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### Financing of the United Nations Interim Security Force for Abyei

## Budget for the United Nations Interim Security Force for Abyei 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 . . . . .                                     | 11          |
| D. Partnerships and country team coordination . . . . .                       | 12          |
| E. Results-based budgeting frameworks . . . . .                               | 12          |
| II. Financial resources . . . . .   | 35          |
| A. Overall . . . . .  | 35          |
| B. Non-budgeted contributions . . . . .                                       | 36          |
| C. Efficiency gains . . . . .   | 36          |
| D. Vacancy factors . . . . .  | 36          |
| E. Contingent-owned equipment: major equipment and self-sustainment . . . . . | 37          |
| F. Training . . . . .   | 38          |
| G. Mine detection and mine-clearing services . . . . .                        | 38          |
| H. Other programmatic activities . . . . .                                    | 39          |
| I. Quick-impact projects . . . . .  | 41          |
| III. Analysis of variances . . . . .  | 41          |



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|         |  |    |
|---------|--|----|
| IV.     | Actions to be taken by the General Assembly. ....  | 45 |
| V.      | Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution <a href="#">75/297</a> , including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly | 45 |
| A.      | General Assembly. ....   | 45 |
| B.      | Advisory Committee on Administrative and Budgetary Questions. ....   | 55 |
| Annexes |  |    |
| I.      | Definitions. ....  | 57 |
| II.     | Organization charts. ....  | 59 |
| Map     | .....  | 61 |

## Summary

The present report contains the budget for the United Nations Interim Security Force for Abyei (UNISFA) for the period from 1 July 2022 to 30 June 2023, which amounts to \$263,374,800.

The proposed budget provides for the deployment of 130 military observers, 3,120 military contingent personnel, 148 United Nations police officers, 492 formed police personnel, 187 international staff (including two positions funded under general temporary assistance), 93 national staff and 37 United Nations Volunteers.

The total resource requirements for UNISFA for the financial period from 1 July 2022 to 30 June 2023 have been linked to the mission's objective through a number of results-based budgeting frameworks, organized according to components (security, governance and border monitoring; and support). The human resources of the Force, in terms of the number of personnel, have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Force as a whole.

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

## Financial resources

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

| Category                                      | Expenditures<br>(2020/21) | Apportionment<br>(2021/22) | Cost estimates<br>(2022/23) | Variance       |            |
|---|---------------------------|----------------------------|-----------------------------|----------------|------------|
|   |                           |                            |                             | Amount         | Percentage |
| Military and police personnel                 | 119 626.7                 | 125 665.2                  | 117 385.3                   | (8 279.9)      | (6.6)      |
| Civilian personnel                            | 44 995.7                  | 51 380.7                   | 51 692.9                    | 312.2          | 0.6        |
| Operational costs                             | 98 565.1                  | 83 399.4                   | 94 296.6                    | 10 897.2       | 13.1       |
| <b>Gross requirements</b>                     | <b>263 187.5</b>          | <b>260 445.3</b>           | <b>263 374.8</b>            | <b>2 929.5</b> | <b>1.1</b> |
| Staff assessment income                       | 3 368.9                   | 3 366.8                    | 3 698.8                     | 332.0          | 9.9        |
| <b>Net requirements</b>                       | <b>259 818.6</b>          | <b>257 078.5</b>           | <b>259 676.0</b>            | <b>2 597.5</b> | <b>1.0</b> |
| Voluntary contributions in kind<br>(budgeted) | —                         | —                          | —                           | —              | —          |
| <b>Total requirements</b>                     | <b>263 187.5</b>          | <b>260 445.3</b>           | <b>263 374.8</b>            | <b>2 929.5</b> | <b>1.1</b> |

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

|  | <i>Military<br/>observers</i> | <i>Military<br/>contingents</i> | <i>United<br/>Nations<br/>police</i> | <i>Formed<br/>police<br/>units</i> | <i>Inter-<br/>national<br/>staff</i> | <i>National<br/>staff<sup>b</sup></i> | <i>Temporary<br/>positions<sup>c</sup></i> | <i>United<br/>Nations<br/>Volunteers</i> | <i>Total</i> |
|--|-------------------------------|---------------------------------|--------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|--|--|--------------|
| <b>Executive direction and management</b>  |                               |                                 |                                      |                                    |                                      |                                       |  |  |              |
| Approved 2021/22                           | —                             | —                               | —                                    | —                                  | 21                                   | 1                                     | —  | —  | 22           |
| Proposed 2022/23                           | —                             | —                               | —                                    | —                                  | 22                                   | 1                                     | 1  | —  | 24           |
| <b>Components</b>                          |                               |                                 |                                      |                                    |                                      |                                       |  |  |              |
| Security, governance and border monitoring |                               |                                 |                                      |                                    |                                      |                                       |  |  |              |
| Approved 2021/22                           | 168                           | 3 382                           | 148                                  | 492                                | 35                                   | 19                                    | —  | —  | 4 244        |
| Proposed 2022/23                           | 130                           | 3 120                           | 148                                  | 492                                | 39                                   | 20                                    | —  | —  | 3 949        |
| Support                                    |                               |                                 |                                      |                                    |                                      |                                       |  |  |              |
| Approved 2021/22                           | —                             | —                               | —                                    | —                                  | 118                                  | 70                                    | 2  | 36                                       | 226          |
| Proposed 2022/23                           | —                             | —                               | —                                    | —                                  | 124                                  | 72                                    | 1  | 37                                       | 234          |
| <b>Total</b>                               |                               |                                 |                                      |                                    |                                      |                                       |  |  |              |
| Approved 2021/22                           | 168                           | 3 382                           | 148                                  | 492                                | 174                                  | 90                                    | 2  | 36                                       | 4 492        |
| Proposed 2022/23                           | 130                           | 3 120                           | 148                                  | 492                                | 185                                  | 93                                    | 2  | 37                                       | 4 207        |
| <b>Net change</b>                          | <b>(38)</b>                   | <b>(262)</b>                    | <b>—</b>                             | <b>—</b>                           | <b>11</b>                            | <b>3</b>                              | <b>—</b>                                   | <b>1</b>                                 | <b>(285)</b> |

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

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

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

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

## I. Mandate and planned results

### A. Overall

1. The mandate of the United Nations Interim Security Force for Abyei (UNISFA) was established by the Security Council in its resolution 1990 (2011). In its resolution 2609 (2021), the Council decided to extend until 15 May 2022 the mandate of UNISFA as set out in paragraph 2 of resolution 1990 (2011) and the tasks of UNISFA as set out in paragraph 3 of resolution 1990 (2011). In addition, in its resolution 2609 (2021), the Council decided to extend until 15 May 2022 the mission's mandate modification set forth in resolution 2024 (2011) and paragraph 1 of resolution 2075 (2012). Pursuant to the request of the Council in its resolution 2575 (2021), the Secretary-General, in his letter dated 17 September 2021 (S/2021/805) addressed to the President of the Security Council, issued a summary of the key findings following a strategic review of UNISFA, assessing recent political developments between and within the Sudan and South Sudan and providing detailed recommendations for further reconfiguration of the mission and establishing a viable exit strategy. In line with option one of the recommendations included in the letter, the Council, in its resolution 2609 (2021), decided to reduce the authorized troop ceiling to 3,250 and maintain the police ceiling at 640 until 15 May 2022. The Council further expressed its intention to keep under review the recommendations included in the letter of the Secretary-General.

2. The mission is mandated by the Security Council to achieve the overall objective of supporting the implementation of the Agreement of 20 June 2011 between the Government of the Republic of the Sudan and the Sudan People's Liberation Movement on Temporary Arrangements for the Administration and Security of the Abyei Area, ensuring the protection of civilians and support for the peaceful administration of the Abyei Area, facilitating humanitarian access, and supporting the Joint Border Verification and Monitoring Mechanism in creating a safe and demilitarized border zone.

3. As part of that overall objective, UNISFA will, during the budget period, contribute to several expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are organized according to components (security, governance and border monitoring; and support), which are derived from the mandate of the Force.

4. The expected accomplishments would lead to the fulfilment of the objective of the Security Council within the lifetime of the Force and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNISFA in terms of the number of personnel have been attributed to the individual components, with the exception of the Force's executive direction and management, which can be attributed to the Force as a whole. Variances in the number of personnel, compared with the budget for the 2021/22 period, have been explained under the respective components.

5. Following the signing of the 20 June 2011 Agreement, the parties signed the Agreement on Border Security and the Joint Political and Security Mechanism on 29 June 2011, and the Agreement on the Border Monitoring Support Mission on 30 July 2011. The agreements provided for the establishment of the Safe Demilitarized Border Zone 10 kilometres on each side of the 1 January 1956 borderline, pending the resolution of the status of the disputed areas and the final demarcation of the border. They also provided for monitoring of the Border Zone by the Joint Border Verification and Monitoring Mechanism, which is composed of representatives of both parties and the United Nations.

6. The Security Council, in its resolution 2024 (2011), expanded the mandate of UNISFA in support of the Joint Border Verification and Monitoring Mechanism and extended its area of operations to include the Safe Demilitarized Border Zone. Pursuant to the resolution, UNISFA was also tasked with, among other things: (a) assisting the parties in ensuring the observance of the agreed-upon security commitments within the Border Zone; (b) supporting the operational activities of the Mechanism, including the provision of assistance and advice in planning and coordination; and (c) facilitating liaison between the parties and assisting in building mutual trust.

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

7. UNISFA is headed by a Head of Mission at the level of Assistant Secretary-General, who is supported by a Deputy Head of Mission, a Force Commander, a Deputy Force Commander, a Police Commissioner, a Deputy Police Commissioner, a Chief of Staff, and a Chief of Mission Support.

8. The Force will continue to operate from the mission headquarters in Abyei town, nine company operating bases (in Diffra, Todach, Dokura/Rumajak, Highway, Noong, Tajalei, Marial Achak, Athony and Agok) and five temporary operating bases in the Abyei Area, one logistics base in Kadugli and two locations of the Joint Border Verification and Monitoring Mechanism (a headquarters and a sector headquarters in Kadugli, and a sector headquarters in Gok Machar) by the end of the reconfiguration of the Force. It is assumed that two team sites – Sumayah/War Abar and Safahah/Kiir Adem – will resume operations, after their troops were forced to abandon the locations in August 2021. Three infantry battalions are deployed to cover the northern, central and southern sectors in the Abyei Area, supported by associated enabling units, including a level II medical facility, a medium utility helicopter unit, and a light and field engineering company. A company-sized quick-reaction force is maintained at the Force headquarters in Abyei to provide flexibility and act as a reserve force. Staff officers and military observers are also deployed in Abyei and Kadugli. Mine action capacity is provided by the United Nations Mine Action Service to identify and clear mines and explosive remnants of war in the Safe Demilitarized Border Zone and the Abyei Area, to ensure freedom of movement, force mobility and team site clearance, and to assist in the disposal of confiscated weapons and ammunition.

9. The Force will continue to conduct patrols, with a view to protecting the Abyei Area, monitor and verify the redeployment of government forces, detect the presence of armed groups, protect civilians and, through its robust posture, especially along the borders, deter any potential external threats, including armed incursions into the Abyei Area. To further mitigate possible incidents of violence, checkpoints and search-and-seize operations will continue, as will the mechanisms of the Joint Military Observers Committee and the joint military observer team.

10. UNISFA will continue to advocate and facilitate, including through vetting, selection and training, the establishment of the Abyei Police Service and encourage both parties, in particular South Sudan, to take part in the development of a road-map exercise that will lead to the establishment of the Abyei Police Service. In the absence of the Abyei Police Service, the United Nations police will continue to work with the volunteer community protection committees/joint protection committees through community-oriented policing and crime prevention and reduction mechanisms, to enhance law and order within the Abyei Area. It will also continue to conduct crime awareness campaigns and confidence-building patrols at the community level, as well as raising the awareness of the community on gender-based violence and timely reporting of crimes. United Nations police will undertake corrections duties, including through monitoring, mentoring and advising the community protection

committees/joint protection committees on the handling of inmates at detention centres in accordance with international humanitarian law and human rights standards.

11. With a view to promoting a culture of peace, UNISFA will continue to facilitate and support intercommunal dialogue and the enhancement of intercommunal dispute resolution mechanisms. It will continue to support such forums as the joint community peace committees. UNISFA will also focus on addressing law and order challenges through the engagement of traditional justice actors, including the community protection committees/joint protection committees, local traditional chiefs and community elders, and other relevant civil society actors. UNISFA will also support efforts to convene meetings of the Abyei Joint Oversight Committee and the Joint Political and Security Mechanism and other high-level meetings, as well as political meetings, which are complementary to those of the Abyei Joint Oversight Committee, to mobilize political engagement of the Deputy Head of Mission to advance the political process on Abyei and the final demarcation of the border. These will be organized in Khartoum, Juba, Addis Ababa and the Abyei Area. In addition, alongside the parties, UNISFA will enhance engagement with local authorities in Joint Border Verification Monitoring Mechanism areas of operation to further raise the awareness of the latter on Mechanism related tasks.

12. Quick-impact projects will be used as the primary instrument for project implementation aimed at not only improving the environment for mandate implementation, but also addressing the most pressing needs of the population. These projects will focus on improving the livelihoods of both the Ngok Dinka and the Misseriya communities in equal measure and putting in place basic amenities and infrastructure.

13. UNISFA will continue to facilitate full, safe and unhindered access for all humanitarian personnel to civilians in need of assistance, and to render all necessary assistance for humanitarian operations, in accordance with international law, including applicable international humanitarian law, and United Nations guiding principles of humanitarian assistance. Lastly, in line with the strategic review recommendations, UNISFA will support efforts by the United Nations agencies, funds and programmes in fostering peacebuilding and conflict resolution, through utilization of its programmatic resources.

14. UNISFA will continue to promote the full and equal participation of women at all levels of intercommunal peace processes and political decision-making in Abyei in line with the women and peace and security mandate set out in Security Council resolution [1325 \(2000\)](#), subsequent resolutions on women and peace and security and the mission's mandate. To dismantle persistent barriers to the full implementation of gender equality and the women and peace and security agenda, the mission's focus will be on efforts to address and overcome all forms of disparities and discrimination against women to foster inclusive and gender-equitable communities in Abyei. Central to the mission's work is the need to enhance women's empowerment, participation and human rights and guarantee women's engagement at all levels of decision-making. Effective monitoring of violations and abuses of human rights, including sexual and gender-based violence and other violations and abuses committed against women and children, will continue. Promotion of gender-responsive peacekeeping will continue through a dedicated gender focal points arrangement and concerted efforts to increase the number of women in the military and police components. Pursuant to Council resolution [2535 \(2020\)](#), the mission will support the implementation of and reporting on youth, peace and security in line with resolutions [2250 \(2015\)](#) and [2419 \(2018\)](#) and in close coordination with the strategy for the implementation of the women and peace and security initiative.

