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

Budget for the United Nations Support Office in Somalia for the period from 1 July 2022 to 30 June 2023

Report of the Secretary-General

Contents

	<i>Page</i>
I. Mandate and planned results	5
A. Overall	5
B. Planning assumptions and mission support initiatives	6
C. Regional mission cooperation	12
D. Partnerships and country team coordination	12
E. Results-based budgeting frameworks	13
II. Financial resources	23
A. Overall	23
B. Non-budgeted contributions	24
C. Efficiency gains	24
D. Vacancy factors	24
E. Contingent-owned equipment: major equipment and self-sustainment	25
F. Training	25
G. Mine detection and mine-clearing services	26
III. Analysis of variances	27
IV. Actions to be taken by the General Assembly	30



V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 75/306 , including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly	31
A. General Assembly	31
B. Advisory Committee on Administrative and Budgetary Questions	38

Annexes

I. Definitions	45
II. Organization charts	47

Summary

The present report contains the budget for the United Nations Support Office in Somalia (UNSOS) for the period from 1 July 2022 to 30 June 2023, which amounts to \$526,933,600.

The proposed budget in the amount of \$526,933,600 represents an increase of \$7,059,100, or 1.4 per cent, compared with the apportionment of \$519,874,500 for the 2021/22 period.

During the period from 1 July 2022 to 30 June 2023, UNSOS will continue to help the Security Council to achieve the overall objective of provision of a logistical support package for the African Union Mission in Somalia (AMISOM), the United Nations Assistance Mission in Somalia (UNSOM) and the Somali security forces in joint operations with AMISOM.

The proposed budget provides for the deployment of 10 United Nations military contingent personnel, 18,586 AMISOM military contingent personnel, 240 AMISOM police officers, 800 AMISOM formed police personnel, 366 international staff, 189 national staff, 20 United Nations Volunteers and 6 government-provided personnel.

The total resource requirements for UNSOS for the financial period from 1 July 2022 to 30 June 2023 have been linked to the UNSOS objective through a number of results-based budgeting frameworks, organized through the support component. The human resources of UNSOS, in terms of the number of personnel, have been attributed to the support component.

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

Financial resources

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
Military and police personnel	151 154.4	146 716.5	146 087.5	(629.0)	(0.4)
Civilian personnel	85 314.2	90 657.9	94 362.6	3 704.7	4.1
Operational costs	289 147.1	282 500.1	286 483.5	3 983.4	1.4
Gross requirements	525 615.7	519 874.5	526 933.6	7 059.1	1.4
Staff assessment income	7 842.6	7 814.8	8 022.0	207.2	2.7
Net requirements	517 773.1	512 059.7	518 911.6	6 851.9	1.3
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	525 615.7	519 874.5	526 933.6	7 059.1	1.4

Human resources

	<i>Military observers</i>	<i>United Nations military contingents</i>	<i>AMISOM military contingents</i>	<i>AMISOM police</i>	<i>AMISOM formed police unit</i>	<i>Inter- national staff</i>	<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
Military										
Approved 2021/22	–	10	18 586	240	800	–	–	–	–	19 636
Proposed 2022/23	–	10	18 586	240	800	–	–	–	–	19 636
Net change	–	–	–	–	–	–	–	–	–	–
Component										
Provision of logistical support										
Approved 2021/22	–	–	–	–	–	366	189	20	6	581
Proposed 2022/23	–	–	–	–	–	366	189	20	6	581
Net change	–	–	–	–	–	–	–	–	–	–

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

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Support Office in Somalia (UNSOS) was established by the Security Council in its resolution [1863 \(2009\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2614 \(2021\)](#), by which the Council extended the mandate until 31 March 2022.
2. UNSOS is mandated by the Security Council to provide a logistical support package for the African Union Mission in Somalia (AMISOM), as called for by the Council in its resolution [1863 \(2009\)](#) and expanded in its resolutions [1872 \(2009\)](#), [1910 \(2010\)](#), [1964 \(2010\)](#), [2010 \(2011\)](#), [2036 \(2012\)](#), [2073 \(2012\)](#), [2093 \(2013\)](#), [2124 \(2013\)](#), [2245 \(2015\)](#), [2372 \(2017\)](#), [2431 \(2018\)](#), [2472 \(2019\)](#), [2520 \(2020\)](#), [2568 \(2021\)](#) and [2614 \(2021\)](#).
3. The Security Council, by its resolution [2102 \(2013\)](#), established the United Nations Assistance Mission in Somalia (UNSOM), headquartered in Mogadishu, with the United Nations Support Office for the African Union Mission in Somalia (UNSOA), the former name of UNSOS, to provide administrative, financial and technical support to UNSOM across Somalia.
4. The Security Council, in its resolution [2124 \(2013\)](#), requested UNSOA to support the Somali National Army through the provision of food and water, fuel, transportation, tents and in-theatre medical evacuation on an exceptional basis for joint Somali National Army operations, with funding to be provided from an appropriate United Nations trust fund.
5. In its resolution [2245 \(2015\)](#), the Security Council, in view of the expansion of UNSOA since its establishment in 2009, decided that UNSOA should bear the name United Nations Support Office in Somalia and that it would be responsible for providing support to AMISOM, UNSOM and the Somali National Army on joint operations with AMISOM. UNSOS was also designated by the Council as a strategic enabler for the United Nations and the international community in Somalia. In its resolution [2520 \(2020\)](#), the Council requested the Secretary-General to increase support to 13,900 Somali security forces, including an appropriate share of the state and federal police, who are formally integrated into the Somali security forces in line with the national security architecture and who are actively participating in joint or coordinated operations with AMISOM that directly implement the transition plan, and to expand the United Nations support to Somali security forces to include training, equipment and mentorship to counter the threat of improvised explosive devices. Direct support for assistance to the Somali security forces would be funded from an appropriate United Nations trust fund, with UNSOS personnel responsible for ensuring the delivery of the support package and for ensuring that any support provided to non-United Nations security forces is provided in strict compliance with the human rights due diligence policy.
6. In its resolution [2568 \(2021\)](#), the Security Council authorized United Nations support to 13,900 members of the Somali security forces, including an appropriate share of the state and federal police, who are formally integrated into the Somali security forces in line with the national security architecture and who are participating in joint or coordinated operations with AMISOM that directly implement the Somalia transition plan. The Council reiterated the importance of AMISOM and the Somali security forces working jointly with UNSOS on the delivery of logistics support, including, inter alia, ensuring convoy and airfield security, protection of civilians and protecting main supply routes, and further requested the Secretary-General to expand

the United Nations support to the Somali security forces to include training, equipment and mentorship to counter the threat of improvised explosive devices.

7. Also in its resolution [2568 \(2021\)](#), the Security Council requested the Secretary-General, jointly with the African Union and in consultation with the Federal Government of Somalia and donors, to produce a proposal on the strategic objectives, size and composition of a reconfigured African Union mission by the end of September 2021. The Council further requested the Secretary-General, in consultation with all relevant stakeholders, to present options for continuing United Nations logistical support from 2022, to include continued United Nations support for UNSOM and to the Somali security forces alongside a reconfigured African Union mission, for consideration by the Council by the end of October 2021. In its resolution [2614 \(2021\)](#), the Council decided to extend the mandates for AMISOM and UNSOS until 31 March 2022.

8. The United Nations is currently actively engaged in discussions among the Federal Government of Somalia, the African Union and key donors. Progress has been made during technical discussions held in Mogadishu from 27 January to 9 February 2022. This included developing the joint draft African Union-Federal Government of Somalia concept of operations for a reconfigured mission, the joint draft African Union-United Nations proposal on a reconfigured mission, and the draft United Nations logistical options in support of a reconfigured mission and the Somalia Security Forces going forward, as requested by the Security Council in its resolution [2568 \(2021\)](#).

B. Planning assumptions and mission support initiatives

9. Overall, UNSOS has succeeded in the implementation of its mandate by effectively supporting the mandates of AMISOM, as called for by the Security Council in its resolutions [2124 \(2013\)](#), [2245 \(2015\)](#), [2372 \(2017\)](#), [2431 \(2018\)](#), [2472 \(2019\)](#), [2520 \(2020\)](#) [2568 \(2021\)](#) and [2614 \(2021\)](#), and by enabling the programmatic work of UNSOM in Somalia.

10. UNSOS implements its mandate by utilizing a mix of service modalities, including a light staff footprint, commercial third-party vendors and the provision of in-theatre services to AMISOM uniformed personnel under the provisions of memorandums of understanding. During the 2022/23 period, UNSOS will continue to provide support to AMISOM through sector headquarters, the Kismaayo, Dhooble, Baidoa, Beledweyne, Jawhar and Baledogle airfield locations, as well as battalion headquarters.

11. UNSOS established a memorandum of understanding with AMISOM and the Federal Government of Somalia for the provision of support to the Somali security forces. This tripartite agreement reflects the occasional assistance provided by UNSOS to AMISOM to deliver the support package to forward Somali security forces bases and provides for new joint UNSOS-Federal Government of Somalia mechanisms to enable and monitor the implementation of mutual accountability obligations for the management of United Nations-provided resources and the human rights due diligence policy.

12. During the 2022/2023 period, UNSOS will support a reconfigured African Union mission in accordance with resolution [2568 \(2021\)](#) for the transition of security responsibility to national security forces. This will include a logistics transition to the Federal Government of Somalia of the non-lethal support provided by UNSOS for joint or coordinated operations with AMISOM. Somali authorities, UNSOS and donor partners will work to identify a medium-term model for sustainment, but the 2022/23

planning assumptions will be based on the continued support by UNSOS under current arrangements, as enabled by the Somali security forces trust fund.

13. Within the objectives of the Somalia transition plan, the African Union/Somali security forces operations to be supported by UNSOS in the 2022/23 period will include degrading the capabilities of Al-Shabaab, securing and stabilizing centres of influence and main supply routes and developing the capabilities and capacities of Somali security forces. Further to this, UNSOS will continue to support the activities of UNSOM in line with its approved mandate.

14. Assisted by a small number of United Nations expert military personnel embedded in UNSOS technical sections, UNSOS will continue to provide training and to conduct strategic movements in order to provide logistical support to the AMISOM sector hubs and select battalion locations. UNSOS remains fully engaged with the Somali security forces and AMISOM regarding the evolving plans for reconfiguration and redeployment and is a participant in the wider forum with international community partners known as the military coordination group, which is part of the comprehensive approach to the security framework. This provides UNSOS with the opportunity to gain early understanding of possible adjustments to support requirements. UNSOS will also continue its training, technical support and mentoring of a counter-improvised explosive device capability through the United Nations Mine Action Service (UNMAS) for both AMISOM and the Somali security forces.

15. In 2022/2023, UNSOS will adapt its operations as necessary to provide support for the reconfigured African Union mission, including its logistical requirements, as requested by the Security Council in its resolution [2568 \(2021\)](#).

16. UNSOS is headed by an Assistant Secretary-General who oversees the External Relations and Coordination Unit, the Senior Adviser and Gender Adviser, the Conduct and Discipline Team, the Legal Affairs Unit, the Safety and Security Section, the Board of Inquiry Unit and the Information Support and Management Section. In addition to the overall management of the three pillars (Operations and Resources Management, Service Delivery and Management and Supply Chain Management), which are headed by respective service chiefs, the Director of UNSOS directly oversees the Aviation Safety Section, the Risk Management and Audit Response Unit, the Environmental Unit, the Occupational Safety and Health Cell, the Welfare Cell, the Gender Affairs Unit and the United Nations support team, represented by a military contingent provided by a troop-contributing country.

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

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

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

20. The estimated resource requirements for the Support Office for the 2022/23 period amount to 526,933,600, which represents an increase of \$7,059,100, or 1.4 per cent, compared with the approved resources of \$519,874,500 for the 2021/22 period. The estimates mainly reflect increased requirements under operational costs of \$3,983,400 or 1.4 per cent, attributable mainly to the increase in the cost of petrol, oil and lubricants, and the acquisition of specialized vehicles to replace assets that have reached the end of their life cycle, as well as increased requirements under civilian

personnel of \$3,704,700, or 4.1 per cent, attributable mainly to higher rates for international staff salaries based on the revised salary scale effective January 2022. The increased requirements are offset in part by reduced requirements under military and police personnel of \$629,000, or 0.4 per cent, attributable mainly to the lower estimated cost of travel on emplacement, rotation and repatriation of military contingents.

21. Serious security threats against Mogadishu-based United Nations facilities and personnel persist, as evidenced by a series of attacks on the Aden Adde International Airport area, and on the United Nations directly, which have caused injuries and have continued to underscore vulnerabilities and challenges to ensuring the safety and security of United Nations personnel. An indirect fire incident on 1 January 2019 prompted a comprehensive process to enhance risk mitigation measures. Many of these measures required an investment in physical infrastructure, a process that has seen significant progress but which requires more action in terms of monitoring, review and improvement. As a result of the security assessment, it was recommended that overhead protection and blast resistant side walls be installed to protect offices and containers as immediate security mitigation measures, mandatory for all United Nations security management system organizations, including UNSOS and UNSOM compounds.

22. UNSOS conducted an internal assessment after the January 2019 incident to see if functions should be relocated to Nairobi to minimize personnel density in Mogadishu. Two reviews, one in January and one in October of 2019, were undertaken in the aftermath of the attacks. Additional reviews were conducted in 2021, which resulted in the designation of additional civilian staff posts to be transferred from Mogadishu to Nairobi.

23. UNSOS Centralized Warehousing Section continues to pre-position inventories in the warehouses established in Kismaayo, Baidoa, Beledweyne and Jawhar, based on the requirements of the sectors. The warehouses, which are currently managed by a third-party contractor, are intended to cater for the immediate requirements of each sector. UNSOS also operates a smaller warehouse facility in Mombasa, to support Dhooble in sector 2 and store contingency items.

