b>	<b>5</b>	<b>(26)</b>	–	–	<b>(44)</b>

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

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

<sup>c</sup> 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 2514 (2020), by which the Council extended the mandate until 15 March 2021.

2. In paragraph 39 of its resolution 2514 (2020), the Security Council requested the Secretary-General to conduct and provide the Council with an independent strategic review of UNMISS assessing the challenges to peace and security in South Sudan and providing detailed recommendations for the possible reconfiguration of the UNMISS mandate and its civilian, police and military components. The independent strategic review (S/2020/1224, annex) was transmitted to the Council on 15 December 2020. The report is expected to be considered by the Council during its deliberations on mandate renewal in March 2021.

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

4. 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 (Revitalized Agreement) and the peace process; and support), which are derived from the mandate of the Mission.

5. 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 2020/21 budget, including reclassifications, have been explained under the respective components.

6. 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.

7. Substantial progress towards peace has been made over the past two years. A cessation of hostilities agreement has held in large part since the end of 2017, a comprehensive peace agreement has been in place since September 2018 and a transitional Government was formed in February 2020, bringing major parties to Juba to participate. While full implementation of the Revitalized Agreement remains slow, it has moved in a positive direction. There has been a subsequent reduction in political violence, although subnational violence, on a lesser scale, has increased of late.

8. The changed environment precipitated a report of the Secretary-General to the Security Council on the future planning of the protection of civilians sites (S/2019/741) that entailed substantial consultations by UNMISS with the Revitalized Transitional Government of National Unity, and humanitarian and protection partners.

The result of the recommendations and further joint planning has culminated in the redesignation and transfer of the administration of three protection of civilians sites, in Bor, Juba and Wau, to the Revitalized Transitional Government. The two remaining sites, in Malakal and Bentiu, are on track for transfer by the end of the 2020/21 period.

9. Redesignation to conventional camps for internally displaced persons under the sovereign control of the Government, together with the improvements in the political and security context in South Sudan, have enabled a reconfiguration of the way in which UNMISS delivers its protection of civilians mandate. Most notably, the withdrawal of military components from static duties at protection of civilians sites has enabled more proactive deployment and patrolling to deter subnational violence and greater outreach to locations across the country where protection needs are most acute and where a United Nations presence fosters conducive conditions for displaced people to return. This critical shift in the flexibility of the Mission's posture will be supported by the Mission's robust early warning (threat) analysis and will rely on the use of appropriate assets, such as aircraft and riverine and all-terrain vehicles to enable troops, to move effectively and safely.

10. Furthermore, the transfer of the administration of protection of civilians sites to the Revitalized Transitional Government is an important milestone for the United Nations and an essential step towards promoting the primary responsibility of the host State to protect civilians. Redesignation has removed the need for substantial formed police numbers, while creating greater opportunities for individual police personnel to support and engage with the South Sudan National Police Service. The policing capability and expertise of UNMISS will therefore be prioritized in order to strengthen the capabilities and capacity of the National Police Service. Concurrently, UNMISS will broaden its support for the Revitalized Transitional Government to strengthen its entire justice chain (police, justice and corrections), thereby increasing the country's ability to address the problem of widespread impunity, in particular the high level of gender-based violence, and deliver a more protective environment for the citizens of South Sudan.

11. The above strategy is intended to broaden the Mission's focus on creating a protective environment for all during the 2021/22 period.

12. UNMISS will reduce its military and police deployment levels in a phased manner to ensure the correct positioning to respond to the broader mandated tasks of protecting civilians, while no longer being focused on former protection of civilian sites. In that regard, the Mission anticipates an average deployment of 13,430 military contingent personnel, 680 formed police personnel and 42 government-provided personnel for the 2021/22 period, compared with an average deployment of 14,180 military contingent personnel, 1,030 formed police personnel and 76 government-provided personnel provided for in the approved resources for the 2020/21 period.

13. The Mission also anticipates an average deployment of 230 military observers, 431 military staff officers and 704 United Nations police personnel for the 2021/22 period, equal to the average deployment levels provided for in the approved resources for the 2020/21 period.

## **B. Planning assumptions and mission support initiatives**

14. Despite significant gains realized in the peace process, the implementation of the Revitalized Agreement is behind schedule, although the parties to the Revitalized Transitional Government continue to negotiate. State governors have now been appointed for all states. By October 2020, the Revitalized Transitional Government had agreed on all subnational portfolio allocations, including the distribution of all 79 counties. At present, parties to the Revitalized Transitional Government are

focused on filling the remaining subnational leadership and administration positions, nominating members of Parliament of the Transitional National Legislative Assembly and reconstituting a revitalized national legislature. At that point, national commissions can be reconstituted, key laws passed and a permanent constitution-making process considered. The security architecture still requires overhaul, as envisaged in the Revitalized Agreement. This is expected to be a key point of contestation between the parties, given that the Revitalized Transitional Government's weak fiscal health appears to preclude wholesale security sector reform and disarmament, demobilization and reintegration.

15. Progress on key political benchmarks needs to be accelerated, including the commencement of the permanent constitution-making process and preparations for the elections. During the 2021/22 period, UNMISS will continue to engage the parties to promote trust and foster a conducive environment in support of political consensus, the resolution of outstanding tasks and the enhanced implementation of the Revitalized Agreement. The Mission will build on its previous engagements with the African Union, the Intergovernmental Authority on Development (IGAD) and the Community of Sant'Egidio, which are spearheading mediation efforts with the non-signatory groups. UNMISS will remain engaged in the provision of technical assistance and advisory support to the various implementation mechanisms.

16. Since the signing of the Revitalized Agreement in September 2018, localized conflicts have continued. Small-scale confrontation between the forces of signatory and non-signatory groups have also persisted, and these will continue in the short term while the Revitalized Transitional Government matures.

17. During the 2021/22 period, localized conflict is expected to persist as a result of intercommunal tensions, increased pressure from persistent flooding, competition for resources and disputes over access to social and administrative services. Boundary disputes, including those driven by ethnic polarization, and intra-state tensions will need to be mitigated at the state level to avoid the spread of armed conflict that would further affect civilians. The UNMISS force will be required to be highly mobile to respond to threats to civilians in a proactive, robust and nimble manner. The Mission will also respond to protection of civilians needs by supporting and encouraging the Revitalized Transitional Government to undertake its primary responsibility to protect civilians. During the 2021/22 period, this will require broader and sustained engagement with the Revitalized Transitional Government and all parties, on which the Mission will continue to maintain a strong focus.

18. The improved political stability across South Sudan has generated cautious optimism, which is notable in the towns and cities where the former protection of civilians sites are located, as evidenced by internally displaced persons moving freely in and out of the sites on a daily basis, uninhibited by the threat of physical harm. Significantly, more than 25,000 internally displaced persons have left the former protection of civilians sites since January 2019. Against this backdrop, security risk assessments were conducted for each former protection of civilians site, which indicated that the physical threats that had prevailed in 2013 and 2016 and necessitated the establishment of those sites no longer existed.

19. With respect to humanitarian developments, while there has been a reduction in the total number of internally displaced persons over the past two years, the humanitarian situation across South Sudan remains dire, with 8.3 million people in need of assistance. The overall humanitarian operating environment remains challenging, notwithstanding the Mission's steady engagement with and support for humanitarian actors. Collaboration between the Mission and humanitarian partners has made it possible for some of the emerging protection needs to be addressed and has facilitated the safe, voluntary and dignified return and reintegration of internally displaced persons.

20. The humanitarian situation is not expected to improve considerably during the 2021/22 period, with high levels of food insecurity and limited access to basic services, water and health infrastructure remaining key factors in the decisions of internally displaced persons on whether to return to their habitual areas of residence. While the coronavirus disease (COVID-19) pandemic is not expected to cause mass mortality in the country, early restrictions to prevent transmission closed businesses, shrank informal sector employment, disrupted vaccination campaigns and decreased the ability to pre-position humanitarian supplies. The indirect effects of COVID-19 on the disruption of supply chains of both commercial and humanitarian assistance, compounded by the depreciation of the South Sudanese pound, had an impact on the availability of food, fuel and other essential goods, resulting in severe spikes in the price of basic commodities. These socioeconomic factors worsened food insecurity for most of 2020 and into 2021. The economic situation and lack of livelihood opportunities will likely remain important drivers of conflict in 2021.

21. Within this environment, during the 2021/22 period, UNMISS will maintain its four-pillared mandate as outlined in Security Council resolution 2514 (2020) and continue efforts towards (a) the protection of civilians; (b) monitoring and investigating human rights; (c) creating the conditions conducive to the delivery of humanitarian assistance; and (d) supporting the implementation of the Revitalized Agreement and the peace process. Consistent with the recommendations of the independent strategic review, which reinforced the Mission's existing vision and plans, UNMISS will scale up technical support for the Revitalized Agreement and deepen its strategic partnerships, regional engagements and advocacy in support of the peace process. It will explore additional opportunities to support the facilitation of the safe, voluntary and dignified return of displaced populations using programmatic approaches, the priority-based allocation of resources and strong collaboration with the United Nations country team.

22. Resources for quick-impact projects and programmatic activities have been included in the budget proposal, with a moderate increase in resource requirements compared with the approved resources for the 2020/21 period. Implementation of programmatic activities in targeted areas will remain important leverage for the effective implementation of the Mission's mandated objectives. The resources will enable UNMISS to support the inclusive nationally owned peace process and broader scope of approaches to protection of civilians.

### **Protection of civilians**

23. UNMISS will maximize situational awareness and early warning to expand its presence in areas where protection needs are most acute. An effective response to protection threats and ensuring that the Revitalized Transitional Government assumes its primary responsibility will require engagement by the Mission across all three tiers of protection of civilians, namely, protection through dialogue and engagement (tier I), the provision of physical protection (tier II) and the establishment of a protective environment (tier III). Planned activities include conflict resolution, good offices and local peace initiatives under tier I and the establishment of a protective environment, including through the re-establishment of the national rule of law and criminal justice chain and the strengthening of government capacity to protect civilians, under tier III. These two tiers complement efforts to provide physical protection through the posture of uniformed personnel with a strong emphasis on the substantial non-military forms of protection undertaken by civilian components of the Mission. This approach also takes into account the responsibilities of South Sudan under the Revitalized Agreement and the peace process, and the range of assistance that the Revitalized Transitional Government requires to assume its primary responsibility for protection, including through strengthening governance, enhancing dialogue and reconciliation at the

national and local levels, reducing corruption, ensuring accountability, improving respect for human rights, engaging on the women and peace and security agenda, implementing security sector reforms, and re-establishing the rule of law chain.

24. 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 into 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 the various Security Council resolutions on women and peace and security. The Mission's impact on the ground will be further enhanced through integrated assessments and coordination, including through the implementation of the Comprehensive Performance Assessment System, to inform planning and strategic and operational decision-making.

25. During the 2021/22 period, UNMISS will continue to robustly implement its protection of civilians mandate, focusing on priority areas informed by mission-wide planning processes to adapt its operations to the evolving needs of civilians. Following the conclusion of the redesignation of the sites, the Mission will enhance technical and advisory support for national actors to protect civilians, combat impunity and promote accountability. UNMISS will continue to support strategic initiatives to build trust and confidence through its good offices across 10 field offices, while strengthening the nexus between national and subnational stakeholders. Efforts to address localized conflicts through reconciliation and social cohesion initiatives will include strengthening community-based peace structures and the capacity of local authorities. Proposed community workshops and civil-military dialogue will further promote peaceful coexistence. The cattle migration mechanisms and norms developed over the past years by communities and state governments through UNMISS facilitation will continue to be supported.

26. Through proactive, robust and a more mobile military and police deployment and posture, the Mission will be better placed to deter violence in identified hotspots, while supporting efforts that facilitate the return of those displaced. This will entail confidence-building and trust-building patrols, the provision of technical assistance and advice, the implementation of community-oriented policing initiatives and the enhanced use of the hub-and-spoke model of patrols to augment efficiencies. The Mission will also conduct mine action operations to assist in the safe movement of internally displaced persons and returnees and their resettlement in areas of return. UNMISS will strengthen its situational awareness as it reviews and adjusts its force and civilian presence to ensure agile operations and the efficient distribution of its resources to maximize its impact.

27. UNMISS protection of civilians actions will be increasingly implemented as part of a comprehensive, integrated approach, by which uniformed components, deployment, presence and initiatives are supported by complementary activities such as political and community dialogue and engagement and, where appropriate, working in close coordination with relevant humanitarian and protection actors. UNMISS will enhance strategic efforts to ensure the long-term protection of civilians by increasing the engagement of mission components with recovery, stabilization and development efforts and joint initiatives with the United Nations country team such as the Partnership for Recovery and Resilience and the reconciliation, stabilization and resilience trust fund so that sustained political dialogue and reconciliation is reinforced through programmatic activities undertaken by partners working under a common strategy.

**Monitoring and investigating human rights**

28. Despite progress in the peace process and a reduction in political violence incidents, human rights violations, including sexual and gender-based violence and conflict-related sexual violence, are likely to continue across the country. In accordance with resolution 2514 (2020), 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 other violations and abuses. The Mission will conduct investigation missions, integrated missions and patrols, and establish profiles of key State and non-State actors involved in human rights violations and abuses across the country towards achieving accountability and enhancing compliance with the United Nations human rights due diligence policy. Priorities for the 2021/22 period will involve awareness-raising activities on human rights, support for the implementation of the Comprehensive Action Plan to End and Prevent all Grave Violations against Children, advocacy and technical assistance to transitional justice mechanisms and processes, as well as key rule of law and justice institutions and security providers, particularly the South Sudan National Police Service, on human rights and humanitarian law standards and delivery of justice and accountability. Human rights efforts will include coordination with international, regional and national human rights mechanisms. UNMISS will continue to advance cooperation and information-sharing to ensure that human rights issues are addressed effectively and in a comprehensive manner.

29. During the 2021/22 period, the Mission anticipates further advocacy work and more streamlined engagement with parties to the conflict on the prevention of and response to conflict-related sexual violence. The Mission's technical support will focus on the dissemination and implementation of commitments enshrined in action plans and command orders issued by the South Sudan People's Defence Forces, the South Sudan National Police Service, the Sudan People's Liberation Army in Opposition and the National Salvation Front, and the consolidation of the action plans of the South Sudan People's Defence Forces and the Sudan People's Liberation Army in Opposition into one document, as part of a unified army. UNMISS will broaden its support for relevant institutions, especially domestic judicial systems, to strengthen their capacities to prosecute and adjudicate conflict-related sexual violence and other human rights violations, which will have a deterrent effect and is essential to instilling confidence in the population in their judicial system.

**Creating the conditions conducive to the delivery of humanitarian assistance**

30. During the 2021/22 period, UNMISS will continue to support humanitarian partners, as required and within its capacity, through joint planning and coordination to create a more conducive environment for the delivery of humanitarian assistance and working with government and humanitarian agencies to facilitate safe, informed, voluntary and dignified returns of displaced people. Patrols of short and long duration will continue to facilitate the safe movement and access to airfields, roads and other locations by humanitarian agencies to various priority locations, including in the areas of return. In that regard, mine action will remain essential to ensure the survey and clearance of explosive hazards, as well as the delivery of explosive ordnance risk education, in locations prioritized to facilitate humanitarian activities and for the civilians seeking to gain access to assistance and services. Following the redesignation of the protection of civilians sites, the Mission will continue to communicate with the communities on its work towards facilitating the safe delivery of humanitarian assistance and improving stability in the areas of return to the vulnerable population in need, including through Radio Miraya programmes.

### **Supporting the implementation of the Revitalized Agreement and the peace process**

31. While most contentious issues in respect of the implementation of the Revitalized Agreement have been resolved in large part, a number of other tasks, including the dissolution of the current Transitional National Legislative Assembly and the creation of a reconstituted Assembly, remain behind schedule. The unification and deployment of forces continue to be slow owing to the political nature of the processes, as well as logistical and funding impediments, which are likely to continue during the 2021/22 budget period, in addition to the overall impact of and operational challenges brought on by the COVID-19 pandemic.

32. An increase in the pace of implementation of the Revitalized Agreement will require political will to enable the implementation of key tasks. During the 2021/22 period, UNMISS will continue to collaborate with national counterparts and regional and international partners to sustain the momentum achieved and to support the functioning of key transitional institutions. The Mission will maintain regular engagement with the senior government officials and opposition leaders, regional and international actors, including IGAD and the African Union, States Members of the United Nations, civil society, traditional leaders and women's groups, to advance implementation of the Revitalized Agreement and to ensure that the process remains peaceful and credible. UNMISS, as an impartial partner, will continue to assist regional mediation efforts and the parties to the conflict to address outstanding issues. It will also promote and encourage partnerships for more coordinated international and regional support for the implementation of the Revitalized Agreement and the peace process, including for an adequate provision of resources.

33. During the 2021/22 period, UNMISS will continue to provide technical assistance and advice to the reconstituted Joint Monitoring and Evaluation Commission oversight mechanism and the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism monitoring entity, as well as other institutions established under the Revitalized Agreement, to enable them to effectively deliver their respective mandates, ensure oversight and advance the governance and security sector reforms envisaged in the Revitalized Agreement. Simultaneously, to initiate a durable foundation for peace and create conditions conducive for free and fair elections at the end of the transitional period, and on the basis of the recommendations of the independent strategic review report, UNMISS will enhance efforts to support processes to consolidate peace and expand political space for a more participatory and accountable decision-making process. There will be a focus on the permanent constitution-making process, which will require careful calibration and coordination with a broad spectrum of national stakeholders, including women, at all levels, as well as regional and international partners. The Mission will intensify its substantial good offices (mediation and facilitation) and engagement with all relevant stakeholders to enable more inclusive participation and ownership of the peace process by all South Sudanese, including political parties, women's groups, civil society actors and faith-based groups.