15. During the 2022/23 period, UNISFA will continue to support the Joint Border Verification Monitoring Mechanism and both parties in their efforts to meet the goals established by the Mechanism and in conducting ground and aerial patrols within the Safe Demilitarized Border Zone.

16. The Joint Border Verification and Monitoring Mechanism is expected to maintain four team sites, in Safahah/Kiir Adem, in Sumayah/War-Abar, in Tishwin and in Abu Qussa, under two sector headquarters, one in Gok Machar and the second in Kadugli.

17. As part of its mandate to support the Sudan and South Sudan in the implementation of their border security agreements and the Joint Border Verification and Monitoring Mechanism, UNISFA will continue to extend its support to the Mechanism for monitoring, verification and investigation missions within the Safe Demilitarized Border Zone. It will also assist with planning, arbitration, coordination of liaison, reporting, information exchange, and coordination of patrols and security, as appropriate. Mission-specific training for the Mechanism will also be designed and delivered, as required. UNISFA will support both parties in the holding of at least two meetings of the Joint Political and Security Mechanism.

18. The Mine Action Service will continue to provide assessment, survey, mine clearance and training services in the Abyei Area and the Safe Demilitarized Border Zone, facilitating freedom of movement within the mission area, the return of civilians to their communities, peaceful migration, and the delivery of humanitarian aid through the clearance of team sites, access routes and border crossings, as well as through the provision of patrol teams and mine-protected vehicles. Explosive ordnance risk education programmes will be provided to both civilian and uniformed personnel, as well as to local communities and nomad populations. In addition, the Mine Action Service, as a member of the weapons and ammunition advisory board, will continue to destroy confiscated weapons and ammunition in accordance with international small arms control standards and to advise the Force on the storage and management of ammunition. The Mine Action Service will provide the most viable solutions for ground patrols of the Joint Border Verification and Monitoring Mechanism. In addition, the Mine Action Service will ensure that mine action data are collected and managed, and that all mine action activities in the Abyei Area and the Safe Demilitarized Border Zone are coordinated and in line with procedures accredited by the Service.

19. In the 2022/23 period, the mission will implement a range of programmatic activities to enhance its ability to deliver its mandate, in particular in Amiet, Abyei town, Agok and Diffra. Various programmes, workshops, awareness campaigns and training sessions will be undertaken to identify and address needs within the communities, the community protection committees/joint protection committees and traditional leadership. Planned activities will focus on capacity-building, intercommunal dialogue and conflict management and resolution, community policing initiatives, crime awareness and increasing the engagement of women and children. In the absence of the Abyei Police Service, training and capacity-building activities will be undertaken for the community protection committees/joint protection committees currently responsible for law and order in conjunction with the Ngok Dinka and Misseriya communities. In line with the recommendations of the strategic review on rule of law matters, United Nations police will implement programmatic activities focusing on reforming and restructuring the community protection committees/joint protection committees and three correctional facilities, in Abyei, Agok and the Amiet common market, to meet international human rights standards. The strengthening of programmatic activities will entail building modern community protection committees/joint protection committees stations at all team sites; renovating and constructing model correctional facilities; establishing sexual and gender-based violence desks/focal point offices at all team sites to effectively



address the monitoring and reporting of human rights violations and abuses, including those involving sexual and gender-based violence and other violations and abuses committed against women and children; supporting community protection committees/joint protection committees with office and working materials, including raincoats, gumboots, branded T-shirts, caps, flashlights, uniforms for community protection committees/joint protection committees and detainees, identification cards, vehicles and fuel; five community crime awareness outreach campaigns in Agok, Rumamier, Abyei, Amiet and Diffra, for 700 participants; various workshops for community leaders with an estimated attendance of 200 participants; and engagement on a quarterly basis with approximately 180 local traditional leaders in Abyei, Agok and Diffra on environmental protection matters.

20. Furthermore, UNISFA will focus on activities that facilitate dialogue between the parties and between the communities, enhance the implementation of the women and peace and security agenda and the youth, peace and security agenda, promote civic participation, in particular of women and young people, foster measures against the proliferation of small arms and light weapons, promote peace during the transhumance period and address protection issues, including those specifically affecting women and children. In addition, UNISFA will support efforts by agencies, funds and programmes to foster peacebuilding and conflict resolution through its programmatic funding. Such programmatic activities are in line with the key findings and recommendations following the strategic review of UNISFA undertaken in August 2021.

21. The detrimental effect of the rainy seasons on the existing road networks connecting the operating bases in the Abyei area has a significant adverse impact on the Force's mobility and ability to conduct operations. During the 2022/23 period, UNISFA will continue to improve its infrastructure and will take additional measures to ensure force mobility and safeguard the security and safety of its troops within its area of operation.

22. Following the strategic review of UNISFA in August 2021 and in line with option one of the recommendations included in the letter of the Secretary-General addressed to the President of the Council ([S/2021/805](#)), the Council, in its resolution [2609 \(2021\)](#), decided to reduce the authorized troop ceiling to 3,250 and maintain the police ceiling at 640 until 15 May 2022. The Council further expressed its intention to keep under review the recommendations included in the letter.

23. The total troop ceiling of 3,250 includes 2,700 troops in the Abyei Area and 550 allocated to the Joint Border Verification and Monitoring Mechanism. While UNISFA will maintain the current deployment in three sectors, with three infantry units (570 troops each), tanks and artillery heavy units will be repatriated. Force enablers, including the military helicopters and aerial units and the Engineering Unit, will be enhanced to provide a lighter, more reactive and better-informed Force, more able to cope with the terrain during the wet seasons. The intention is for the military component, as proposed, to continue to fulfil all required tasks in accordance with the mission's mandate.

24. It was further recommended in the strategic review that the mission establish additional civilian capacity, notably through the expansion of the existing Community Liaison Office to bolster peacebuilding initiatives and scale up support for community livelihood and resilience efforts in conjunction with other United Nations actors.

25. The mission plans to upgrade its expertise in rule of law matters in order to support the development of a rule of law support strategy, including the investigation and prosecution procedures for serious crimes, and to help to identify effective ways to prevent attacks and to support mechanisms at the national and local levels. These

recommendations will require revisions to the existing civilian staffing structure, adequate programmatic activities and adjustments to operational resource requirements.

26. The activities supported by increased programmatic resources will focus on the rule of law and protection of civilians, peaceful transhumance, border management and local protection mechanisms for women, children, young people and other vulnerable groups. With a view to fostering peacebuilding and conflict resolution, UNISFA will also work in coordination with the United Nations agencies, funds and programmes presence in the Abyei Area, as well as with the United Nations country team.

### **Mission support initiatives**

27. During the 2022/23 period, the mission will keep pursuing various multi-year construction projects with the aim of restoring living and safety conditions that have been compromised with the passage of time and exposure to the elements. UNISFA will continue to prioritize the phased replacement of United Nations Mission in the Sudan legacy accommodations where contingents are still being housed and that have largely exceeded their useful life, to the detriment of the physical integrity, health and welfare of the troops.

28. During the 2022/23 period, the mission will carry on with the multi-year concrete service contract, including plain concrete works, walkways, crossings, drainage systems, culverts, abutment walls, light-weight floor slabs, heavy-duty workshop flooring, steel-reinforced concrete blast walls and ramps, at mission headquarters and various other locations. UNISFA will also continue its phased project for secondary roofing and protection of prefabricated structures at mission headquarters and other camps. The mission will also initiate a multi-year construction project of a walkway roof fitted with solar panels, to link various accommodation areas to camp offices, in an effort to improve living conditions at the camps while also promoting environmentally responsible energy production through the harvesting of solar power. UNISFA will also continue the phased construction project of chain-link fencing, and pedestrian and vehicle gates at headquarters and team sites. The proposed budget for the 2022/23 period includes one project having an estimated cost of \$1 million or more, namely, the construction of a formed police camp in Todach in the estimated amount of \$1,077,500.

29. The mission will continue to promote environmental sustainability through intelligent automation technology. To this end, the mission will continue the implementation, across various locations, of the field Remote Infrastructure Monitoring System to remotely monitor, manage and control plant, equipment and consumption of resources. In its continuous effort to improve its environmental performance, the mission will ensure that all new camps are equipped with rainwater capture systems and will implement hybrid solar/electric water heaters and air conditioning equipment, gradually phasing out the existing electric-only equipment.

30. During the 2022/23 period, UNISFA will integrate environmental risks into its enterprise risk management process to properly manage wastewater and solid waste risk effectively. In addition, the Force will continue to implement solutions to drive performance improvement more proactively. This includes the ongoing use of remote monitoring technologies, including the use of the field Remote Infrastructure Monitoring System, where meters will be installed on boreholes for proper raw water monitoring and on accommodations with the aim of raising the awareness of staff to become more aware of electricity and water consumptions. Additional hardware and software infrastructure will be installed to monitor fuel usage on generators, measure power generated and assess the mission's carbon emissions.

31. Conventional wastewater treatment plants will be built in Abyei and Kadugli, while waste management yards with incinerators, bottle crushers and composters will be installed at four team sites for handling solid waste. This infrastructure will be connected to the field Remote Infrastructure Monitoring System to automate the collection of environmental data for the environmental action planning performance reporting application as part of the overarching smart camp concept.

32. The mission will also implement the Elsie Initiative for Women in Peace Operations, designed to use collective resources to increase the meaningful participation of uniformed women in United Nations peacekeeping operations. Specifically, the mission will focus on providing adequately equipped accommodations for female peacekeepers, creating an environment that suits their needs and where female peacekeepers feel empowered to contribute to the Secretary-General's system-wide strategy on gender parity, in particular with regard to the deployment of female peacekeepers.

33. In line with the recommendations of the strategic review, the mission is increasing the number of military helicopters from two to four through letters of assist. The reconfiguration of the Force, currently under way, is expected to reduce the military footprint, while maintaining situational awareness through enhanced air mobility. The arrival and operation of the multinational force is also likely to extend the resupply lines within the mission and multiply the complexity of troop rotations owing to the various rotation timetables. Furthermore, commercial rotary-wing aircraft are limited in their ability to perform certain operations that require military capability, making it critical for the mission to augment its military helicopter fleet.

34. The proposed civilian staffing complement consists of an overall net increase of 15 posts and positions, which reflects the priorities of the mission in accordance with the recommendations of the strategic review. This increase is the effect of the proposed establishment of 10 international posts, 3 National Professional Officer posts, 1 general temporary assistance position, 1 United Nations Volunteer position and the conversion of 1 general temporary assistance position to a post.

35. The estimated resource requirements for the maintenance and operation of the Force for the 2022/23 period reflect net increased requirements. During the 2022/23 period, military and police personnel are expected to show a reduction in resource requirements of \$8.3 million, attributable mainly to a reduction in the troop ceiling, from 3,550 to 3,250. The increased requirements in civilian staff of \$0.3 million are attributable mainly to the proposed establishment of 11 international staff, including 1 funded under general temporary assistance, 3 national posts and 1 United Nations Volunteer position. The increased requirements in civilian staff are offset in part by the decrease in the salary scales effective 1 January 2022. An increase of \$10.9 million under operational costs is attributable mainly to the increased requirements for air operations, with two fixed-wing aircraft added to the existing fleet, and to a higher number of projects and programmatic activities in cooperation with implementing partners.

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

36. The mission will continue to interact regularly with the Special Envoy of the Secretary-General for the Horn of Africa to synchronize action that can promote compliance by the parties with their obligations under various bilateral agreements, relevant resolutions of the Security Council and decisions of the African Union. UNISFA will support the holding of Abyei Joint Oversight Committee and Joint Political and Security Mechanism meetings and the implementation of their decisions,

as well as mandate-relevant initiatives of the Special Envoy and the African Union High-level Implementation Panel.

37. UNISFA will continue to collaborate with the United Nations Mission in South Sudan (UNMISS) and the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS) through information-sharing on matters of mutual concern, including on cross-border security and transhumance issues.

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

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

39. UNISFA, through its substantive, police and civilian-military coordination components, will continue to coordinate activities with United Nations agencies, funds and programmes present in the Abyei Area, national and international non-governmental organizations (NGOs), and the donor community. In line with the recommendations of the 2021 strategic review, UNISFA will implement programmatic activities in close cooperation with the United Nations agencies, funds and programmes and the United Nations country teams to ensure strategic, coherent and efficient implementation of peacebuilding and conflict resolution activities in the Abyei Area. Furthermore, UNISFA will support the provision of humanitarian and recovery assistance throughout the Abyei Area by ensuring the security and freedom of movement of relevant personnel. The mission will also continue to coordinate its efforts with United Nations agencies, funds and programmes, the local administration, NGOs and civil society at large in the implementation of the protection of civilians mandate. Regular contact and coordination with the United Nations country teams in Juba and Khartoum will enable UNISFA to provide support for the multi-sector United Nations joint programme initiative related to humanitarian assistance, recovery and development in the region. UNISFA will also partner with United Nations agencies, funds and programmes in supporting the community protection committees/joint protection committees. UNISFA will continue to promote grass-roots initiatives, including through quick-impact projects and programmatic activities, in close consultation with the beneficiaries and the United Nations agencies, funds and programmes and country teams.

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

40. 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 with respect to the six categories are contained in annex I, section A, to the present report.

##### **Executive direction and management**

41. Overall mission direction and management are to be provided by the Office of the Head of Mission. The proposed staffing complement is set out table 1.