24. With the major construction projects in Mogadishu completed, or due to be completed, in the 2021/22 budget period, UNSOS will focus in 2022/23 on the enhancement of existing infrastructure and the reinforcement of security measures at all operating locations in Somalia. New construction projects will focus on: (a) critical security-related upgrades to numerous components of the facilities, including perimeter and access controls and bunkers; (b) the additional provision of overhead protection structures for the remaining soft-walled accommodations and office units; (c) environmental initiatives, including upgrades to some components of the existing facilities to continue to reduce the environmental footprint of the mission; (d) the installation of additional or replacement water treatment plants in Dhusamareb; (e) sinking deep water wells in the forward operating bases; (f) the installation of additional wastewater treatment plants in new builds and the replacement of others; (g) the conversion of conventional power houses into synchronized and right-sized diesel power generation; (h) the installation of additional light-emitting diode lights, timers for air conditioning units and movement sensors for lights to reduce energy consumption; (i) the implementation of solar energy projects to reduce reliance on fossil fuels; (j) entering into a power purchase agreement for solar energy supply for Baidoa camp; and (k) the enhancement of the facilities related to the welfare of United Nations and AMISOM personnel.

25. In line with the Support Office's environment strategy, UNSOS will continue to adequately manage wastewater and solid waste streams within the United Nations

camps and sector headquarters locations through commercial contractors. UNSOS is planning to enhance the sorting of solid waste at source to optimize waste recycling and install treated wastewater recycling systems to reduce freshwater usage for non-potable water needs. The Support Office will also continue to enforce its tree planting campaign by establishing tree seedling nurseries in mission sectors.

26. To improve environmental sustainability, UNSOS will continue to promote positive consumer habits and to increase awareness of environmental protection through sensitization activities, such as broadcasts, the sharing of best practices and training of UNSOS, UNSOM and AMISOM personnel, including the publication of environmental info graphic and publicity materials. UNSOS will also promote a culture of individual environmental accountability among personnel and conscientiousness vis-à-vis reduced energy consumption, and conduct regular environmental audits at all locations to ensure compliance with the United Nations environment policy. UNSOS continues to engage, as required, the services of external experts through the Rapid Environment and Climate Technical Assistance project to advance the environmental action plan. A joint environment committee appointed by the United Nations and AMISOM will provide strategic guidance on the management of the environment. The water and environment team will oversee the operationalization of the environmental activities.

27. UNSOS continues its efforts to reduce the environmental footprint in Somalia. The recycling programme using colour-coded bins will continue, as will the enhancement of the use of solar power throughout UNSOS-managed camps. The synchronization of generators will be extended to more locations to ensure efficiency in load-balancing, resulting in the protection of equipment and lower consumption of service kits. The synchronization of generators brings great advantages as it provides the maximum output when the power demand peaks and minimum output when the load necessities are low. Hence, parallel generators increase the reliability of power systems and make them more efficient.

28. UNSOS continues to mentor and guide the AMISOM uniformed and civilian personnel in environmental management, including waste management at all of its locations to improve the environmental performance and mitigate the environmental impact associated with its operations.

29. UNSOS will continue with its strategy to reduce the ground vehicle fleet and related equipment, through the adjustment and enhancement of dispatch services in Mogadishu and the various sectors. Driver and operator training will be provided to AMISOM personnel to ensure that vehicles and equipment are utilized within their specifications and capabilities. The implementation of weekly inspections by end users will identify any repairs required before equipment failure. The installation of the new CarLog system will allow for better control over the fleet in general, in terms of equipment usage and driver behaviour. Regulating the use of the ground fleet through CarLog will reduce maintenance and repair costs.

30. Eight helicopters for logistical operations will continue to provide resupply support and to serve AMISOM at locations where security escorts are not provided by AMISOM, and two medical evacuation helicopters will serve casualty and medical evacuation needs. Provision has also been made in the budget for the 2022/23 period for seven military helicopters and four fixed-wing aircraft, and two fixed-wing aircraft under global standby air charter arrangement.

31. UNSOS will continue to diversify its broadband services portfolio to strive for optimum levels of operational resiliency, low latency and qualitative Internet bandwidth solutions at lower costs. The O3B satellite-based broadband Internet service and the locally sourced Internet services will remain the primary and secondary wide area network connectivity sources, respectively, with Intelsat very

small aperture services acting as a hot standby in order to ensure the availability of network services for all UNSOS and AMISOM locations. The communications and technology services backbone through the use of wireless and cabled solutions, will continue to be expanded across south-central Somalia in order to ensure a secure communications line to each of the AMISOM sector headquarters, battalions and forward operating bases. All the major sites, such as UNSOS headquarters and regional and satellite offices, will continue to have a basic information and communications technology (ICT) infrastructure based around the containerized data centres to consolidate and integrate all ICT-related facilities. With the successful migration in 2021 of 80 per cent of its data centres to the cloud infrastructure, the mission is now preparing phase 2 of the project plan to completely shut down all the remaining data centres, including the one hosted in the United Nations Office in Nairobi. Meanwhile, efforts are also under way to complete the implementation of various camp security or force protection measures, for example, the counter rocket, artillery and mortar early warning systems have been fully operational in Mogadishu since May 2020, in Kismaayo since December 2020 and more recently in Dhooble since December 2021. The remaining two systems are projected to be installed in Baidoa and Jawhar, despite delays owing to the logistical challenges brought about by the COVID-19 pandemic.

32. For the 2022/23 budget period, UNSOS will seek to maintain its existing Terrestrial Trunked Radio (TETRA) infrastructure, iridium push-to-talk satellite-based radio communication systems, high frequency radio networks and the Radio Interoperability System networks to cover anticipated areas of joint operations between AMISOM and the Somali security forces during the implementation of the transition plan. UNSOS is planning to maintain the existing ICT footprint, in terms of the microwave links, very small aperture terminals, and communications towers, in support of force multiplier initiatives for AMISOM in the areas of intelligence, surveillance and reconnaissance, with the establishment of joint operations centres at the sector, battalion and forward operating bases. UNSOS will continue to: (a) develop and implement renewable energy initiatives, for example solar and smart batteries, in order to reduce reliance on fossil fuels to power the communications houses; (b) conduct broader capacity-building initiatives to enhance interoperability between AMISOM and the Somali security forces at sector, battalion and forward operating locations through the effective use of various communication modes; and (c) support ongoing development of the command, control, communications and intelligence manual for AMISOM and the Somali security forces.

33. UNSOS will continue to support the communications initiatives of UNSOM, AMISOM and their partners, including implementation of a public information strategy that supports the post-2021/22 general elections period, the Somalia transition plan, including increased support to Somali security forces, and the reconfiguration of the African Union mission. UNSOS will continue sensitization and awareness programmes around COVID-19 as it affects the implementation of client mandates. UNSOS will continue to enable increased Somali participation in the delivery of public information services and strategic communications infrastructure, including the maintenance of transmitter sites that support community radios in Baidoa, Beledweyne, Kismaayo, Jawhar and Dhooble.

34. Critical level II medical facilities will be operated at all sector hubs by AMISOM. A level II medical facility will continue to be operational in Mogadishu to enhance medical support for AMISOM and the Somali security forces. UNSOS will continue to provide level I-plus clinic services for non-uniformed personnel through contractual arrangements in Mogadishu and to operate clinics in the sectors for non-AMISOM clients. UNSOS deployed a dedicated air ambulance in the prior budget period to enhance response time and gain self-sufficiency.

35. To promote occupational safety and health in the workplace, UNSOS conducted training for supervisors, staff and contractors on occupational safety and health awareness, hazard identification and the development of control and mitigation measures. UNSOS published bespoke health and safety guidance to provide UNSOS personnel with advice on health and safety standards in the workplace and will continue to monitor clients' and contractors' work activities to curb potential hazards at an early stage.
36. Through the promotion and implementation of welfare and recreation facilities and programmes, UNSOS will continue to enhance the quality of life for personnel deployed in Somalia.
37. Given the nature of the security situation and the fact that improvised explosive devices remain a threat targeting both the Somali security forces and AMISOM, the Mine Action Service will continue to provide improvised explosive device threat mitigation support in the 2022/23 period. Efforts will continue to focus on the provision of specialized analysis and advice on explosive hazard threat mitigation during mobility planning and operations; the provision of technical teams and specialized equipment to train and mentor AMISOM and the Somali security forces in improvised explosive device threat mitigation and explosive ordnance disposal; the provision of technical assistance to the Somali security forces to safely and securely store and manage ammunition and explosives; the provision of explosive detection dog capability in each sector to search for and detect explosive hazards; the deployment of community-based explosive hazard disposal teams across all sectors; and the enhancement of the understanding on the part of AMISOM and the Somali security forces of the threat posed by improvised explosive devices, to enable the implementation of mitigation measures.
38. UNSOS will continue to train, mentor and build the capacity of AMISOM personnel in providing enabling functions, including medical, signals, movement control, aviation safety and security, property management, warehousing, vehicle repair and recovery, water purification, waste management, environmental management, power generation and distribution, engineering plant operations and catering functions. All training support will be in compliance with the Secretary-General's human rights due diligence policy. In addition, UNSOS will continue to monitor and evaluate predeployment training conducted by AMISOM troop- and police-contributing countries in order to ensure the predeployment training activities are in compliance with the policy.
39. UNSOS has finalized a service-level agreement with the Resident Coordinator's Office and will continue its mechanism to recover costs for accommodation; office space; medical services; aviation services; ICT, including TETRA radio, Wi-Fi, telephone and videoconference services; vehicle rental, maintenance and repair; fuel; identification card issuance; and training rendered to United Nations agencies, funds and programmes, non-governmental organizations, embassies and vendors. UNSOS will also continue to charge administrative fees for the travel of passengers not related to UNSOS, UNSOM and AMISOM, using Support Office aircraft for international flights. External support for air transportation shall be provided only according to availability and on a non-interference basis.
40. It is expected that the capacity and capability of the Somali security forces will continue to grow progressively, with the support of the international community, to enable the Somali security forces to assume increased security responsibilities.
41. The political climate and the disposition of the Federal Government of Somalia is expected to be sufficiently conducive to enable UNSOS to implement its mandated activities without undue procedural or bureaucratic hindrance. Freedom of movement of UNSOS staff, contractors and service providers will not be adversely affected by

actions of authorities of the Federal Government of Somalia and federal member states.

42. It is expected that the Security Council mandates of AMISOM and UNSOM will be extended through 2022/23 so that they will be able to play critical support roles to the Federal Government of Somalia, to implement the electoral road map.

43. International community support for force generation, planning, training, sustainment and deployment and combat/mentoring of the Somali National Army, the Somali Police Force, state-level police and Darwish and state level forces will not fail and compromise the ability of the Somali security forces to take over national security responsibilities.

44. Further mortar attacks on the United Nations facilities in Somalia would result in increased requirements in order to fund mitigating measures, including the relocation of staff to Nairobi, which would extend the supply chain and could lead to other increased requirements.

C. Regional mission cooperation

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

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

47. The United Nations Mission in South Sudan (UNMISS) will continue to support its operations through the Mombasa Support Base, benefiting from the availability of this UNSOS Base for the management of movement control-related activities.

48. UNSOS will continue to support the treasury functions of the United Nations Office at Nairobi as part of an integrated cashier's operation, established following the deployment of Umoja.

49. UNSOS will use the Regional Service Centre in Entebbe, Uganda, for onboarding and separation of staff, benefits and payroll for national staff, vendor payments, entitlements and official travel, processing claims (such as for education grants and reimbursement for official travel), cashier services, training and conference services, transport and movement control and information technology services.

50. UNSOS will cooperate with the Global Procurement Support Section in Entebbe to streamline procurement services in the Central and Eastern African regions through the consolidation of requirements for regional sourcing strategies. UNSOS also routinely cooperates with the United Nations Environment Programme in Nairobi.

D. Partnerships and country team coordination

51. To hone effective partnerships, further joint planning, and improve and streamline the coordination and execution of the delivery of logistical support to AMISOM, UNSOM and the Somali security forces, UNSOS will continue to hold regular and ad hoc meetings with all partners at the strategic and operational levels in order to enable timely and transparent communication, to ensure that UNSOS support is aligned with prevailing priorities and to ensure that decision-making is informed

by implications for required resources. In support of the implementation of the UNSOS mandate and under the strategic guidance provided by UNSOS senior management, the Mission Support Centre, through the Joint Support Operations Centre, the Somali National Army Support Unit and the Regional Coordination Unit, will continue to adequately engage with its mandated principal clients, which include AMISOM, UNSOM and the Somali security forces. For enhanced coordination of its support to AMISOM, the Joint Support Operations Centre will remain a joint AMISOM-UNSOS entity with staff from both entities collaborating and working side by side in shared office space.

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

53. Through the provision of logistical support to the United Nations Disaster Operations Centre, UNSOS will continue to assist the United Nations country team with the implementation of its programmes (employing cost recovery as applicable), most notably where the United Nations country team is engaged in combating natural disaster situations caused by floods, droughts, or poor agricultural conditions. In Mogadishu and Baidoa, where UNSOS provides office space and working facilities to the United Nations country team, the United Nations Disaster Operations Centre, UNSOM and UNSOS share the same compounds. At the strategic level, cooperation is continuing through regular meetings at the level of the Security Management Team under the auspices of the Designated Official/Special Representative of the Secretary-General while operational cooperation is channelled through the Office of the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator.

54. UNSOS will continue to provide logistics and administrative support to United Nations agencies, funds and programmes, subject to capacity and the availability of resources, on a cost-recovery basis. UNSOS will continue to seek out opportunities to achieve synergies and efficiencies through collaboration with United Nations country team members and other partners.