34. Preparations for the elections envisaged under the Revitalized Agreement are expected to commence during the 2021/22 period, as part of a broader approach to promoting peace and stability, with UNMISS playing a key convening and coordinating role for the United Nations system, to create conditions conducive for credible and peaceful elections. It is envisaged that the provision of technical assistance and support during the budget period will initiate preliminary processes, including planning and budget development to complement the ongoing efforts of the United Nations country team in South Sudan.

**Mission support initiatives**

35. During the 2021/22 period, UNMISS will further develop its capacity for effective weapons and ammunition management with an emphasis on risk reduction, risk mitigation measures and maintaining the required operational capabilities of the deployed units. In this regard, work on minimizing the quantity of unserviceable ammunition, maintaining the required level of serviceable operational ammunition stock and the provision of safe ammunition storage, in line with the respective guidance documents, will be implemented.

36. 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 is participating in the phased deployment/implementation of the Umoja demand planning and supply network planning tool. The solution envisions new functionalities that ensure improved inventory management and reduce inventory obsolescence. The demand planning part of the tool is expected to be implemented by the end of June 2021, followed by the implementation of the supply network planning portion during the 2021/22 period.

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

38. In line with the Action for Peacekeeping initiative of the Secretary-General, and examining the need for enhanced force mobility, it is noted that South Sudan presents some of the toughest terrain in the world for manoeuvring forces, which is due in part to the lack of transport infrastructure. The UNMISS force requires an enhanced land mobility platform to address the shortfall in its ability to project troops over flooded and highly restrictive terrain across South Sudan. Land is the primary domain for the manoeuvre of force elements in South Sudan, and the UNMISS force has developed a concept and supporting requirements for a high mobility land solution using all-terrain amphibious vehicles that have already proved to be effective with other entities in South Sudan. The Mission is planning an enhanced land mobility trial during the 2021/22 period to validate these capability requirements and the ability to provide a long-term mobility solution.

39. The proposed budget for the 2021/2022 period includes the following two projects having an estimated cost of \$1 million or more: (a) the construction of formed steel warehouses in Wau, Bor, Malakal and Bentiu (\$1.5 million); and (b) the installation of portable supplemental solar power modules in Wau, Bor, Malakal and Bentiu (\$1.0 million).

40. As part of its environmental initiative, the Mission plans to implement hybrid power grids in several field locations to reduce dependency on fossil fuel generators, including the replacement of inefficient security and street lights with solar lights and the installation of elevated water tanks to reduce dependence on energy-intensive systems. The Mission will emphasize mitigating the wastewater risk levels that it faces in a number of field office locations and continue to eliminate the outstanding wastewater risk elements as a matter of priority. It will also continue to improve wastewater management practice through the implementation of efficient wastewater management systems and continue the implementation of improved solid waste

management through the adoption of the reduce, recycle and reuse policy. In this regard, the Mission will continue to implement projects to reduce its environmental footprint, including: (a) the acquisition of heavy-duty waste incinerators, shredders for plastic bottles and aluminium cans, and septic tanks; (b) the improvement in wastewater management systems in the Malakal, Bor and Bentiu camps; and (c) the construction of elevated water tanks in the Tomping, Malakal and Bentiu camps for gravity flow water distribution.

41. Pursuant to the objectives of the development reforms of the Secretary-General and his initiatives for new enhanced support arrangements, UNMISS, as part of the Secretariat-wide initiative, will provide a full suite of in situ support to the office of the resident coordinator in South Sudan. Under the terms of the service level agreement, with effect from January 2021, UNMISS will provide the office with administrative support services, free of charge, absorbing the incremental workload within its existing mission support capacity. Other transactional support for non-UNMISS capacities of the office will be provided by the United Nations Office at Nairobi.

42. In line with General Assembly resolution [66/264](#), in which the Assembly underlined the importance of the Secretary-General comprehensively reviewing the civilian staffing requirements for peacekeeping missions, UNMISS embarked upon a comprehensive evaluation of the staffing complement of its constituent components.

43. Key strategic considerations of its civilian staffing review include: (a) changed status of the UNMISS protection of civilians sites, which will be redesignated as internally displaced persons sites by the end of the 2020/21 period; (b) revised force laydown in the evolving security landscape in field locations and the rationalization of force presence in Juba and Aweil, augmented by mobile force projection; (c) rationalization of police and security support for former protection of civilians sites, in a phased manner, to maintain contingency capacity to respond to incidents in the immediate aftermath of the former sites' redesignation; (d) security sector reform, including technical support for transitional security arrangements and enhancements to the justice chain, as well as capacity-building support for the South Sudan National Police Service; (e) support for political processes, including an increased focus on preparations for elections and support for constitutional changes necessary to support the peace process and extended support for subnational peace efforts; (f) reprofiling of relief, reintegration and protection/protection of civilians components to form one section for protection, transition and reintegration, which will entail a strategic shift in focus towards increased support in field locations to enhance early warning and protection of civilians threat and risk assessments, support coordination for the mission-wide integrated protection of civilians action and ensure effective liaison between humanitarian actors and uniformed components to address identified threats and foster conducive conditions and secure environments to achieve sustainable solutions for displaced persons; and (g) lessons learned from the Mission's experience of COVID-19 risk mitigation measures and continued efforts to protect personnel, strengthen responsiveness and consolidate capacities to improve its effectiveness to address infectious diseases.

44. UNMISS is cognizant of the constrained financial situation of the Organization, which is unlikely to improve as the impact of the COVID-19 pandemic on the economies of Member States further materializes. The Mission has sought to demonstrate stringent fiscal discipline and prudence in its budget planning and, to this end, initiated a mission-wide workforce planning exercise to determine opportunities to enhance and adapt structures and functions to operational realities and anticipated changes, while identifying synergies to eliminate redundancies, duplications and inefficiencies.

45. The results of the first phase of the civilian staffing review are reflected in the planning assumptions for the proposed budget for the 2021/22 period. This

comprehensive evaluation, which is substantially advanced, will be completed in the second quarter of 2021 following the decision of the Security Council on the UNMISS mandate renewal and will inform the proposed budget for the 2022/23 period.

46. The proposed staffing for the 2021/22 period reflects the above-mentioned strategic and workforce planning priorities and builds on the strengthened staff complement during the 2020/21 period following the approval by the General Assembly of the establishment of 23 new posts and positions. The proposed reductions will also offset the increased costs for national staff following the promulgation of the revised national staff salary scale for South Sudan, which is retroactively applicable to 1 November 2019 and consists of across-the-board increases of 6.9 per cent and 7.5 per cent for National Professional Officers and national General Service staff, respectively.

47. The impact of the COVID-19 pandemic has served to emphasize, among other things, the imperative of medical emergency preparedness and up-to-date health risk assessments for all locations within the mission area, as well as the need for increased attention to United Nations personnel welfare. In this context, UNMISS proposes two organizational realignments for the 2021/22 period, as follows:

(a) HIV/AIDS Unit to the Health Services Section, as the foundation of a new Infectious Diseases and HIV/AIDS Unit. The responsibilities of the Unit will encompass all HIV/AIDS-mandated activities within the broader and contemporaneous context of the management of infectious and chronic diseases and health awareness of United Nations personnel;

(b) Welfare Unit from the Office of the Director of Mission Support to the Service Delivery pillar, where it will benefit from direct support and operational synergies with other service delivery functions to United Nations personnel, as well as the increasingly important staff counselling services, within the Health Services Section, with its focus on the mental health care of staff.

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

48. UNMISS will continue to work closely with IGAD, the African Union and the diplomatic community to ensure an inclusive, peaceful, participatory and credible implementation of the Revitalized Agreement. The Mission will also continue to promote partnerships for more coordinated international and regional support for the implementation of the Revitalized Agreement and the peace process and coordinate 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, to ensure a consistent United Nations system-wide approach in South Sudan.

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

50. 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 (e.g., education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control.

51. The Mission will continue to use the Global Procurement Support Section in Entebbe to streamline procurement services in the Central and Eastern African regions through joint regional acquisition planning, the development of the regional procurement strategy, regional vendor management and the consolidation of

requirements for regional systems contracts. In line with the proposal included in the report of the Secretary-General on the proposed budget for the Regional Service Centre in Entebbe for the period from 1 July 2021 to 30 June 2022 (A/75/770), it is proposed that all Global Procurement Support Section posts be transferred from peacekeeping mission budgets to the Regional Service Centre budget, which include eight posts from UNMISS (1 P-3, 2 Field Service, 3 National Professional Officer and 2 national General Service), in the 2021/22 period.

#### **D. Partnerships, country team coordination and integrated missions**

52. System-wide coordination and integrated planning and programming will remain one of the key priorities for UNMISS during the 2021/22 period as the Mission seeks to enhance coherence and impact across the United Nations system by pursuing complementarity between mandated activities and the implementation of the United Nations Cooperation Framework 2019–2021. The Framework will continue to guide 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 relevant stakeholders to ensure continued strategic alignment in the priority areas. 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 have emerged since the signing of the Revitalized Agreement. These priority areas include the 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.

53. Furthermore, against the backdrop of the cautious optimism generated by the Revitalized Agreement and consistent with the road map outlined in the report of the Secretary-General on the future planning for the protection of civilians sites (S/2019/741), UNMISS, in consultation with the United Nations humanitarian country team, is undertaking a phased transition of its protection of civilians sites to conventional internally displaced persons under the sovereign control of the Revitalized Transitional Government. In this regard, close cooperation with humanitarian and protection partners will remain the default modus operandi, in an effort to identify and respond to critical protection threats, support voluntary and dignified returns, ensure the provision of humanitarian assistance across a broader geographical scope and provide an effective response to the COVID-19 pandemic. The Deputy Special Representative of the Secretary-General (Resident Coordinator/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.

54. The South Sudan reconciliation, stabilization and resilience trust fund initiative, established in 2018 by the Mission in partnership with the United Nations country team, continues to develop as a constructive platform to leverage the comparative advantages, capacity and expertise of multiple actors in pursuit of shared peacebuilding and development objectives. Both a financing mechanism and a coordination platform, the initiative builds on the vision of the Secretary-General to forge greater coherence across the United Nations system and serves to incentivize and facilitate more coherent and collaborative programming. As a joint initiative between UNMISS and the United Nations country team, the trust fund supports the

strategic mobilization and alignment of United Nations-wide peacebuilding efforts in a coherent and mutually supportive manner. Rather than distinct projects responding to the symptoms of violence and conflict, the trust fund promotes cooperative efforts across multiple actors working in the same space at the same time to effectively address the root causes and structural drivers of conflict, whether political, security, social or economic. This strategic approach brings to bear the political and peacebuilding leadership of the Mission to leverage political influence and diplomatic mediation to achieve system-wide programmatic results, building stronger foundations for implementation and consolidation of the Revitalized Agreement and fostering stable political and security environments in which to pursue increased resilience-focused programming and seize enhanced recovery and development opportunities. Through adaptive and complementary reconciliation, stabilization and resilience efforts, the intent is to attain lasting change, supporting communities to realize the long-term, economic and livelihood gains of sustained peace.

## E. Results-based budgeting frameworks

55. 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

56. 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					Subtotal	National staff <sup>a</sup>	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
<b>Office of the Special Representative of the Secretary-General</b>									
Approved posts 2020/21	1	1	2	2	2	8	3	–	11
Proposed posts 2021/22	1	1	3	2	2	9	3	–	12
<b>Net change</b>	–	–	<b>1</b>	–	–	<b>1</b>	–	–	<b>1</b>
<b>Special advisers</b>									
Approved posts 2020/21	–	–	1	–	2	3	2	1	6
Proposed posts 2021/22	–	–	1	–	2	3	2	1	6
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Office of the Chief of Staff</b>									
Approved posts 2020/21	–	1	2	2	3	8	4	1	13
Proposed posts 2021/22	–	1	2	2	3	8	4	1	13
<b>Net change</b>	–	–	–	–	–	–	–	–	–

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
<b>Protection of Civilians Unit</b>									
Approved posts 2020/21	–	–	4	1	–	5	–	–	5
Proposed posts 2021/22	–	–	–	–	–	–	–	–	–
<b>Net change</b>	–	–	<b>(4)</b>	<b>(1)</b>	–	<b>(5)</b>	–	–	<b>(5)</b>
<b>Field Support Office</b>									
Approved posts 2020/21	–	–	1	1	1	3	1	1	5
Proposed posts 2021/22	–	–	1	1	1	3	1	1	5
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Strategic Planning Unit</b>									
Approved posts 2020/21	–	–	2	1	–	3	–	1	4
Proposed posts 2021/22	–	–	2	1	–	3	–	1	4
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Best Practices Unit</b>									
Approved posts 2020/21	–	–	–	1	–	1	1	–	2
Proposed posts 2021/22	–	–	–	1	–	1	1	–	2
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Legal Affairs Unit</b>									
Approved posts 2020/21	–	–	3	2	1	6	4	2	12
Proposed posts 2021/22	–	–	3	2	1	6	4	2	12
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Conduct and Discipline Team</b>									
Approved posts 2020/21	–	1	4	1	2	8	4	2	14
Proposed posts 2021/22	–	1	4	1	2	8	4	2	14
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Office of the Deputy Special Representative of the Secretary-General (Political)</b>									
Approved posts 2020/21	1	–	1	2	2	6	3	–	9
Proposed posts 2021/22	1	–	1	2	2	6	3	–	9
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)</b>									
Approved posts 2020/21	1	–	2	2	2	7	2	–	9
Proposed posts 2021/22	1	–	2	2	2	7	2	–	9
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Total</b>									
Approved posts 2020/21	3	3	22	15	15	58	24	8	90
Proposed posts 2021/22	3	3	19	14	15	54	24	8	86
<b>Net change</b>	–	–	<b>(3)</b>	<b>(1)</b>	–	<b>(4)</b>	–	–	<b>(4)</b>

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

*International staff: net decrease of 4 posts*

57. 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	
Protection of Civilians Unit	Abolishment	(1)	P-3	
	Redeployment	(1)	P-5	To the Office of the Special Representative of the Secretary-General
	Redeployment	(3)	P-4	To the Protection, Transition and Reintegration Section, component 1 (formerly Relief, Reintegration and Protection Section)
Office of the Special Representative of the Secretary-General	Redeployment	1	P-5	From the Protection of Civilians Unit
<b>Total</b>		<b>(4)</b>		

*Protection of Civilians Unit*

58. Acknowledging the changes in the sociopolitical and operational context in South Sudan that have led to the transition and the corresponding evolution of mission priorities and noting the intersection in activities implemented by the Protection of Civilians Unit and the Relief, Reintegration and Protection Section, the Mission proposes to adjust civilian staffing requirements accordingly through a reconfiguration and amalgamation of the Unit and the Section into a single Protection, Transition and Reintegration Section, with the objective of delivering UNMISS-mandated tasks of protecting civilians, supporting the return and reintegration of internally displaced persons and refugees and creating the conditions conducive to the delivery of humanitarian assistance.

59. With the consolidation of the Protection of Civilians Unit and the Relief, Reintegration and Protection Section under one umbrella programme, it is proposed that the following staffing actions be commensurate with these changes:

(a) Abolishment of one post of Protection of Civilians Officer (P-3) in the Protection of Civilians Unit, taking into account the consolidation of activities under one Section, reflective of a modest right-sizing of mission staffing following progress in the transition of protection of civilians sites to internally displaced persons camps under control of the Revitalized Transitional Government;

(b) Redeployment of one post of Senior Protection of Civilians Officer (P-5) from the Protection of Civilians Unit to the Office of the Special Representative of the Secretary-General to provide strategic advice to the Head of Mission on all issues related to protection of civilians policy and strategy. This will ensure that the Head of Mission is regularly updated on current and emerging threats against civilians and that a comprehensive approach is adopted on all matters pertaining to the protection of civilians in order to effectively leverage resources within the Mission for protection of civilians objectives as defined in the mission-wide protection of civilians strategy;

(c) Redeployment of three posts of Protection of Civilian Officer (P-4) from the Protection of Civilians Unit to the newly established Protection, Transition and Reintegration Section, which will support the Mission's realignment towards supporting transition and early recovery, while enhancing available capacity to support more integrated and whole-of-mission protection of civilians approaches, as well as enhancing collaborative analysis and programming, both immediate and longer term, with the Revitalized Transitional Government, members of the humanitarian country team, other humanitarian and protection partners and the United Nations country team.

*Office of the Special Representative of the Secretary-General*

60. In the context of the proposal to adjust civilian staffing requirements through a reconfiguration and amalgamation of the Protection of Civilians Unit and the Relief, Reintegration and Protection Section into a single Protection, Transition and Reintegration Section, it is proposed that one post of Senior Protection of Civilians Officer (P-5) be redeployed from the Protection of Civilians Unit to the Office of the Special Representative of the Secretary-General, as detailed in paragraph 59 (b) above.