Table 1  
Human resources: executive direction and management

|  | International staff |         |          |         |               |          | National staff <sup>a</sup> | United Nations Volunteers | Total    |
|--|---------------------|---------|----------|---------|---------------|----------|-----------------------------|---------------------------|----------|
|  | USG–ASG             | D-2–D-1 | P-5–P-4  | P-3–P-2 | Field Service | Subtotal |                             |                           |          |
| <b>Office of the Head of Mission</b>   |                     |         |          |         |               |          |                             |                           |          |
| Approved posts 2021/22   | 1                   | –       | 1        | 1       | 1             | 4        | 1                           | –                         | 5        |
| Proposed posts 2022/23   | 1                   | –       | 1        | 1       | 1             | 4        | 1                           | –                         | 5        |
| <b>Net change</b>  | –                   | –       | –        | –       | –             | –        | –                           | –                         | –        |
| Approved temporary positions 2021/22 <sup>b</sup>                              | –                   | –       | –        | –       | –             | –        | –                           | –                         | –        |
| Proposed temporary positions 2022/23 <sup>b</sup>                              | –                   | –       | 1        | –       | –             | 1        | –                           | –                         | 1        |
| <b>Net change</b>  | –                   | –       | <b>1</b> | –       | –             | <b>1</b> | –                           | –                         | <b>1</b> |
| <b>Subtotal, Office of the Head of Mission</b>                                 |                     |         |          |         |               |          |                             |                           |          |
| Approved 2021/22   | 1                   | –       | 1        | 1       | 1             | 4        | 1                           | –                         | 5        |
| Proposed 2022/23   | 1                   | –       | 2        | 1       | 1             | 5        | 1                           | –                         | 6        |
| <b>Net change</b>  | –                   | –       | <b>1</b> | –       | –             | <b>1</b> | –                           | –                         | <b>1</b> |
| <b>Office of the Deputy Head of Mission</b>                                    |                     |         |          |         |               |          |                             |                           |          |
| Approved posts 2021/22   | –                   | 1       | 5        | 2       | –             | 8        | –                           | –                         | 8        |
| Proposed posts 2022/23   | –                   | 1       | 5        | 2       | –             | 8        | –                           | –                         | 8        |
| <b>Net change</b>  | –                   | –       | –        | –       | –             | –        | –                           | –                         | –        |
| <b>Office of the Force Commander</b>   |                     |         |          |         |               |          |                             |                           |          |
| Approved posts 2021/22   | –                   | 1       | –        | –       | 1             | 2        | –                           | –                         | 2        |
| Proposed posts 2022/23   | –                   | 1       | –        | –       | 1             | 2        | –                           | –                         | 2        |
| <b>Net change</b>  | –                   | –       | –        | –       | –             | –        | –                           | –                         | –        |
| <b>Office of the Deputy Force Commander</b>                                    |                     |         |          |         |               |          |                             |                           |          |
| Approved posts 2021/22   | –                   | 1       | –        | –       | –             | 1        | –                           | –                         | 1        |
| Proposed posts 2022/23   | –                   | 1       | –        | –       | –             | 1        | –                           | –                         | 1        |
| <b>Net change</b>  | –                   | –       | –        | –       | –             | –        | –                           | –                         | –        |
| <b>Office of the Chief, Joint Border Verification and Monitoring Mechanism</b> |                     |         |          |         |               |          |                             |                           |          |
| Approved posts 2021/22   | –                   | 1       | –        | –       | 1             | 2        | –                           | –                         | 2        |
| Proposed posts 2022/23   | –                   | 1       | –        | –       | 1             | 2        | –                           | –                         | 2        |
| <b>Net change</b>  | –                   | –       | –        | –       | –             | –        | –                           | –                         | –        |
| <b>Joint Operations Centre/Joint Mission Analysis Centre</b>                   |                     |         |          |         |               |          |                             |                           |          |
| Approved posts 2021/22   | –                   | –       | –        | 2       | –             | 2        | –                           | –                         | 2        |
| Proposed posts 2022/23   | –                   | –       | 1        | 2       | –             | 3        | –                           | –                         | 3        |
| <b>Net change</b>  | –                   | –       | <b>1</b> | –       | –             | <b>1</b> | –                           | –                         | <b>1</b> |

|   | International staff |         |          |         |               |          | National staff <sup>a</sup> | United Nations Volunteers | Total    |
|---|---------------------|---------|----------|---------|---------------|----------|-----------------------------|---------------------------|----------|
|   | USG–ASG             | D-2–D-1 | P-5–P-4  | P-3–P-2 | Field Service | Subtotal |                             |                           |          |
| <b>Conduct and Discipline Section</b>             |                     |         |          |         |               |          |                             |                           |          |
| Approved posts 2021/22                            | –                   | –       | 2        | –       | –             | 2        | –                           | –                         | 2        |
| Proposed posts 2022/23                            | –                   | –       | 2        | –       | –             | 2        | –                           | –                         | 2        |
| <b>Net change</b>                                 | –                   | –       | –        | –       | –             | –        | –                           | –                         | –        |
| <b>Subtotal, civilian staff</b>                   |                     |         |          |         |               |          |                             |                           |          |
| Approved 2021/22                                  | 1                   | 4       | 8        | 5       | 3             | 21       | 1                           | –                         | 22       |
| Proposed 2022/23                                  | 1                   | 4       | 9        | 5       | 3             | 22       | 1                           | –                         | 23       |
| <b>Net change</b>                                 | –                   | –       | <b>1</b> | –       | –             | <b>1</b> | –                           | –                         | <b>1</b> |
| Approved temporary positions 2021/22 <sup>b</sup> | –                   | –       | –        | –       | –             | –        | –                           | –                         | –        |
| Proposed temporary positions 2022/23 <sup>b</sup> | –                   | –       | 1        | –       | –             | 1        | –                           | –                         | 1        |
| <b>Net change</b>                                 | –                   | –       | <b>1</b> | –       | –             | <b>1</b> | –                           | –                         | <b>1</b> |
| <b>Total, including temporary positions</b>       |                     |         |          |         |               |          |                             |                           |          |
| Approved 2021/22                                  | 1                   | 4       | 8        | 5       | 3             | 21       | 1                           | –                         | 22       |
| Proposed 2022/23                                  | 1                   | 4       | 10       | 5       | 3             | 23       | 1                           | –                         | 24       |
| <b>Net change</b>                                 | –                   | –       | <b>2</b> | –       | –             | <b>2</b> | –                           | –                         | <b>2</b> |

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

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

*International staff: increase of 1 post*

*General temporary assistance: increase of 1 position*

Table 2  
**Staffing changes: executive direction and management**

| Posts/positions               |                                  |                               |                                    |             |
|-------------------------------|----------------------------------|-------------------------------|------------------------------------|-------------|
| Office/Section/Unit           | Type of proposed staffing change | Number of posts and positions | Level                              | Description |
| Office of the Head of Mission | Establishment                    | 1                             | P-4 (General temporary assistance) |             |
| <b>Total</b>                  |                                  | <b>1</b>                      |                                    |             |

### **Office of the Head of Mission**

*General temporary assistance: increase of 1 position*

42. The Mine Action Service provides mine action services to UNISFA through its long-standing partnership with the United Nations Office for Project Services (UNOPS), in accordance with the umbrella memorandum of understanding between the United Nations and UNOPS of 2014. The Office of Internal Oversight Services recommended, in its audit on the monitoring and evaluation mechanism of the Mine Action Service (2019/152), that the Mine Action Service strengthen its control environment and increase financial monitoring and monitoring and evaluation. The Board of Auditors restated the findings of the Office of Internal Oversight Services and, in its 2020 audit of the United Nations peace operations ([A/75/5 \(Vol. II\)](#)), called

upon the Mine Action Service to reduce dependency on UNOPS, increase its field-based presence and knowledge, increase efforts to directly implement aspects of the mine action programmes and evaluate the UNOPS partnership to ensure that it is cost-effective. In this regard, it is proposed that the head of the mine action component in the Mission be reflected on the Mission's staffing table instead of being budgeted under other supplies, services and equipment, in line with previous implementation modality with UNOPS. The proposed new approach will ensure that the Mine Action Service directly leads in threat assessment, programme design and monitoring and representation with mission leadership and government stakeholders and partners. The cost of the proposed position is offset by a reduction in operational costs under other supplies, services and equipment.

43. Accordingly, it is proposed that one position of Programme Management Officer (P-4) be established, funded under general temporary assistance, as the focal point of the mine action programme for UNISFA. The incumbent will be responsible for, among others, designing the UNISFA mine action programme strategy, devising strategic and operational planning, implementing programme design and response to threats, providing advice to mission leadership and supporting advocacy efforts. The incumbent will also oversee the delivery and performance of implementing partners.

Table 3  
Staffing changes: executive direction and management

| <i>Posts/positions</i>                                |   |                                      |              |                    |
|---|---|--------------------------------------|--------------|--------------------|
| <i>Office/Section/Unit</i>                            | <i>Type of proposed staffing change</i> | <i>Number of posts and positions</i> | <i>Level</i> | <i>Description</i> |
| Joint Operations Centre/Joint Mission Analysis Centre | Establishment                           | 1                                    | P-5          |                    |
| <b>Total</b>  |   | <b>1</b>                             |              |                    |

#### **Joint Operations Centre/Joint Mission Analysis Centre**

*International staff: increase of 1 post*

44. UNISFA operates in a highly unpredictable environment that necessitates an enhanced operational capacity to monitor, assess and predict political, military, security and economic events and developments in the Sudan and South Sudan that influence the operational environment on a continuous basis. UNISFA must be able to identify, predict and respond to emerging threats to or opportunities for mandate implementation, including the security of United Nations personnel, equipment and facilities. The Joint Operations Centre is led by a Lieutenant-Colonel who rotates on an annual basis, which is not conducive to continuity and stability of the Joint Operations Centre/Joint Mission Analysis Centre. The operationalization of the Joint Mission Analysis Centre will be in line with the 2019 policy on peacekeeping intelligence and the 2019 Policy on Authority, Command and Control in United Nations Peacekeeping Operations, and will play a crucial role as the mission reconfigures not only its force, but also its civilian component, with the aim of enhancing its outreach, community liaison and rule of law capability. In addition, UNISFA has begun to implement an early warning system and the Comprehensive Planning and Performance Assessment System, both of which will greatly benefit from the presence of a civilian chief of the Joint Operations Centre/Joint Mission Analysis Centre and a more robust Joint Operations Centre/Joint Mission Analysis Centre, especially because UNISFA does not have a strategic planning unit to serve as a focal point for the implementation of the System.

45. Accordingly, it is proposed that one post of Senior Information Analyst (P-5), with responsibilities of chief of section, be established in the Joint Operations Centre/Joint Mission Analysis Centre. The incumbent will focus mainly on forward-looking analysis, as well as on the overall management of the Joint Operations Centre/Joint Mission Analysis Centre, reporting to the Head of Mission through the mission Chief of Staff, playing a key role in the early warning system and the Comprehensive Planning and Performance Assessment System. The mission is aiming to develop a cross-cutting integrated analytical capability that will look at threats to the mission mandate and potentially be able to undertake multi-source integrated analysis and predictive assessments. In this context, the deployment of a civilian chief of the Joint Operations Centre/Joint Mission Analysis Centre will improve the management (collection, coordination, analysis and distribution of information and reports) of data and will facilitate the decision-making process of the mission's leadership.

### **Component 1: security, governance, and border monitoring**

46. UNISFA will support the parties in their efforts to advance the political dialogue towards a settlement of the Abyei issue. The good offices of the Head of Mission will assist the parties in the implementation of their bilateral agreements on Abyei and any subsequent agreements that may be reached between them during the 2022/23 budget period. The mission will support the meetings of the Abyei Joint Oversight Committee, the Joint Political and Security Mechanism and any Abyei-related high-level meetings between the parties. UNISFA will continue to promote, facilitate, support logistically and host intercommunal dialogue, reconciliation efforts and other engagements between the Misseriya and the Ngok Dinka communities. This will include efforts to initiate coordination between the local administrations appointed by the two capitals in support of recovery and resilience programmes in collaboration with agencies, funds and programmes.

47. The mission will also engage stakeholders through a wide range of media activities, outreach and advocacy campaigns targeting Abyei civil society, youth, and women's groups from the Ngok Dinka and Misseriya communities.

48. In order to monitor demilitarization, deter threats, maintain situational awareness, build confidence and help to create conditions conducive to the safety and security of humanitarian operations, UNISFA will carry out mobile and dynamic operations, including long-range patrols, conduct day and night patrols and provide escorts, upon request. During the dry season, the Force will increase its presence in key areas to ensure secure seasonal migration and will continue to operate permanent and random checkpoints along the main supply route and other lateral routes to check for munitions and movements of alleged armed elements. The Force will continue to facilitate the work of the Joint Military Observers Committee and joint military observer teams.

49. UNISFA, with the support of the individual police capacity, will continue to call for and support a joint integrated planning exercise between the two sides for the establishment of the Abyei Police Service and implement the outcome recommendations of the exercise upon approval. In accordance with its capacity-building mandate, the UNISFA police component will assist the parties in the design and preparation of start-up documents, including the formulation of policies, terms of reference for police personnel, a strategic plan, an implementation framework and a concept of operations in accordance with that of the Abyei Joint Oversight Committee; develop criteria for the vetting, selection and recruitment of police personnel; provide guidance on training and mentoring; and identify and mobilize donor support. In addition, the component plans to strengthen the capacity of the Abyei Police Service to enable it to provide security for the oil infrastructure in the Abyei Area and to protect civilians under imminent threat of physical violence. In the interim, the component



will conduct community-oriented policing, including community interactive and confidence-building patrols, to monitor security, law and order. It will provide support, including capacity-building and coordination, to enable community protection committees/joint protection committees to assist in the management of law-and-order processes, including with regard to humane detention, respect for the human rights of detainees, and training and awareness-raising programmes for the community on matters of law and order. The police component will work to enhance women's participation in combating crimes of sexual and gender-based violence.