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.

Provision of logistical support

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

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

58. The support component is tasked with providing rapid, effective, efficient and responsible services to support the implementation of the UNSOS mandate through the delivery of related outputs, service improvements and efficiency gains. Support will be provided to an authorized strength of 10 United Nations military contingent personnel, 18,586 AMISOM military contingent personnel, 240 AMISOM police officers, 800 AMISOM formed police unit personnel, 70 AMISOM civilian personnel and 581 civilian staff members, comprising 366 international staff, 189 national staff, 20 United Nations Volunteers and 6 government-provided personnel.

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

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

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.1 Rapid, effective, efficient and responsible delivery of the United Nations logistics support package to AMISOM and the Somali security forces	<p>1.1.1 Percentage of approved flight hours utilized (excluding search and rescue and medical/casualty evacuation) (2020/21: 68 per cent; 2021/22: ≥ 90 per cent; 2022/23: ≥ 90 per cent)</p> <p>1.1.2 Average annual percentage of authorized international posts vacant (2020/21: 9 per cent; 2021/22: 9 per cent; 2022/23: 8 per cent)</p> <p>1.1.3 Average annual percentage of female international civilian staff (2020/21: 31 per cent; 2021/22: ≥ 38 per cent; 2022/23: ≥ 33 per cent)</p> <p>1.1.4 Average number of calendar days for roster recruitments, from posting of the job opening to candidate selection, for P-3–D-1 and FS-3–FS-7 levels (2020/21: 140; 2021/22: ≤ 78; 2022/23: ≤ 120)</p> <p>1.1.5 Average number of calendar days for post specific recruitments, from posting of the job opening to candidate selection, for P-3–D-1 and FS-3–FS-7 levels (2020/21: ≤ 120; 2021/22: ≤ 120; 2022/23: ≤ 120)</p> <p>1.1.6 Overall score on the Administration's environmental management scorecard (2020/21: 79; 2021/22: 100; 2022/23: 100)</p>

1.1.7 Percentage of all ICT incidents resolved within the established targets for high, medium and low criticality (2020/21: 84 per cent; 2021/22: \geq 85 per cent; 2022/23: \geq 85 per cent)

1.1.8 Compliance with the field occupational safety risk management policy (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

1.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2020/21: 1,956; 2021/22: \geq 1,800; 2022/23: \geq 1,800)

1.1.10 Alignment between the demand plan and the executed budget for goods and services (2020/21: 94.0 per cent; 2021/22: 94.6 per cent; 2022/23 \geq 90 per cent)

1.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

1.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2020/21: 97 per cent; 2021/22: \geq 95 per cent; 2022/23: \geq 95 per cent)

1.1.13 Improvised explosive device threat mitigation and explosive ordnance disposal capacity in support of AMISOM and joint operations between AMISOM and the Somali security forces in line with the transition plan (2020/21: 20 teams; 2021/22: 20 teams; 2022/23: 20 teams)

1.1.14 Percentage compliance with UNSOS compact commitments towards AMISOM (2020/21: 100 per cent; 2021/22: 90 per cent; 2022/23: 90 per cent)

1.1.15 Uninterrupted strategic communications and public information services to support AMISOM, UNSOM and UNSOS mandates, verifiable through their presence throughout the area of operations and 100 per cent achievement of contractual key performance indicators (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

Outputs

Service improvements

- Implementation of the mission-wide environmental action plan, in line with the environment strategy
- Oversight of the occupational safety and health risk management of UNSOS headquarters and sector headquarters

- Improved client-centricity and visibility throughout the supply chain process

Aviation services

- Operation and maintenance of 23 aircraft (6 fixed-wing and 17 rotary-wing)
- Provision of a total of 15,016 planned flight hours (11,594 from commercial providers and 3,422 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 23 aircraft and 148 airfields and landing site

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$526.93 million, in line with delegated authority

Civilian personnel services

- Provision of human resources services to a maximum strength of 575 authorized civilian personnel (366 international staff, 189 national staff and 20 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation, and staff performance management, in line with delegated authority
- Provision of in-mission training courses for 300 civilian personnel and support for outside-mission training for 70 civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 131 mission sites at 7 locations
- Implementation of 14 construction, renovation and alteration projects, including various security-related works in sector hubs Kismaayo, Jawhar, Baidoa, Beledweyne, Dhoolbe, Baledogle and Mogadishu
- Operation and maintenance of 424 United Nations-owned generators and 3 solar power sites
- Operation and maintenance of 48 United Nations-owned wastewater treatment plants at 7 locations and 129 full sets of United Nations-owned water purification plants at 79 locations
- Provision of waste management services, including liquid and solid waste collection and disposal at 131 sites
- Operation and maintenance of 37 United Nations-owned mobile and 8 field common kitchens at 37 locations
- Provision of engineering support to AMISOM (59 field defence supplies, 79 water supplies and 59 power supplies) up to forward operating bases in 6 sectors
- Provision of 772 minimum operating security standards-compliant individual sleeping accommodations in 6 sectors and Mogadishu camp for personnel under the security risk management system
- Provision 480 small-scale containerized accommodations for live-in contractor personnel who deliver day-to-day services, such as medical, security, aviation, various facility management, catering, communication and consultancy services

Fuel management services

- Management of supply and storage of 33.7 million litres of fuel (11.2 million litres for air operations, 3.6 million litres for ground transportation, 18.8 million litres for generators and 0.1 million litres for marine operations), as well as oil and lubricants across distribution points and storage facilities at 9 locations

Geospatial, information and telecommunications technology services

- Provision of and support for 25 ultra-high frequency repeaters and transmitters and 4,398 trunking/hand-held radios, including 3,635 handheld portable radios, 558 mobile radios for vehicles and 205 base station radios
- Operation and maintenance of a network for voice, fax, video and data communication, including 30 very small aperture terminals, 1 telephone exchange, 65 microwave links, as well as provision of 180 satellite and 1,224 mobile telephone service plans
- Provision of and support for 1,693 computing devices and 349 printers for an average strength of 2,099 civilian and uniformed end users, including connectivity of contingent personnel, as well as other common services at 34 locations
- Support and maintenance of 45 local area networks (LAN) and wide area networks (WAN) at 34 sites
- Analysis of geospatial data covering 600,000 km², maintenance of topographic and thematic layers and production of 300 maps
- Operation and maintenance of 5 detection and warning systems (counter-rocket, -artillery and -mortar systems), as well 7 static and 14 mobile electronic countermeasure (counter-improvised explosive device) devices
- Operation and maintenance of 6 FM radio broadcast stations and 1 radio production facility
- Provision of strategic communications services that support press and media operations; media monitoring and analysis; multimedia and print production and dissemination; community outreach and events management; and translation and interpretation for AMISOM and UNSOS
- Provision of support for the establishment of an additional community radio station in the regional community of Somalia

Marine operations

- Operation and maintenance of 11 boats and 22 outboard engines to patrol the shoreline for the security of UNSOS, UNSOM and AMISOM and other occupants at the Aden Adde International Airport complex completed

Medical services

- Oversight of 21 level I clinics and 4 level II clinics/medical facilities at 25 locations for AMISOM, and 1 level I-plus facility in Kismaayo, and operation and maintenance of 5 level I clinics and 1 level I-plus United Nations-owned medical facility
- Maintenance of contractual service arrangements with 5 level III hospitals in Nairobi and 1 level-IV hospital in South Africa
- Maintenance of mission-wide land and air evacuation arrangements and maintenance of a 21-member aeromedical evacuation team for medical evacuations inside and outside Somalia when required
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all personnel
- Provision of HIV sensitization programme, including peer education, for all personnel
- Provision of reverse transcription polymerase-chain reaction COVID-19 testing services at the UNSOS COVID-19 laboratory located at the UNSOS level 1-plus facility for United Nations staff and other clients including AMISOM
- Management of the United Nations isolation facility in Mogadishu with a 10-bed intensive care unit and high-dependency unit capacity

- Provision of training in infection prevention and control and appropriate and adequate personal protective equipment for all medical personnel and patients in United Nations and AMISOM supported medical facilities
- Provision of training to 500 AMISOM medical personnel through continuing medical education

Provision of explosive hazard management and improvised explosive device threat mitigation

- Provision of explosive hazard management and improvised explosive device threat mitigation capability in all sectors, through the deployment of 32 UNMAS technical advisers embedded within AMISOM force and sector headquarters, the Support Office, as well as in troop-contributing countries for predeployment training
- Provision of 32 operational explosive-detection dog teams to support AMISOM troops and bases, through the searching, deterrence and detection of explosive hazards in and around key infrastructures, including the Aden Adde International Airport and UNSOS premises
- Enhance the capability of AMISOM and Somali security forces to mitigate the threat posed by improvised explosive devices and enable the implementation of mitigation measures
- Enhance the capacity of Somali security forces to safely and securely store and manage ammunition and explosives at four key federal and state locations
- Deployment of 2 quick-response teams, 8 manual mine clearance teams, 10 explosive ordnance risk education teams and 10 explosive ordnance risk education/community liaison officers across all sectors, including along access routes, in support of AMISOM mobility operations and stabilization activities, and in line with the transition plan

Security

- Provision of round-the-clock security services at the following locations: Mombasa Support Base, Nairobi, Mogadishu, Kismaayo, Baidoa, Beledweyne and Jawhar
- Provision of close protection for 1 senior United Nations official and visiting high-level officials
- Coordination of ground convoy movements for UNSOS personnel to visit various locations in Mogadishu and sectors, including AMISOM locations
- Conduct of mandatory Safe and Secure Approaches in Field Environment training for staff members, as well as other mandatory United Nations security management system awareness briefings for UNSOS personnel
- Provision of security advisories and incident reporting to all UNSOS personnel

Supply chain management services

- Planning and sourcing support for the acquisition of goods and services in line with delegated authority
- Receipt, management and onward distribution of up to 10,440 tons of cargo within the UNSOS area, including 1,470 tons of air cargo, 1,134 cubic meters of loose cargo stock and 7,836 tons of containerized cargo
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories, as well as equipment below threshold, in line with delegated authority
- Provision of warehouse and yard operation services and inventory planning support and related services at 7 locations (Mogadishu, Baidoa, Beledweyne, Jawhar, Kismaayo, Mombasa and Nairobi)

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum authorized strength of 10 United Nations military contingent personnel, 18,586 AMISOM military contingent personnel, 240 AMISOM police officers and 800 AMISOM formed police personnel, as well as 6 Government-provided personnel

- Inspection and verification of and reporting on contingent-owned equipment and self-sustainment compliance for an authorized strength of 10 United Nations military contingent personnel, 18,586 AMISOM military contingent personnel and 800 AMISOM formed police personnel
- Supply and storage of rations, combat rations and bottled water for an average strength of 10 United Nations military contingent personnel, 18,586 AMISOM military contingent personnel, 240 AMISOM police officers and 800 AMISOM formed police personnel and the 13,900 Somali security forces
- Support for the processing of claims and entitlements for an average strength of 10 United Nations military contingent personnel, 18,586 AMISOM military contingent personnel, 240 AMISOM police officers and 800 AMISOM formed police personnel and 6 government-provided personnel
- Provision of training and capacity-building support (including predeployment, in-mission and on-the-job training) to 2,600 AMISOM uniformed personnel, including on aviation security, aviation firefighting, movement control, communications and information technology, rations, catering, fuel, general supply, transport, logistics, the human rights due diligence policy, sexual exploitation and abuse, conduct and discipline and environmental management

Vehicle management and ground transport services

- Operation and maintenance 729 United Nations-owned vehicles (101 light passenger vehicles, 181 special-purpose vehicles, 10 ambulances, 55 armoured personnel carriers, 53 armoured vehicles, 20 trailers, 153 vehicle attachments, 65 material-handling and 71 engineering equipment and 20 other vehicles), as well as 37 UNMAS fleet vehicles, through 6 workshops in Somalia and 5 in Kenya
- Repair and maintenance of 180 assets of partner-owned units (29 light passenger vehicles, 63 special purpose vehicles, 7 ambulances, 34 armoured personnel carriers, 18 trailers and attachments, 4 items of material handling equipment and 25 items of engineering equipment)
- Operation of 690 items of miscellaneous transport equipment monitored by the CarLog system
- Operation of local transportation for a monthly average of 3,350 passengers in Mogadishu, 50 passengers in Mombasa and 500 passengers in Nairobi, serving UNSOS, UNSOM and AMISOM personnel and other United Nations delegates whenever required

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.2 Provision of rapid, effective, efficient and responsive administrative, technical and logistical support services for UNSOM	<p>1.2.1 Percentage of approved flight hours utilized (excluding search and rescue and medical and casualty evacuation) (2020: 72 per cent, 2021: 100 per cent, 2022: 90 per cent)</p> <p>1.2.2 Average annual percentage of authorized international posts vacant (2020: 16.3 per cent, 2021: 13 per cent, 2022: 13 per cent)</p> <p>1.2.3 Average number of calendar days for roster recruitments, from posting of the job opening to candidate selection, for P-3–D-1 and FS-3–FS-7 levels (2020: 108, 2021: ≤ 100, 2022: ≤ 120)</p> <p>1.2.4 Average number of calendar days for post-specific recruitments, from posting of the job opening to candidate selection, for P-3–D-1 and FS-3–FS-7 levels (2020: 400, 2021: ≤ 120, 2022: ≤ 120)</p>

1.2.5 Percentage of all ICT incidents resolved within the established targets for high, medium and low criticality (2020: 92 per cent, 2021: ≥ 90 per cent, 2022: ≥ 90 per cent)

1.2.6 Percentage of contingent personnel in standards-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2020: 100 per cent, 2021: 100 per cent, 2022: 100 per cent)