### **Component 1: protection of civilians**

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.1 Enhanced protection of civilians through political engagement and processes	<p>1.1.1 Increase in the number of initiatives undertaken by national, state and county-level governments and non-State actors to protect civilians (2019/20: 161; 2020/21: 145; 2021/22: 155)</p> <p>1.1.2 Engagement with national and state authorities, communities and civil society to address issues related to the protection of civilians (2019/20: 1,502 meetings; 2020/21: 760 meetings; 2021/22: 770 meetings)</p>

*Outputs*

- Provision of good offices to support the efforts of the Revitalized Transitional Government 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 12 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
- Provision of support to civilians living in conflict-prone or return areas and displaced communities at sites for internally displaced persons adjacent to UNMISS bases and other areas, as well as collective centres, in order to resolve intercommunal conflicts through 10 workshops/dialogue forums, with an emphasis on the participation of women and youth in a dialogue for peace
- Facilitation of non-violent solutions to tensions and conflicts through the conduct of monthly meetings with representatives of the Revitalized Transitional Government, 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 Revitalized Transitional Government, the opposition, civil society, non-State armed actors, armed groups and communities, in collaboration with partners, 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 4 national and 10 subnational-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 command orders and 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 and the unilateral communiqué of December 2014 by the Chair and Commander in Chief of the Sudan People's Liberation Movement-Army in Opposition
- Engagement with and provision of technical advice and support to the high-level and technical level committees through the organization of 2 high-level ministerial meetings and 12 national technical committee meetings on child protection issues for the implementation of the Comprehensive Action Plan to End and Prevent Grave Violations Against Children in South Sudan
- Conduct of a national conference on children affected by armed conflict to find joint solutions with a wide range of stakeholders for the greater protection of children and to find sustainable preventive measures
- Conduct of a nationwide communications campaign to raise awareness of the Mission's objectives and activities to protect civilians through: (a) the production of 160 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 and to external media outlets; (b) the conceptualization and conduct of 60 peacebuilding events or activities across South Sudan either in communities or utilizing online/radio platforms; (c) 6 UNMISS press conferences; and (d) broadcasts of peace initiatives, including a dedicated one-hour *Peace Makers* weekly programme on Radio Miraya

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*Expected accomplishment*

*Indicators of achievement*

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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 in South Sudan (2019/20: no data; 2020/21: 4,000; 2021/22: 3,500)

1.2.2 Number of mechanisms to support the protection of women, children and youth from conflict-related and gender-based violence (2019/20: 3; 2020/21: 3; 2021/22: 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 (2019/20: 2,824; 2020/21: 1,200; 2021/22: 1,000)

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*Outputs*

- Maintenance of functioning and gender-responsive 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
- 3,744 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 (13 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)
- 1,200 unit patrol days of military observers operating in integrated teams (10 unit patrol days per month from each of the 10 field offices 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
- 180 unit 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 regular patrols per month for 12 months and 10 patrols per month for 6 months during the rainy season)
- Implementation of 15 quick-impact projects to mitigate protection concerns in areas with a high prevalence of intercommunal violence and areas of displacement, 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 6 dialogues with communities, including women's groups and state authorities, to strengthen their capacity to protect civilians
- Coordination with humanitarian clusters and agencies to ensure information exchange and dissemination and documentation of the redesignation of the protection of civilians sites experience
- Provision of support to the Joint Verification Committee in the verification and screening of military barracks, training centres and establishments across the country to identify, screen, register and release children associated with the South Sudan People's Defence Forces, the Sudan People's Liberation Army in Opposition and other armed groups through the organization of 20 child protection sensitization field missions
- Survey and clearance of 1,000 known or suspected hazardous areas and the removal or destruction of 20,000 items of explosive hazards, including landmines, in the areas where there is a threat to civilians
- Delivery of emergency mine risk education to 150,000 civilians, including women, 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

- 175,200 United Nations formed police unit person days (10 personnel per patrol, 3 patrols per platoon, 4 platoons per formed police unit, 4 formed police units for 365 days) to conduct confidence- and trust-building patrols and coordinated patrols with the South Sudan National Police Service in camps for internally displaced persons, identified locations of return of internally displaced persons and hotspots of sexual and gender-based violence, and for situational awareness; and respond to public disorder situations within and around former UNMISS protection of civilians sites, weapons-free zones and camps for internally displaced persons, including support for humanitarian safety and service delivery
- 94,900 United Nations individual police officer operational days around former UNMISS protection of civilians sites and in camps for internally displaced persons and other areas of high concentration of displaced persons (2 individual police officers per patrol, 13 patrols per day, at 10 field offices for 365 days) to conduct confidence- and trust-building patrols and coordinated patrols with the South Sudan National Police Service in camps for internally displaced persons and identified areas of returns and hotspots of sexual and gender-based violence, and 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
- In partnership with relevant actors at sites for internally displaced persons adjacent to UNMISS bases in Juba, Bor, Bentiu, Malakal and Wau, conduct training for 1,000 community watch group members and leaders, including women, 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, and promote the active participation of women in community violence reduction, which includes 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 (2019/20: 3.9 million; 2020/21: 4.2 million; 2021/22: 3.8 million)

1.3.2 Estimated number of returnees in South Sudan reported by the national relief and rehabilitation commission and other United Nations agencies (2019/20: not applicable; 2020/21: 500,000; 2021/22: 1,000,000)

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 (2019/20: 8 million m<sup>2</sup>; 2020/21: 7 million m<sup>2</sup>; 2020/21: 6 million m<sup>2</sup>)

1.3.4 Number of mechanisms to support the peaceful resolution of housing, land and property disputes to encourage safe and voluntary returns, with an emphasis on promoting women's land and property rights (2019/20: 0; 2020/21: 1; 2021/22: 2)

*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 Revitalized Transitional Government and other relevant partners, support relevant State authorities in promoting the establishment of partner forums to develop 10 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, including women and young people at risk in areas of return
- In coordination with the United Nations country team, the humanitarian country team, the Revitalized Transitional Government and other relevant partners, support the facilitation of safe, voluntary, informed and dignified return or relocation of internally displaced persons
- Facilitation of 10 gender-sensitive consultation sessions among local authorities, host communities and returning populations and women's groups, as applicable, to address emerging challenges through the processes of return and reintegration, including facilitating go-and-see visits, town hall meetings and focus group discussions
- Implementation of 35 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, with due consideration given to the particular needs of women
- Clearance and survey of 6 million m<sup>2</sup> of land for release to communities in support of freedom of movement and safe and voluntary resettlement
- Provision of technical advice and assistance to the national justice sector to promote accountability, including through the development of stronger linkages along the entire justice chain, the support for mobile courts and a 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 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 70 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, technical assistance and advice to the South Sudan National Police Service by conducting training for 4,000 National Police Service members, including female members, selected for deployment to police stations across South Sudan, and to equip them with skills in protection of civilians-focused activities, basic police technical skills and knowledge on internationally accepted standards of policing, including sexual and gender-based violence prevention and response, investigation, gender-responsive policing and women's participation in police, in strict compliance with the United Nations human rights due diligence policy; and conduct of 55 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, and to ensure functionality of police stations in the areas of return and high concentration of internally displaced persons
- 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 its housing, land and property rights
- Provision of technical advice and assistance to national rule of law, justice and corrections institutions to progressively expand their presence and capacity in areas of return or areas with dense populations of internally displaced persons, in order to support the establishment of a protective environment for civilians and facilitate the safe, voluntary and dignified return of internally displaced persons, including women and girls

*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 (2019/20: 577; 2020/21: 350; 2021/22: 130)

1.4.2 Increase in the number of reconciliation initiatives taken at the subnational level (2019/20: 140; 2020/21: 90; 2021/22: 95)

1.4.3 Increase in the number of local peace agreements (2019/20: 75; 2020/21: 30; 2021/22: 35)

*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 (including gender dimension) and in support of the provision of assistance and good offices to local peace initiatives, including women-led 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 Revitalized Transitional 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 Revitalized Transitional Government authorities, traditional conflict management mechanisms, youth, women and communities, including civil society actors, in managing communal conflicts and localized reconciliation initiatives in the areas 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's networks, and women's and youth clubs at the *boma*, county and state levels, on conflict management, peacebuilding and reconciliation through 10 capacity-building sessions
- Provision of technical support for enhancing the knowledge base and skills of all statutory justice chain actors and customary courts through the conduct of 11 training and sensitization workshops for justice chain actors, and the organization of 11 training workshops and training-of-trainers sessions on gender mainstreaming and human rights for the National Prison Service, the National Security Service and the South Sudan National Police Service
- 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 and gender-sensitive 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 and 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 Revitalized Transitional 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, in particular 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.

Table 3  
Human resources: component 1, protection of civilians

Category										Total
<i>I. Military observers</i>										
Approved 2020/21										242
Proposed 2021/22										242
<b>Net change</b>										–
<i>II. Military contingents</i>										
Approved 2020/21										16 758
Proposed 2021/22										16 758
<b>Net change</b>										–
<i>III. United Nations police</i>										
Approved 2020/21										733
Proposed 2021/22										733
<b>Net change</b>										–
<i>IV. Formed police units</i>										
Approved 2020/21										1 280
Proposed 2021/22										1 280
<b>Net change</b>										–
<i>International staff</i>										
<i>V. Civilian staff</i>	<i>USG– ASG</i>	<i>D-2– D-1</i>	<i>P-5– P-4</i>	<i>P-3– P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National staff<sup>a</sup></i>	<i>United Nations Volunteers</i>	<i>Total</i>	
<b>Political Affairs Division</b>										
Approved posts 2020/21	–	–	3	2	–	5	2	–	7	
Proposed posts 2021/22	–	–	3	2	–	5	2	–	7	
<b>Net change</b>	–	–	–	–	–	–	–	–	–	
<b>Communications and Public Information Division</b>										
Approved posts 2020/21	–	1	3	3	3	10	34	8	52	
Proposed posts 2021/22	–	1	3	3	3	10	34	8	52	
<b>Net change</b>	–	–	–	–	–	–	–	–	–	

**Protection, Transition and Reintegration Section (formerly Relief, Reintegration and Protection Section)**

Approved posts 2020/21	–	–	4	8	2	14	23	7	44
Proposed posts 2021/22	–	–	5	8	1	14	23	7	44
<b>Net change</b>	–	–	<b>1</b>	–	<b>(1)</b>	–	–	–	–

**Office of the Force Commander**

Approved posts 2020/21	1	2	–	–	2	5	2	–	7
Proposed posts 2021/22	1	2	–	–	2	5	2	–	7
<b>Net change</b>	–	–	–	–	–	–	–	–	–

**Heads of field offices**

Approved posts 2020/21	–	3	7	10	10	30	154	17	201
Proposed posts 2021/22	–	3	7	10	10	30	154	17	201
<b>Net change</b>	–	–	–	–	–	–	–	–	–

**Civil Affairs Division**

Approved posts 2020/21	–	1	10	10	1	22	20	31	73
Proposed posts 2021/22	–	1	10	9	1	21	20	31	72
<b>Net change</b>	–	–	–	<b>(1)</b>	–	<b>(1)</b>	–	–	<b>(1)</b>

**Office of the Police Commissioner**

Approved posts 2020/21	–	2	8	2	3	15	1	–	16
Proposed posts 2021/22	–	2	8	2	3	15	1	–	16
<b>Net change</b>	–	–	–	–	–	–	–	–	–

**HIV/AIDS Unit**

Approved posts 2020/21	–	–	1	1	1	3	4	4	11
Proposed posts 2021/22	–	–	–	–	–	–	–	–	–
<b>Net change</b>	–	–	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(3)</b>	<b>(4)</b>	<b>(4)</b>	<b>(11)</b>

**Joint Mission Analysis Centre**

Approved posts 2020/21	–	–	2	8	–	10	4	2	16
Proposed posts 2021/22	–	–	2	8	–	10	14	2	26
<b>Net change</b>	–	–	–	–	–	–	<b>10</b>	–	<b>10</b>

Approved temporary positions <sup>b</sup> 2020/21	–	–	–	–	–	–	10	–	10
Proposed temporary positions <sup>b</sup> 2021/22	–	–	–	–	–	–	–	–	–
<b>Net change</b>	–	–	–	–	–	–	<b>(10)</b>	–	<b>(10)</b>

**Subtotal**

Approved 2020/21	–	–	2	8	–	10	14	2	26
Proposed 2021/22	–	–	2	8	–	10	14	2	26
<b>Net change</b>	–	–	–	–	–	–	–	–	–

**Gender Affairs Unit**

Approved posts 2020/21	–	–	1	1	–	2	1	–	3
Proposed posts 2021/22	–	–	1	1	–	2	1	–	3
<b>Net change</b>	–	–	–	–	–	–	–	–	–

**Child Protection Unit**

Approved posts 2020/21	–	–	–	1	–	1	1	2	4
Proposed posts 2021/22	–	–	–	1	–	1	1	2	4
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Subtotal, civilian staff</b>									
Approved posts 2020/21	1	9	39	46	22	117	246	71	434
Proposed posts 2021/22	1	9	39	44	20	113	252	67	432
<b>Net change</b>	–	–	–	<b>(2)</b>	<b>(2)</b>	<b>(4)</b>	<b>6</b>	<b>(4)</b>	<b>(2)</b>
Approved temporary positions <sup>b</sup> 2020/21	–	–	–	–	–	–	10	–	10
Proposed temporary positions <sup>b</sup> 2021/22	–	–	–	–	–	–	–	–	–
<b>Net change</b>	–	–	–	–	–	–	<b>(10)</b>	–	<b>(10)</b>
<b>Total, civilian staff</b>									
Approved 2020/21	1	9	39	46	22	117	256	71	444
Proposed 2021/22	1	9	39	44	20	113	252	67	432
<b>Net change</b>	–	–	–	<b>(2)</b>	<b>(2)</b>	<b>(4)</b>	<b>(4)</b>	<b>(4)</b>	<b>(12)</b>
<b>Total, I–V</b>									
Approved 2020/21									19 457
Proposed 2021/22									19 445
<b>Net change</b>									<b>(12)</b>

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

<sup>b</sup> Funded under general temporary assistance.

*International staff: net decrease of 4 posts*

*National staff: net increase of 6 posts*

*General temporary assistance: decrease of 10 positions*

*United Nations Volunteers: decrease of 4 positions*

61. 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		
		Number	Details	To/from
Protection, Transition and Reintegration Section (formerly Relief, Reintegration and Protection Section)	Abolishment	(3)	2 P-4 and 1 Field Service	
	Redeployment	3	P-4	From the Protection of Civilians Unit under Executive Direction Management
Civil Affairs Division	Abolishment	(1)	P-3	

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
HIV/AIDS Unit	No change, realignment	(11)	1 P-4, 1 P-3, 1 Field Service, 3 National Professional Officer, 1 national General Service and 4 United Nations Volunteer	To Service Delivery under support component
Joint Mission Analysis Centre	Conversion	10	National Professional Officer posts	} From general temporary assistance positions to posts
	Conversion	(10)	National Professional Officer – general temporary assistance	
<b>Total</b>		<b>(12)</b>		

*Protection, Transition and Reintegration Section (formerly Relief, Reintegration and Protection Section)*

62. The Relief, Reintegration and Protection Section implements activities related to the administration of protection of civilians sites, including the redesignation of protection of civilians sites and leading the Mission's contingency planning to respond to civilian influx in United Nations bases; identify protection needs, proposing solutions and facilitating preventive actions; and support opportunities for safe, voluntary and dignified return and the reintegration of displaced persons in coordination with the United Nations country team and other humanitarian actors.

63. The progress made during the 2020/21 period to redesignate and transfer the administration of protection of civilians sites to the Revitalized Transitional Government will relieve the existing Relief, Reintegration and Protection Section of substantial coordination and operational responsibilities related to the administration of protection of civilians sites. In acknowledging the changes in the South Sudan context that have led to this transition and the corresponding evolution of mission priorities, the Mission therefore proposes that the work programmes and activities performed by the Protection of Civilians Unit and the Relief, Reintegration and Protection Section be merged and consolidated under a new combined section for protection, transition and reintegration.

64. In the light of the changing mission priorities, the transfer of the protection of civilians sites to the Revitalized Transitional Government and the consolidation of the Protection of Civilians Unit and the Relief, Reintegration and Protection Section, the civilian staffing review recommends the following staffing changes:

(a) Abolishment of two posts of Relief, Reintegration and Protection Officer (P-4) and one post of Finance and Budget Assistant (Field Service);

(b) Renaming of the Relief, Reintegration and Protection Section to the Protection, Transition and Reintegration Section and redeployment of three posts of Protection of Civilian Officer (P-4) from the Protection of Civilians Unit to the newly named Section. The purpose of this amalgamation would be to support the Mission's unified whole-of-mission approach to protection of civilians, leverage on economies of scale and eliminate redundancies, which would allow the implementation of mandated activities in a more effective manner.

*Civil Affairs Division*

65. Under its current posture, the Civil Affairs Division has one post of Civil Affairs Officer (P-3) to support protection of civilians sites, with a focus on areas of return. With the redesignation and transfer of the protection of civilians sites to the Revitalized Transitional Government, the administration of the camps, related programmatic activities and support will be the responsibility of the Revitalized Transitional Government. In this connection, it is proposed that one post of Civil Affairs Officer (P-3) in the Civil Affairs Division be abolished.

*HIV/AIDS Unit*

66. In line with the recommendations of the civilian staffing review, it is proposed that the HIV/AIDS Unit and its 11 posts (1 P-4, 1 P-3, 1 Field Service, 3 National Professional Officer, 1 national General Service and 4 United Nations Volunteer) be realigned from component 1, protection of civilians, to the Health Services Section under the Service Delivery pillar of the support component to form the Infectious Diseases and HIV/AIDS Unit.

67. The realignment of the HIV/AIDS Unit to the Health Services Section will provide additional in-mission public health support and improve emergency response preparedness, which has been highlighted as a critical need in field missions. The realignment will allow UNMISS medical services to capitalize on the existing health promotion expertise within the HIV/AIDS Unit and to extend such expertise to other disease prevention and health promotion activities, including the COVID-19 pandemic and other emerging public health emergencies or crises.