50. In order to support the provision of security, the delivery of humanitarian assistance, freedom of movement and the protection of civilians under imminent threat, mine action operations will be undertaken within the areas of responsibility of UNISFA and the Joint Border Verification and Monitoring Mechanism. During the 2022/23 period, mine action operations will be focused on surveys and the clearance of explosive hazards in the Abyei Area and the Safe Demilitarized Border Zone. Mine-protected vehicles and crews with the capacity for explosive ordnance disposal will ensure freedom of movement for the Mechanism. Weapons and ammunition confiscated by the Force in the Abyei Area and handed over to the Mine Action Service will be safely destroyed in accordance with accredited procedures. Explosive ordnance risk education will be provided for United Nations civilian and uniformed personnel and local communities. All mine action activities will be coordinated by the Mine Action Service and data will be captured in the Information Management System for Mine Action.

| <i>Expected accomplishment</i>  | <i>Indicators of achievement</i>   |
|---|--|
| 1.1 Provision of a safe and secure environment that facilitates peaceful migration and enables the delivery of humanitarian aid; and strengthened capability of the Abyei Police Service, in accordance with the 20 June 2011 Agreement | <p>1.1.1 Zero incidents of attacks against humanitarian actors (2020/21: 0; 2021/22: 0; 2022/23: 0)</p> <p>1.1.2 Zero incidents of intercommunal violence during migration (2020/21: 3; 2021/22: 0; 2022/23: 0)</p> <p>1.1.3 Abyei Area largely free of armed personnel, assets and weapons, except those of UNISFA and the Abyei Police Service (number of occasions when the presence of armed personnel, assets and weapons was recorded: 2020/21: 58; 2021/22: 18; 2022/23: 17)</p> <p>1.1.4 Zero movements by UNISFA, the Joint Border Verification and Monitoring Mechanism, humanitarians or civilians interrupted or cancelled as a result of mines or explosive remnants of war within the Abyei Area and the Safe Demilitarized Border Zone (2020/21: 0; 2021/22: 0; 2022/23: 0)</p> |

#### *Outputs*

- 547,500 troop-patrol days conducted in the Abyei Area for security, area domination, verification and monitoring, and to detect and prevent incursions (25 troops per patrol x 60 patrols per day x 365 days)
- 9,490 United Nations military observer patrols conducted to monitor and verify the redeployment of all forces and maintain liaison with local communities and authorities in the Abyei Area for early warning and conflict mitigation (13 teams x 2 patrols per day x 365 days)
- 117 hours undertaken for observation of the demilitarization of armed groups and investigation of incidents (2.25 hours x 52 weeks)

- Organization of 446 meetings of the joint security committee held between the Force and each of the two communities (the Misseriya and Ngok Dinka)
- Provision of logistical and administrative support for 3 meetings of the Abyei Joint Oversight Committee or similar high-level meetings between the parties
- Organization and facilitation of 3 meetings for the Misseriya and Ngok Dinka for the purpose of facilitating intercommunal dialogue and reconciliation and support for intercommunal dispute resolution mechanisms, including support through at least 40 joint community peace committee meetings
- Organization and facilitation of 4 consultations for Misseriya and Ngok Dinka women's groups and traditional leaders on strengthening women's participation in peace processes, and provision of logistical and technical support for grass-roots women's groups to conduct group discussions on women and peace and security
- Organization of 10 meetings of the Joint Military Observers Committee and 2,555 joint military observer team patrols conducted (7 teams x 1 patrol per day x 365 days)
- 87,600 United Nations formed police unit person days to patrol and deploy to ensure adequate response to the criminal threats in the Amiet common market area and other flashpoint areas within Abyei that require a formed police response, including to protect United Nations personnel and facilities (10 personnel per patrol x 3 patrols per platoon x 4 platoons per formed police unit x 2 formed police units x 365 days)
- Provision of advice and mentoring to 31 community protection committees and one joint peace committee with a total 767 personnel, of whom 132 are female, through interactive patrols and co-location
- Support for 1 pre-migration conference and 1 post-migration conference, including a series of consultations and early warning initiatives in coordination with agencies, funds and programmes, to promote peace and lessons learned during the migration period
- Provision of advice and facilitation to 60 local community training and crime awareness-raising programmes (20 in the northern sector, 20 in the central sector and 20 in the southern sector)
- Provision of support for 6 workshop and capacity-building activities, including some carried out by relevant United Nations and NGO entities, in such areas of awareness-raising regarding the 16 Days of Activism against Gender-based Violence campaign, civilian arms control, reconciliation, traditional justice and women and youth and peace and security, as well as protection of civilians in the Misseriya and Ngok Dinka communities
- Provision of support to the United Nations country team for the implementation of peacebuilding and conflict resolution activities, including in the areas of traditional justice mechanisms, human rights, rule of law, transhumance, border management and local protection mechanisms for women, young people, children and vulnerable groups
- Provision of services related to mine action, including ensuring that 100 per cent of routes are made safe and accessible within the Abyei Area; 100 per cent of land within the Abyei Area verified as free from landmines and explosive remnants of war; 100 per cent of landmines and explosive remnants of war reported in the Abyei Area removed and destroyed; and 100 per cent of confiscated weapons and ammunition handed over to the Mine Action Service safely destroyed, in accordance with the accredited procedures of the Mine Action Service
- Provision of 360 sessions on explosive ordnance risk education (30 sessions per month x 12 months) to communities in the Abyei Area; and provision of 48 sessions of landmine/explosive remnants of war safety induction training to newly arrived UNISFA staff and military (4 sessions per month x 12 months)

- Public information campaigns to highlight the work of UNISFA in Abyei, including the production and distribution of fliers, leaflets, T-shirts and other types of visibility material targeting the Abyei population at specially organized events (1 football tournament and 1 cultural festival) and on 3 United Nations-observed days (the International Day of United Nations Peacekeepers on 29 May, the International Day of Peace on 21 September and United Nations Day on 24 October)

*Expected accomplishment**Indicators of achievement*

## 1.2 Effective functioning of the Joint Border Verification and Monitoring Mechanism

1.2.1 Withdrawal of forces within the Safe Demilitarized Border Zone confirmed and allegations verified through the monitoring of 100 per cent of the uncontested Safe Demilitarized Border Zone

1.2.2 Full deployment of Mine Action Service personnel to the Joint Border Verification and Monitoring Mechanism headquarters, all active sector headquarters and active team sites to ensure support for the Mechanism as required

*Outputs*

- 1,830 joint ground patrols (4 teams x 1.25 patrols per day x 365 days) and 48 joint long patrols (2 sectors x 2 patrols per month x 12 months) with patrol support teams in mine-protected vehicles and 96 air patrols conducted by Joint Border Verification and Monitoring Mechanism integrated teams at a rate of 8 patrol flights per month
- Provision of advice and support with respect to the coordination and planning of operations to monitor the Safe Demilitarized Border Zone through 52 meetings with Joint Border Verification and Monitoring Mechanism officials at headquarters, in sectors and at team sites
- Provision of services related to mine action, including 100 per cent of land as requested by the Joint Border Verification and Monitoring Mechanism verified as free from landmines and explosive remnants of war; 100 per cent of routes as requested by the Mechanism made safe and accessible; 100 per cent of landmines and explosive remnants of war reported in the Safe Demilitarized Border Zone removed and destroyed in accordance with the accredited procedures of the Mine Action Service; and 100 per cent of Joint Border Verification and Monitoring Mechanism ground patrols accompanied by Mine Action Service patrol support teams with mine-protected vehicles

*External factors*

The Governments of the Sudan and South Sudan remain committed to the Agreements of: 20 June 2011, on Temporary Arrangements for the Administration and Security of the Abyei Area; 27 September 2012, on Security Arrangements; 30 July 2011, on the Border Monitoring Support Mission; and 29 June 2011, on Border Security and the Joint Political and Security Mechanism. The Governments of the Sudan and South Sudan will provide UNISFA with full support for the implementation of its mandate, in accordance with Security Council resolutions 1990 (2011) and 2024 (2011) and the status-of-forces agreements signed with both parties. UNISFA will be accorded full freedom of movement by the parties and the communities and will not be impeded in its operations by cross-border conflict

Table 4  
Human resources: component 1, security, governance and border monitoring

| Category                                   |             |             |             |             |                  |          | Total                          |                                 |       |   |   |   |   |   |    |
|--|-------------|-------------|-------------|-------------|------------------|----------|--------------------------------|---------------------------------|-------|---|---|---|---|---|----|
| I. Military observers                      |             |             |             |             |                  |          |                                |                                 |       |   |   |   |   |   |    |
| Approved 2021/22                           |             |             |             |             |                  |          | 168                            |                                 |       |   |   |   |   |   |    |
| Proposed 2022/23                           |             |             |             |             |                  |          | 130                            |                                 |       |   |   |   |   |   |    |
| Net change                                 |             |             |             |             |                  |          | (38)                           |                                 |       |   |   |   |   |   |    |
| II. Military contingents                   |             |             |             |             |                  |          |                                |                                 |       |   |   |   |   |   |    |
| Approved 2021/22                           |             |             |             |             |                  |          | 3 382                          |                                 |       |   |   |   |   |   |    |
| Proposed 2022/23                           |             |             |             |             |                  |          | 3 120                          |                                 |       |   |   |   |   |   |    |
| Net change                                 |             |             |             |             |                  |          | (262)                          |                                 |       |   |   |   |   |   |    |
| III. United Nations police                 |             |             |             |             |                  |          |                                |                                 |       |   |   |   |   |   |    |
| Approved 2021/22                           |             |             |             |             |                  |          | 148                            |                                 |       |   |   |   |   |   |    |
| Proposed 2022/23                           |             |             |             |             |                  |          | 148                            |                                 |       |   |   |   |   |   |    |
| Net change                                 |             |             |             |             |                  |          | –                              |                                 |       |   |   |   |   |   |    |
| IV. Formed police units                    |             |             |             |             |                  |          |                                |                                 |       |   |   |   |   |   |    |
| Approved 2021/22                           |             |             |             |             |                  |          | 492                            |                                 |       |   |   |   |   |   |    |
| Proposed 2022/23                           |             |             |             |             |                  |          | 492                            |                                 |       |   |   |   |   |   |    |
| Net change                                 |             |             |             |             |                  |          | –                              |                                 |       |   |   |   |   |   |    |
| V. Civilian staff                          |             |             |             |             |                  |          |                                |                                 |       |   |   |   |   |   |    |
| International staff                        |             |             |             |             |                  |          |                                |                                 |       |   |   |   |   |   |    |
|  | USG–<br>ASG | D-2–<br>D-1 | P-5–<br>P-4 | P-3–<br>P-2 | Field<br>Service | Subtotal | National<br>staff <sup>a</sup> | United<br>Nations<br>Volunteers | Total |   |   |   |   |   |    |
| Office of the Police Commissioner          |             |             |             |             |                  |          |                                |                                 |       |   |   |   |   |   |    |
| Approved 2021/22                           |             |             |             |             |                  |          | –                              | 1                               | 3     | 1 | 1 | 6 | 2 | – | 8  |
| Proposed 2022/23                           |             |             |             |             |                  |          | –                              | 1                               | 3     | 1 | 1 | 6 | 2 | – | 8  |
| Net change                                 |             |             |             |             |                  |          | –                              | –                               | –     | – | – | – | – | – | –  |
| Office of the Chief of Staff (Civilian)    |             |             |             |             |                  |          |                                |                                 |       |   |   |   |   |   |    |
| Approved 2021/22                           |             |             |             |             |                  |          | –                              | 1                               | 4     | – | 2 | 7 | 2 | – | 9  |
| Proposed 2022/23                           |             |             |             |             |                  |          | –                              | 1                               | 5     | – | 2 | 8 | 3 | – | 11 |
| Net change                                 |             |             |             |             |                  |          | –                              | –                               | 1     | – | – | 1 | 1 | – | 2  |
| Community Liaison Office                   |             |             |             |             |                  |          |                                |                                 |       |   |   |   |   |   |    |
| Approved 2021/22                           |             |             |             |             |                  |          | –                              | –                               | 3     | 3 | – | 6 | 4 | – | 10 |
| Proposed 2022/23                           |             |             |             |             |                  |          | –                              | –                               | 5     | 4 | – | 9 | 4 | – | 13 |
| Net change                                 |             |             |             |             |                  |          | –                              | –                               | 2     | 1 | – | 3 | – | – | 3  |
| Communications and Public Relations Office |             |             |             |             |                  |          |                                |                                 |       |   |   |   |   |   |    |
| Approved 2021/22                           |             |             |             |             |                  |          | –                              | –                               | 1     | 1 | – | 2 | – | – | 2  |
| Proposed 2022/23                           |             |             |             |             |                  |          | –                              | –                               | 1     | 1 | – | 2 | – | – | 2  |
| Net change                                 |             |             |             |             |                  |          | –                              | –                               | –     | – | – | – | – | – | –  |

**Safety and Security Unit**

|                                 |   |   |          |          |    |          |          |   |              |
|---------------------------------|---|---|----------|----------|----|----------|----------|---|--------------|
| Approved 2021/22                | – | – | 1        | 1        | 12 | 14       | 11       | – | 25           |
| Proposed 2022/23                | – | – | 1        | 1        | 12 | 14       | 11       | – | 25           |
| <b>Net change</b>               | – | – | –        | –        | –  | –        | –        | – | –            |
| <b>Subtotal, civilian staff</b> |   |   |          |          |    |          |          |   |              |
| Approved 2021/22                | – | 2 | 12       | 6        | 15 | 35       | 19       | – | 54           |
| Proposed 2022/23                | – | 2 | 15       | 7        | 15 | 39       | 20       | – | 59           |
| <b>Net change</b>               | – | – | <b>3</b> | <b>1</b> | –  | <b>4</b> | <b>1</b> | – | <b>5</b>     |
| <b>Total (I–V)</b>              |   |   |          |          |    |          |          |   |              |
| Approved 2021/22                |   |   |          |          |    |          |          |   | 4 244        |
| Proposed 2022/23                |   |   |          |          |    |          |          |   | 3 949        |
| <b>Net change</b>               |   |   |          |          |    |          |          |   | <b>(295)</b> |

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

*International staff: increase of 4 posts*

*National staff: increase of 1 post*

Table 5

**Staffing changes: component 1, security, governance and border monitoring**

| Posts/positions              |                                  |                               |                               |             |
|------------------------------|----------------------------------|-------------------------------|-------------------------------|-------------|
| Office/Section/Unit          | Type of proposed staffing change | Number of posts and positions | Level                         | Description |
| Office of the Chief of Staff | Establishment                    | 1                             | P-5                           |             |
|                              | Establishment                    | 1                             | National Professional Officer |             |
| <b>Total</b>                 |                                  | <b>2</b>                      |                               |             |

**Office of the Chief of Staff**

*International staff: net increase of 1 post*

*National staff: net increase of 1 post*

51. It was noted in the strategic review that the nature of the issues in Abyei required an enhanced focus on peacebuilding to facilitate rapprochement between the communities. To this end, a significant effort is required to scale up development intervention, humanitarian assistance and support for the United Nations country teams of the Sudan and South Sudan, which would be supported through programmatic activities from UNISFA, in areas where gaps remain, including the rule of law and protection. In addition, it was recommended in the strategic review that a dedicated programme be established, through the joint strategic direction and guidance of the resident coordinators in the Sudan and South Sudan, to promote areas of shared interest for the communities, in line with joint priorities. The scope of the programme will include immediate service delivery and support for key areas of transhumance, border management and local protection mechanisms for women, children and vulnerable groups. Accordingly, it is proposed that two posts be established in the Office of the Chief of Staff, as detailed below.