1.2.7 Compliance with United Nations rations standards for delivery, quality and stock management (2020: 100 per cent, 2021: ≥ 98 per cent, 2022: ≥ 95 per cent)

1.2.8 Percentage compliance with UNSOS compact commitments towards UNSOM (2020: 100 per cent, 2021: 100 per cent, 2022: 100 per cent)

Outputs

Aviation services

- Operation and maintenance of a total of 5 aircraft (3 fixed-wing and 2 rotary-wing)
- Provision of a total of 1,332 planned flight hours from commercial providers for passengers and cargo
- Oversight of aviation safety standards for 5 aircraft

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a net budget of \$98.47 million, in line with delegated authority

Civilian personnel services

- Provision of human resources services for up to 334 civilian personnel (186 international staff, 130 national staff and 18 United Nations Volunteers), including support for claims, entitlements and benefits processing, travel, recruitment, post management, budget preparation, training and staff performance management, in line with delegated authority

Fuel management services

- Management of supply and storage of 5.4 million litres of fuel (1.2 million litres for air operations, 0.6 million litres for ground transportation and 3.6 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities at 5 locations

Geospatial, information and telecommunications technology services

- Provision of and support for 630 handheld portable radios and 65 mobile radios for vehicles
- Provision of and support for 409 computing devices and 77 printers for an average strength of 334 civilian and 662 uniformed end users, in addition to 70 computing devices for connectivity of contingent personnel, as well as other common services

Security

- Provision of close protection for three senior United Nations officials and visiting high-level officials

Operations and Resources Management pillar									
Approved 2021/22	–	1	21	18	66	106	37	4	147
Proposed 2022/23	–	1	21	18	66	106	37	4	147
Net change	–	–	–	–	–	–	–	–	–
Service Delivery Management pillar									
Approved 2021/22	–	1	22	31	70	124	56	13	193
Proposed 2022/23	–	1	22	31	70	124	56	13	193
Net change	–	–	–	–	–	–	–	–	–
Supply Chain Management pillar									
Approved 2021/22	–	1	13	11	41	66	66	2	134
Proposed 2022/23	–	1	13	11	41	66	66	2	134
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2021/22	1	4	73	71	217	366	189	20	575
Proposed 2022/23	1	4	73	71	217	366	189	20	575
Net change	–	–	–	–	–	–	–	–	–

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

II. Financial resources

A. Overall

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	—	—	—	—	—
Military contingents	143 213.7	138 633.6	137 493.5	(1 140.1)	(0.8)
African Union police	146.5	225.5	184.0	(41.5)	(18.4)
African Union formed police units	7 794.2	7 857.4	8 410.0	552.6	7.0
Subtotal	151 154.4	146 716.5	146 087.5	(629.0)	(0.4)
Civilian personnel					
International staff	76 365.2	80 741.3	84 832.8	4 091.5	5.1
National staff	7 291.2	8 142.6	7 816.9	(325.7)	(4.0)
United Nations Volunteers	969.0	996.5	1 152.8	156.3	15.7
General temporary assistance	508.7	546.5	327.9	(218.6)	(40.0)
Government-provided personnel	180.1	231.0	232.2	1.2	0.5
Subtotal	85 314.2	90 657.9	94 362.6	3 704.7	4.1
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	152.6	677.9	662.3	(15.6)	(2.3)
Official travel	1 010.1	1 461.1	1 465.5	4.4	0.3
Facilities and infrastructure	94 744.2	80 485.9	87 185.5	6 699.6	8.3
Ground transportation	13 693.1	11 917.5	15 949.4	4 031.9	33.8
Air operations	59 140.4	75 735.4	73 337.3	(2 398.1)	(3.2)
Marine operations	1 820.9	943.4	955.1	11.7	1.2
Communications and information technology	40 925.1	37 913.7	37 634.5	(279.2)	(0.7)
Medical	13 142.3	11 474.5	10 358.3	(1 116.2)	(9.7)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	64 518.4	61 890.7	58 935.6	(2 955.1)	(4.8)
Quick-impact projects	—	—	—	—	—
Subtotal	289 147.1	282 500.1	286 483.5	3 983.4	1.4
Gross requirements	525 615.7	519 874.5	526 933.6	7 059.1	1.4
Staff assessment income	7 842.6	7 814.8	8 022.0	207.2	2.7
Net requirements	517 773.1	512 059.7	518 911.6	6 851.9	1.3
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	525 615.7	519 874.5	526 933.6	7 059.1	1.4

B. Non-budgeted contributions

61. The estimated value of non-budgeted contributions for the period from 1 July 2022 to 30 June 2023 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces/mission agreement ^a	110 316.0
Total	110 316.0

^a Estimated value of land provided to UNSOS by local authorities for the Mombasa Logistics Base (\$0.8 million) and at various locations within Somalia (\$106.9 million), as well as fees waived for airport, embarkation and disembarkation in Somalia (\$2.3 million) and airport passenger taxes waived in Somalia (\$0.3 million).

C. Efficiency gains

62. During the 2022/23 period UNSOS is not anticipating efficiency gains.

D. Vacancy factors

63. The cost estimates for the period from 1 July 2022 to 30 June 2023 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
Military and police personnel			
United Nations military contingents	—	—	—
African Union military contingents	0.5	—	—
African Union police	13.3	—	—
African Union formed police	26.0	—	—
Civilian personnel			
International staff	7.6	8.0	8.0
National staff			
National Professional Officers	20.0	20.0	20.0
National General Service staff	27.5	20.0	20.0
United Nations Volunteers	20.0	20.0	10.0
Government-provided personnel	33.3	—	—

64. The proposed vacancy factors are based on UNSOS experience to date and take into account the mission-specific situation in relation to the deployment of uniformed personnel and the recruitment of civilian staff. In determining the rates for the 2022/23 period, variables that were considered include the current vacancy rates, the expected rates during the current fiscal year to date and the circumstances that UNSOS is expected to face during the 2022/23 budget period.

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

65. Requirements for the period from 1 July 2022 to 30 June 2023 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of \$77,251,700, as follows:

(Thousands of United States dollars)

Category	Estimated amount		Total
	Military contingents	Formed police units	
Major equipment	53 862.8	4 008.0	57 870.8
Self-sustainment	18 287.7	1 093.2	19 380.9
Total	72 150.5	5 101.2	77 251.7
Mission factors	Percentage	Effective date	Last review date
A. Applicable to mission area			
Extreme environmental conditions factor	2.3	1 October 2021	2 August 2021
Logistics and road conditions factor	3.8	1 October 2021	2 August 2021
Hostile action/forced abandonment factor	6.0	1 October 2021	2 August 2021
B. Applicable to home country			
Incremental transportation factor	0.25–3.5		

F. Training

66. The estimated resource requirements for training for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

Category	Estimated amount
Consultants	
Consultants for the provision of training	60.5
Official travel	
Official travel, training	519.0
Other supplies, services and equipment	
Training fees, supplies and services	862.8
Total	1 442.3

67. The number of participants planned for the period from 1 July 2022 to 30 June 2023, compared with previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>
Internal	266	524	528	88	294	284	962	2 500	2 600
External ^a	–	240	230	–	89	80	–	–	–
Total	266	764	758	88	383	364	962	2 600	2 600

^a Includes the United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

68. UNSOS personnel will be trained during the 2022/23 period to improve their substantive and technical expertise. The training will continue to target the areas of security, project management, fuel management, rations management, budget, administration, air operations, environment, gender, ground transportation, movement control, occupational safety and health, supply chain management, information technology, medical services, staff counselling and conflict management and the human rights due diligence policy. UNSOS will also provide training on radio frequency identification, asset management, software mobilization, supply chain maintenance and planning applications, so as to enable more precise budget planning and to achieve optimal inventory levels. UNSOS will also provide training for approximately 2,600 AMISOM uniformed personnel in the areas of aviation, communications and information technology, logistics, medical services, vehicle maintenance and repairs, engineering, rations, catering and mobile kitchen operations.

G. Mine detection and mine-clearing services

69. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Special equipment	
Mine detection and mine-clearing equipment	–
Other supplies, services and equipment	
Mine detection and mine-clearing services	41 913.4
Mine detection and mine-clearing supplies	–

70. UNSOS, through the United Nations Mine Action Service, will continue to provide AMISOM and the Somali security forces with specialized analysis, advice and knowledge-sharing, training and mentoring, and technical support on explosive hazard threat mitigation and effective management of ammunitions and explosives, through the deployment of technical advisers and technical teams, the use of explosive-detection dog capability and the conduct of explosive hazard clearance operations across all sectors, and will enhance the capability of AMISOM and the Somali security forces to mitigate the threat posed by improvised explosive devices in joint operations, in line with the transition plan.

71. The workplan and the resource requirements for mine detection and mine-clearing services for the period 1 July 2022 to 30 June 2023 have been thoroughly

reviewed by the UNMAS Programme Review Committee. This multidisciplinary body convened by UNMAS headquarters and comprising Mission and UNHQ colleagues ensures the UNMAS programme in UNSOS is designed to deliver the UNSOS mandate efficiently and effectively.

III. Analysis of variances¹

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

	<i>Variance</i>	
Military contingents	(\$1 140.1)	(0.8%)

- **Management: cost parameters**

73. The reduced requirements are attributable mainly to the reduced cost of rotation and emplacement of military contingent personnel due to the estimated lower cost of commercial air travel. The reduced requirements are offset in part by the increased cost of delivery of rations, as well as the improved serviceability of major and self-sustainment contingent-owned equipment and review of the mission area factors, which led to an increase in the environmental factor from 1.9 per cent to 2.3 per cent, effective 1 October 2021.

	<i>Variance</i>	
African Union police	(41.5)	(18.4)

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

74. The reduced requirements are attributable mainly to the reduced cost of rotation and emplacement of African Union police officers owing to the estimated lower cost of commercial travel.

	<i>Variance</i>	
African Union formed police units	552.6	7.0%

- **Mandate: changes in deployment**

75. The increased requirements are attributable mainly to the improved serviceability of major and self-sustainment contingent-owned equipment, as well as the review of the mission area factors, which led to an increase in the environmental factor from 1.9 per cent to 2.3 per cent, effective 1 October 2021.

	<i>Variance</i>	
International staff	4 091.5	5.1%

- **Management: cost parameters**

76. The increased requirements are attributable mainly to the higher rates for international staff salaries based on the revised salary scale effective January 2022, compared with the rates applied in the approved resources for the 2021/22 period. The increased requirements were offset in part by lower estimated danger pay due to

¹ 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.

the relocation of international staff from their duty stations in Somalia to Nairobi, where no danger pay is provided.

	<i>Variance</i>	
National staff	(325.7)	(4.0%)

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

77. The reduced requirements are attributable mainly to: (a) the lower rate of common staff costs and staff assessment as compared with the rates applied in the 2021/22 period; and (b) the application of a lower exchange rate of the Kenyan shilling of 109.92 per dollar compared with the exchange of 108.43 applied for the 2021/22 period. The reduced requirements are offset in part by the application of a higher step level of GS-6/6 to better reflect the composition of national General Service staff, compared with the step level GS-6/3 applied in the budget for the 2021/22 period.

	<i>Variance</i>	
United Nations Volunteers	156.3	15.7%

• **Management: cost parameters**

78. The increased requirements are attributable mainly to: (a) the proposed lower vacancy rate of 10 per cent, compared with the 20 per cent vacancy rate approved for the 2021/22 period; and (b) the additional payment at the time of rest and recuperation vacation due to the change in the travel arrangements for this category of personnel.

	<i>Variance</i>	
General temporary assistance	(218.6)	(40.0%)

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

79. The reduced requirements are attributable primarily to the transfer of the Support Office's share of allocated costs for the general temporary assistance related to activities for the Umoja implementation support project to the support account for peacekeeping operations, compared with the share of allocated costs included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Facilities and infrastructure	6 699.6	8.3%

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

80. The increased requirements are attributable mainly to: (a) the proposed procurement of warehouse management services to be provided in Mogadishu, Beledweyne, Baidoa, Jawhar and Kismaayo; (b) the reclassification of expenditure, which were previously posted as other services under the other supplies, services and equipment class of expenditures, to maintenance under this class of expenditure; (c) the increased in the cost of generator fuel of \$0.87 per litre, compared with the \$0.62 increase that was budgeted for the 2021/22 period, as well as an increase in operational and management fees due to the change in contractual arrangements; (d) the increased procurement of prefabricated facilities, accommodation and refrigeration equipment due to increased requirement for gabions for the new forward operating bases of AMISOM. The increased requirements were offset in part by: (a) lower requirements under construction, alteration, renovation and major maintenance owing to the completion of a number of construction projects during

previous periods and the respective lower procurement of construction materials; (b) the decrease in procurement of water treatment and fuel distribution equipment due to the utilization of assets already in stock.

	<i>Variance</i>	
Ground transportation	4 031.9	33.8%

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

81. The increased requirements are attributable mainly to the proposed acquisition of special purpose vehicles and ground transportation assets to replace aging vehicles and equipment. The increased requirements are offset in part by the lower cost of repairs and maintenance due to the change in contractual arrangements.

	<i>Variance</i>	
Air operations	(2 398.1)	(3.2%)

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

82. The reduced requirements are attributable mainly to: (a) the lower contractual costs of UNSOS fixed-wing aircraft due to the change of the aircraft type, as well as a reduction in flight hours; (b) the lower cost of utilization of the satellite tracking systems; and (c) the lower number of sorties due to the reduced number of flight hours. The reduced requirements were offset in part by: (a) an increase in aviation fuel prices to \$0.88 per litre compared with the increase of \$0.63 per litre that was budgeted for the 2021/22 period, as well as an increase in operational and management fees due to the change in contractual arrangements; and (b) the increased contractual costs of two rotary-wing aircraft, as well as a change in the co-shared cost ratio with UNSOM for two rotary-wing aircraft.