68. The HIV/AIDS Unit has the expertise required for creating health awareness and conducting health promotion activities as it relates to all matters of HIV/AIDS and the implementation of the mandates in the Mission. The evolving and dynamic nature of public health events, crises and disease epidemics/pandemics globally make it necessary to have continuous awareness-raising and health promotion activities. The Unit will engage actively in raising health awareness and health promotion, targeting any public health event or crisis as they occur. The Unit will support awareness and health promotion activities on other infectious disease prevention such as malaria, tuberculosis, viral haemorrhagic fevers (e.g., Ebola virus disease), food and water-borne diseases, hepatitis and other sexually transmitted diseases. The Unit will also work with the Office of the Chief Medical Officer by supporting health promotion activities on chronic disease prevention such as diabetes, hypertension, cancer prevention, promotion of a healthy lifestyle, nutrition, mental health and general staff wellness.

*Joint Mission Analysis Centre*

69. It is proposed that 10 Associate Information Analyst positions (National Professional Officer) funded under general temporary assistance be converted to posts for the 2021/22 period. These positions, one of which is located in each field office, have continually enhanced the Mission's situational awareness and early warning capabilities, consistent with the request of the Security Council in its resolution [2514 \(2020\)](#), to enhance information gathering, incident tracking and analysis, monitoring and verification, early warning and dissemination, and response mechanisms, including response mechanisms to threats and attacks against civilians. This will also advance the Action for Peacekeeping objective of ensuring consistent and effective horizon scanning and early warning efforts to solve problems through political means. 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 and provided increased capacity for the collection and validation of information, which has enabled the Joint Mission Analysis Centre to provide better analytical support to the heads of field offices, thereby improving overall decision-making.

70. While the aforementioned positions were funded under general temporary assistance during their establishment in the 2014/15 budget period, the functions being provided have proved to be critical in facilitating the Mission's short- to medium-term early warning/early response and protection needs and will continue to be an important element of the Mission for the foreseeable future. The field-based analytical capacity being provided by the incumbents will continue to enable the Joint Mission Analysis Centre and the Mission to keep abreast of the local-level dynamics in order to forge robust response strategies to meet the Mission's protection mandate and pre-empt a relapse of political violence that could threaten the ongoing peace process.

71. The proposed conversion of the 10 Associate Information Analyst positions (National Professional Officer) to posts will allow the Joint Mission Analysis Centre to retain a robust position to perform its mandated critical functions. Without the provision of a holistic understanding of the local context and the in-depth analysis being provided by the Associate Information Analysts, the Mission's early warning/early response capacity will be significantly compromised and have possible implications for the protection of civilians.

## Component 2: monitoring 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 (2019/20: 1,132; 2020/21: 950; 2021/22: 900)

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 (2019/20: 100 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

### *Outputs*

- 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: (a) the conduct of specific investigation missions, integrated missions and patrols and regular monitoring field visits across the country; (b) the 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; and (c) the publication of 3 public reports on the human rights situation in South Sudan
- Empower civil society organizations and provide technical support to foster and promote a culture of human rights by: (a) strengthening the operational capacities of civil society organizations and providing support to various stakeholders for the promotion and protection of human rights (for example, monitoring, investigation, documentation and reporting of human rights violations) and for accountability, through the provision of 10 grants and 150 advocacy interventions; and (b) conducting human rights outreach/media

events, awareness raising and sensitization campaigns (Human Rights Day, and international days for persons with disabilities and human rights defenders)

- Coordination of mission-wide campaign efforts at the national and subnational levels, including the organization and conduct of 12 awareness-raising events, including 4 workshops and 4 radio programmes, across the country to celebrate the 16 Days of Activism against Gender-Based Violence campaign, International Women's Day and the International Day for the Elimination of Sexual Violence in Conflict, in coordination with the relevant ministries and civil society organizations, to promote the prevention of conflict-related sexual violence
- 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 the provision of support to 5 legal aid programmes of civil society organizations, monthly meetings and 11 sensitization workshops and training sessions
- Provision of technical and logistical assistance to civil society organizations and the Ministry of Justice to promote the implementation of transitional justice processes and accountability for human rights violations, in compliance with international standards, by strengthening the operational capacities of five civil society organizations engaged in transitional justice processes and through the organization of 11 consultative sessions/sensitization activities on transitional justice mechanisms
- 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 six training sessions
- Provision of technical support to the Ministry of Justice and Constitutional Affairs, the Transitional National Legislative Assembly and stakeholders with regard to the universal periodic review, through the organization of two quarterly consultative sessions, the provision of support to field visits 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 by conducting 10 workshops on monitoring, investigations, documentation and reporting for the protection and promotion of human rights and through the organization of 30 human rights forums across the country in cooperation with civil society organizations to follow up on key human rights issues and recommendations
- Provision of technical support to state and local-level justice actors to increase access to justice, especially for women, girls and other vulnerable populations, through the deployment of individual Government-provided justice and corrections personnel to provide technical advice and assistance to improve the delivery of justice, accountability, the safe, secure and humane detention of suspects and convicted persons and coordination along the entire justice chain
- 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
- 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 either in communities or utilizing online/radio platforms

*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 victims of violations and abuses, including conflict-related sexual violence, especially women and girls (2019/20: 145; 2020/21: 189; 2021/22: 189)

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 (2019/20: 2; 2020/21: 4; 2021/22: 4)

*Outputs*

- Implementation of the monitoring, analysis and reporting arrangements 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 their commitments on addressing conflict-related sexual violence
- In line with Security Council resolution 1960 (2010) on sexual violence 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
- Provision of technical support to the Ministry of Defence and Veterans' Affairs for the unification of the action plans on addressing conflict-related sexual violence endorsed by the South Sudan People's Defence Forces and the Sudan People's Liberation Movement-Army in Opposition through the conduct of 4 sensitization activities, including meetings and dialogues
- Provision of technical assistance and support to the Military Justice Directorate and other justice institutions to strengthen their technical capacity and the legal framework governing military justice in South Sudan and promote accountability for conflict-related sexual violence through the conduct of 2 workshops to enhance coordination and cooperation between civilian and military justice officials, and provision of technical and logistical support for the deployment of 2 mobile court martials to support internal accountability measures within the South Sudan People's Defence Forces
- Promotion of the efforts to prevent sexual and gender-based violence and violence against children in all states in South Sudan through the conduct of 20 community workshops by the United Nations police with internally displaced persons, community members, officials of law enforcement agencies as well as civil society actors, to raise awareness on the dangers of sexual and gender-based violence and to strengthen monitoring, investigation, verification and reporting on abuses and violations

*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 Number of children verified as victims of grave violations, such as children associated with armed forces and groups, rape and other forms of sexual violence, killing, maiming and abduction (2019/20: 181; 2020/21: 200; 2021/22: 180)

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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

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*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 40 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 through the organization of 2 training sessions for military justice officers and law enforcement agencies
  - 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, and for the implementation of the accountability provisions of the 2020 action plan of the Government of South Sudan regarding children associated with armed conflict in South Sudan
- 

*External factors*

Parties to the conflict fully engage with the implementation of the peace agreement; the new political dispensation is accepted by all the 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

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

	International staff					Subtotal	National staff <sup>a</sup>	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
<b>Human Rights Division</b>									
Approved posts 2020/21	–	1	18	22	2	43	32	29	104
Proposed posts 2021/22	–	1	18	22	2	43	32	29	104
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Child Protection Unit</b>									
Approved posts 2020/21	–	–	3	6	–	9	13	7	29
Proposed posts 2021/22	–	–	3	6	–	9	13	7	29
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Gender Affairs Unit</b>									
Approved posts 2020/21	–	–	2	2	1	5	8	2	15
Proposed posts 2021/22	–	–	2	2	1	5	8	2	15
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Communications and Public Information Division</b>									
Approved posts 2020/21	–	–	2	2	3	7	25	4	36
Proposed posts 2021/22	–	–	2	2	3	7	25	4	36
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Total</b>									
Approved 2020/21	–	1	25	32	6	64	78	42	184
Proposed 2021/22	–	1	25	32	6	64	78	42	184
<b>Net change</b>	–	–	–	–	–	–	–	–	–

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

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

Expected accomplishment	Indicators of achievement
3.1 A safe and secure environment to facilitate humanitarian access	<p>3.1.1 Reduction (percentage) in the number of access impediments (2019/20: not applicable; 2020/21: 30 per cent; 2021/22: 30 per cent)</p> <p>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 (2019/20: 6,531; 2020/21: 3,500; 2021/22: 4,000)</p>

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*Outputs*

- Coordination with humanitarian and development actors at the national and state levels to ensure timely sharing of information and alignment of plans and priorities to enhance access for humanitarian actors and conditions for the delivery of humanitarian action
- Survey and clearance of 500 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

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*Expected accomplishment*


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*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 around the perimeter of UNMISS compounds and internally displaced persons camps (2019/20: 383; 2020/21: 442; 2021/22: 400)

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 (2019/20: 265; 2020/21: 265; 2021/22: 264)

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 (2019/20: 100 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

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*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 21 UNMISS locations
- 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 the internally displaced persons camps

Table 6  
**Human resources: component 3, creating the conditions conducive to the delivery of humanitarian assistance**

	<i>International staff</i>						<i>National staff<sup>a</sup></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>			
<b>Civil Affairs Division</b>									
Approved posts 2020/21	–	–	2	6	–	8	5	5	18
Proposed posts 2021/22	–	–	2	6	–	8	5	5	18
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Protection, Transition and Reintegration Section (formerly Relief, Reintegration and Protection Section)</b>									
Approved posts 2020/21	–	–	2	4	1	7	12	5	24
Proposed posts 2021/22	–	–	2	4	1	7	12	5	24
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Communications and Public Information Division</b>									
Approved posts 2020/21	–	–	1	1	1	3	9	2	14
Proposed posts 2021/22	–	–	1	1	1	3	9	2	14
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Total</b>									
Approved 2020/21	–	–	5	11	2	18	26	12	56
Proposed 2021/22	–	–	5	11	2	18	26	12	56
<b>Net change</b>	–	–	–	–	–	–	–	–	–

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

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**Component 4: supporting the implementation of the Revitalized Agreement and the peace process**


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*Expected accomplishment**Indicators of achievement*

4.1 Progress towards the implementation of the peace agreement and advancement of the peace process

4.1.1 Pre-transitional and transitional institutions identified in the Revitalized Agreement are restructured, reconstituted and operational

4.1.2 Tasks identified in the Revitalized Agreement are implemented

4.1.3 Provisions in the Revitalized Agreement relating to the women, peace and security agenda and gender mainstreaming are implemented

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*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 gender-responsive national policies based on transparent, participatory and accountable decision-making, including the participation of women at all levels and all phases of governance
- Provision of advice, technical assistance and operational support with due consideration for gender mainstreaming and key results, as required, to the Government, in particular, as well as Parliament and the institutions and oversight bodies established under the Revitalized Agreement, to improve their capacity to deliver on key mandates, including gender provisions, and to encourage effective, transparent and responsive governance in support of the wider reform agenda in accordance with the Revitalized Agreement
- 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 24 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 and meaningful participation of women, 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 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 the inclusion and participation 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, either in communities or utilizing online/radio platforms; (b) the production and dissemination of promotional materials, including copies of the Revitalized Agreement and/or information about electoral processes; (c) the production of 160 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 with adequate participation and representation of women

4.2.1 Reconstituted Joint Monitoring and Evaluation Commission meetings are held regularly, with the participation of all parties, including women's representatives of South Sudan, to oversee the implementation of the Revitalized Agreement (2019/20: 8; 2020/21: 12; 2021/22: 12)

4.2.2 All 9 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, including the African Union, IGAD and the Office of the Special Envoy for the Horn of Africa, through regular engagement with those partners to ensure 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 unit 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 unit patrol days per month for 12 months)

*Expected accomplishment**Indicators of achievement*

4.3 The provisions of the peace agreement, including gender provisions and the quota for women, are institutionalized in the transitional and permanent constitutions

4.3.1 Progress towards the 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, including women, 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, including gender expertise, 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 Electoral preparations are held in accordance with national and international obligations for elections

4.4.1 The legal framework for elections is adopted with due consideration for gender-responsive processes and the equal participation of women

4.4.2 Progress towards the creation of a conducive environment for credible and peaceful 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
- Provision of strategic advice, technical assistance and capacity-building to support national efforts to reconstitute the National Election Commission in Juba and at the state level
- 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 workshops for female electoral officials, aspiring female candidates, media and voters on female participation in the electoral process
- Provision of analytical reviews of the existing legal framework for elections, highlighting areas for improvement in the context of the implementation of the Revitalized Agreement
- Organization of a coordination mechanism on electoral assistance, including through monthly consultations with the diplomatic community and relevant partners, to allow for an effective alignment of good offices and technical assistance, promote consistency of delivery and avoid duplication of efforts

*Expected accomplishment**Indicators of achievement*

4.5 A safe and secure environment for all, including women and girls, 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 security sector reform and disarmament, demobilization and reintegration during the transition period, with due consideration for the equal and inclusive participation of women and for gender-responsive security sector reform

4.5.2 Progress towards reform of the justice and rule of law sector, including judicial reforms identified in the Revitalized Agreement

*Outputs*

- Provision of good offices, strategic advice and technical assistance to encourage and support political agreement on security sector reform and disarmament, demobilisation and reintegration with participation and representation of women, through regular engagement with the Transitional Government of National Unity, the reconstituted Joint Monitoring and Evaluation Commission and corresponding transitional security institutions, including pertinent gender provisions of the Revitalized Agreement, in close coordination with international and regional partners
- Monitoring and analysis of the transitional security institutions established by the Revitalized Agreement and provision of strategic advice and technical assistance to support the implementation of the proposals for revised transitional security arrangements
- Provision of strategic advice, technical assistance and capacity-building to support national efforts to restore and reform the rule of law and justice sector, including judicial reforms identified in chapter 1 of the Revitalized Agreement, in a gender responsive manner, as a key precondition to advancing the peace process

- Provision of support for the integration of forces into civilian security institutions, including the South Sudan National Police Service and National Prison Service of South Sudan, including through on-the-job and continued training on basic and specialized prison and police functions

*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 7  
**Human resources: component 4, supporting the implementation of the Revitalized Agreement and the peace process**

<i>Category</i>									<i>Total</i>
<i>I. Government-provided personnel</i>									
Approved 2020/21									88
Proposed 2021/22									88
<b>Net change</b>									–
<i>International staff</i>									
<i>II. Civilian staff</i>	<i>USG– ASG</i>	<i>D-2– D-1</i>	<i>P-5– P-4</i>	<i>P-3– P-2</i>	<i>Field Service</i>	<i>Subtotal</i>	<i>National staff<sup>a</sup></i>	<i>United Nations Volunteers</i>	<i>Total</i>
<b>Joint Operations Centre</b>									
Approved posts 2020/21	–	–	2	5	1	8	–	4	12
Proposed posts 2021/22	–	–	2	5	1	8	–	4	12
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Political Affairs Division</b>									
Approved posts 2020/21	–	1	5	5	2	13	6	–	19
Proposed posts 2021/22	–	1	5	5	2	13	6	–	19
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Civil Affairs Division</b>									
Approved posts 2020/21	–	–	1	1	–	2	6	4	12
Proposed posts 2021/22	–	–	1	1	–	2	6	4	12
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Communications and Public Information Division</b>									
Approved posts 2020/21	–	–	–	–	1	1	4	1	6
Proposed posts 2021/22	–	–	–	–	1	1	4	1	6
<b>Net change</b>	–	–	–	–	–	–	–	–	–

**Rule of Law Advisory Section**

Approved posts 2020/21	–	1	9	3	2	15	2	3	20
Proposed posts 2021/22	–	1	8	3	2	14	2	3	19
<b>Net change</b>	–	–	<b>(1)</b>	–	–	<b>(1)</b>	–	–	<b>(1)</b>
<b>Subtotal, II</b>									
Approved posts 2020/21	–	2	17	14	6	39	18	12	69
Proposed posts 2021/22	–	2	16	14	6	38	18	12	68
<b>Net change</b>	–	–	<b>(1)</b>	–	–	<b>(1)</b>	–	–	<b>(1)</b>
<b>Total, I and II</b>									
Approved 2020/21									157
Proposed 2021/22									156
<b>Net change</b>									<b>(1)</b>

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

*International staff: decrease of 1 post*

*National staff: no net change*

72. The summary of proposed staffing changes under component 4, supporting the implementation of the Revitalized Agreement and the peace process, is presented in table 8.

Table 8

**Staffing changes: component 4, supporting the implementation of the Revitalized Agreement and the peace process**

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Civil Affairs Division	Reassignment	1	National General Service	} From a Liaison Assistant to a Team Assistant
	Reassignment	(1)	National General Service	
Rule of Law Advisory Section	Abolishment	(1)	P-5	
<b>Total</b>		<b>(1)</b>		

*Civil Affairs Division*

73. It is proposed that one post of Liaison Assistant (national General Service) in the Civil Affairs Division be reassigned as a Team Assistant in the same Section to provide broader support to the Section, including during implementation of activities in the field. The incumbent will provide support for a variety of activities, including programmes aimed at conflict management, reconciliation, cohesion, migration, capacity-building, rapprochement, border issues and support to the return of internally displaced persons. The provision of support in those areas will contribute towards the enhancement of comprehensive quality control of programming and outreach activities and ensure that the Mission's reputation for service delivery is sustained.

*Rule of Law Advisory Section*

74. It is proposed to abolish one post of Senior Corrections Officer (P-5) in the Rule of Law Advisory Section to better align the staffing complement of the Section with its strategic priorities, taking into account the changing status of the protection of civilian sites.