52. It is proposed that one post of Senior Liaison Officer (P-5) be established, reporting to the Head of Mission through the Office of the Chief of Staff. The two main areas of focus of the incumbent will be to act as a bridge between UNISFA and the United Nations agencies, funds and programmes and to oversee the management of the increased programmatic activities and coordination efforts with the United Nations agencies, funds and programmes. With regard to programmatic activities, the incumbent will harmonize and support the development of activities of interest to multiple UNISFA components, including the United Nations police, the Community Liaison Office and the Communications and Public Relations Office, in consultation and coordination with the United Nations agencies, funds and programmes. In addition, the incumbent is expected to play a key role in ensuring synergies between quick-impact projects and programmatic activities. More broadly, the incumbent will provide analysis and strategic advice to the mission's leadership team on governance, peacebuilding and conflict prevention, and on the design, launch and implementation of programmatic activities. The incumbent will support the United Nations agencies, funds and programmes in making programmatic linkages, including to support the strengthening of the nexus between peace, humanitarian action and development; mobilize, foster and strengthen strategic partnerships with donors; and liaise closely with relevant national, regional and local stakeholders from government and civil society and key international actors to identify entry points, foster dialogue and strengthen strategic alliances and partnerships on conflict prevention, reconciliation and confidence-building.

53. It is also proposed that one Associate Legal Officer post (National Professional Officer) be established. The Associate Legal Officer will be a licensed South Sudanese lawyer, versed in all aspects of South Sudanese law. Matters concerning South Sudanese law routinely arise in the course of the implementation of the mission's mandate. Addressing such matters in a timely manner has proved difficult, as highlighted by recent occurrences that brought about confusion among local communities regarding the mission's mandate, in particular with respect to its role in the context of the Joint Border Verification and Monitoring Mechanism, on the South Sudanese side of the border. The absence of a licensed South Sudanese lawyer has presented obstacles in the mission's ability to carry out its mandate owing to the lack of necessary credentials and knowledge in South Sudanese legal matters. A licensed South Sudanese lawyer will be able to provide the mission with guidance and advice on matters concerning South Sudanese law, closing the knowledge gap in the mission with respect to South Sudanese law. The establishment of the Associate Legal Officer post will increase the mission's capacity to address issues of a national context at their onset and will assist the mission in preventing the reoccurrence of such events. The Associate Legal Officer will also assist in the engagement with the local community to inform and raise the awareness of key community members regarding the mission's mandate, activities, legal status, and privileges and immunities.

Table 6  
Staffing changes: component 1, security, governance and border monitoring

| <i>Posts/positions</i>     |   |                                      |              |                    |
|----------------------------|---|--------------------------------------|--------------|--------------------|
| <i>Office/Section/Unit</i> | <i>Type of proposed staffing change</i> | <i>Number of posts and positions</i> | <i>Level</i> | <i>Description</i> |
| Community Liaison Office   | Establishment                           | 2                                    | P-4          |                    |
|                            | Establishment                           | 1                                    | P-3          |                    |
| <b>Total</b>               |   | <b>3</b>                             |              |                    |

## Community Liaison Office

*International staff: net increase of 3 posts*

54. To de-escalate tensions at the community level and to lay the groundwork for a smooth implementation of a future political agreement on Abyei, note was made in the strategic review of the need for scaling up humanitarian assistance and support for livelihoods and resilience at the community level and a more prominent role for the United Nations country teams of the Sudan and South Sudan. The proposed approach consisted of joint work by the United Nations country teams in line with sustainable development and the needs of the Ngok Dinka and Misseriya, on peacebuilding and conflict resolution and supported through programmatic funding from UNISFA. It was also noted in the strategic review that increasing the mission's civilian component capacities would contribute to closing the gap between the Abyei communities and enhancing the protection of women against gender-based violence. With this in mind, the expansion of the existing Community Liaison Office takes priority, not only for its work at the forefront of peacebuilding activities, but also for scaling up support to community livelihood and resilience efforts in conjunction with other United Nations actors. Accordingly, it is proposed that three posts of Liaison Officer (2 P-4 and 1 P-3) be established.

55. It is proposed that two Liaison Officer posts (P-4) be established, located in Abyei and Diffra, establishing stronger human rights and rule of law advisory components in the facilitation of inter-communal dialogue and engagement with Misseriya traditional leaders and the Juba/Khartoum appointed local administrations. The incumbents will maintain liaison with young people and women and other stakeholders, including and especially members of the joint community peace committees, and will assist with the coordination of training, conferences, workshops and other capacity-building programmes in northern/southern Abyei and Diffra.

56. It is also proposed that one Liaison Officer (P-3) be established to assist in the monitoring of the implementation of quick-impact projects and support the smooth movement of seasonal pastoralists in the three migration corridors. The incumbent will contribute to the Community Liaison Office's effective collation, analysis and dissemination of information on conflict dynamics and form a part of the protection of civilians early warning system for the prevention and mitigation of inter-communal conflict. The incumbent will also provide information on humanitarian needs in the context of UNISFA support to United Nations agencies, funds and programmes in their humanitarian projects and activities.

## Component 2: support

57. The support component is tasked with providing rapid, effective, efficient and responsible services to support mandate implementation through the delivery of related outputs, service improvements and efficiency gains. Support will be provided to the authorized strength of 130 military observers, 3,120 military contingent personnel, 148 United Nations police officers, 492 formed police personnel and 315 civilian personnel. UNISFA will strive to achieve operational excellence across a full range of services, including audit, risk management and compliance; aviation; budget, finance and reporting; civilian personnel; facilities, infrastructure and engineering; fuel management; geospatial, information and telecommunication services; medical services; supply chain management; uniformed personnel services; and vehicle management and ground transport.

| <i>Expected accomplishment</i>   | <i>Indicators of achievement</i>  |
|--|---|
| 2.1 Rapid, effective, efficient and responsible support services for the mission | <p>2.1.1 Percentage of approved flight hours utilized (2020/21: 82.7 per cent; 2021/22: <math>\geq 90</math> per cent; 2022/23: <math>&gt; 90</math> per cent)</p> <p>2.1.2 Average annual percentage of authorized international posts vacant (2020/21: 11.5 per cent; 2021/22: 10 per cent <math>\pm 3</math> per cent; 2022/23: 10 per cent <math>\pm 3</math> per cent)</p> <p>2.1.3 Average annual percentage of female international civilian staff (2020/21: 26 per cent; 2021/22: <math>\geq 29</math> per cent; <math>\geq 2022/23</math>: <math>\geq 29</math> per cent)</p> <p>2.1.4 Average number of calendar days for roster recruitments, from posting of the job opening to candidate selection for levels P-3–D-1 and FS-3–FS-7 (2020/21: 68; 2021/22: <math>\leq 45</math>; 2022/23: <math>\leq 45</math> days)</p> <p>2.1.5 Average number of calendar days for post-specific recruitments, from posting of the job opening to candidate selection for levels P-3–D-1 and FS-3–FS-7 (2020/21: 145; 2021/22: <math>\leq 120</math>; 2022/23: <math>\leq 120</math> days)</p> <p>2.1.6 Overall score on the Administration's environmental management scorecard (2020/21: 82; 2021/22: 100; 2022/23: 100)</p> <p>2.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2020/21: 90 per cent; 2021/22: <math>\geq 85</math> per cent; 2022/23: <math>\geq 85</math> per cent)</p> <p>2.1.8 Compliance with the field occupational safety risk management policy (2020/21: 20 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)</p> <p>2.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2020/21: <math>\geq 1,941</math>; 2021/22: <math>\geq 1,800</math>; 2022/23: <math>\geq 1,800</math>)</p> <p>2.1.10 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)</p> <p>2.1.11 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2020/21: 100 per cent; 2021/22: <math>\geq 95</math> per cent; 2022/23: <math>\geq 95</math> per cent)</p> <p>2.1.12 Deviation from demand plan in terms of planned quantities and timeliness of purchases (2020/21: 5 per cent; 2021/22: <math>\leq 20</math> per cent; 2022/23: <math>\leq 10</math> per cent)</p> |



*Outputs***Service improvements**

- Implementation of the mission-wide environmental action plan, in line with the Administration's environmental strategy
- Support for the implementation of the Administration's supply chain management strategy and for the roll-out of various Umoja Extension modules

**Aviation services**

- Operation and maintenance of a total of 10 aircraft (4 fixed-wing and 6 rotary-wing)
- Provision of a total of 6,005 planned flight hours (1,944 from commercial providers, 4,061 from military providers) for all services, including 4,627 for passenger, 467 for cargo, 550 for patrols and observation, 341 for search and rescue and 20 for casualty and medical evacuation
- Oversight of aviation safety standards for 10 aircraft and 15 airfields and landing sites

**Budget, finance and reporting services**

- Provision of budget, finance and accounting services for a budget of \$263.4 million, in line with delegated authority

**Civilian personnel services**

- Provision of human resources services to a maximum strength of 317 authorized civilian personnel (185 international staff, 93 national staff, 2 temporary positions and 37 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

**Facilities, infrastructure and engineering services**

- Implementation of 10 construction, renovation and alteration projects
- Maintenance of 400 km of roads for force mobility and maintenance and repair services for a total of 19 sites
- Operation and maintenance of 147 United Nations-owned generators at 19 sites and 5 solar power plants in 5 locations
- Building maintenance and repair services for 19 mission sites in 19 locations
- Provision of waste management services, including liquid and solid waste collection and disposal, at 19 sites
- Provision of cleaning, ground maintenance and pest control at 19 sites and laundry services at 2 sites
- Operation and maintenance of United Nations-owned water supply and treatment facilities (33 wells/boreholes and 21 water treatment and purification plants), as well as support for 12 contingent-owned water purification and treatment plants at 15 sites

**Fuel management services**

- Management of supply and storage of 13.6 million litres of petrol (5.0 million litres for air operations, 1.0 million litres for ground transportation and 7.6 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 17 locations; and mobilization of 1 additional distribution point for the Joint Border Verification and Monitoring Mechanism

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

- Provision of and support for 1,114 handheld portable radios, 683 mobile radios for vehicles and 135 base station radios
- Operation and maintenance of a network for voice, fax, video and data communication, including 12 very small aperture terminals, 24 phone exchanges and 51 microwave links, as well as provision of 26 satellite phones and 150 prepaid cellular phones
- Provision of and support for 1,221 computing devices and 230 printers for a projected average strength of 615 civilian and uniformed end users, in addition to 359 computing devices and 45 printers for connectivity of contingent personnel, as well as other common services
- Support and maintenance of 30 local area networks (LAN) and 8 wide area networks (WAN) at 19 sites
- Analysis of geospatial data covering 11,000 km<sup>2</sup>, maintenance of topographic and thematic layers and production of 5,000 maps

**Medical services**

- Operation and maintenance of United Nations-owned medical facilities (1 level I clinic) and support for contingent-owned medical facilities (10 level I clinics and 1 level II+ hospital)
- Maintenance of medical evacuation arrangements to 5 medical facilities (3 level III and 2 level IV) in 5 locations inside and outside the mission area
- Support for a projected average strength of 3,323 uniformed personnel and 317 civilian staff by way of personal protective equipment supplies and coronavirus disease (COVID-19) polymerase chain reaction test requirements, including procurement of the testing machines and test kits, plus related consumables

**Supply chain management services**

- Provision of planning and sourcing support for an estimated \$10 million in acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 10,710 tons of cargo within the mission area
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold value with a total historical cost of \$125 million, in line with delegated authority

**Uniformed personnel services**

- Emplacement, rotation and repatriation of a maximum strength of 3,890 authorized military and police personnel (130 military observers, 120 military staff officers, 3,000 military contingent personnel, 148 United Nations police officers and 492 formed police personnel)
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for a projected average strength of 3,012 military contingent and formed police personnel at 10 permanent sites and 9 team sites
- Supply and storage of rations, combat rations and water for a projected average strength of 3,012 military contingent and formed police personnel
- Support the processing of claims and entitlements for a projected average strength of 3,323 military and police personnel

## Vehicle management and ground transport services

- Operation and maintenance of 564 United Nations-owned vehicles (277 light passenger vehicles, 90 special-purpose vehicles, 2 ambulances and 4 armoured vehicles, as well as 191 other specialized vehicles, trailers and attachments), 622 contingent-owned vehicles, and 3 workshop and repair facilities, as well as provision of transport and shuttle services

## Security

- Provision of security and safety services to United Nations personnel and for United Nations assets 24 hours a day, 7 days a week, for the Abyei Area and the Joint Border Verification and Monitoring Mechanism
- 24-hour radio communications coverage for all United Nations security management system personnel
- 20 mission-wide site security assessments for UNISFA team sites, United Nations agencies, funds and programmes adjacent to UNISFA camps, common premises and the NGO compound in Agok under the Saving Lives Together framework; 20 minimum operating security standards inspections, assessments of security equipment and fire safety inspections; and 20 staff visits

## Conduct and discipline

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

## HIV/AIDS

- Operation and maintenance of HIV voluntary and confidential counselling and testing facilities for all mission personnel and conduct of an awareness-raising programme on HIV and other communicable diseases, including peer education, for all mission personnel

### External factors

Movements of staff and deployment of operational resources will not be interrupted or restricted. Vendors, contractors and suppliers will deliver goods and services as contracted.