	<i>Variance</i>	
Communications and information technology	(279.2)	(0.7%)

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

83. The reduced requirements are mainly attributable to: (a) lower requirements for telecommunications and network services, including O3B Internet monitoring services and software licences; and (b) projected lower requirements of printed materials for messaging with respect to the COVID-19 pandemic and the election process in Somalia. The reduced requirements have been offset in part by: (a) increased procurement of spare parts for counter-rocket, artillery and mortar systems installed during the previous periods and other equipment; and (b) the procurement of communication and information equipment to replace obsolete laptop computers, radios and very small aperture terminal equipment.

	<i>Variance</i>	
Medical	(1 116.2)	(9.7%)

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

84. The reduced requirements are attributable mainly to the reduced acquisition of drugs, surgical consumables and pharmaceutical supplies due to the expected delivery during the planned period of such items, which had been procured in the 2021/22 period but were delayed owing to logistical challenges in the supply chain as a result of the COVID-19 pandemic.

	<i>Variance</i>	
Other supplies, services and equipment	(2 955.1)	(4.8%)

- Management: reduced inputs and same outputs

85. The reduced requirements are attributable mainly to: (a) the reclassification of expenditures related to warehouse management services, which were previously posted under this class of expenditures, to the facilities and infrastructure class of expenditures; and (b) a decrease in freight due to fewer anticipated acquisitions during the 2022/23 period.

IV. Actions to be taken by the General Assembly

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

(a) Appropriation of the amount of \$526,933,600 for the maintenance of UNSOS for the 12-month period from 1 July 2022 to 30 June 2023;

(b) Assessment of the amount in subparagraph (a) above at a monthly rate of \$43,911,133 should the Security Council decide to continue the mandate of support for AMISOM, UNSOM and the Somali security forces on joint operations with AMISOM.

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 75/306, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

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

(Resolution 75/306)

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Reiterates its grave concern about the continued threat to life, health, safety and security caused by the coronavirus disease (COVID-19) pandemic and the importance of ensuring the safety, security and health of peacekeeping personnel, including through the use of safe and effective vaccines for civilian and uniformed personnel, maintaining the continuity of mandate delivery, including protection of civilians, minimizing the risk of mission activities causing the virus to spread and, where appropriate and within mandates, supporting national authorities, upon their request, in their response to COVID-19, in collaboration with the Resident Coordinator and other United Nations entities in the country (para. 5)	The Federal Government of Somalia continued the roll-out of the national COVID-19 vaccination programme with support from the COVID-19 Vaccines Global Access Facility (COVAX) and the World Health Organization in Somalia. With the Resident Coordinator as chair, a COVAX task force – which included UNSOS and UNSOM representatives and maintained a link with the existing United Nations crisis response mechanism in Somalia – has been constituted to mobilize cross-agency support to the national programme. Logistical support for delivery to in-country locations has been secured through UNSOS assets in the start-up phase of the programme, while national staff and dependents have been approached and encouraged to resort to the available vaccination.
Notes the measures adopted to mitigate the effect of the COVID-19 pandemic on peacekeeping operations, including facilitating the continued implementation of mission mandates while ensuring the health and safety of peacekeeping personnel and local communities in the host country, and requests the Secretary-General to provide updated information on the impact of the pandemic, the lessons learned, best practices and how the mission improved its preparedness and resilience and collaborated with the host Government and regional and subregional actors in response to the pandemic in the context of the next performance report and budget submission for the Support Office (para. 6)	The United Nations Headquarters supported the local vaccine deployment programme which has been made available – despite challenges related to access and security – to all national personnel and dependents across the United Nations presence in Somalia, as well as non-governmental organizations sponsored through a United Nations entity as a partner. More than 20,000 vaccine doses have been administered, through the local vaccine deployment programme, to the United Nations personnel in Somalia at risk. UNSOS coordinated access to the United Nations System-wide COVID-19 medical evacuation mechanism established for all eligible United Nations and partner personnel, including in Somalia. Additional support to national authorities included back-up for oxygen-filling capacities, support for the roll-out of COVID-19 testing facilities, logistic support to COVAX cargo flights and vaccine storage.
Notes with concern the mid- and long-term impact of the COVID-19 pandemic on countries, regions and subregions in conflict, and emphasizes the importance of United Nations peacekeeping operations, where appropriate and within their respective mandates, coordinating with national authorities and other United	UNSOS leadership provided clear guidance that enabled business continuity and the maintenance of operational capacity for executing the Support Office's mandate and relevant activities, including support to AMISOM and national authorities and other counterparts over the entire course of the pandemic.

Nations entities in promoting post-conflict reconstruction, peacebuilding and post pandemic recovery of countries and regions in conflict, especially those in Africa (para. 7)

Recalls paragraphs 16 and 18 of its resolution 69/273 of 2 April 2015, and in this regard reiterates its request to the Secretary-General that he continue to explore additional innovative ways to promote procurement from developing countries and countries with economies in transition at Headquarters and field offices and to encourage interested local vendors to apply for registration on the Secretariat vendor roster, with a view to broadening its geographical base (para. 8)

The Secretariat continues to prioritize efforts to promote procurement from developing countries and countries with economies in transition. The Secretariat expanded its efforts to facilitate the participation of vendors from these countries, including through: (a) the introduction of virtual tender openings, thereby providing access to all vendors, including small and medium-sized enterprises that would otherwise not have been able to participate owing to travel restrictions or travel costs; (b) the introduction of multilingualism by allowing vendors to submit official certificates and financial documents through the United Nations Global Marketplace in all six official languages during the registration process; (c) the deployment of a database containing a list of all approved vendors and the introduction of a requirement that Chief Procurement Officers invite vendors who have attended seminars and registered at the basic level to participate in tenders, with a particular focus on vendors from developing countries and countries with economies in transition; (d) the establishment of a partnership with the global network WEConnect International to promote women-owned businesses, particularly from developing countries and countries with economies in transition; and (e) the translation of the United Nations Procurement Manual into French and Spanish. Going forward, the Secretariat will continue to adopt innovative ideas to promote procurement from developing countries and countries with economies in transition, including by exploring new approaches, such as a seminar to provide training to vendors in doing business with the United Nations and on how to submit proposals and bids, as well as by exploring the possibility of a partnership with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to promote women-owned businesses in procurement at the United Nations.

Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 9)

In 2021, UNSOS implemented a standard operating procedure for the advertisement of all procurement requirements over \$150,000 on the UNSOS website, UNSOS social media platforms and digital media websites (e.g. Somali Jobs, Jawhar Online, and Nation Kenya), in addition to advertisements on the United Nations Global Marketplace and the Procurement Division websites. This comprehensive outreach plan is implemented alongside the global outreach platforms, and aims at having local vendors to be invited to and to express interest in UNSOS tenders.

*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. 10)

The guidelines in section 6 (solicitation) of the United Nations Procurement Manual, which was updated in June 2020, and specifically those contained in section 6.3 (solicitation methods), summarize the methods of solicitation and the guidance on their appropriate use. In particular, the invitation to bid is a formal method of solicitation normally used when the requirements for goods and services: (a) are simple and straightforward; (b) can be expressed well quantitatively and qualitatively at the time of solicitation; and (c) can be provided in a straightforward way. The request for proposal is a formal method of solicitation used for the procurement of goods and services when requirements cannot be expressed quantitatively and qualitatively (e.g. consulting or similar services) at the time of solicitation or for the purchase of complex goods and/or services where the requirements may be met in a variety of ways and, accordingly, an evaluation based on cumulative/weighted analysis is most appropriate. For procurements above \$150,000, one of the two formal methods of solicitation (invitation to bid or request for proposal) must be used, unless there is an exception to such formal methods of solicitation, in accordance with rule 105.16 of the Financial Regulations and Rules of the United Nations. A request for proposal is required only for procurements above \$150,000 but can also be used for lower-value procurements (equal to or below \$150,000) if the requirements are complex or if the procurement official otherwise determines it appropriate.

Also requests the Secretary-General to undertake 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. 11)

As stipulated in the updated Procurement Manual, 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 (unbiased specifications, objective evaluation criteria, standard solicitation documents, equal information to all parties, the confidentiality of offers, etc.). Details on the awarding of contracts and purchase orders resulting from formal methods of solicitation for Secretariat entities are now available on the website of the Procurement Division, the Division's mobile application and the United Nations Global Marketplace.

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 these deepened engagements in the context of his next reports (para. 12)

UNSOS is a logistics support office that delivers support to the largest African Union peace support operation (AMISOM) under a tripartite arrangement (African Union-AMISOM troop- and police-contributing countries-United Nations). UNSOS engages regularly with the African Union Commission on all aspects of support, which is reported in the periodic reports of the Secretary-General on Somalia.

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

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 planned projects, and requests the Secretary-General to enhance their impact while addressing underlying challenges (para. 13)

Reiterates that the use of external consultants should be kept to an absolute minimum and that the Organization should utilize its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term (para. 14)

Stresses the importance of prioritizing the safety and security of United Nations personnel as well as protection of civilians activities, in the context of challenging security situations, and requests that all peacekeeping missions be provided with adequate resources for the effective and efficient discharge of their respective mandates, including the protection of civilians where mandated (para. 15)

Recognizes the increasing security challenges faced by United Nations peacekeepers, re-emphasizes the importance of improving the safety and security of peacekeepers and mission personnel in an integrated manner, including enhanced training and capacity-building, force protection planning for United Nations camps and situational awareness, requests the Secretary-General and host Governments to fulfil the responsibilities under relevant resolutions of the General Assembly and the Security Council to improve the safety and security of United Nations peacekeepers and mission personnel, and requests the Secretary-General to report thereon in his next report, and notes with appreciation the efforts of Member States in promoting the safety and security of United Nations peacekeepers in this regard (para. 16)

UNSOS takes note of the recommendation and will ensure timely, responsible and accountable implementation of all future quick-impact projects. Currently, UNSOS has not budgeted for any quick-impact projects in 2021/22 or 2022/23.

UNSOS has kept the use of consultants to the bare minimum, and all core duties are performed using in-house capacity.

UNSOS has maintained as its highest priority its efforts to ensure the safety and security of United Nations personnel and protection of civilians. To that end, the Mission has sourced and procured a wide range of human and material resources to actively monitor the security environment, respond to security incidents and implement risk mitigation measures to reduce the negative impact on United Nations personnel, including mechanisms to minimize civilian casualties and displacement through continuous proactive engagement and interventions with Somalia national authorities, AMISOM, the African Union, humanitarian actors and the international community in Somalia.

During the 2021/22 period, UNSOS continued its efforts to expeditiously fill the remaining vacant posts. As at 31 December 2021, UNSOS had: (a) 31 vacant international staff posts, representing an 8 per cent vacancy rate, which is in line with the approved vacancy rate; (b) 10 vacant National Professional Officers posts, representing a 25 per cent vacancy rate, which is in line with the approved vacancy rate; (c) 45 vacant national General Service posts, representing a 29 per cent vacancy rate, against the approved vacancy rate of 20 per cent; and (d) 4 vacant United Nations Volunteer positions, representing a 20 per cent vacancy rate, which is in line with the approved vacancy rate. The higher-than-planned vacancy rates among national General Service staff members is attributable to difficulties inherent in conducting recruitment in Somalia, owing primarily to the fact that a small number of applicants comply with requisite qualifications, including language requirements. UNSOS is committed to significantly decreasing the vacancy factor, notwithstanding the existing challenges. This has been aggravated by difficulties in the process of reaching out to applicants and completing recruitments due to the COVID-19 pandemic.

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

Reiterates its concern about the high number of vacancies in civilian staffing, further reiterates its request to the Secretary-General to ensure that vacant posts are filled expeditiously (para. 17)

During the 2021/22 period UNSOS continued its efforts to expeditiously fill the remaining vacant posts. As at 31 December 2021, UNSOS had: (a) 31 vacant international staff posts, representing an 8 per cent vacancy rate, which is in line with the approved vacancy rate; (b) 10 vacant National Professional Officers posts, representing a 25 per cent vacancy rate, which is in line with the approved vacancy rate; (c) 45 vacant national General Service posts, representing a 29 per cent vacancy rate, against the approved vacancy rate of 20 per cent; and (d) 4 vacant United Nations Volunteer positions, representing a 20 per cent vacancy rate, which is in line with the approved vacancy rate. The higher-than-planned vacancy rates among national General Service staff members is attributable to difficulties inherent in conducting recruitment in Somalia, owing primarily to the fact that a small number of applicants comply with requisite qualifications, including language requirements. UNSOS is dedicated to significantly decreasing the vacancy factor, notwithstanding the existing challenges. This has been aggravated by difficulties in the process of reaching out to applicants and completing recruitments due to the COVID-19 pandemic

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (para. 18)

While UNSOS fully agrees with the imperative of nationalization of positions, recruitment for national General Service staff positions remains a major challenge for UNSOS. Notwithstanding the special measures approved by the Office of Human Resources Management in 2018 and extended in 2019, which reduced work experience requirements for national staff positions in Somalia, the challenge of sourcing qualified and experienced candidates remained. UNSOS embarked on an extensive outreach programme to attract a larger pool of qualified candidates, which reduced the long-pending vacancies list, but has not yet resulted in a significant increase in the quality of applications received.

Requests that the Secretary-General continue his ongoing efforts to ensure the attainment of equitable geographical distribution in the Secretariat and to ensure as wide a geographical distribution of staff as possible in all departments and offices and at all levels, including at the Director and higher levels, of the Secretariat, and requests him to report thereon in his next overview report (para. 19)

Due regard is accorded to the importance of recruiting the staff on as wide a geographical basis as possible. UNSOS remains committed to promoting geographical diversity, which is implemented and monitored in all selection memos, to enable the Head of Entity/delegated official to make selections prioritizing unrepresented and underrepresented countries.