**Component 5: support**

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
5.1 Rapid, effective, efficient and responsible support services for the Mission	<p>5.1.1 Percentage of approved flight hours utilized (2019/20: 79 per cent; 2020/21: <math>\geq 90</math> per cent; 2021/22: <math>\geq 90</math> per cent)</p> <p>5.1.2 Average annual percentage of authorized international posts vacant (2019/20: 6.6 per cent; 2020/21: 5 per cent <math>\pm 1</math> per cent; 2021/22: 5.4 per cent <math>\pm 1</math> per cent)</p> <p>5.1.3 Average annual percentage of female international civilian staff (2019/20: 28 per cent; 2020/21: <math>\geq 37</math> per cent; 2021/22: <math>\geq 37</math> per cent)</p> <p>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 (2019/20: 61; 2020/21: <math>\leq 101</math>; 2021/22: <math>\leq 101</math>)</p> <p>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 (2019/20: 368; 2020/21: <math>\leq 120</math>; 2021/22: <math>\leq 120</math>)</p> <p>5.1.6 Overall score on the Administration's environmental management scorecard (2019/20: not applicable; 2020/21: 100; 2021/22: 100)</p> <p>5.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high medium and low criticality (2019/20: 94 per cent; 2020/21: <math>\geq 85</math> per cent; 2021/22: <math>\geq 85</math> per cent)</p> <p>5.1.8 Compliance with the field occupational safety risk management policy (2019/20: 85 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)</p> <p>5.1.9 Overall score on the Administration's property management index (2019/20: 2,000; 2020/21: <math>\geq 1,800</math>; 2021/22: <math>\geq 1,800</math>)</p> <p>5.1.10 Deviation from the demand plan in terms of planned quantities and the timeliness of purchase (2019/20: 5 per cent; 2020/21: <math>\leq 20</math> per cent; 2021/22: <math>\leq 20</math> per cent)</p>

5.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandum of understanding (2019/20: 100 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

5.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2019/20: 96 per cent; 2020/21:  $\geq 95$  per cent; 2021/22:  $\geq 95$  per cent)

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*Outputs*

**Service improvements**

- Implementation of the mission-wide environmental action plan, in line with the Administration's environment strategy
- 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 19,163 planned flight hours (14,543 from commercial providers, 4,620 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, casualty and medical 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 \$1,128,148,100 in line with delegated authority

**Civilian personnel services**

- Provision of human resource services for up to 2,813 authorized civilian personnel (900 international staff, 1,447 national staff, 16 temporary positions and 450 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 21 mission sites
- Implementation of 8 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 (42 wells/boreholes and 17 water treatment and purification plants) and 105 wastewater treatment plants
- Provision of waste management services, including liquid and solid waste collection and disposal, in 13 sites
- Provision of cleaning, ground maintenance, pest control and laundry services

**Fuel management services**

- Management of supply and storage of 53.0 million litres of fuel (19.6 million for air operations, 0.1 million for marine operations, 4.1 million for ground transportation, and 29.2 million for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 17 locations

**Field technology services**

- Provision and support of 4,968 handheld portable radios, 2,479 mobile radios for vehicles, and 392 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 110 microwave links, as well as provision of 150 satellite and 2,200 mobile telephone service plans
- Provision and support for 5,300 computing devices and 674 printers for an average strength of 5,094 civilian and uniformed end users, in addition to 358 computing devices and 45 printers for connectivity of contingent personnel, as well as other common services
- Support and maintenance of 45 local area networks and wide area networks in 42 sites
- Analysis of geospatial data covering 644,329 km<sup>2</sup>, 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 \$157.0 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 \$404.5 million, in line with delegated authority

**Uniformed personnel services**

- Emplacement, rotation, and repatriation of a maximum strength of 19,013 authorized military and police personnel (242 military observers, 431 military staff officers, 16,327 contingent personnel, 733 United Nations police officers and 1,280 formed police personnel) and 88 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
- Supply and storage of rations, combat rations and bottled water for an average strength of 14,110 military contingent and formed police personnel

- Support the processing of claims and entitlements for an average strength of 15,475 military and police personnel and 42 government-provided personnel

#### Vehicle management and ground transport services

- Operation and maintenance of 1,942 United Nations-owned vehicles (950 light passenger vehicles, 438 special purpose vehicles, 22 ambulances, 45 armoured vehicles and 487 other specialized vehicles, trailers and attachments), 4,236 contingent-owned vehicles and 13 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 1,664 residences
- Conduct of 2,142 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 7 fixed and 4 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 9

#### Human resources: component 5, support

	International staff					Subtotal	National staff <sup>a</sup>	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
<b>Office of the Director of Mission Support</b>									
Approved posts 2020/21	–	1	5	7	9	22	7	5	34
Proposed posts 2021/22	–	1	4	6	6	17	5	2	24
<b>Net change</b>	–	–	<b>(1)</b>	<b>(1)</b>	<b>(3)</b>	<b>(5)</b>	<b>(2)</b>	<b>(3)</b>	<b>(10)</b>
<b>Operations and Resource Management Service</b>									
Approved posts 2020/21	–	1	18	13	58	90	104	32	226
Proposed posts 2021/22	–	1	19	10	56	86	104	32	222
<b>Net change</b>	–	–	<b>1</b>	<b>(3)</b>	<b>(2)</b>	<b>(4)</b>	–	–	<b>(4)</b>
<b>Supply Chain Management</b>									
Approved posts 2020/21	–	1	18	31	104	154	338	101	593
Proposed posts 2021/22	–	1	18	29	99	147	333	101	581
<b>Net change</b>	–	–	–	<b>(2)</b>	<b>(5)</b>	<b>(7)</b>	<b>(5)</b>	–	<b>(12)</b>

	International staff					Subtotal	National staff <sup>a</sup>	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
<b>Service Delivery (including Field Technology)</b>									
Approved posts 2020/21	–	1	18	26	131	176	476	167	819
Proposed posts 2021/22	–	1	20	27	130	178	482	174	834
<b>Net change</b>	<b>–</b>	<b>–</b>	<b>2</b>	<b>1</b>	<b>(1)</b>	<b>2</b>	<b>6</b>	<b>7</b>	<b>15</b>
<b>Security and Safety Section</b>									
Approved posts 2020/21	–	–	2	34	149	185	125	–	310
Proposed posts 2021/22	–	–	2	34	149	185	125	–	310
<b>Net change</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Approved temporary positions <sup>b</sup> 2020/21	–	–	–	5	27	32	–	–	32
Proposed temporary positions <sup>b</sup> 2021/22	–	–	–	5	11	16	–	–	16
<b>Net change</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(16)</b>	<b>(16)</b>	<b>–</b>	<b>–</b>	<b>(16)</b>
<b>Subtotal, Security and Safety Section</b>									
Approved 2020/21	–	–	2	39	176	217	125	–	342
Proposed 2021/22	–	–	2	39	160	201	125	–	326
<b>Net change</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(16)</b>	<b>(16)</b>	<b>–</b>	<b>–</b>	<b>(16)</b>
<b>Subtotal, civilian staff</b>									
Approved posts 2020/21	–	4	61	111	451	627	1 050	305	1 982
Proposed posts 2021/22	–	4	63	106	440	613	1 049	309	1 971
<b>Net change</b>	<b>–</b>	<b>–</b>	<b>2</b>	<b>(5)</b>	<b>(11)</b>	<b>(14)</b>	<b>(1)</b>	<b>4</b>	<b>(11)</b>
Approved temporary positions <sup>b</sup> 2020/21	–	–	–	5	27	32	–	–	32
Proposed temporary positions <sup>b</sup> 2021/22	–	–	–	5	11	16	–	–	16
<b>Net change</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>(16)</b>	<b>(16)</b>	<b>–</b>	<b>–</b>	<b>(16)</b>
<b>Total, component 5</b>									
Approved 2020/21	–	4	61	116	478	659	1 050	305	2 014
Proposed 2021/22	–	4	63	111	451	629	1 049	309	1 987
<b>Net change</b>	<b>–</b>	<b>–</b>	<b>2</b>	<b>(5)</b>	<b>(27)</b>	<b>(30)</b>	<b>(1)</b>	<b>4</b>	<b>(27)</b>

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

<sup>b</sup> Funded under general temporary assistance, in civilian personnel costs.

*International staff: net decrease of 14 posts*

*National staff: net decrease of 1 post*

*General temporary assistance: decrease of 16 positions*

*United Nations Volunteers: increase of 4 positions*

75. The summary of proposed staffing changes under component 5, support, are presented in tables 10 to 14 below.

Table 10  
**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	
Welfare Unit	Abolishment	(1)	P-3	To Service Delivery
	No change, realignment	(9)	1 P-4, 3 Field Service, 2 national General Service and 3 United Nations Volunteer	
<b>Total</b>		<b>(10)</b>		

### Office of the Director of Mission Support

*International staff: decrease of 5 posts*

*National staff: decrease of 2 posts*

*United Nations Volunteers: decrease of 3 positions*

#### Welfare Unit

76. In line with the recommendations contained in the civilian staffing review, it is proposed that one post of Staff Welfare Officer (P-3) in the Welfare Unit be abolished in the context of the adjustment of staffing levels in accordance with the Mission's operational requirements. It is also proposed that the Unit and its nine remaining posts (1 P-4, 3 Field Service, 2 national General Service and 3 United Nations Volunteer) be realigned from the Office of the Director of Mission Support to Service Delivery within the support component, where it will benefit from direct support and operational synergies with other services delivery functions to United Nations personnel, as well as the increasingly important staff counselling services, within the Health Services Section, with its focus upon the mental health care of staff.

Table 11  
**Staffing changes: component 5, support, Operations and Resource Management Service**

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from	
		Number	Details		
Mission Support Centre	Abolishment	(2)	Field Service	} From a Contingent-owned Equipment Officer (Field Service) to a Logistics Officer (Field Service (Principal level))	
	Reassignment/Reclassification	(1)	Field Service		
	Reassignment/Reclassification	1	Field Service (Principal level)		
	Redeployment	1	Field Service		From the State Administrative Officer Operations Section
	Redeployment	1	National Professional Officer		From the State Administrative Officer Operations Section
Business Analytics and Compliance Section	Reassignment	1	Field Service	} From Administrative Assistant to Risk Management and Compliance Assistant	
	Reassignment	(1)	Field Service		
	Reassignment	1	Field Service	} From Administrative Assistant to Management and Programme Analyst	
	Reassignment	(1)	Field Service		

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
	Redeployment	1	National General Service	From the State Administrative Officer Operations Section
State Administrative Officer Operations Section	Abolishment	(1)	P-3	
	Redeployment	(1)	Field Service	To Mission Support Centre
	Redeployment	(1)	National Professional Officer	To Mission Support Centre
	Redeployment	(1)	National General Service	To Business Analytics and Compliance Section
Human Resources Section	Reclassification	(1)	P-3	} Human Resources Officer (From P-3 to P-4)
	Reclassification	1	P-4	
Integrated Mission Training Centre	Abolishment	(1)	P-3	
<b>Total</b>		<b>(4)</b>		

### Operations and Resource Management Service

*International staff: net decrease of 4 posts*

*National staff: no net change*

77. In line with the recommendations contained in the civilian staffing review, it is proposed that the staffing changes in table 11 above be made under the Operations and Resource Management Service. Details of the proposed changes are found in paragraphs 78 to 87 below.

#### *Mission Support Centre*

78. It is proposed that two posts, one Contingent-owned Equipment Assistant (Field Service) and one Logistics Assistant (Field Service), in the Mission Support Centre be abolished in the context of the adjustment of staffing levels in accordance with the Mission's operational requirements.

79. It is also proposed that one post of Contingent-owned Equipment Officer (Field Service) in the Mission Support Centre be reassigned and reclassified as a Logistics Officer (Field Service (Principal level)) in the same Section to strengthen and coordinate ammunition management across the Mission. The Mission currently holds over 790 tons of ammunition, of which approximately 15 per cent is unserviceable and requires appropriate solutions. Potential failures in that regard may lead to incidents with grave consequences. Effective weapons and ammunition management is instrumental to ensure the adherence to proper processes and safe practices. The first edition of the United Nations Manual on Ammunition Management, released in January 2020, provides comprehensive control measures in the overall storage, safety and logistical aspects of ammunition management, incorporates the International Technical Ammunition Guidelines and standardizes good practices and approaches already developed in the field missions with a view to improving and enhancing the safety and security of ammunition in the field. In that regard, UNMISS will make efforts to manage ammunition deployed in the Mission effectively and efficiently, in accordance with the standards set out in the Manual, in order to minimize risk to mission personnel and the surrounding communities. The incumbent will be responsible for, inter alia, ensuring compliance with existing policies surrounding weapons and ammunition governance and administration management; implementing the necessary measures to ensure appropriate management of ammunition and

weapons; various aspects related to inspections, tracking, storage, disposal and verification and reporting on weapons and ammunition within the Mission; and advising the senior mission leadership on technical matters on weapons and ammunition management in accordance with United Nations policies.

80. It is further proposed that one post of Administrative Officer (Field Service) in the State Administrative Officer Operations Section be redeployed to the Mission Support Centre to maximize the efficacy of the functions being undertaken. The Administrative Officer in the State Administrative Officer Operations Section is the focal point for the administrative support being provided to the field offices. The primary tasks of the post include coordinating human resources- and budget and finance-related matters, organizing conferences, issuing minutes and organizing workshops. The tasks would be more efficiently performed under the Mission Support Centre as the Centre is responsible for the primary coordination with the field offices. The redeployment of the post will enable the incumbent to perform the functions of the post more efficiently and allow for a timelier resolution of administrative issues by leveraging the coordination of the Mission Support Centre with the field offices.

81. It is proposed that one post of Associate Logistics Officer (National Professional Officer) in the State Administrative Officer Operations Section be redeployed to the Mission Support Centre to maximize the efficacy of the functions being undertaken. The Associate Logistics Officer in the State Administrative Officer Operations Section is the focal point for all logistics coordination and support to field offices. The primary tasks of the post include coordinating logistics functions with the field offices. The tasks would be more efficiently performed under the Mission Support Centre as the Centre is responsible for the primary coordination with the field offices. The redeployment of the post will enable the incumbent to perform the functions of the post more efficiently and allow for a timelier resolution of logistical issues by leveraging the coordination of the Mission Support Centre with the field offices.

#### *Business Analytics and Compliance Section*

82. The Business Analytics and Compliance Section currently comprises the Business Analytics and Risk Management Unit, the Environmental and Occupational Safety and Health Unit and the Information Management Unit. For the 2021/22 budget period, the Business Analytics and Risk Management Unit will be abolished and its functions split into two newly established units, namely, the Risk Management and Oversight Coordination Unit and the Business Analytics, Performance Monitoring and Projects Unit, which reflect their distinct focus and technical expertise. The former will be responsible for the delivery of business intelligence and analytics services, the development of performance monitoring dashboards for mission support activities and the delivery of business transformation and change management initiatives across the mission; while the latter will be responsible for audit coordination and support mission-wide, enterprise risk management, organizational resilience and business continuity within the Mission Support Division. In that regard, it is proposed that one post of Administrative Assistant (Field Service) in the Business Analytics and Compliance Section be reassigned as a Risk Management and Compliance Assistant as part of the newly formed Risk Management and Oversight Coordination Unit, and one post of Administrative Assistant (Field Service) be reassigned as a Management and Programme Analyst as part of the newly formed Business Analytics, Performance Monitoring and Projects Unit.

83. It is also proposed that one post of Team Assistant (national General Service) in the State Administrative Officer Operations Section be redeployed to the Business Analytics and Compliance Section to provide additional capacity to the Environmental and Occupational Safety and Health Unit of the Section. The proposed

redeployment would enable the Mission to continue to improve its performance on environment-related aspects. The incumbent will provide support to the Section in various areas, including the conduct of environmental and occupational safety and health compliance inspections, the conduct of environmental and occupational safety and health training to Mission staff and uniformed personnel and implementation of the recommendations of the Board of Auditors and the Office of Internal Oversight Services pertaining to environmental management.

84. It is further proposed that one post of Information Management Officer (P-3) in the Information Management Unit of the Business Analytics and Compliance Section be abolished in the context of the adjustment of staffing levels, in accordance with the Mission's operational requirements.

#### *State Administrative Officer Operations Section*

85. It is proposed that three posts (1 Field Service, 1 National Professional Officer and 1 national General Service) be redeployed from the State Administrative Officer Operations Section to the Mission Support Centre and to the Business Analytics and Compliance Section, as detailed in paragraphs 80, 81 and 83 above.

#### *Human Resources Section*

86. It is proposed that one post of Human Resources Officer (P-3) be reclassified to a P-4 post to strengthen the Specialist Support Services Unit of the Section and provide better strategic support to senior management in respect of workforce planning, strategic advice on talent management, right-sizing mission planning, data collection, analysis and reporting. The Specialist Support Services Unit is responsible for many key human resources functions, including administration of justice cases, oversight and audit related support, knowledge management and business processes and transformation, and the proposed reclassification is commensurate with the duties and responsibilities of the post.

#### *Integrated Mission Training Centre*

87. It is proposed that one post of Training Officer (P-3) in the Integrated Mission Training Centre be abolished in the context of the adjustment of staffing levels, in accordance with the Mission's operational requirements.

Table 12

### **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>Number</i>	<i>Details</i>	<i>To/from</i>
Warehouse and Commodity Management Section	Abolishment	(1)	P-3	
Aviation Section	Abolishment	(1)	Field Service	
Distribution Section (Movement Control)	Abolishment	(2)	Field Service	
Property and Inventory Management Section	Reassignment/Reclassification	(1)	P-4	} From a Supply Officer (P-4) to a Chief Property and Inventory Management Section (P-5)
	Reassignment/Reclassification	1	P-5	

Office/Section/Unit	Type of proposed staffing change	Posts and positions		
		Number	Details	To/from
Global Procurement Support Section	Transfer	(8)	1 P-3, 2 Field Service, 3 National Professional Officers and 2 national General Service	Transfer to RSCE budget
<b>Total</b>		<b>(12)</b>		

### Supply Chain Management

*International staff: net decrease of 7 posts*

*National staff: decrease of 5 posts*

88. In line with the recommendations contained in the civilian staffing review, it is proposed that the staffing changes shown in table 12 above be made under Supply Chain Management. Details of the proposed changes are found in paragraphs 89 to 93 below.