Table 7  
Human resources: component 2, support

|   | International staff |         |          |         |               |          | National staff <sup>a</sup> | United Nations Volunteers | Total    |
|---|---------------------|---------|----------|---------|---------------|----------|-----------------------------|---------------------------|----------|
|   | USG–ASG             | D-2–D-1 | P-5–P-4  | P-3–P-2 | Field Service | Subtotal |                             |                           |          |
| <b>Office of the Chief of Mission Support</b>     |                     |         |          |         |               |          |                             |                           |          |
| Approved posts 2021/22                            | –                   | 1       | 4        | 1       | 3             | 9        | 1                           | 1                         | 11       |
| Proposed posts 2022/23                            | –                   | 1       | 5        | 1       | 3             | 10       | 1                           | 1                         | 12       |
| <b>Net change</b>                                 | –                   | –       | <b>1</b> | –       | –             | <b>1</b> | –                           | –                         | <b>1</b> |
| <b>Operations and Resource Management</b>         |                     |         |          |         |               |          |                             |                           |          |
| Approved posts 2021/22                            | –                   | –       | 5        | 11      | 18            | 34       | 11                          | 8                         | 53       |
| Proposed posts 2022/23                            | –                   | –       | 5        | 11      | 18            | 34       | 11                          | 8                         | 53       |
| <b>Net change</b>                                 | –                   | –       | –        | –       | –             | –        | –                           | –                         | –        |
| Approved temporary positions 2021/22 <sup>b</sup> | –                   | –       | –        | 1       | –             | 1        | –                           | –                         | 1        |
| Proposed temporary positions 2022/23 <sup>b</sup> | –                   | –       | –        | 1       | –             | 1        | –                           | –                         | 1        |
| <b>Net change</b>                                 | –                   | –       | –        | –       | –             | –        | –                           | –                         | –        |

|   | International staff |         |         |         |               |          | National staff <sup>a</sup> | United Nations Volunteers | Total |
|---|---------------------|---------|---------|---------|---------------|----------|-----------------------------|---------------------------|-------|
|   | USG–ASG             | D-2–D-1 | P-5–P-4 | P-3–P-2 | Field Service | Subtotal |                             |                           |       |
| Subtotal, Operations and Resource Management      |                     |         |         |         |               |          |                             |                           |       |
| Approved 2021/22                                  | –                   | –       | 5       | 12      | 18            | 35       | 11                          | 8                         | 54    |
| Proposed 2022/23                                  | –                   | –       | 5       | 12      | 18            | 35       | 11                          | 8                         | 54    |
| Net change  | –                   | –       | –       | –       | –             | –        | –                           | –                         | –     |
| Service Delivery Services Section                 |                     |         |         |         |               |          |                             |                           |       |
| Approved posts 2021/22                            | –                   | –       | 6       | 5       | 32            | 43       | 35                          | 17                        | 95    |
| Proposed posts 2022/23                            | –                   | –       | 7       | 6       | 33            | 46       | 37                          | 18                        | 101   |
| Net change  | –                   | –       | 1       | 1       | 1             | 3        | 2                           | 1                         | 6     |
| Approved temporary positions 2021/22 <sup>b</sup> | –                   | –       | –       | 1       | –             | 1        | –                           | –                         | 1     |
| Proposed temporary positions 2022/23 <sup>b</sup> | –                   | –       | –       | –       | –             | –        | –                           | –                         | –     |
| Net change  | –                   | –       | –       | (1)     | –             | (1)      | –                           | –                         | (1)   |
| Subtotal, Service Delivery Services Section       |                     |         |         |         |               |          |                             |                           |       |
| Approved 2021/22                                  | –                   | –       | 6       | 6       | 32            | 44       | 35                          | 17                        | 96    |
| Proposed 2022/23                                  | –                   | –       | 7       | 6       | 33            | 46       | 37                          | 18                        | 101   |
| Net change  | –                   | –       | 1       | –       | 1             | 2        | 2                           | 1                         | 5     |
| Supply Chain Management Section                   |                     |         |         |         |               |          |                             |                           |       |
| Approved posts 2021/22                            | –                   | –       | 5       | 1       | 26            | 32       | 23                          | 10                        | 65    |
| Proposed posts 2022/23                            | –                   | –       | 5       | 1       | 28            | 34       | 23                          | 10                        | 67    |
| Net change  | –                   | –       | –       | –       | 2             | 2        | –                           | –                         | 2     |
| Subtotal, civilian staff                          |                     |         |         |         |               |          |                             |                           |       |
| Approved 2021/22                                  | –                   | 1       | 20      | 18      | 79            | 118      | 70                          | 36                        | 224   |
| Proposed 2022/23                                  | –                   | 1       | 22      | 19      | 82            | 124      | 72                          | 37                        | 233   |
| Net change  | –                   | –       | 2       | 1       | 3             | 6        | 2                           | 1                         | 9     |
| Approved temporary positions 2021/22 <sup>b</sup> | –                   | –       | –       | 2       | –             | 2        | –                           | –                         | 2     |
| Proposed temporary positions 2022/23 <sup>b</sup> | –                   | –       | –       | 1       | –             | 1        | –                           | –                         | 1     |
| Net change  | –                   | –       | –       | (1)     | –             | (1)      | –                           | –                         | (1)   |
| Total, including temporary positions              |                     |         |         |         |               |          |                             |                           |       |
| Approved 2021/22                                  | –                   | 1       | 20      | 20      | 79            | 120      | 70                          | 36                        | 226   |
| Proposed 2022/23                                  | –                   | 1       | 22      | 20      | 82            | 125      | 72                          | 37                        | 234   |
| Net change  | –                   | –       | 2       | –       | 3             | 5        | 2                           | 1                         | 8     |

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

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

*International staff: net increase of 5 posts*  
*General temporary assistance: decrease of 1 position*  
*National staff: increase of 2 posts*  
*United Nations volunteers: increase of 1 position*

Table 8

**Staffing changes: component 2, support, Office of the Chief of Mission Support**

| <i>Posts/positions</i>                 |   |                                      |              |                    |
|--|---|--------------------------------------|--------------|--------------------|
| <i>Office/Section/Unit</i>             | <i>Type of proposed staffing change</i> | <i>Number of posts and positions</i> | <i>Level</i> | <i>Description</i> |
| Office of the Chief of Mission Support | Establishment                           | 1                                    | P-4          |                    |
| <b>Total</b>                           |   | <b>1</b>                             |              |                    |

**Office of the Chief of Mission Support**

*International staff: increase of 1 post*

58. The Office of the Chief of Mission Support is responsible for the general oversight and management of the human, financial and physical resources of the mission; the coordination of managerial, administrative, logistical, technological and operational support; and performance management and strategic planning, as well as quality assurance in support of the implementation of the mission's mandate. The Data Strategy of the Secretary-General for Action by Everyone, Everywhere emphasizes the transition of the United Nations into a data-driven Organization built on a data network that ensures that data can be effectively captured and utilized as a strategic asset. UNISFA has made significant inroads in the collection of data through tools such as Umoja, as well as the implementation of the field Remote Infrastructure Monitoring System across all mission sites. These tools have significantly improved service delivery in key support components such as information technology, engineering and facilities management by providing real-time information on equipment readiness, resource availability and process efficiency. However, a significant gap has been identified in the mission's capacity to convert much of its available data into effective reporting tools that can be utilized to guide decision-making at the senior and mid-management levels. There is a need to develop a fully integrated and efficiently managed data analysis and management capacity in the Office of the Chief of Mission Support to integrate and analyse data from multiple sources and produce analysis and reporting to guide management decisions in a coherent and cohesive system. There is also a need to ensure that the most useful data are being collected, analysed and interpreted in the best way to support decision-making. The business performance subunit within the Office of the Chief of Mission Support will be responsible for the implementation of a comprehensive information management system across the Mission Support Centre. Accordingly, it is proposed that one post of Management and Programme Analyst (P-4) be established.

59. The Management and Programme Analyst will take the lead in monitoring key performance indicators within the Mission Support Centre in order to enhance management oversight and decision-making. The individual will also take the lead in the planning, implementation and coordination of change management initiatives in order to ensure a centralized and coordinated approach to the implementation of new business practices and process improvement initiatives. In particular, the Management and Programme Analyst will be responsible for introducing new

methodologies for collecting, collating and disseminating data related to risk management planning; ensuring the integration of business intelligence across all aspects of mission operations; identifying remedial action on the basis of the analysis of operational data and business intelligence; formulating standard operating procedures for measuring key performance indicators through the application of matrices for process diagnostics; identifying root causes of underperformance and proposing corrective action for process improvement; and coordinating with other mission elements in providing reports and analysis of key indicators of organizational performance.

Table 9

**Staffing changes: component 2, support, Service Delivery Services Section**

| <i>Posts/positions</i>     |   |                                      |                                    |                    |
|----------------------------|---|--------------------------------------|------------------------------------|--------------------|
| <i>Office/Section/Unit</i> | <i>Type of proposed staffing change</i> | <i>Number of posts and positions</i> | <i>Level</i>                       | <i>Description</i> |
| Engineering Unit           | Establishment                           | 1                                    | P-4                                |                    |
|                            | Conversion                              | 1                                    | P-3                                |                    |
|                            | Conversion                              | (1)                                  | P-3 (General temporary assistance) |                    |
|                            | Establishment                           | 1                                    | National Professional Officer      |                    |
| Aviation Unit              | Establishment                           | 1                                    | Field Service                      |                    |
| Medical Services Unit      | Establishment                           | 1                                    | National Professional Officer      |                    |
|                            | Establishment                           | 1                                    | United Nations Volunteer           |                    |
| <b>Total</b>               |   | <b>5</b>                             |                                    |                    |

**Service Delivery Services Section**

*International staff: net increase of 3 posts*

*General temporary assistance: decrease of 1 position*

*National staff: increase of 2 posts*

*United Nations volunteers: increase of 1 position*

60. In line with the recommendations contained in the strategic review, UNISFA is to make the transition from a single-nation to a multinational Force, requiring a more complex and coordinated system for service delivery to support units, including engineering, aviation, transport, passenger booking, life support and medical services. The unique remote and isolated operational context of UNISFA, with no municipal services or local vendors to provide support to its operation, places the onus of service provision on the mission, requiring enhanced mission resources. Accordingly, and following the strategic review recommendations, the staff action outlined below is proposed.

61. It is proposed that one post of Facilities Management Officer (P-4) be established, to ensure proper planning and resource management, risk assessment and quality assurance and an overall improvement in service delivery. The responsibility of environmental management relies solely on the mission's Engineering Unit. Although supported by a third-party contractor, the Unit is responsible for the coordination and management of complex and demanding environmental and facilities management functions in the areas of waste management, energy supply, sewage and wastewater management and camp management across more than 20 camps in the mission's area of operation. The complexity of these demands requires

the oversight of a Facilities Management Officer at the P-4 level. In the interim, the mission has had to resort to utilizing the services of an Environmental Officer (P-4) in the oversight of facilities management services, which, in turn, has reduced the mission's environmental oversight capacity.

62. It is also proposed that one post of Associate Water and Sanitation Engineer (National Professional Officer) be established. The Engineering Unit is currently tasked with supporting troops at all locations to maintain infrastructure installations. The transition to a multinational Force will raise additional engineering requirements that, coupled with the accelerated construction of infrastructure, will further strain the Unit's resources. In the environmental field, this staffing shortage has led to an increase in untreated waste generation and unsanitary conditions in many UNISFA camps, with solid and liquid waste not being properly disposed of, as evidenced by the Board of Auditors for the financial period ended in June 2021. UNISFA is addressing this shortfall by purchasing several items of major plant equipment that the Unit is required to support. The environmental compliance obligations have significantly increased and UNISFA must ensure compliance with environmental and occupational safety and health policies, guidelines and best practices, especially following the promulgation of the waste management plan and strategy. UNISFA is committed to minimizing the impact of its activities and taking the measures necessary to ensure proper waste management throughout the mission's life cycle. Such action will help to reduce costs, contribute to the mainstreaming of environmental protection across the mission's activities and improve the awareness and health and safety of both the mission personnel and the local population. The mission is expected to operate and/or support 34 wastewater treatment plants and 23 water purification units at 19 camps. Furthermore, UNISFA is in the process of building waste management yards, equipped with, at minimum, one incinerator and one composter, in each of the 14 permanent mission sites. The establishment of a post of Associate Water and Sanitation Engineer will ensure that tasks will be developed on the basis of operational needs, with proper supervision of the implementation and operation of the mission's waste management plan and strategy.

63. In addition to water and sanitation projects, the Engineering Unit is tasked with implementing major projects during the 2022/23 period, including the construction of a drainage system, water pumps and plumbing network, and new camp roads and paved roads, among other multi-year projects related to the mission's headquarters' expansion and environmental compliance. The demand on engineering support services is increasing owing to damages to main supply roads and security patrol roads. The soaring number of military camps – originally 3 and currently 19 – and the concurrent increase in the number of temporary bases resulted in the escalated frequency of maintenance and repairs to facilities and infrastructure and made the provision of maintenance services increasingly challenging owing to the scattered placement of equipment across various mission locations. UNISFA relies in part on a third-party contractor for the provision of Force mobility capacity, relying on specialized workers to undertake road repairs and camp improvement works. This contract is managed by the Unit and will, in addition, encompass a number of environmental impact aspects that must be monitored for implementation and compliance with United Nations environmental policies and procedures and host country regulations. It is therefore proposed that one temporary position of Engineer (P-3) be converted to a post, given the continuing nature of the functions.

64. It is further proposed that one post of Air Operations Assistant (Field Service) be established. The mission's Aviation Unit is charged with the responsibility for providing uninterrupted aviation services that are safe, efficient and reliable in support of the mission's mandate. The overall aviation concept of operation of UNISFA focuses on centralized planning and decentralized execution, with the Unit's

specific role revolving around the planning of all aircraft operations of the mission. UNISFA proposes the operation of 10 aircraft (7 rotary-wing and 3 fixed-wing). However, the Unit's current staffing remains below the recommended level to discharge its functions safely and effectively, given the workload-to-personnel ratio. The Unit is currently staffed with three personnel: one Air Operations Officer (P-3) who oversees the unit activities; one Air Operations Assistant (Field Service) who is responsible for flight planning; and one Air Operations Assistant (United Nations Volunteer) with flight monitoring responsibilities. The Unit is insufficiently staffed for the current scope and volume of activities, both of which are expected to further increase as the mission makes the transition to a multinational force setting with complex rotation and repatriation schedules.

65. The Medical Services Unit aims to promote the physical, mental and emotional well-being of staff members through the provision of efficient and effective quality health services. The Unit is committed to the provision of the highest quality medical services to all UNISFA staff through the integrated medical support services. With its current staffing complement, the Unit is severely underresourced in the areas of medical logistics and operational service delivery to ensure the provision of specialized medical logistics to 11 UNISFA clinics across 9 locations serving a projected average of 3,611 civilian and uniformed personnel.

66. Accordingly, it is proposed that one post of Medical Officer (National Professional Officer) be established, to ensure suitable coverage of the delivery of medical services and administration of the mission's level I clinic. The remote nature of UNISFA duty stations places additional pressure on its level I clinic. The lack of direct access to non-United Nations medical care providers in the local area automatically leaves the UNISFA clinic as the de facto primary care provider for all personnel. The Medical Officer will allow the clinic to ensure service provision for civilian and uniformed personnel and effective management of emergency care and medical evacuation. In addition to providing standard medical and medico-administrative functions, the Medical Officer will provide support in medical planning, in particular in expanding and maintaining medical operations delivery to the multinational forces, the management and oversight of medical evacuations across international borders, and the delivery of public health campaigns and initiatives, and will ensure that an acceptable level of medical care and coverage is delivered across all UNISFA locations. Furthermore, UNISFA has identified a significant risk related to the delivery of medical services and to meeting occupational health and safety standards. The mission lacks an occupational safety health committee and programme, which has led to its low occupational risk management compliance rate of 20 per cent. This low rating is primarily a result of insufficient human resources within the Medical Services Unit to ensure the implementation and management of an effective occupational safety programme.