Expresses its deep concern at the delay in the settlement of claims in respect of death and disability, and reiterates its request to the Secretary-General to settle death and disability claims as expeditiously as possible, but no later than three months from the date of submission of a claim (para. 20)

The Secretariat prioritizes death and disability claims and makes every effort to ensure that all such claims are settled as soon as possible, but no later than 90 days from the date of submission and upon receipt of all supporting documentation.

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

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 Support Office 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 required resources for each mandated task (para. 21)

Requests the Secretary-General to provide in his next report an execution plan for, and analysis of, the implementation of the new Comprehensive Performance 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. 22)

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 and in accordance with the legislative mandates and 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. 23)

The Comprehensive Planning and Performance Assessment System has not been introduced in UNSOS. UNSOS does not have a political or programmatic mandate. The mission mandate is limited to the delivery of a logistics support package to AMISOM. UNSOS will be guided by direction from United Nations Headquarters on the implementation of the Comprehensive Planning and Performance Assessment System.

The Comprehensive Planning and Performance Assessment System has not been introduced in UNSOS.

UNSOS has implemented several measures to enhance the environmental strategy in the mission area. The steps taken include maintaining all metered water abstraction and production points at UNSOS and sector headquarters to quantify groundwater abstracted and treated water produced to be compliant with the United Nations environmental guidelines. UNSOS maintained and operated 49 wastewater treatment plants and used the treated effluent for landscaping, dust control and construction. UNSOS continued to enhance source sorting of solid waste and operated 7 waste management yards with incinerators, shredders, weighbridges, composters and balers to enhance waste management. UNSOS deployed 50 drum incinerators at the AMISOM forward operating bases to improve solid waste management.

UNSOS synchronized two additional large power houses in Mogadishu and Baidoa, continued to replace fluorescent tubes with light emitting diodes and installed motion sensors and air conditioner timers to enhance the energy efficiency.

UNSOS has expanded its renewable energy base: for example, UNSOS installed 250 kVA solar panels on the roof tops at the Aden Adde International Airport, connected Garowe site to a government mixed grid, which is 90 per cent renewable (solar and wind) and has solar-powered field communication equipment. UNSOS introduced solar powered e-bikes at the airport compound. UNSOS signed a power purchase agreement with a private company to supply solar energy to the Baidoa camp. Construction of the solar plant is expected to be completed in July 2022.

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

Also notes the recommendations of the Advisory Committee on the use of virtual platforms and cost recovery of air transportation of non-United Nations personnel, and urges that their implementation should take into consideration the specific contexts for each mission without impacting mandate implementation (para. 24)

Emphasizes the importance of the accountability system of the Secretariat, and requests the Secretary-General to continue to strengthen risk management, transparency and internal controls in the management of peacekeeping budgets, in order to facilitate mandate implementation, and to report thereon in his next report (para. 25)

Highlights the importance of the women and peace and security agenda, and underlines that full implementation of the agenda by the mission can contribute to achieving sustainable peace and political solutions (para. 27)

Expresses concern over the allegations of sexual exploitation and abuse reported in peacekeeping missions, and requests the Secretary-General to continue to

UNSOS has started to implement the energy infrastructure management plan, capturing key energy efficiency and renewable energy projects. UNSOS continued to conduct beach cleaning and tree planting to enhance wider impact and established tree seedling nurseries in all sectors for planting by AMISOM uniformed personnel and local communities. UNSOS conducted regular inspections of its sites for compliance with environmental management practices. UNSOS continued to raise awareness and train AMISOM and UNSOS/UNSOM personnel on sound environmental management practices.

UNSOS currently has a virtual platform for the processing and approval of requests for accommodation and office space. UNSOS conducts periodic reviews of its air fleet to ensure that passenger carrying capacity is optimally matched to the requirements of the mission mandate and the fleet reconfigured accordingly. In addition, UNSOS applies a passenger service charge to recover administrative costs associated with carrying non-United Nations passengers on mission aircraft.

UNSOS maintains a risk register and response plan, which is reviewed on a quarterly basis by the Risk Management Committee to assess high-level risks affecting all areas of mandate implementation and operations and to ensure that appropriate risk treatment and mitigation strategies are in place. An enterprise risk management report is submitted annually to United Nations Headquarters.

Noting the women and peace and security agenda, UNSOS revised its gender action plan in the 2021/22 period, with the objective to focus on gender parity in recruitment during the COVID-19 restrictions and institutional capacity to establish and sustain a conducive work and living environment at the mission level. UNSOS also conducted a virtual career fair to encourage Somali women to join the United Nations.

Activities during the 2021/22 period related to the gender action plan include: (a) awareness-raising during International Women's Day on 8 March and the 16 Days of Activism against Gender-Based Violence; (b) talk shows, debates and tree-planting to symbolize the rejuvenation of life and hope on the topic of women and peace and security, including media outreach; and (c) training sessions on the integration of gender perspective and gender awareness in all mission components.

The response for all peacekeeping missions, including UNSOS, with respect to addressing issues raised, will be included in the report of the Secretary-General on

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
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. 28)	special measures for protection from sexual exploitation and sexual abuse.
Notes the upcoming elections to be held in Somalia, and requests the Support Office to collaborate with the United Nations Assistance Mission in Somalia, as appropriate and consistent with mandates, for the provision of technical and logistical assistance and support for the electoral process and to report thereon in the context of the next budget submission (para. 29)	In coordination with UNSOM and AMISOM, UNSOS provided field defence stores to reinforce physical security at polling centres and facilitated the construction of National Independent Electoral Commission buildings and facilities in Mogadishu.

B. Advisory Committee on Administrative and Budgetary Questions

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

(A/75/822/Add.4)

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
<p>The proposed provision for rations for 2021/22 amounts to \$55,473,400, compared with the actual expenditure of \$48,973,700 incurred for 2019/20 for the same level of military contingent personnel. Upon enquiry, the Advisory Committee was informed that the current rations contract, which came into effect in February 2019, reflected lower prices than those set out in the previous contract. While UNSOS used its own air fleet for the delivery of rations during 2019/20 and part of 2020/21, the Office decided to use the rations contractor to deliver rations by air to eight locations during 2020/21. Furthermore, UNSOS plans to assign more locations to the rations contractor for air delivery in 2021/22. An increase in freight cost is therefore included in the overall requirements for rations. The Committee recalls that it commented on significant increases under the previous amended rations contract for the three financial periods from 2015/16 to 2017/18 and the lack of clarity concerning the responsibilities of the rations contractor and UNSOS in the delivery of rations, in particular air delivery (A/72/789/Add.6, paras. 18 and 19). Over that period of time, the primary responsibility for rations delivery was transferred from the Office to the contractor following an amendment to the contract in 2015, and was then transferred back to UNSOS following a decision made in October 2016, as a cost-saving measure, to revert to using a combination of UNSOS aircraft for air deliveries and the contractor's assets for sea and road deliveries. The Advisory Committee recalls that it noted with concern the lack of cost and benefit analysis and transparency in the management of the rations contract at that time. The Committee reiterates its expectation that lessons will have been learned and</p>	<p>UNSOS conducted a cost-benefit analysis for the delivery process of rations by the commercial vendor. Currently, approximately 40 per cent of rations quantities are delivered by air and 60 per cent by road. UNSOS will continue to monitor the costs to ensure that only the most cost-effective and efficient mode of delivery is maintained based on accessibility.</p>

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

applied in the management of the current rations contract. The Committee trusts that more detailed information on rations contract management, including delivery planning, the number of locations assigned to each party and the resource requirements involved will be provided in the proposed budget for 2022/23 (see *ibid.*, paras. 18 and 19 and related tables) (para. 14)

The Advisory Committee recalls that the General Assembly has reiterated its concern about the high number of vacancies in civilian staffing, and that the Assembly has further reiterated its request to the Secretary-General to ensure that vacant posts are filled expeditiously (General Assembly resolution 74/295, para. 16). In the same resolution, the Assembly further 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 (*ibid.*, para. 18). In the absence of such justification for retention, the Committee recommends the abolishment of the post of Administrative Officer (National Professional Officer) in Mombasa (para. 26)

The Advisory Committee recalls that the General Assembly has requested the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (Assembly resolution 74/295, para. 15). The Committee trusts that the Office will make further efforts to explore the use of national staff, including national United Nations Volunteers, in its operations. The Committee makes further observations on nationalization in its report on cross-cutting issues related to peacekeeping operations (A/75/822) (para. 29)

Official travel: a provision of \$1,718,900 is proposed for 2021/22, compared with the actual expenditure of \$1,641,000 for 2019/20 and \$764,400 as at 31 March 2021. The Committee was informed, upon enquiry, that

During the 2021/22 period, UNSOS continued its efforts to expeditiously fill the remaining vacant posts. As at 31 December 2021, UNSOS had: (a) 31 vacant international staff posts, representing an 8 per cent vacancy rate, which is in line with the approved vacancy rate; (b) 10 vacant National Professional Officers posts, representing a 25 per cent vacancy rate, which is in line with the approved vacancy rate; (c) 45 vacant national General Service posts, representing a 29 per cent vacancy rate, against the approved vacancy rate of 20 per cent; and (d) 4 vacant United Nations Volunteer positions, representing a 20 per cent vacancy rate, which is in line with the approved vacancy rate. The higher-than-planned vacancy rates among national General Service staff members is attributable to difficulties inherent in conducting recruitment in Somalia, owing primarily to the fact that a small number of applicants comply with requisite qualifications, including language requirements. UNSOS is committed to significantly decreasing the vacancy factor, notwithstanding the existing challenges. This has been aggravated by difficulties in the process of reaching out to applicants and completing recruitments due to the COVID-19 pandemic.

In addition, UNSOS anticipates a review exercise of the mission's staffing table in view of the envisaged reconfiguration of AMISOM, to establish the continuing requirements of all its vacant positions.

While UNSOS fully agrees with the imperative of nationalization of positions, recruitment for national General Service staff positions remains a major challenge for UNSOS. Notwithstanding the special measures approved by the Office of Human Resources Management in 2018 and extended in 2019, which reduced work experience requirements for national staff positions in Somalia, the challenge of sourcing qualified and experienced candidates remained. UNSOS embarked on an extensive outreach programme to attract a larger pool of qualified candidates, which reduced the long-pending vacancies list but has not yet resulted in a significant increase in the quality of applications received.

UNSOS has consistently ensured that the budget for official travel and travel for training is prudently managed by creating internal orders for each pillar and section under the pillar, which in effect ensures that

the requested resources for official travel, including travel for training, reflect an assumption that the COVID-19 pandemic would subside and that UNSOS would resume normal operations by the 2021/22 period. The Advisory Committee reiterates that greater use should be made of virtual meetings and online training tools and that travel for workshops, conferences or meetings should be kept to a minimum and, if proposed, detailed justifications should be provided. The Committee also emphasizes that travel should be budgeted in full accordance with the provisions of [ST/SGB/2009/9](#) and [ST/AI/2013/3](#) (para. 34 (a))

Petrol, oil and lubricants: the Board of Auditors noted some 4,700 records indicating overconsumption of fuel, with a total suspected loss of 197,200 litres in January 2020 alone ([A/75/5 \(Vol. II\)](#), chap. II, paras. 272 and 275). In its audit, the Office of Internal Oversight Services observed that although the Fuel Unit had identified that, over an 8-month period, 429 out of 651 pieces of equipment received 3.8 million litres more fuel than their standard capacities, UNSOS did not fully investigate those cases, including 15 reported incidents of fuel theft from generator tanks costing about \$43,000, and no action was taken to prevent recurrence thereof ([A/74/305 \(Part II\)](#), paras. 25 and 26). UNSOS indicates that it completed a joint review with the Office of Information and Communications Technology on pieces of equipment identified for removal from the electronic fuel management system 2 and submitted three unjustified cases for further investigation. The Committee expects that UNSOS will strengthen its fuel management and take necessary action, as required (para. 34 (b))

Facilities and infrastructure: the Committee was informed, upon enquiry, that major construction projects progressed slowly during the current period, owing to COVID-19 related restrictions, and that the actual end date may extend beyond June 2021, including projects of both the 2019/20 and 2020/21 periods. Noting that all of the construction projects from the 2019/20 and 2020/21 periods (except those that were cancelled) may extend beyond June 2021, the Committee considers that there is a need for better planning and more realistic projection for the ongoing construction projects. The Committee trusts that related information will be provided in the context of the next budget proposal (para. 34 (c))

It is also indicated in the proposed budget that efforts are under way to include the implementation of various camp security or force protection measures – for example, the counter-rocket, artillery and mortar early warning system is already fully operational in Mogadishu as of August 2020, the second system in Kismaayo is expected to be in

pillar heads have control of the travel funds. UNSOS ensures that virtual meetings are prioritized as lessons learned from the COVID-19 pandemic and that only meetings, workshops or conferences that cannot be realistically held online owing to the nature of deliberations are approved for travel purposes. UNSOS has continued to utilize the Integrated Mission Training Centre, which provides monthly online training on various topics of benefit to mission personnel.

The observation made by the Office of Internal Oversight Services (OIOS) in its report ([A/74/305 \(Part II\)](#)) regarding the overconsumption of fuel was closed, it having been noted that the overconsumption had arisen from an inaccurate interpretation, in selecting the “full tank” option when the electronic fuel management system was deployed in 2018, as well as the initial setting of conservative standard fuel consumption unit. UNSOS has implemented fuel control measures that have resulted in significant reduction in fuel consumption. UNSOS adjusted the standard fuel consumption unit to account for the added requirement arising from the operating environment, which is beyond the control of the mission. UNSOS also introduced performance indicators to measure the accuracy of odometer entries.