#### *Warehouse and Commodity Management Section*

89. It is proposed that one post of Supply Officer (P-3) in the Warehouse and Commodity Management Section be abolished in the context of the adjustment of staffing levels, in accordance with the Mission's operational requirements.

#### *Aviation Section*

90. It is proposed that one post of Air Operations Assistant (Field Service) in the Aviation Section be abolished in the context of the adjustment of staffing levels, in accordance with the Mission's operational requirements.

#### *Distribution Section (Movement Control)*

91. It is proposed that two posts of Movement Control Assistant (Field Service) in the Distribution Section (Movement Control) be abolished in the context of the adjustment of staffing levels, in accordance with the Mission's operational requirements.

#### *Property and Inventory Management Section*

92. It is proposed that one post of Supply Officer (P-4) in the Property and Inventory Management Section be reassigned and reclassified as a Chief Property and Inventory Management Section (P-5) post to strengthen the Mission's asset management processes and ensure robust compliance with International Public Sector Accounting Standards (IPSAS) reporting standards. Following the most recent audit by the Board of Auditors and extensive internal reviews, there is an identified need to provide cross-cutting asset management expertise and oversight, especially in the review of accounting treatment for assets and projects. During the 2021/22 period, the Property and Inventory Management Section will have the primary responsibility for asset management accounting across the Mission, which is an expanded role that includes policy development and coordination. In that regard, it will be necessary for the Section to establish and oversee the process of accounting for construction projects Mission-wide, continuously engage with Headquarters on complex cases, issue local policy guidance on updates to asset management and IPSAS policies and coordinate asset accounting activities between stakeholder sections within the Mission. The strengthening of the Section through the proposed reclassification will allow the Mission to develop monitoring and reporting capacity that is segregated from

implementation, improve coordination between pillars and sections and provide a more transparent audit trail for individual cases through centralization of relevant documentation and information within one section rather than multiple.

#### *Global Procurement Support Section*

93. In line with the proposal included in the report of the Secretary-General on the proposed budget for the Regional Service Centre in Entebbe for the period from 1 July 2021 to 30 June 2022 (A/75/770), it is proposed that all Global Procurement Support Section posts be transferred from peacekeeping mission budgets to the RSCE budget, which include eight posts from UNMISS (1 P-3; 2 Field Service; 3 National Professional Officer; and 2 national General Service), in the 2021/22 period.

Table 13  
**Staffing changes: component 5, support, Service Delivery**

<i>Office/Section/Unit</i>	<i>Type of proposed staffing change</i>	<i>Posts and positions</i>		
		<i>Number</i>	<i>Details</i>	<i>To/from</i>
Infectious Diseases and HIV/AIDS Unit (Previously HIV/AIDS Unit)	No change, realignment	11	1 P-4, 1 P-3, 1 Field Service, 3 National Professional Officer, 1 national General Service and 4 United Nations Volunteer	From protection of civilians, component 1
Welfare Unit	No change, realignment	9	1 P-4, 3 Field Service, 2 national General Service and 3 United Nations Volunteer	From the Office of the Director of Mission Support
Field Technology Services	Abolishment	(2)	Field Service	
Transport Section	Abolishment	(1)	Field Service	
	Reassignment	1	Field Service	} From a Transport Assistant to an Administrative Assistant
	Reassignment	(1)	Field Service	
Engineering Section	Abolishment	(2)	Field Service	
Health Services Section	Reassignment	1	Field Service	} From a Medical Assistant to a Finance and Budget Assistant
	Reassignment	(1)	Field Service	
<b>Total</b>		<b>15</b>		

#### **Service Delivery**

*International staff: net increase of 2 posts*

*National staff: increase of 6 posts*

*United Nations Volunteers: increase of 7 positions*

94. In line with the recommendations contained in the civilian staffing review, it is proposed that the staffing changes shown in table 13 above be made under Supply Chain Management. Details of the proposed changes are found in paragraphs 95 to 101 below.

#### *Infectious Diseases and HIV/AIDS Unit (Previously HIV/AIDS Unit)*

95. It is proposed that the HIV/AIDS Unit and its 11 posts (1 P-4, 1 P-3, 1 Field Service, 3 National Professional Officer, 1 national General Service and 4 United Nations Volunteer) be realigned from component 1, protection of civilians, to Service Delivery under the support component to form the Infectious Diseases and HIV/AIDS Unit, as detailed in paragraphs 66 to 68 above.

*Welfare Unit*

96. It is proposed that the Welfare Unit and nine of its posts (1 P-4, 3 Field Service, 2 national General Service and 3 United Nations Volunteer) be realigned from the Office of the Director of Mission Support to Service Delivery within the support component, as detailed in paragraph 76 above.

*Field Technology Services*

97. It is proposed that one post of Information Systems Assistant (Field Service) and one post of Telecommunications Technician (Field Service) in the Field Technology Services be abolished in the context of the adjustment of staffing levels, in accordance with the Mission's operational requirements.

*Transport Section*

98. It is proposed that one post of Transport Assistant (Field Service) in the Transport Section be abolished in the context of the adjustment of staffing levels, in accordance with the Mission's operational requirements.

99. It is also proposed that one post of Transport Assistant (Field Service) be reassigned as an Administrative Assistant in the same Section to streamline transport-related administrative services in order to provide budget planning and sourcing support in the acquisition of goods and services and align the reporting structure to the existing policy directives to enhance accountability and promote a more effective and efficient delivery of services to both internal and external clients. The incumbent will, inter alia, draft and populate the Section's preliminary budget proposal in the budget formulation system, update the Section's acquisition plan in the relevant tool, monitor and manage the Section's budget, oversee contract management and monitor the revenues from services provided on a cost recovery basis to both internal and external clients.

*Engineering Section*

100. It is proposed that one post of Water and Sanitation Technician (Field Service) and one post of Facilities Management Assistant (Field Service) in the Engineering Section be abolished in the context of the adjustment of staffing levels, in accordance with the Mission's operational requirements.

*Health Services Section*

101. It is proposed that one post of Medical Assistant (Field Service) in the Health Services Section be reassigned as a Finance and Budget Assistant in the same Section to manage the medical cost recovery and reimbursement processes and act as the focal point for implementation of the health insurance provider's cost recovery mechanism, on behalf of UNMISS personnel. The incumbent will also provide support in the preparation of the Section's budget and other related activities. The proposed reassignment will strengthen the financial administrative capacity of the Section and allow for the delivery of more efficient and timely services.

Table 14  
**Staffing changes: component 5, support, Security and Safety Section**

<i>Office/Section/Unit</i>	<i>Type of proposed staffing change</i>	<i>Posts and positions</i>		
		<i>Number</i>	<i>Details</i>	<i>To/from</i>
Security and Safety Section	Abolishment	(16)	Field Service (general temporary assistance)	
<b>Total</b>		<b>(16)</b>		

### **Security and Safety Section**

102. In line with the recommendations contained in the civilian staffing review, it is proposed that 16 general temporary assistance positions of Security Officer (Field Service), in the Security and Safety Section be abolished in the context of the adjustment of staffing levels, in accordance with the Mission's operational requirements.

103. It is also proposed that 16 positions funded under general temporary assistance, comprising 4 Security Coordination Officer (P-3), 1 Fire Safety Officer (P-3) and 11 Security Officer (Field Service) positions, be retained for the 2021/22 period.

## II. Financial resources

### A. Overall

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

Category	Expenditure (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
<b>Military and police personnel</b>					
Military observers	10 253.4	10 311.7	11 403.1	1 091.4	10.6
Military contingents	487 455.7	466 872.3	460 575.1	(6 297.2)	(1.3)
United Nations police	30 468.1	31 289.7	34 537.3	3 247.6	10.4
Formed police units	31 416.2	30 221.4	22 409.1	(7 812.3)	(25.9)
<b>Subtotal</b>	<b>559 593.4</b>	<b>538 695.1</b>	<b>528 924.6</b>	<b>(9 770.5)</b>	<b>(1.8)</b>
<b>Civilian personnel</b>					
International staff	201 070.8	212 270.1	207 744.5	(4 525.6)	(2.1)
National staff	66 100.4	65 853.3	72 324.1	6 470.8	9.8
United Nations Volunteers	24 610.4	23 788.4	24 370.9	582.5	2.4
General temporary assistance	8 206.1	8 607.0	5 212.0	(3 395.0)	(39.4)
Government-provided personnel	3 313.4	3 257.8	1 815.4	(1 442.4)	(44.3)
<b>Subtotal</b>	<b>303 301.1</b>	<b>313 776.6</b>	<b>311 466.9</b>	<b>(2 309.7)</b>	<b>(0.7)</b>
<b>Operational costs</b>					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	326.2	834.2	802.2	(32.0)	(3.8)
Official travel	2 779.4	3 727.7	3 083.9	(643.8)	(17.3)
Facilities and infrastructure	114 235.1	104 139.7	87 363.4	(16 776.3)	(16.1)
Ground transportation	11 853.8	12 217.1	12 731.9	514.8	4.2
Air operations	98 532.6	115 892.5	96 757.0	(19 135.5)	(16.5)
Marine operations	1 951.6	1 087.3	1 192.9	105.6	9.7
Communications and information technology	32 021.0	29 249.3	30 507.3	1 258.0	4.3
Medical	6 964.0	1 739.6	1 746.2	6.6	0.4
Special equipment	—	—	—	—	—
Other supplies, services and equipment	49 450.4	55 156.0	51 071.8	(4 084.2)	(7.4)
Quick-impact projects	1 490.6	2 000.0	2 500.0	500.0	25.0
<b>Subtotal</b>	<b>319 604.7</b>	<b>326 043.4</b>	<b>287 756.6</b>	<b>(38 286.8)</b>	<b>(11.7)</b>
<b>Gross requirements</b>	<b>1 182 499.2</b>	<b>1 178 515.1</b>	<b>1 128 148.1</b>	<b>(50 367.0)</b>	<b>(4.3)</b>
Staff assessment income	25 664.0	26 040.3	26 278.1	237.8	0.9
<b>Net requirements</b>	<b>1 156 835.2</b>	<b>1 152 474.8</b>	<b>1 101 870.0</b>	<b>(50 604.8)</b>	<b>(4.4)</b>
Voluntary contributions in kind (budgeted)	—	—	—	—	—
<b>Total requirements</b>	<b>1 182 499.2</b>	<b>1 178 515.1</b>	<b>1 128 148.1</b>	<b>(50 367.0)</b>	<b>(4.3)</b>

## B. Non-budgeted contributions

104. The estimated value of non-budgeted contributions for the period from 1 July 2021 to 30 June 2022 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement <sup>a</sup>	875.0
Voluntary contributions in kind (non-budgeted) <sup>b</sup>	60 508.7
<b>Total</b>	<b>61 383.7</b>

<sup>a</sup> Represents radio frequency fees.

<sup>b</sup> The contributions are mainly in respect of notional land lease costs estimated at \$50.6 million.

## C. Efficiency gains

105. The cost estimates for the period from 1 July 2021 to 30 June 2022 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Facilities and infrastructure	103.9	Construction of wastewater management systems in Bentiu, Malakal and Bor will improve the performance and efficiency of wastewater treatment plants, which will result in reduced costs for maintenance services and spare parts
<b>Total</b>	<b>103.9</b>	

## D. Vacancy factors

106. The cost estimates for the period from 1 July 2021 to 30 June 2022 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
<b>Military and police personnel</b>			
Military observers	9.5	5.0	5.0
Military contingents	13.1	12.1	17.3
United Nations police	9.2	4.0	4.0
Formed police units	13.0	10.9	46.9
<b>Civilian personnel</b>			
International staff	6.6	5.0	5.4
National staff			
National Professional Officers	3.8	4.0	4.0
National General Service staff	3.2	4.0	4.0

<i>Category</i>	<i>Actual 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
United Nations Volunteers (international)	10.6	13.0	13.0
United Nations Volunteers (national)	0.0	0.0	0.0
Temporary positions <sup>a</sup>			
International staff	6.3	7.0	0.0
National staff	0.0	5.0	–
Government-provided personnel	6.4	2.6	52.3

<sup>a</sup> Funded under general temporary assistance.

107. 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 2021/22 period.

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

108. Requirements for the period from 1 July 2021 to 30 June 2022 are based on standard reimbursement rates for major equipment (under wet lease arrangements) and self-sustainment in the total amount of \$147,832,900, 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	89 136.5	4 568.5	93 705.0
Self-sustainment	51 113.1	3 014.8	54 127.9
<b>Total</b>	<b>140 249.6</b>	<b>7 583.3</b>	<b>147 832.9</b>

<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
<b>A. Applicable to Mission area</b>			
Extreme environmental condition factor	2.5	1 July 2017	26 May 2017
Intensified operational condition factor	2.9	1 July 2017	26 May 2017
Hostile action/forced abandonment factor	5.3	1 July 2017	26 May 2017
<b>B. Applicable to home country</b>			
Incremental transportation factor	0.0–4.0		

## F. Training

109. The estimated resource requirements for training for the period from 1 July 2021 to 30 June 2022 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	315.1
Official travel	
Official travel, training	790.6
Other supplies, services and equipment	
Training fees, supplies and services	443.6
<b>Total</b>	<b>1 549.3</b>

110. The number of participants planned for the period from 1 July 2021 to 30 June 2022, 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 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>
Internal	580	1 039	644	522	920	1 703	922	116	60
External <sup>a</sup>	46	103	91	12	21	20	7	22	11
<b>Total</b>	<b>626</b>	<b>1 142</b>	<b>735</b>	<b>534</b>	<b>941</b>	<b>1 723</b>	<b>929</b>	<b>138</b>	<b>71</b>

<sup>a</sup> Includes the United Nations Logistics Base and outside the Mission area.

111. The proposed training programme reflects the Mission's priorities for the 2021/22 period, including capacity-building of national staff and strengthening the substantive and technical capacity of mission personnel in air operations, engineering, property management, human rights and political and civil affairs. 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

112. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2021 to 30 June 2022 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	30 042.8

113. The proposed resource requirements for mine detection and mine-clearing services include provisions for international and national staff (\$4,709,400) 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) eight mine action teams to clear explosive

ordnance and hazardous areas; (d) two route verification and clearance teams to provide technical capacity to assess and clear roads of landmines and explosive remnants of war; (e) one regional management capacity team to provide quality assurance and support implementation; and (f) six explosive-detection dog teams to conduct explosives and weapons search operations (\$21,848,300). Requirements also include travel and training (\$248,400) and clearance equipment for explosive remnants of war, office equipment and operational expenses (\$974,300). The balance represents support and services to the project, as well as management fees payable to the implementing partners of the United Nations Office for Project Services, amounting to \$2,262,400.

## H. Other programmatic activities

114. The estimated resource requirements for other programmatic activities for the period from 1 July 2021 to 30 June 2022 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	348.7	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	913.8	1.2, 1.3, 1.4, 4.1
Human rights activities for the promotion of human rights standards in local communities and at the national level	415.0	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	1.1, 2.1, 2.2
Provision of support to the South Sudan National Police Service for initiatives to prevent crime and violence in internally displaced persons communities	1 025.0	1.2, 1.3, 2.1, 2.2
Rule-of-law activities to promote individual and institutional accountability in South Sudan	473.5	4.3, 4.5
Political affairs activities to promote the peace process, inclusivity and empowerment of a broad range of stakeholders	48.6	4.1, 4.2
Activities related to the enhancement of women's participation in the peace processes and public decision-making	133.0	1.1, 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	608.0	1.2, 1.3
<b>Total</b>	<b>4 321.6</b>	

115. The proposed budget for the 2021/22 period includes provisions in the amount of \$4,321,600 to support other programmatic activities. These requirements are attributable mainly to the expectation of increased support from the Mission following the redesignation of the protection of civilians sites. 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

116. The estimated resource requirements for quick-impact projects for the period from 1 July 2021 to 30 June 2022, 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 2019 to 30 June 2020 (actual)	1 490.6	30
1 July 2020 to 30 June 2021 (approved)	2 000.0	40
1 July 2021 to 30 June 2022 (proposed)	2 500.0	50

117. For the 2021/22 period, a total of 50 quick-impact projects are planned to build confidence in the Mission and its mandate, including: (a) 15 projects to mitigate protection concerns in areas with a high prevalence of intercommunal violence and areas of displacement, 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; and (b) 35 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 variances<sup>1</sup>

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

	<i>Variance</i>	
<b>Military observers</b>	\$1 091.4	10.6%

### • Management: increased inputs and same outputs

119. The increased requirements are attributable mainly to the application of a higher net daily rate of \$125 for mission subsistence allowance, compared with a net daily rate of \$114 applied in the approved resources for the 2020/21 period, to reflect provisions for shared accommodation arrangements. This is in accordance with patterns in recent budget periods where many military observers opted to share accommodations, resulting in higher net daily mission subsistence allowance payments.