67. It is also proposed that one position of Pharmacist (United Nations Volunteer) be established, to oversee the activities of the recently established medical warehouse. The medical warehouse requires dedicated services in the areas of inventory and stock control, budget formulation and oversight, and procurement, as well as in ensuring effective coordination between the warehouse, supply chain services and the mission's pharmacy.



Table 10  
Staffing changes: component 2, support, Supply Chain Management Section

| Posts/positions       |                                  |                               |               |             |
|-----------------------|----------------------------------|-------------------------------|---------------|-------------|
| Office/Section/Unit   | Type of proposed staffing change | Number of posts and positions | Level         | Description |
| Procurement Unit      | Establishment                    | 1                             | Field Service |             |
| Movement Control Unit | Establishment                    | 1                             | Field Service |             |
| <b>Total</b>          |                                  | <b>2</b>                      |               |             |

### Supply Chain Management Section

#### *International staff: net increase of 2 posts*

68. In line with the recommendations on the missions' organizational structure, in particular for the supply chain management pillar under the guiding principles of the supply chain management blueprint, it is proposed that the capacity of the Procurement Unit be further strengthened. The role of the Unit is essential to effectively facilitate the procurement of all goods, services and works required by the mission to achieve its mandate, in a cost-effective and timely manner and in accordance with the Financial Regulations and Rules of the United Nations and the United Nations Procurement Manual. Accordingly, and following the strategic review recommendations, the staff action outlined below is proposed.

69. It is proposed that one post of Procurement Assistant (Field Service) be established. The existing staffing level in the Procurement Unit is not adequate to ensure the timely processing of the mission's purchasing requirements – especially in the context of a multinational force and the strengthening of the role of programmatic activities following the strategic review – leading to delays in the acquisition of goods, services and works required by other units to undertake activities necessary for achieving the mission's mandate. The Procurement Assistant will be expected to process a minimum of 90 purchase orders on an annual basis; undertake procurement and contractual aspects of projects of significant complexity related to international and local procurement of diverse services and commodities; participate in negotiations with senior supplier representatives; sign procurement orders up to the authorized limit; educate local vendors on United Nations procurement rules; and prepare submissions to the local and headquarters' contracts committees for review and subsequent approval by the authorized official, among other duties.

70. It is also proposed that one post of Movement Control Assistant (Field Service) be established. The revised concept of operations will require the establishment of an operational base for the movement of contingent personnel and equipment in El Obeid, in addition to the current UNISFA staging and entry points in Entebbe, Kadugli and Abyei. Troop rotation operations for a multinational force will require the use of wide-body jet aircraft at El Obeid and Entebbe with medium-asset ferry aircraft capability linking those two main bases to Kadugli and onward helicopter operations between Kadugli and Abyei. Multinational troop rotations will significantly increase the requirement for tightly synchronized planning and well-coordinated execution of movements, compared with current troop rotations to the single troop-contributing country, which is located in close proximity to the mission area, sharing major road and air connections with the Sudan. The incumbent will stage personnel and contingent-owned equipment movements at El Obeid, Entebbe and Kadugli in coordination with the Movement Control Unit in Abyei. The Movement Control Assistant will also serve as liaison between the UNISFA Movement Control Unit,

Aviation Unit, Aviation Safety Unit, force headquarters, contingent command of each troop-contributing country unit and the Movement Control Section in the Department of Operational Support. The Movement Control Assistant is expected to perform movement support in the context of expanding operations requiring freedom of movement within and across national borders. These complex activities require skilled and dedicated human resources capable of handling sensitive information related to troop movements and other assets and personnel, without which the safety and security of the mission's personnel and equipment may be compromised.

## II. Financial resources

### A. Overall

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

| Category                                   | Expenditure<br>(2020/21) | Apportionment<br>(2021/22) | Cost estimates<br>(2022/23) | Variance         |              |
|--|--------------------------|----------------------------|-----------------------------|------------------|--------------|
|  |                          |                            |                             | Amount           | Percentage   |
|  | (1)                      | (2)                        | (3)                         | (4)=(3)-(2)      | (5)=(4)÷(2)  |
| <b>Military and police personnel</b>       |                          |                            |                             |                  |              |
| Military observers                         | 6 942.0                  | 4 810.4                    | 4 123.4                     | (687.0)          | (14.3)       |
| Military contingents                       | 110 765.9                | 112 223.7                  | 106 569.0                   | (5 654.7)        | (5.0)        |
| United Nations police                      | 1 918.8                  | 5 474.7                    | 3 565.0                     | (1 909.7)        | (34.9)       |
| Formed police units                        | —                        | 3 156.4                    | 3 127.9                     | (28.5)           | (0.9)        |
| <b>Subtotal</b>                            | <b>119 626.7</b>         | <b>125 665.2</b>           | <b>117 385.3</b>            | <b>(8 279.9)</b> | <b>(6.6)</b> |
| <b>Civilian personnel</b>                  |                          |                            |                             |                  |              |
| International staff                        | 37 855.6                 | 44 231.7                   | 44 333.0                    | 101.3            | 0.2          |
| National staff                             | 3 029.5                  | 3 375.7                    | 3 527.0                     | 151.3            | 4.5          |
| United Nations Volunteers                  | 1 933.1                  | 1 988.0                    | 2 715.3                     | 727.3            | 36.6         |
| General temporary assistance               | 2 177.5                  | 1 785.3                    | 1 117.6                     | (667.7)          | (37.4)       |
| Government-provided personnel              | —                        | —                          | —                           | —                | —            |
| <b>Subtotal</b>                            | <b>44 995.7</b>          | <b>51 380.7</b>            | <b>51 692.9</b>             | <b>312.2</b>     | <b>0.6</b>   |
| <b>Operational costs</b>                   |                          |                            |                             |                  |              |
| Civilian electoral observers               | —                        | —                          | —                           | —                | —            |
| Consultants and consulting services        | 1 086.8                  | 607.7                      | 636.0                       | 28.3             | 4.7          |
| Official travel                            | 392.1                    | 680.0                      | 680.0                       | —                | —            |
| Facilities and infrastructure              | 44 234.5                 | 33 443.8                   | 33 576.0                    | 132.2            | 0.4          |
| Ground transportation                      | 4 550.5                  | 2 156.0                    | 2 025.3                     | (130.7)          | (6.1)        |
| Air operations                             | 15 384.1                 | 19 140.1                   | 26 277.8                    | 7 137.7          | 37.3         |
| Marine operations                          | 2 047.4                  | 597.5                      | 511.2                       | (86.3)           | (14.4)       |
| Communications and information technology  | 12 782.0                 | 9 098.7                    | 9 777.9                     | 679.2            | 7.5          |
| Medical                                    | 608.1                    | 452.6                      | 715.8                       | 263.2            | 58.2         |
| Special equipment                          | —                        | —                          | —                           | —                | —            |
| Other supplies, services and equipment     | 16 979.6                 | 16 723.0                   | 19 596.6                    | 2 873.6          | 17.2         |
| Quick-impact projects                      | 500.0                    | 500.0                      | 500.0                       | —                | —            |
| <b>Subtotal</b>                            | <b>98 565.1</b>          | <b>83 399.4</b>            | <b>94 296.6</b>             | <b>10 897.2</b>  | <b>13.1</b>  |
| <b>Gross requirements</b>                  | <b>263 187.5</b>         | <b>260 445.3</b>           | <b>263 374.8</b>            | <b>2 929.5</b>   | <b>1.1</b>   |
| Staff assessment income                    | 3 368.9                  | 3 366.8                    | 3 698.8                     | 332.0            | 9.9          |
| <b>Net requirements</b>                    | <b>259 818.6</b>         | <b>257 078.5</b>           | <b>259 676.0</b>            | <b>2 597.5</b>   | <b>1.0</b>   |
| Voluntary contributions in kind (budgeted) | —                        | —                          | —                           | —                | —            |
| <b>Total requirements</b>                  | <b>263 187.5</b>         | <b>260 445.3</b>           | <b>263 374.8</b>            | <b>2 929.5</b>   | <b>1.1</b>   |

## B. Non-budgeted contributions

71. 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 agreement <sup>a</sup>        | 349.1                  |
| Voluntary contributions in kind (non-budgeted) | —                      |
| <b>Total</b>                                   | <b>349.1</b>           |

<sup>a</sup> Estimated value of land in Abyei, Gok Machar, Kadugli and the locations of company operating bases, as well as the estimated value of landing rights at airports.

## C. Efficiency gains

72. The cost estimates for the period from 1 July 2022 to 30 June 2023 take into account the following efficiency initiatives:

(Thousands of United States dollars)

| <i>Category</i>               | <i>Amount</i> | <i>Initiative</i>  |
|-------------------------------|---------------|--|
| Facilities and infrastructure | 42.6          | Construction of photovoltaic solar farms with 400 kilovoltage peak installed capacity in Diffra, Kadugli and Marial Achak, reducing fuel consumption |
|                               | 21.4          | Installation of 114 additional solar water heaters, reducing fuel consumption  |
| <b>Total</b>                  | <b>64.0</b>   |  |

## D. Vacancy factors

73. 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> |
|--------------------------------------|-----------------------|-------------------------|--------------------------|
| <b>Military and police personnel</b> |                       |                         |                          |
| Military observers                   | 42.7                  | 25.0                    | 14.6                     |
| Military contingents                 | (1.6)                 | 3.0                     | 1.5                      |
| United Nations police                | 73.6                  | 25.0                    | 33.8                     |
| Formed police units                  | 100.0                 | 91.6                    | 91.6                     |
| <b>Civilian personnel</b>            |                       |                         |                          |
| International staff                  | 11.5                  | 10.0                    | 10.0                     |

| <i>Category</i>                  | <i>Actual 2020/21</i> | <i>Budgeted 2021/22</i> | <i>Projected 2022/23</i> |
|----------------------------------|-----------------------|-------------------------|--------------------------|
| National staff                   |                       |                         |                          |
| National Professional Officers   | 50.0                  | 0.0                     | 0.0                      |
| National General Service staff   | 7.3                   | 10.0                    | 10.0                     |
| United Nations Volunteers        | 5.6                   | 3.0                     | 3.0                      |
| Temporary positions <sup>a</sup> |                       |                         |                          |
| International staff              | 50.0                  | 10.0                    | 10.0                     |

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

74. The proposed vacancy rates take into account the Force's experience to date and specific circumstances faced by UNISFA in relation to the deployment of uniformed personnel and the recruitment of civilian staff. For military and police personnel, the proposed delayed deployment factors take into account historical and recent deployment patterns and planned deployment. For civilian personnel, the proposed vacancy factors reflect historical vacancy rates, current incumbency patterns and circumstances that UNISFA is expected to encounter during the budget period. A vacancy rate of 50 per cent has been applied in the calculation of costs for the proposed establishment of new posts and positions.

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

75. 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 \$35,158,600 as follows:

(Thousands of United States dollars)

| <i>Category</i>                             | <i>Estimated amount</i>     |                            |                         |
|---|-----------------------------|----------------------------|-------------------------|
|   | <i>Military contingents</i> | <i>Formed police units</i> | <i>Total</i>            |
| Major equipment                             | 21 865.2                    | 533.0                      | 22 398.2                |
| Self-sustainment                            | 12 600.1                    | 160.3                      | 12 760.4                |
| <b>Total</b>                                | <b>34 465.3</b>             | <b>693.3</b>               | <b>35 158.6</b>         |
| <i>Mission factors</i>                      | <i>Percentage</i>           | <i>Effective date</i>      | <i>Last review date</i> |
| <b>A. Applicable to the mission area</b>    |                             |                            |                         |
| Extreme environmental conditions factor     | 2.2                         | 1 October 2021             | 2 August 2021           |
| Logistics and road conditions factor        | 2.1                         | 1 October 2021             | 2 August 2021           |
| Hostile action or forced abandonment factor | 3.4                         | 1 October 2021             | 2 August 2021           |
| <b>B. Applicable to the home country</b>    |                             |                            |                         |
| Incremental transportation factor           | —                           | —                          | —                       |

## F. Training

76. 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)

| <i>Category</i>                        | <i>Estimated amount</i> |
|--|-------------------------|
| Consultants                            |                         |
| Training consultants                   | 1.0                     |
| Official travel                        |                         |
| Official travel, training              | 240.7                   |
| Other supplies, services and equipment |                         |
| Training fees, supplies and services   | 165.7                   |
| <b>Total</b>                           | <b>407.4</b>            |

77. 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<br/>2020/21</i>  | <i>Planned<br/>2021/22</i> | <i>Proposed<br/>2022/23</i> | <i>Actual<br/>2020/21</i> | <i>Planned<br/>2021/22</i> | <i>Proposed<br/>2022/23</i> | <i>Actual<br/>2020/21</i>            | <i>Planned<br/>2021/22</i> | <i>Proposed<br/>2022/23</i> |
| Internal              | –                          | 115                        | 156                         | –                         | 45                         | 123                         | –                                    | 127                        | 160                         |
| External <sup>a</sup> | 20                         | 161                        | 155                         | 9                         | 21                         | 25                          | 5                                    | 13                         | 12                          |
| <b>Total</b>          | <b>20</b>                  | <b>276</b>                 | <b>311</b>                  | <b>9</b>                  | <b>66</b>                  | <b>148</b>                  | <b>5</b>                             | <b>140</b>                 | <b>172</b>                  |

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

78. During the 2022/23 period, training will be provided to international and national staff and the Force's military and police personnel to enhance their skills and knowledge in such areas as administration, budget and finance, air operations, ground transportation, human resources management, organizational development, the peace process, procurement and contract management, supply and property management, and security. The increase in the number of participants for all categories of personnel is attributable mainly to the deferral of training activities from 2019/20, 2020/21 and 2021/22, which have been affected owing to restrictions in connection with the COVID-19 pandemic. The mission proposes online training in lieu of physical travel when an online alternative is available.