Notwithstanding the mitigation measures introduced to address effects of the ongoing COVID-19 pandemic, UNSOS continues to experience uncertainties in the completion of ongoing construction projects. Total stoppages have occurred in implementation of construction projects, except for the Baidoa and Beledweyne runway projects, which are located outside of UNSOS camps. Assessments are continuously conducted to review the construction completion dates. This also applies to new major projects, for which the effects of the pandemic on project implementation are incorporated in the project implementation plan.

The counter-rocket, -artillery and -mortar early warning systems have been fully operational in Mogadishu since May 2020, Kismaayo since December 2020, and Dhooble since December 2021. The disruption caused by the ongoing COVID-19

Request/recommendation

production in the first quarter of 2021 and the remaining three are expected to be installed in Dhooble, Baidoa and Jawhar during the second half of 2021, depending on the availability of engineering resources on the ground (A/75/757, para. 33). Upon enquiry, the Advisory Committee was informed that acquisition of the five units (one for 2018/19 and four for 2019/20) was at a total cost of \$5.8 million under maintenance of communications and information technology equipment and support services. No further provisions for the acquisition of such systems were included for the 2020/21 and the 2021/22 periods. The Advisory Committee trusts that updated information will be provided in the context of the next budget submission. The Committee recalls that the General Assembly has recognized the increasing security challenges faced by United Nations peacekeepers, reaffirms its commitment to the improvement of the safety and security of Support Office personnel, in particular uniformed personnel, and requests the Secretary-General to further strengthen the measures in this regard (General Assembly resolution 74/295, para. 13) (para. 37)

The Advisory Committee recalls that in its review of the proposed budget for 2020/21, it noted changes to various budget lines under operational costs, without explanations as to the reasons for instituting the changes, which rendered its review and analysis of the proposed budget difficult (A/74/737/Add.8, para. 20). The Committee continues to note such instances in its review of the proposed budget for 2021/22. The Advisory Committee expects that the Support Office will ensure proper recording of expenses and reiterates that justification and detailed information for such changes should be provided in the related budget documents (para. 38)

The Advisory Committee recalls that the General Assembly has noted with grave concern the threat to life, health, safety and security caused by the coronavirus disease (COVID-19) pandemic and the importance of ensuring the safety, security and health of peacekeeping personnel, maintaining the continuity of critical mandate delivery, including the protection of civilians, minimizing the risk of mission activities causing the virus to spread and, where appropriate and within mandates, supporting national authorities, upon their request, in their response to COVID-19, in collaboration with the Resident Coordinator and other United Nations entities in the country (General Assembly resolution 74/295, para. 9). The Committee trusts that updated information will be provided in the context of the next budget submission (para. 41)

Action taken to implement request/recommendation

pandemic has delayed the planned deployment of the systems in Baidoa and Jawhar until further notice.

UNSOS has taken note of the observation in preparing the 2022/23 proposed budget. The changes in budget lines in the 2020/21 period was a result of correcting the product identity of services, which had been budgeted under different budget classes compared with where the actual expenditures were recorded. This has now been corrected. The presentation of resources in the current budget strives to ensure consistency which would facilitate comparative review and analysis.

To mitigate against the risk of transmission and in view of the limited medical capacity available in the country, the United Nations country team in Somalia implemented a telecommuting policy for all national staff in 2020 and 2021, with a gradual and carefully managed return to work premises undertaken in the fourth quarter of 2021. The mission risk mitigation and COVID-19 prevention measures are based on standing medical protocols and guidelines of the World Health Organization, adopted through the United Nations in Somalia medical cluster constituted within the crisis management framework. The United Nations country team in Somalia was instrumental in supporting the national authorities during the pandemic response. The United Nations hosted and provided medical care to the first confirmed national positive cases in Somalia. Additional support has been provided by UNSOS medical and logistics clusters through the provision of

As a designated strategic enabler for the United Nations and the international community in Somalia (see para. 10 above), UNSOS provides support to the United Nations entities, governments and non-governmental organizations in the mission area. The Advisory Committee notes from the information provided to it that for the 2019/20 period, a total amount of \$6,980,300 was recovered and credited back into the mission allotment account. Upon enquiry, the Committee was informed of costs recovered for 2018/19 (\$6,634,600) and estimates for 2020/21 (\$8,000,000) and 2021/22 (\$6,942,000). Moreover, the Committee was informed that support in the transportation of passengers and cargo is on a space-available basis. While the cost of cargo transported is recovered at agreed-upon rates, UNSOS does not charge for seats on aircraft, but a travel processing fee of \$100 per flight for each passenger travelling on UNSOS aircraft between Mogadishu and Nairobi (para. 42)

The Advisory Committee was further informed that recoveries are recorded as revenue, based on whether such revenue is considered “spendable” or “non-spendable”: (a) the non-spendable revenue, such as the revenue generated from sales of equipment, will be returned to Member States as miscellaneous income; and (b) the income generated through the cost recovery process is managed through a dedicated cost recovery fund. It was indicated to the Committee that the proposed budget for the 2021/22 period does not include estimates for cost recovery, because the amounts that would be recovered would not affect the assessed budget. The Committee recalls that it was informed that non-spendable revenue, such as the revenue generated from the use of United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) and United Nations Organization Stabilization Mission in

services, such as oxygen-filling capacity at the height of the intensive care unit ventilator shortages; polymerase chain reaction testing; coordination for travel-related regulations and requirements regarding polymerase chain reaction testing being a condition for admissions in-country; and the provision of medical personal protective equipment for personnel in Somalia at increased risk of exposure (airport transit points, etc.). The Resident Coordinator, through the United Nations country team, has been engaged in coordinating the World Health Organization, the United Nations Children’s Fund (UNICEF) and other United Nations agencies, funds and programmes during the roll-out of the Somalia national vaccination campaign, supported through the global COVAX facility.

UNSOS utilizes commercial ground handling companies in Nairobi and Mogadishu, which charge for the services provided. UNSOS also engaged a commercial vendor for security screening services in Mogadishu, which charges per passenger, as well as commercial companies to maintain the air terminal (such as cleaning, utilities and wireless Internet services). The processing of travel for non-United Nations passengers is offset by engaging supplementary support personnel using the costs recovered by charging an administrative fee for the travel of passengers not related to UNSOS and UNSOM. External support for air transportation shall be provided only on the basis of availability and non-interference.

Please refer to the description provided above of the action taken in response to the recommendation contained in paragraph 42 of the report of the Advisory Committee.

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

the Democratic Republic of the Congo (MONUSCO) flights on a space-available basis by embassy personnel and other United Nations agencies, will be returned to Member States as miscellaneous income in accordance with the Financial Regulations and Rules of the United Nations ([A/74/737](#), para. 65). The Advisory Committee notes, however, that such costs recovered by UNSOS are not credited as miscellaneous income and no amount has been credited back to the miscellaneous income account since the 2018/19 period (see para. 42 above). The Committee is of the view that non-spendable revenue generated, including that from the use of UNSOS flights on a space-available basis, should be returned to Member States. The Advisory Committee has made comments and recommendations on cost recovery in its related report pertaining to the findings and recommendations of the Board of Auditors on the United Nations peacekeeping operations for the period from 1 July 2019 to 30 June 2020 (see [A/75/829](#), paras. 33–36) and discusses the matter further in its report on cross-cutting issues related to peacekeeping operations ([A/75/822](#)) (para. 43)

The Advisory Committee notes the environmental initiatives undertaken by UNSOS and trusts that more detailed information on progress, including scopes, outputs and the start and end dates of the activities, will continue to be provided in future budget proposals. The Committee recalls that the General Assembly has noted the progress made in the implementation of the multi-year environmental strategy to reduce the footprint of peacekeeping operations, and has requested 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 (General Assembly resolution [75/295](#), para. 11). The Committee makes further observations on environmental activities in its report on cross-cutting issues related to peacekeeping operations ([A/75/822](#)) (para. 46)

It is indicated that the Client Support Unit of the Human Resources Section faces important challenges, including the establishment of the new UNSOS Integrated Client Support Centre as soon as UNSOS and UNSOM are able to return to largely in-person working arrangements ([A/75/757](#), para. 70). Upon enquiry, the Advisory Committee was informed that it is intended that the Centre would bring together, in one location, all the administrative and logistics support services that personnel of UNSOS and its client missions may require from onboarding through separation from service. The Centre would be managed by the Field Technology Section and would have

UNSOS continued to budget all environmental projects and developed an annual environmental action plan derived from the mission's energy infrastructure management plan, solid waste management plan and water and wastewater management plan; and other cross-cutting environmental activities. The mission has established a water and environment team, which follows up on the progress of implementation of environmental projects.

Planning for operationalization of the UNSOS/UNSOM Integrated Client Support Centre is in progress. The Centre will serve as a one-stop-shop for routine client services in human resources, field technology services, camp support, movement control services, general supplies, finance services, property management and pass and identification services. Construction work has been completed, and most personnel for the Centre have now returned to the mission following long periods of absence occasioned by the COVID-19 pandemic. It is envisaged that the Centre will become fully operational by April 2022.

staff co-located from different sections or units, such as the Human Resources Section, Field Technology Section, camp support unit, Movement Control Section, General Supply Unit, Finance Section, Property Management Unit, Pass and Identification Unit, map printing unit, and include reprography and document printing and binding services. The Committee was also informed that the operation of the Centre was pending the completion of some construction work and the return of staff members to UNSOS and its client missions. The Advisory Committee trusts that more information on the operation of the Centre, including its efficiencies and impact on existing arrangements, will be provided in the next budget proposal (para. 47)

The Advisory Committee was informed, upon enquiry, that UNSOS has encountered challenges in recruiting female candidates to Somalia due to perceptions of the difficult situation in the country. UNSOS has made a concerted effort to improve the living and working environment of United Nations staff, including for women, consistent with the standards of the Elsie Initiative for Women in Peace Operations. UNSOS has used both recruit-from-roster and post-specific job opening approaches to maximize the chances of attracting women. In addition to recruiting challenges, UNSOS has seen a reduction in the number of its female staff members, many of whom have moved upon promotion to other field missions. UNSOS has been more successful in recruiting women (both international and national staff) to work in its office in Nairobi than it has with recruiting for its office in Somalia. The Committee was informed that as at December 2020, the number of female staff had increased to comprise 29 per cent of international staff, from 26 per cent for 2019/20, and that the Support Office was taking various measures to achieve an increase of at least 4 per cent during the COVID-19 response period in order to reach its goal of 38 per cent. However, the Committee notes, from the information it received upon enquiry, that the percentage of female staff in the international categories did not improve during the periods from 2017/18 to 2020/21, while the percentage of female staff in the National Professional Officer, national General Service and United Nations Volunteers categories increased from 43 per cent, 34 per cent and 27 per cent for 2017/18 to 47 per cent, 44 per cent and 47 per cent for 2020/21, respectively. The Advisory Committee notes the increased percentage of female staff represented in the national categories at UNSOS and trusts that the Office will further pursue its efforts to increase female representation among personnel of all categories (para. 48)

UNSOS is making all efforts to increase female personnel in the mission. In May 2021, about 350 participants from Kenya and Somalia attended a 3-day virtual career fair conducted by UNSOS and the United Nations agencies, funds and programmes in Somalia to raise awareness of the opportunities available for Somalia and Kenyan women to join the United Nations. UNSOS continues to improve living conditions and ensures a conducive work environment to retain and attract more women and offers training on gender parity.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

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

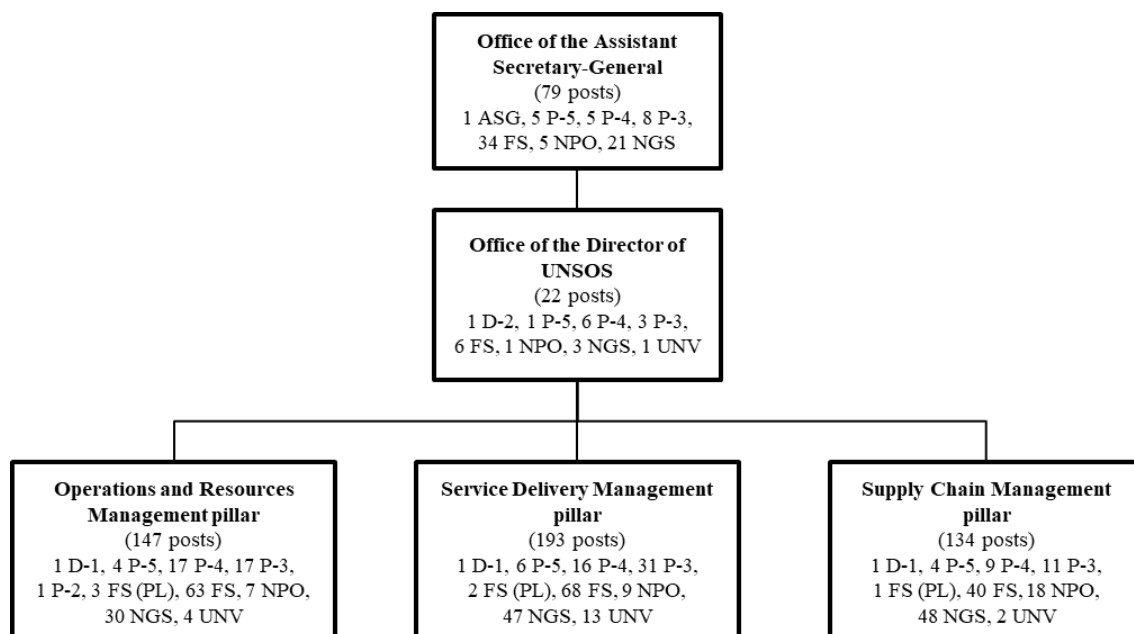
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

- **Management:** variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment).