	<i>Variance</i>	
<b>Military contingents</b>	(\$6 297.2)	(1.3%)

### • Management: change in deployment levels

120. The reduced requirements are attributable mainly to the provision for an average strength of 13,430 military contingent personnel (infantry and enabling) during the 2021/22 period, compared with an average strength of 14,180 military contingent personnel provided for in the approved resources for the 2020/21 period, reflecting

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

adaptation of the Mission's footprint in response to the redesignation of protection of civilians sites and a shift towards more proactive deployment of troops and patrolling to areas outside of the protection of civilians sites. The reduced requirements are offset in part by increased requirements for: (a) freight and deployment of contingent-owned equipment, owing to the need to rotate additional contingent-owned equipment for the scheduled and eligible units of military contingents and costs related to the repatriation of contingent-owned equipment in line with the planned reduction in military contingent strength; (b) travel on emplacement, rotation and repatriation, owing to higher costs for chartered flights in accordance with new contractual arrangements; and (c) mission subsistence allowance, owing to the application of a higher net daily rate of \$125 for mission subsistence allowance, compared with a net daily rate of \$114 applied in the approved resources for the 2020/21 period, to reflect provisions for shared accommodation arrangements.

	<i>Variance</i>	
<b>United Nations police</b>	\$3 247.6	10.4%

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

121. The increased requirements are attributable mainly to the application of a higher net daily rate of \$125 for mission subsistence allowance, compared with a net daily rate of \$114 applied in the approved resources for the 2020/21 period, to reflect provisions for shared accommodation arrangements. This is in accordance with patterns in recent budget periods where many individual police personnel opted to share accommodations, resulting in higher net daily mission subsistence allowance payments.

	<i>Variance</i>	
<b>Formed police units</b>	(\$7 812.3)	(25.9%)

• **Management: change in deployment levels**

122. The reduced requirements are attributable mainly to the provision for an average strength of 680 formed police personnel during the 2021/22 period, compared with an average strength of 1,030 formed police personnel provided for in the approved resources for the 2020/21 period, reflecting the adaptation of the Mission's footprint in response to the redesignation of protection of civilians sites and a shift towards more proactive deployment of troops and patrolling to areas outside of the protection of civilians sites.

	<i>Variance</i>	
<b>International staff</b>	(\$4 525.6)	(2.1%)

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

123. The reduced requirements are attributable mainly to: (a) the proposed abolishment of 20 posts in accordance with the recommendations of the civilian staffing review; (b) the application of a higher vacancy rate of 5.4 per cent, based on current and projected incumbency patterns, compared with a vacancy rate of 5.0 per cent applied in the approved resources for the 2020/21 period; and (c) the transfer of three Global Procurement Support Section international staff posts to the RSCE budget.

	<i>Variance</i>	
<b>National staff</b>	\$6 470.8	9.8%

• **Management: change in salary scales**

124. The increased requirements are attributable mainly to: (a) the application of the latest salary scales for local staff in South Sudan effective 1 November 2019, which were promulgated in December 2020; (b) the proposed conversion of 10 National Professional Officer temporary positions to posts in the Joint Mission Analysis Centre; (c) the full-year impact of 16 national staff posts that were established at 50 per cent deployment in the approved resources for the 2020/21 period; and (d) the application of a higher monthly danger pay rate for national staff. The increased requirements are offset in part by the transfer of five Global Procurement Support Section national staff posts to the RSCE budget.

	<i>Variance</i>	
<b>United Nations Volunteers</b>	\$582.5	2.4%

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

125. The increased requirements are attributable mainly to the application of a higher monthly average rate of \$2,939 for volunteer living allowance, compared with a monthly average rate of \$2,830 applied in the approved resources for the 2020/21 period, in accordance with the actual staffing composition of international United Nations Volunteer positions in the Mission.

	<i>Variance</i>	
<b>General temporary assistance</b>	(\$3 395.0)	(39.4%)

• **Management: abolishment and conversion of posts**

126. The reduced requirements are attributable mainly to the proposed abolishment of 16 international temporary positions, in accordance with the recommendations of the civilian staffing review, and to the proposed conversion of 10 National Professional Officer temporary positions to posts in the Joint Mission Analysis Centre.

	<i>Variance</i>	
<b>Government-provided personnel</b>	(\$1 442.4)	(44.3%)

• **Management: change in deployment levels**

127. The reduced requirements are attributable mainly to the provision for an average strength of 42 Government-provided personnel during the 2021/22 period, compared with an average strength of 76 Government-provided personnel provided for in the approved resources for the 2020/21 period, reflecting the Mission's adaptation of its footprint in response to the redesignation of protection of civilians sites and a shift towards more proactive deployment of troops and patrolling to areas outside of the protection of civilians sites.

	<i>Variance</i>	
<b>Official travel</b>	(\$643.8)	(17.3%)

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

128. The reduced requirements are attributable mainly to the higher planned utilization of online platforms, including Microsoft Teams and Zoom, and other available technological tools for the conduct of training sessions and holding meetings.

	<i>Variance</i>	
<b>Facilities and infrastructure</b>	(\$16 776.3)	(16.1%)

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

129. The reduced requirements are attributable mainly to: (a) lower projected unit cost of \$0.75 per litre for fuel, compared with \$0.96 per litre provided for in the 2020/21 period; (b) lower fuel mobilization costs; (c) lower projected volume of fuel of 29.2 million litres, compared with 30.1 million litres provided for in the 2020/21 period; and (d) the lower number of new construction projects planned for the period as the Mission plans to continue to implement projects delayed from the 2020/21 period as a result of the COVID-19 pandemic and a prolonged rainy season.

	<i>Variance</i>	
<b>Ground transportation</b>	\$514.8	4.2%

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

130. The increased requirements are attributable mainly to the provision for an all-terrain amphibious vehicle on a trial basis in order to evaluate its capabilities, which will inform the long-term solutions for the Mission's land mobility challenges; and the planned acquisition and replacement of material handling equipment to enhance the capacity of supply management services with regard to the movement of cargo. The increased requirements are offset in part by the lower projected unit cost of \$0.71 per litre for fuel, compared with \$0.93 per litre provided for in the 2020/21 period.

	<i>Variance</i>	
<b>Air operations</b>	(\$19 135.5)	(16.5%)

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

131. The reduced requirements are attributable mainly to: (a) the rental and operation of rotary-wing aircraft, owing mainly to lower costs for the operation of the Mission's Mi-26 helicopters as a result of a change in carrier effective September 2020; (b) the lower projected unit cost of \$0.69 per litre for fuel, compared with \$0.94 per litre provided for in the 2020/21 period; and (c) the rental and operation of fixed-wing aircraft, owing mainly to new contractual arrangements for some of the Mission's fleet.

	<i>Variance</i>	
<b>Marine operations</b>	\$105.6	9.7%

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

132. The increased requirements are attributable mainly to provisions for sea containers required for shipment in respect of the planned purchase of various items,

including prefabricated accommodations, air conditioners, water treatment plants and electrical materials.

	<i>Variance</i>	
<b>Communications and information technology</b>	\$1 258.0	4.3%

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

133. The increased requirements are attributable mainly to: (a) costs related to additional data bandwidth to accommodate cloud-based storage and other information and communications technology services for all field offices in the Mission; (b) higher rates per computing device of the centralized information and communications support services for users of enterprise applications; and (c) provisions in respect of geographical information systems for the development of maps.

	<i>Variance</i>	
<b>Other supplies, services and equipment</b>	(\$4 084.2)	(7.4%)

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

134. The reduced requirements are attributable mainly to lower costs for mine detection and mine clearing services due primarily to lower costs for third-party contractual services following the retendering of some of the contracts set to expire during the 2020/21 period; and lower provisions for other freight and related costs due mainly to the lower volume of cargo planned to be transported via ground transportation. The reduced requirements were offset in part by provisions for individual contractors related to specialized engineering services; and higher projected requirements for programmatic activities to undertake additional activities following the redesignation and transition of the protection of civilians sites, in support of voluntary and dignified returns and integration of internally displaced persons in their places of origin or preferred locations.

	<i>Variance</i>	
<b>Quick-impact projects</b>	\$500.0	25.0%

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

135. The increased requirements are attributable mainly to the planned implementation of additional quick-impact projects to improve basic service infrastructure in the 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

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

(a) **Appropriation of the amount of \$1,128,148,100 for the maintenance of the Mission for the 12-month period from 1 July 2021 to 30 June 2022;**

(b) **Assessment of the amount in subparagraph (a) above at a monthly rate of \$94,012,342 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 resolution 74/293, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

### A. General Assembly

#### Financing of the United Nations Mission in South Sudan

(Resolution 74/293)

*Decision/request*

*Action taken to implement decision/request*

Requests the Secretary-General to establish clear frameworks and guidelines to determine the solicitation procedure, whether invitation to bid or request for proposal, to be utilized for, inter alia, acquiring different types of goods and services, including aviation services and to update the United Nations Procurement Manual accordingly (para. 9)

The guidelines in section 6 (Solicitation) of the United Nations Procurement Manual, updated as at 30 June 2020, and more specifically those in section 6.3 (Solicitation methods), summarize the methods of solicitation and the guidance to determine when their use is appropriate.

The Secretariat has contracted a consultant to review the aviation procurement practices of the United Nations, assess their current state and develop recommendations to further advance the maturity and capabilities of aviation procurement. The focus of the study is on the different solicitation methodologies (invitation to bid vs. request for proposal) in aviation procurement and lessons learned from experience gained thus far. It is expected that the results of the study will be available shortly.

Also requests the Secretary-General to take measures to ensure that the Organization conforms to best practices in public procurement with respect to transparency, including by placing additional information in the public domain on the outcome of procurement exercises conducted, including in the area of aviation services, so as to further increase the transparency of the procurement operations of the Organization, and to update the United Nations Procurement Manual accordingly (para. 10)

The Procurement Manual, updated and promulgated in June 2020, stipulates in its section 1 that transparency means that all information on procurement policies, procedures, opportunities and processes is clearly defined, made public and/or provided to all interested parties concurrently. A transparent system has clear mechanisms to ensure compliance with established rules (including unbiased specifications, objective evaluation criteria, standard solicitation documents, equal information to all parties and the confidentiality of offers). Details on the awarding of contracts and purchase orders made by all Secretariat entities are now accessible on the website of the Procurement Division and through its mobile application.

The United Nations also included this requirement in the guidance contained in the revised version of its Procurement Manual, dated 30 June 2020, specifically in section 10.2.1 (Posting of awarded contracts). The United Nations is working on making additional information available on its website during the first quarter of 2021.

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

Unsuccessful vendors that participated in solicitations resulting in awards above \$200,000 are given the opportunity to obtain additional information as to why their proposals did not receive an award through a formal debriefing process. Bidders that remain unsatisfied may file a procurement challenge, which is reviewed by an independent board.

Effective 1 August 2020, all tender opening ceremonies can be attended virtually by vendors who have submitted bids or proposals. In addition, in accordance with the procedures contemplated in article 7 of the Procurement Manual (Management of submissions), tender opening reports for invitations to bid and requests for proposal are available for consultation by bidders for a period of 30 days from the tender opening date.

In section 13 (Contract management and contract administration) of the Procurement Manual, it is stipulated that, in line with the procurement principles of transparency and accountability, and in order to facilitate internal and external audits, procurement officers must maintain fully documented files for every solicitation and every contract.

With regard to air transportation services, in invitation to bid exercises, vendors are advised at the bid opening of the aircraft types offered by all bidders with detailed pricing information per aircraft and after contract award, the award information confirming the pricing of the winning bid is posted on the Procurement Division website.

Notes the ongoing development of impact-based performance indicators as part of the implementation of the Comprehensive Performance Assessment System, and in this regard requests the Secretary-General in his next report to provide information on how the indicators will measure the performance by the Mission of mandated tasks and the impact of resource allocation on that performance, as well as how the indicators will contribute to the identification of the resources required for each mandated task (para. 11)

The Comprehensive Performance Assessment System has been implemented in UNMISS since September 2018. It enables the mission to: (a) develop a whole-of-mission plan, rooted in the local context and focused on how to maximize mission impact within the scope of its mandate; (b) assess the impact and effectiveness of its operations, based on data and analysis; and (c) regularly revise and update its plan based on changes in the local context and evidence on the effectiveness of the Mission's actions.

It is envisioned that the results-based budgeting logical framework would be informed by the Comprehensive Performance Assessment System framework improving linkages between results-based budgeting outputs and the Mission's performance in its mandate delivery.

Requests the Secretary-General to provide in his next report an execution plan for, and analysis of, the implementation of the new Comprehensive Performance

To strengthen integrated planning and performance assessment, the Mission advanced its implementation of the Comprehensive Performance Assessment System,

Assessment System, including on its correlation with mission planning and budget formulation, in order to facilitate consideration by the General Assembly of resource requests for implementation of the System (para. 12)

resulting in improved strategic prioritization and sequencing of Mission's mandated activities through alignment with broader mission planning, budgeting and decision-making processes.

Work on how to maximize mutually reinforcing interaction between the Comprehensive Performance Assessment System and mission planning and budget formulation continues through close consultation between the Department of Peace Operations, the Department of Management Strategy, Policy and Compliance and field missions. In UNMISS, the first results framework was finalized in May 2019 following the launch of Comprehensive Performance Assessment System in October 2018. Subsequently, three rounds of pilot assessments were conducted. On the basis of the lessons learned during the pilot phase, UNMISS is currently revisiting its results framework in order to better reflect the changing operational context and the outcome of the ongoing independent strategic review.

Emphasizes the importance of the accountability system of the Secretariat, and requests the Secretary-General to continue to strengthen risk management and internal controls in the management of peacekeeping budgets, in order to facilitate mandate implementation and increase transparency, and to report thereon in his next report (para. 13)

In line with internal control and risk management procedures, standard risk control matrices on key financial elements and processes (budgets, cost recovery, accounts receivable, accounts payable, cash management and treasury, and financial accounting) are being prepared and reviewed. The gaps that have been identified through the reviews are being addressed through the preparation of remediation plans.

Notes the progress made in the implementation of the multi-year environmental strategy to reduce the footprint of peacekeeping operations, and requests the Secretary-General to enhance measures for the implementation of the strategy in all peacekeeping missions, in line with the five pillars of the strategy, in accordance with particular conditions on the ground and in full compliance with the relevant rules and regulations, and to report thereon in the context of his next overview report (para. 17)

UNMISS has established several measures to implement the environmental strategy, including the promulgation and progressive implementation of an environmental management system, an energy infrastructure management plan and a solid waste management plan. The Mission commissioned a 1.0 megawatt (MW) capacity solar plant in Juba and is in the process of commissioning a 1.2 MW solar plant in Wau. The Mission has strengthened its internal environmental data reporting process, its environmental inspection programme and its environmental capacity building activities. UNMISS is significantly improving its wastewater treatment capacity, solid waste management practices and spill prevention measures, while developing a multi-year action plan to continuously improve its environmental performance and reduce its environmental and carbon footprint.

Underlines the important contribution that programmatic activities make to the implementation of the mandates of the Mission, including for the prevention and resolution of conflicts, and that all such activities must be directly linked to the mandates of the Mission (para. 18)

The Mission's substantive and other programmatic activities reflect a full range of substantive activities implemented by the Mission, in particular in protecting civilians, supporting the implementation of the Revitalized Agreement and the peace process, and promoting human rights. UNMISS continues to prioritize

Requests the Secretary-General to ensure that the Mission is responsible and accountable for the use of its programmatic funds, in line with relevant guidance and bearing in mind the specific context in which the Mission operates, and to include, in his next budget submission and performance report, detailed information on the programmatic activities of the Mission, including on how those activities have contributed to the implementation of Mission mandates, on the linkage to the mandates, on the implementing entities and on the performance by the Mission of appropriate oversight (para. 19)

Expresses concern over the allegations of sexual exploitation and abuse reported in peacekeeping missions, and requests the Secretary-General to continue to implement his zero tolerance policy on sexual exploitation and abuse with regard to all civilian, military and police personnel, and to report thereon in the context of his next report on cross-cutting issues (para. 20)

Recognizes the increasing security challenges faced by United Nations peacekeepers, reaffirms its commitment to the improvement of the safety and security of Mission personnel, in particular uniformed personnel, and requests the Secretary-General to further strengthen the measures in this regard and to report thereon to the General Assembly in the context of the next budget submission for the Mission (para. 21)

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.

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.

Detailed information on programmatic activities undertaken by the Mission during the 2019/20 period has been included in the performance report, while planned activities for the 2021/22 period are presented in the present report.

Most of the Mission's programmatic activities are implemented by the Mission's components. Where comparative advantages are identified, a few projects have been and are planned to be carried out by national or international non-governmental organizations with in-depth local understanding, engagement or presence as implementing partners.

The response for all peacekeeping missions, including UNMISS, with respect to addressing issues raised, will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

As one of the five high-risk Missions, UNMISS has continued to implement the various elements in the action plan on safety and security of peacekeepers. These elements are aligned with the recommendations from various assessments, including the Office for the Peacekeeping Strategic Partnership, that the Mission continues to implement in accordance with the directive of the Special Representative of the Secretary-General, which is considered a best practice. While the UNMISS mandate provides the overall direction for the Mission's operational and programmatic activities, implementation of the action plan ensures that the Mission, with support from United Nations headquarters, prioritizes the security of peacekeepers while they carry out their mandated tasks across the country.

Reaffirms the provisions of section XVIII of its resolution [61/276](#), further 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 such projects, and requests the Secretary-General to enhance their impact while addressing underlying challenges (para. 22)

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (para. 23)

Reiterates its concern about the high number of vacancies in civilian staffing, and further reiterates its request to the Secretary-General to ensure that vacant posts are filled expeditiously (para. 24)

Requests the Secretary-General to ensure that vacant posts are filled expeditiously, and decides not to abolish the posts that have been vacant for 24 months or longer during the current budget period (para. 25)

Also requests the Secretary-General to review the posts that have been vacant for 24 months or longer and to propose in his next budget submission either their retention, with clear justification of need, or their abolishment (para. 26)

Further requests the Secretary-General to conduct a comparative assessment of the services provided by respective entities for mine action activities and to provide the results in the context of his next report (para. 27)

UNMISS will continue to work with various mission components and sections as well as community-based and non-governmental organizations for the timely, responsible and accountable implementation of quick-impact projects. During the 2020/21 period, the Mission will conduct an external evaluation to identify lessons learned, areas for improvement and best practices. The Mission will also undertake an end-of-cycle internal assessment to measure outcomes and identify intrinsic challenges. Similarly, through regular patrols and engagement with stakeholders, the Mission will regularly monitor and assess the impact of previously implemented quick-impact projects. Where regular monitoring will not be possible owing to travel limitations due to the COVID-19 pandemic, community-based participatory monitoring will be conducted.

Although the Mission does not have a formal programme of nationalization owing to the lack of vacant posts and the difficulty of recruiting into specialized functions from the local market, UNMISS is working towards developing the capacity of its national staff to enable them to take on increased responsibilities and duties. In this regard, UNMISS will continue to explore opportunities for nationalization as it conducts a review of the composition of its civilian staffing.

The Mission has taken steps to expedite recruitment despite the severe challenges to attracting and retaining staff and will continue its efforts to ensure that vacant posts are filled expeditiously.

The Mission continually undertakes efforts to fill all vacant posts as expeditiously as possible and will continue to do so during the 2021/22 period.

The Mission continually makes an effort to fill all vacant posts, including those that have been vacant for 24 months or longer, as expeditiously as possible and will continue to do so during the 2021/22 period.

In response to General Assembly resolution [74/293](#), paragraph 27, the United Nations Mine Action Service of the Department of Peace Operations, with inputs from UNMISS, undertook a comparative assessment of the services provided by respective entities for mine action activities in the Mission. Mine action services provided in support of the mandate implementation of UNMISS include: explosive ordnance risk education; route clearance; survey and mapping of explosive hazards; humanitarian mine clearance; quality assurance

Recognizes the important role played by regional and subregional actors for peacekeeping operations, and in this regard encourages the Secretary-General to deepen the partnership, cooperation and coordination of the United Nations with regional and subregional actors, in accordance with relevant mandates, and to provide information on such deepened engagement in the context of his next report (para. 28)

of clearance operations; coordination of humanitarian mine action; mine-related predeployment training of force and police contingents; induction training for civilian staff (Safe and Secure Approaches in Field Environments); explosive ordnance reporting; the cordoning of suspect items; explosive ordnance disposal, quick response; weapons and ammunition management; explosive detection dogs; and maintenance of the national mine action database.

The assessment confirmed that in the absence of mine action capabilities within the Mission contingents, all mine action activities are delivered by UNOPS, the implementing partner for the Mine Action Service. UNOPS provides the ability to operate in areas inaccessible to other providers. Mine action services provided by UNOPS enable the force contingents to undertake their mandated activities unhindered by landmines and unexploded ordnance, contributing to the safety and security of peacekeepers, the protection of civilians and a safe and secure environment in which to facilitate humanitarian access.

In support of the peace process and the implementation of the Revitalized Agreement, UNMISS continues to cooperate and coordinate with the Intergovernmental Authority on Development to facilitate efforts by the parties to the agreement to make substantive progress in the transitional period. UNMISS remained a key partner in the Authority's efforts to bring the non-signatories to the Revitalized Agreement to engage in peace talks under the auspices of the Community of Sant' Egidio. Effective partnership with regional actors was enhanced through collaborative joint engagements coordinated through a weekly desk-to-desk expert meeting of the Authority, the African Union, UNMISS and the reconstituted Joint Monitoring and Evaluation Commission representatives, at which key developments are deliberated upon, information is exchanged and analysed, and common approaches are developed in pursuit of agreed objectives. UNMISS leadership also conducts monthly meetings with the Authority's special envoy for South Sudan, Interim Chairperson of the Commission and regular interactions with the African Union representative to South Sudan.

UNMISS also participates and facilitates the work of peace implementation oversight bodies, including the reconstituted Joint Monitoring and Evaluation Commission and the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism through the provision of diverse support in several focus areas. In addition, the Special

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

Representative of the Secretary-General for South Sudan regularly briefs the African Union Peace and Security Council and participates in key meetings of the Intergovernmental Authority on Development to advance United Nations support to regional efforts on the peace process in South Sudan.

## **B. Advisory Committee on Administrative and Budgetary Questions**

### **Financing of the United Nations Mission in South Sudan**

([A/74/737/Add.13](#) and General Assembly resolution [74/293](#))

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

The Advisory Committee reiterates its view that proposed vacancy rates should be based, as much as possible, on actual rates. In cases where the proposed rates differ from the actual rates at the time of budget preparation, clear justification should be provided in the proposed budget and related documents (see also [A/73/755/Add.13](#), para. 29). (para. 18).

The Advisory Committee considers that the Mission should increase its efforts to rely on remote training technology, including videoconferencing (para. 23 (a)).

The Mission has taken steps to expedite recruitment, in spite of the challenges encountered, to attract and retain staff in the Mission. Despite the low vacancy rates, the Mission continues to make efforts to reduce recruitment timelines. The proposed vacancy rates for civilian personnel for the 2021/22 period take into account historical patterns, current incumbency rates and projected deployments based on planning for the period.

The Mission is currently making efforts to promote all available online courses. In addition, inter-mission collaboration among Integrated Mission Training Centres is being explored to strengthen the Mission's portfolio of online course offerings.

## 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:

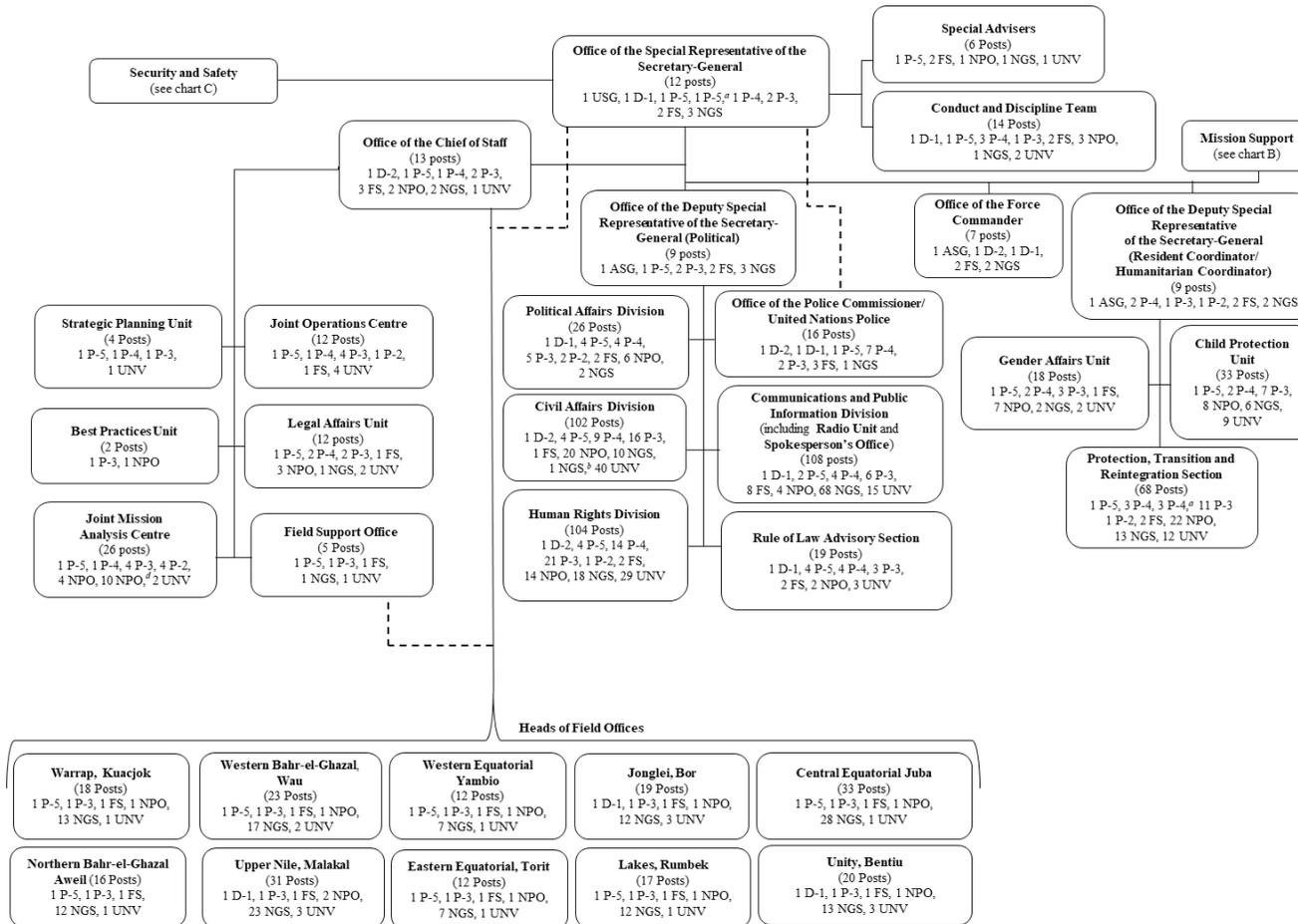
- **Mandate:** variances caused by changes in the scale or scope of the mandate or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

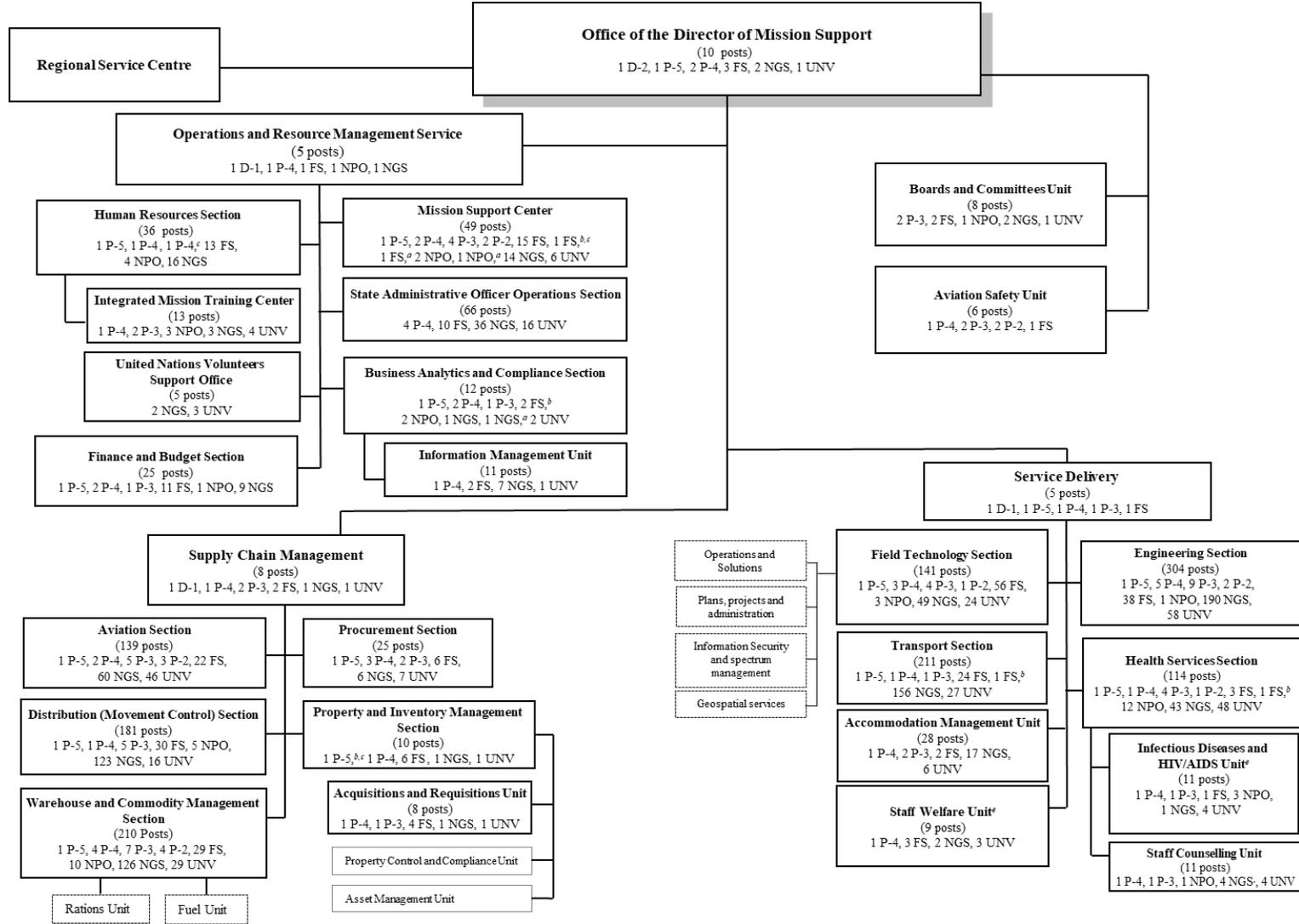
### A. Substantive



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

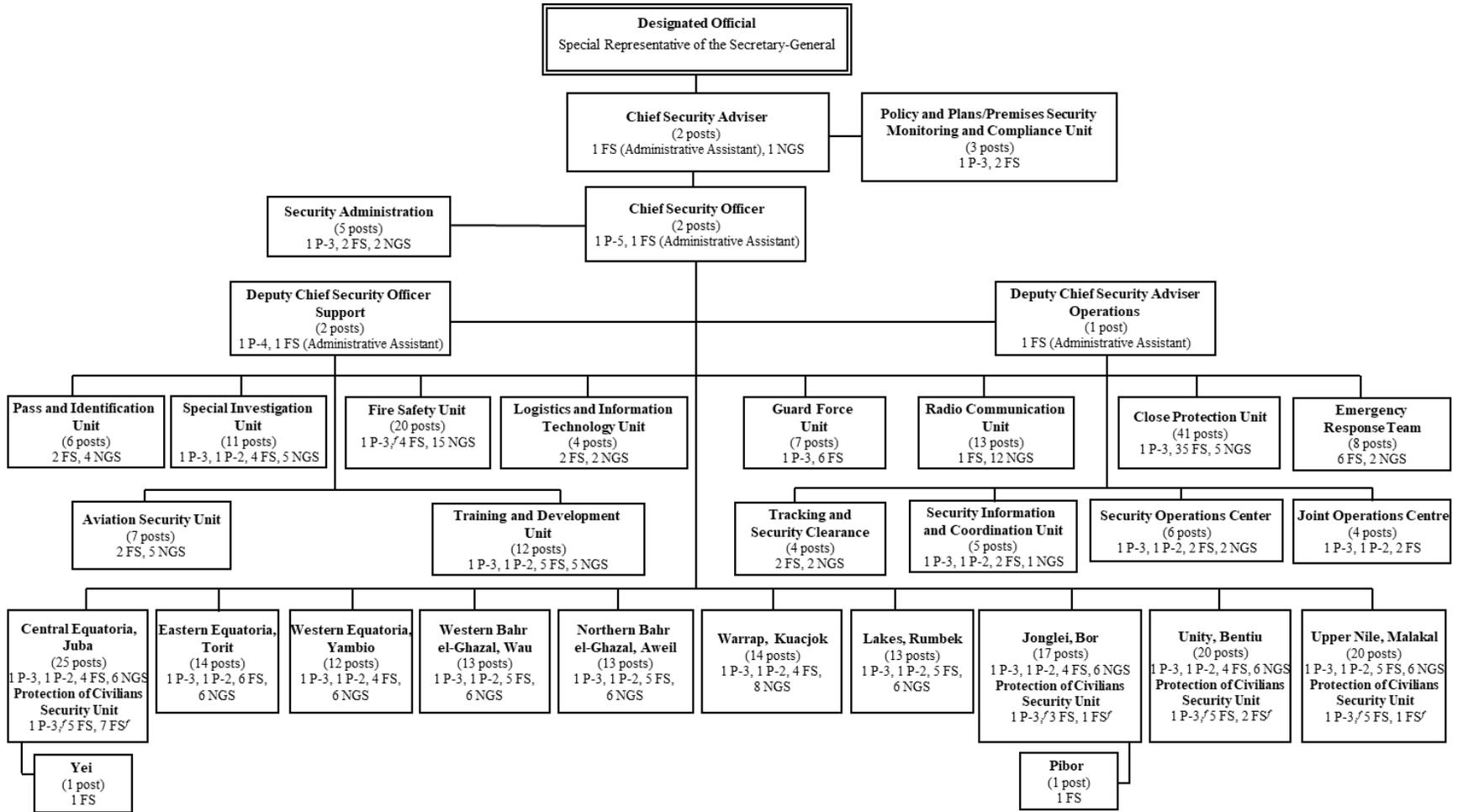
- <sup>a</sup> Redeployment.
- <sup>b</sup> Reassignment.
- <sup>c</sup> Reclassification.
- <sup>d</sup> Conversion.
- <sup>e</sup> Realignment.
- <sup>f</sup> Positions funded under general temporary assistance.

## B. Mission Support



<sup>a</sup> Redeployment.  
<sup>b</sup> Reassignment.  
<sup>c</sup> Reclassification.  
<sup>d</sup> Conversion.  
<sup>e</sup> Realignment.  
<sup>f</sup> Positions funded under general temporary assistance.

### C. Security and Safety Section



<sup>a</sup> Redeployment.  
<sup>b</sup> Reassignment.  
<sup>c</sup> Reclassification.  
<sup>d</sup> Conversion.  
<sup>e</sup> Realignment.  
<sup>f</sup> Positions funded under general temporary assistance.