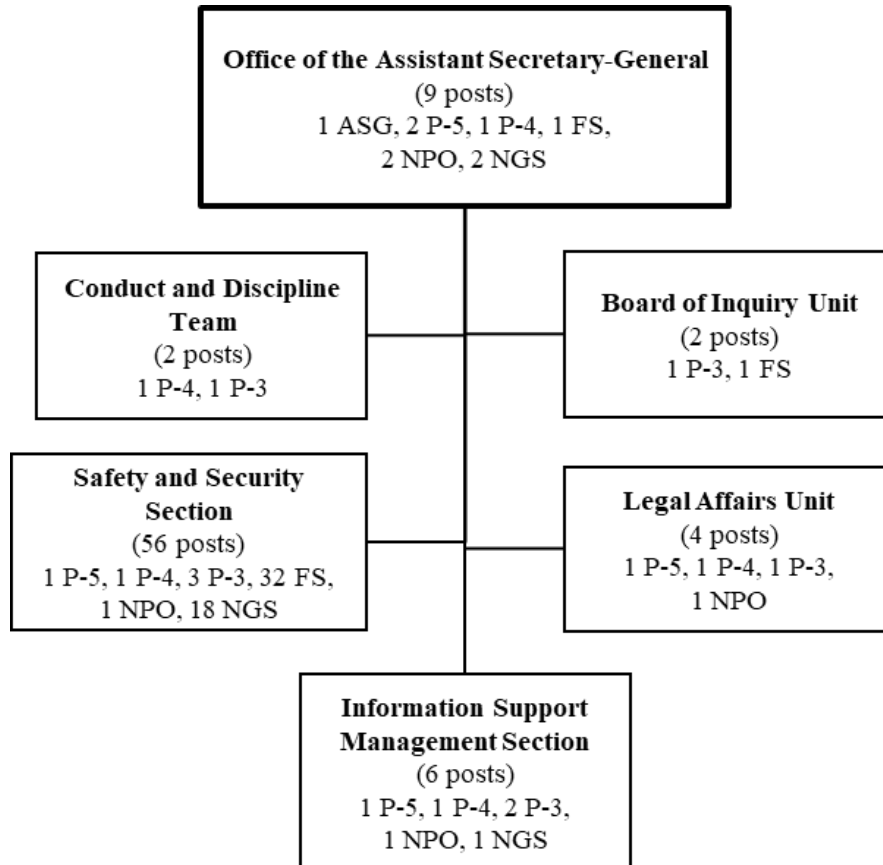
Annex II

Organization charts

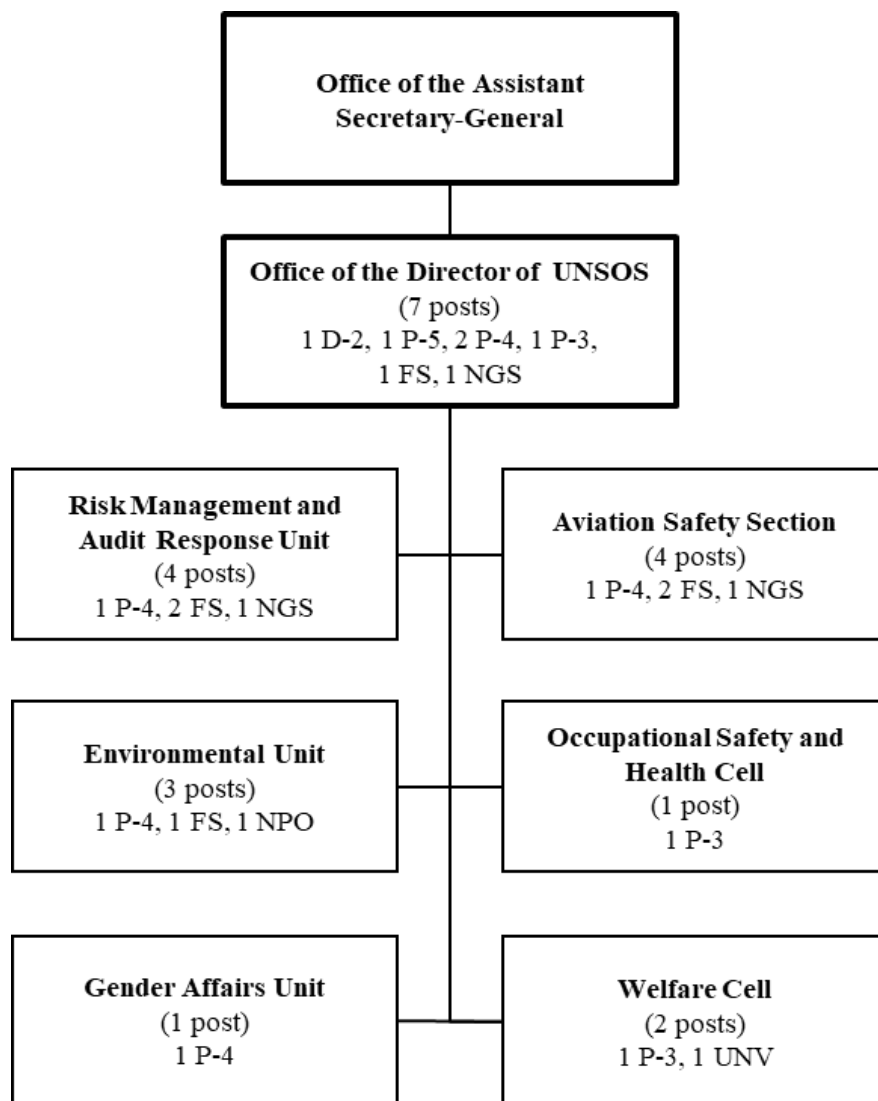
A. United Nations Support Office in Somalia, overall (575 posts)



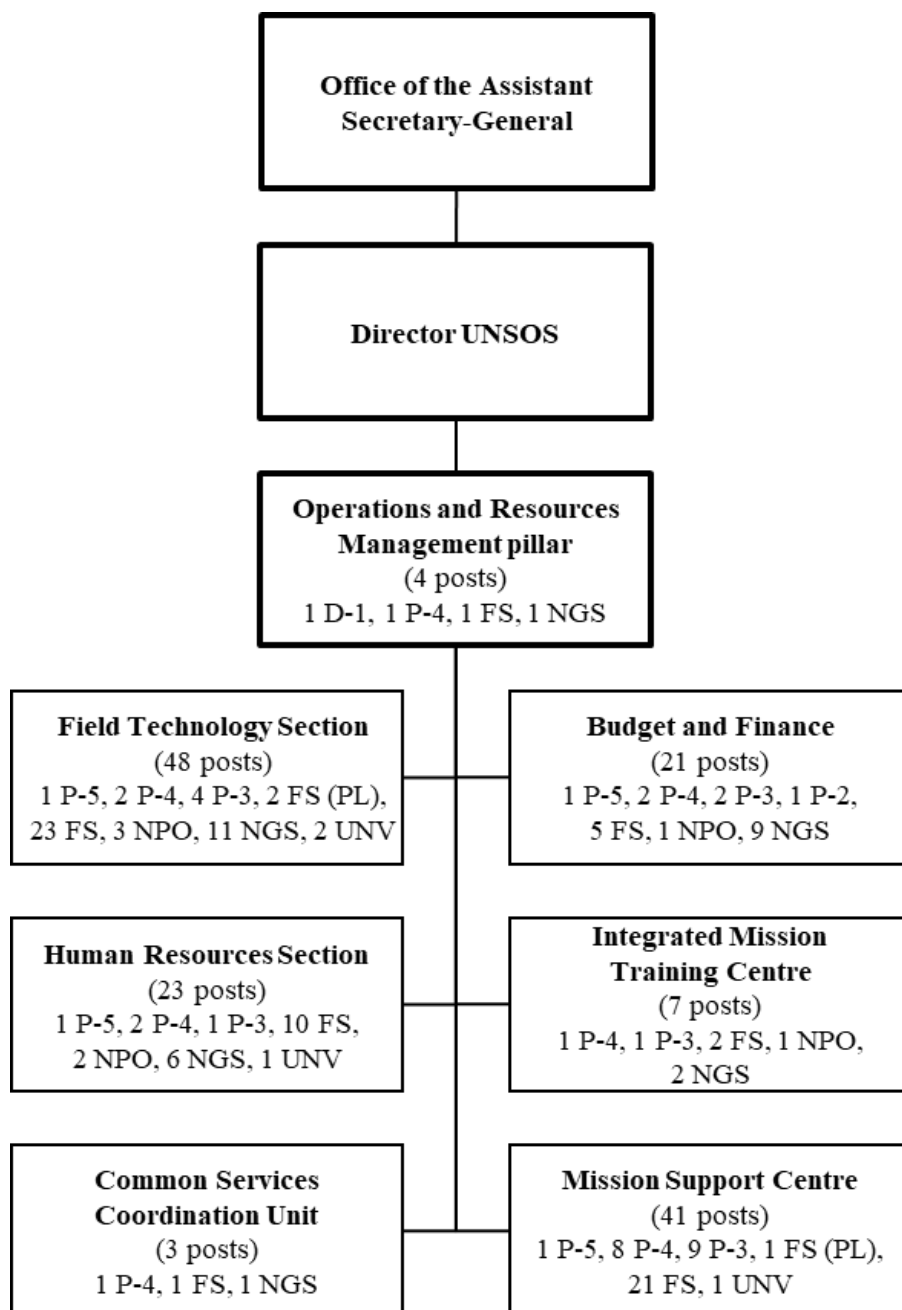
Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; PL, Principal level; UNV, United Nations Volunteers.

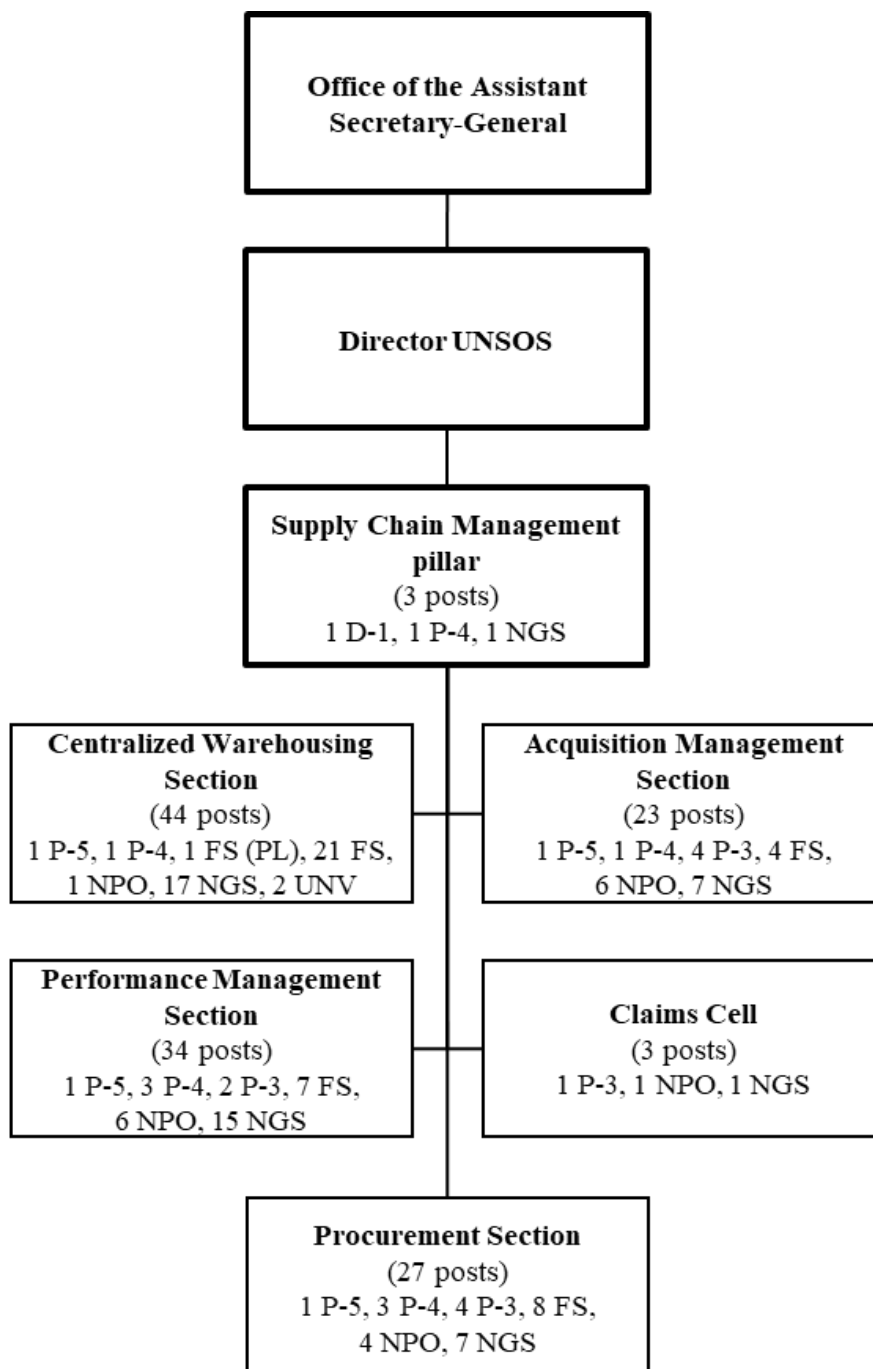
B. Office of the Assistant Secretary-General (79 posts)

C. Director of the United Nations Support Office in Somalia (22 posts)



D. Operations and Resources Management pillar (147 posts)



E. Supply Chain Management pillar (134 posts)

F. Service Delivery Management pillar (193 posts)