## G. Mine detection and mine-clearing services

79. The workplan and the resource requirements for mine detection and mine-clearing services for the period from 1 July 2022 to 30 June 2023 have been thoroughly reviewed by the Programme Review Committee established by the Mine Action Service headquarters. The Committee is a multidisciplinary body comprised of mission and Headquarters colleagues, which ensures that the UNISFA mine action programme is designed to deliver the mission's mandate efficiently and effectively.

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

(Thousands of United States dollars)

| <i>Category</i>                               | <i>Estimated value</i> |
|---|------------------------|
| <b>Other supplies, services and equipment</b> |                        |
| Mine detection and mine-clearing services     | 10 197.0               |

81. The proposed requirements for mine detection and mine-clearing services include international and national staff (\$2,485,700), official travel (\$110,300), two ongoing contracts with one implementing partner to reduce the threat of landmines and explosive remnants of war in the Abyei Area and the Safe Demilitarized Border Zone (\$6,696,700), equipment (\$30,000) and operating expenses (\$109,900). The balance represents support and management fees for the Mine Action Service implementing partner, UNOPS, amounting to \$764,400.

## H. Other programmatic activities

82. The estimated resource requirements for other programmatic activities for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

| <i>Description</i>                      | <i>Proposed amount</i> |
|---|------------------------|
| Civilian arms control programme         | 5.4                    |
| Confidence-building                     | 418.0                  |
| Community stabilization projects        | 427.4                  |
| Community violence reduction            | 373.0                  |
| Human rights                            | 144.4                  |
| Peace consolidation                     | 185.7                  |
| Rule of law/security sector reform      | 702.9                  |
| Regional programmes on youth and gender | 243.2                  |
| <b>Total</b>                            | <b>2 500.0</b>         |

83. The 2022/23 programmatic activities will align with the strategic review recommendations detailed in the letter from the Secretary-General dated 17 September 2021 (S/2021/805), on the basis of full coordination and cooperation between UNISFA and the United Nations country teams. The scope of the activities will be upscaled with the coordinated intervention of the thematic components, including civil affairs, human rights and the rule of law through capacity-building, technical assistance and monitoring in support of the host authorities. In this regard, the planned programmatic activities will be implemented jointly with the United Nations country teams in the Sudan and South Sudan, in line with the needs of the Ngok Dinka and Misseriya, around focus areas fostering peacebuilding and conflict resolution. To ensure coherence, effectiveness, achievement of results and efficiency among the United Nations agencies, funds and programmes, UNISFA will work closely with the resident coordinator offices of the Sudan and South Sudan. Furthermore, UNISFA will intensify its service delivery and support in transhumance,

border management and local protection mechanisms for young people, women, children and vulnerable groups. The mission will further collaborate with the United Nations agencies, funds and programmes and neighbouring United Nations missions, including UNMISS and UNITAMS, and local community-based organizations and NGOs.

84. The programmatic activities proposed for the 2022/23 budget period entail the implementation of a bottom-up community-based approach, focusing on initiatives that contribute to strengthening rule of law, in particular the core areas of police capacity-building and development through the building of stations for the community protection committees/joint protection committees, the modernization and construction of new correction facilities, and the building of structures for the offices of focal points for sexual and gender-based violence initiatives. The focus will also be on projects that contribute to violence reduction through initiatives that improve security and stabilize the environment by providing water resources and supporting intercommunal dialogues along the migration corridors. Other activities include engaging and supporting protection actors such as the joint community peace committees, traditional leaders, local authorities and justice actors in collaboration with subject matter experts on the implementation of conflict management and resolution mechanisms to address contentious issues and new conflict trends, including the impact of COVID-19 on intercommunal and peaceful relations. UNISFA will also implement initiatives that support the implementation of the early warning system, including the facilitation of regular meetings with the protection actors, the deployment of focal points, protection monitors and conflict data collectors, and the procurement of relevant hardware and software tools to enhance the early warning system. The mission will also implement projects that are intended to contribute to community stabilization by engaging young people through building the capacity of the youth unions and associations, developing their capacity as peace actors and introducing vocational training to bolster employment and income-generation activities. Furthermore, the Community Liaison Office will introduce initiatives to enhance full collaboration between UNISFA and the Joint Border Verification Monitoring Mechanism, the local community and interlocutors in the Sudan and South Sudan to address community agitations that led to the closures of team sites and Mechanism sector headquarters in Gok Machar. UNISFA will also continue to provide support to meetings of the Abyei Joint Oversight Committee and/or the newly established national committees to discuss progress on the question of Abyei, as well as engage stakeholders at a high level as a follow-up on the negotiations towards a political settlement concerning the Abyei area. To reinforce respect for human rights, UNISFA will continue to raise awareness on issues related to gender-based violence, advocate women's participation in decision-making spaces and develop a curriculum on human rights. Joint initiatives between civilians, the military and the police will be undertaken to enhance early warning and early response, while the mission will work closely with the United Nations agencies, funds and programmes in the region and in close collaboration with other United Nations missions, including UNMISS and UNITAMS, in addressing cross-border security and transhumance issues that have an impact on peace and security in the region.

85. Project implementation will be guided by the principle of ensuring that projects are rooted in local needs on the basis of community input and community actors/leaders' engagement in project design through tools such as the local conflict analysis process and/or dialogue. To a large extent, progress in this area will involve coordination and cooperation with implementing partners, including community-based organizations, NGOs and the United Nations agencies, funds and programmes.

86. Public information activities will focus on building support for peace efforts by strategically communicating the ideals and work of UNISFA and its mandate and



activities and by interacting and partnering with diverse audiences through the strengthening of outreach activities and engagement with local authorities. Enhanced capacity-building of the local media will be a key component to stimulate public discussion and mobilization of the public, in particular opinion leaders, women and young people, to actively participate in promoting peaceful coexistence and taking ownership of the peace process.

## I. Quick-impact projects

87. The estimated resource requirements for quick-impact projects for the period from 1 July 2022 to 30 June 2023, compared with previous periods, are as follows:

(Thousands of United States dollars)

| <i>Period</i>                          | <i>Amount</i> | <i>Number of projects</i> |
|--|---------------|---------------------------|
| 1 July 2020 to 30 June 2021 (actual)   | 500           | 17                        |
| 1 July 2021 to 30 June 2022 (approved) | 500           | 25                        |
| 1 July 2022 to 30 June 2023 (proposed) | 500           | 20                        |

88. The proposed quick-impact initiatives for the 2022/23 period will comprise approximately 20 projects in a number of areas, including health, livelihood, traditional justice and rule of law, community and social development, gender and education. The UNISFA quick-impact projects, although not strictly humanitarian, contribute to the visibility of the Force in the communities. Quick-impact projects serve as a conduit to make a definite and positive impact on the community, to win the confidence of the local population, to contribute to development of the area and for the achievement of the mission's strategic goals of security, maintenance of the rule of law and protection of civilians. Furthermore, these projects will bring expertise, knowledge and funding to areas of the community that are in most need and will contribute to alleviating the frustration among the communities, which, in turn, will limit the potential outbreak of hostilities, thereby acting as confidence-building and trust-building mechanisms between UNISFA and the communities, including promoting acceptance of mission-mandated tasks and activities that boost confidence in the peace process.

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

89. 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 remains the same as in previous reports.

|                           | <i>Variance</i> |         |
|---------------------------|-----------------|---------|
| <b>Military observers</b> | (\$687.0)       | (14.3%) |

### • Management: decreased inputs and same outputs

90. The reduced requirements are attributable mainly to: (a) the application of a lower net daily rate for mission subsistence allowance of \$79 for an "after 30 days" mission subsistence compared with a net daily rate of \$127 applied in the approved

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

resources for the 2021/22 period, in accordance with the most recent mission subsistence allowance rates effective 1 January 2022; and (b) the reduced planned average deployment of 111 military observers in 2022/23, compared with a planned average strength of 126 military observers included in the authorized resources for the 2021/22 period.

|                             | <i>Variance</i> |        |
|-----------------------------|-----------------|--------|
| <b>Military contingents</b> | (\$5 654.7)     | (5.0%) |

• **Mandate: decrease in strength of military contingents**

91. The reduced requirements are attributable mainly to the reduction in the authorized military contingent strength from 3,252 to 3,000. The reduced requirements are offset in part by a reduction in the contingent-owned equipment shortfall deduction relating to troop cost reimbursements, owing to the expectation that new deployments will be in full compliance with contingent-owned equipment requirements.

|                              | <i>Variance</i> |         |
|------------------------------|-----------------|---------|
| <b>United Nations police</b> | (\$1 909.7)     | (34.9%) |

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

92. The reduced requirements are attributable mainly to: (a) the application of a lower net daily rate for mission subsistence allowance of \$79 for the “after 30 days” mission subsistence compared with a net daily rate of \$127 applied in the approved resources for the 2021/22 period, in accordance with the most recent mission subsistence allowance rates effective 1 January 2022; and (b) a higher planned vacancy rate of 33.8 per cent in the 2022/23 period compared with a 25.0 per cent vacancy rate applied in the approved resources for the 2021/22 period.

|                            | <i>Variance</i> |      |
|----------------------------|-----------------|------|
| <b>International staff</b> | \$101.3         | 0.2% |

• **Management: increased inputs and outputs**

93. The increased requirements are attributable mainly to the proposed establishment of 10 posts (2 P-5, 4 P-4, 1 P-3, and 3 Field Service), which reflects the priorities of the mission in accordance with the recommendations contained in the strategic review. The increased requirements are offset in part by the application of lower rates for international staff salaries based on the revised salary scale effective 1 January 2022, compared with the rates applied in the approved resources for the 2021/22 period.

|                       | <i>Variance</i> |      |
|-----------------------|-----------------|------|
| <b>National staff</b> | \$151.3         | 4.5% |

• **Management: increased inputs and outputs**

94. The increased requirements are attributable mainly to the proposed establishment of one post (National Professional Officer) in support of the Medical Services Unit.

|                                  | <i>Variance</i> |       |
|----------------------------------|-----------------|-------|
| <b>United Nations Volunteers</b> | \$727.3         | 36.6% |

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

95. The increased requirements are attributable mainly to: (a) the application of a higher monthly average rate of \$4,752 for the volunteer living allowance compared with a monthly average rate of \$2,354 applied in the approved resources for the 2021/22 period; and (b) the establishment of one position in support of the Medical Services Unit.

|                                     | <i>Variance</i> |         |
|-------------------------------------|-----------------|---------|
| <b>General temporary assistance</b> | (\$667.7)       | (37.4%) |

• **Management: conversion of post and reduction in central costs**

96. The reduced requirements are attributable mainly to: (a) the mission's share of allocated costs for 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; (b) the proposed conversion of one P-3 temporary position to a post; and (c) the application of lower rates for international staff salaries based on the revised salary scale effective 1 January 2022, compared with the rates applied in the approved resources for the 2021/22 period. The reduced requirements are offset in part by the proposed establishment of a general temporary assistance position of Programme Management Officer (P-4), with the application of a vacancy rate of 50.0 per cent, in connection with the transfer of programme management functions for mine clearing services from UNOPS, for which a provision was not included in the approved budget for the 2021/22 period.

|                                      | <i>Variance</i> |      |
|--------------------------------------|-----------------|------|
| <b>Facilities and infrastructure</b> | \$132.2         | 0.4% |

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

97. The increased requirements are attributable mainly to: (a) the continuation of the multi-year concrete service contract for plain concrete works, walkways, drainage systems and heavy-duty workshop flooring, among other construction projects; and (b) construction material and field defence supplies, owing mainly to the acquisition of additional construction materials, such as structural and construction components, stone and concrete, for the construction of accommodation, concrete pavement and pathways. The increased requirements were offset in part by reduced requirements for: (a) the acquisition of generators and electrical equipment, owing to the slight decrease in the procurement of solar farms, incinerators, compactors and shredders; and (b) acquisition of prefabricated facilities, accommodation and refrigeration equipment, owing to higher levels of acquisitions made during the 2020/21 and 2021/22 periods.

|                              | <i>Variance</i> |        |
|------------------------------|-----------------|--------|
| <b>Ground transportation</b> | (\$130.7)       | (6.1%) |

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

98. The reduced requirements are attributable mainly to the lower projected acquisition of vehicles, focusing only on the replacement of one crane, owing to

frequent breakdowns and the risk of serious accidents, compared with the higher projected acquisition of fire engines during the 2021/22 period.

|                       | <i>Variance</i> |       |
|-----------------------|-----------------|-------|
| <b>Air operations</b> | \$7 137.7       | 37.3% |

• **Management: reduced inputs and outputs**

99. The increased requirements are attributable mainly to: (a) the rental and operation of military rotary-wing aircraft, owing mainly to the deployment of two additional Mi-17 helicopters under letters of assist, in line with the recommendations contained in the strategic review that highlighted the UNISFA need to ensure high mobility during operations; and (b) the higher projected volume of aviation fuel of 5.0 million litres, compared with 3.8 million litres provided for in the approved resources for the 2021/22 period.

|                          | <i>Variance</i> |         |
|--------------------------|-----------------|---------|
| <b>Marine operations</b> | (\$86.3)        | (14.4%) |

• **Management: reduced inputs and outputs**

100. The reduced requirements are attributable to the lower planned acquisition of containers, owing to a significant number of containers already deployed in the mission.

|  | <i>Variance</i> |      |
|--|-----------------|------|
| <b>Communications and information technology</b> | \$679.2         | 7.5% |

• **Management: increased inputs and outputs**

101. The increased requirements are attributable mainly to projected increased telecommunications and network services, owing to the need for the upgrade and expansion of the microwave links connecting team sites to the mission's headquarters, especially in the light of the increased reliance on telecommunications networks for telecommuting and the remote monitoring of infrastructure, and for welfare activities.

|                | <i>Variance</i> |       |
|----------------|-----------------|-------|
| <b>Medical</b> | \$263.2         | 58.2% |

• **Management: increased inputs and outputs**

102. The increased requirements are attributable mainly to the acquisition of COVID-19 testing equipment and supplies, and additional personal protective equipment for the incoming multinational contingent personnel.

|  | <i>Variance</i> |       |
|--|-----------------|-------|
| <b>Other supplies services and equipment</b> | \$2 873.6       | 17.2% |

• **Management: increased inputs and outputs**

103. The increased requirements are attributable mainly to: (a) the higher projected number of projects and programmatic activities in cooperation with implementing partners; (b) other freight and related costs associated with additional acquisitions under facilities and infrastructure and communications and information systems; and (c) the provision of security services through individual contractors, compared to the

provision of such services under the facilities and infrastructure line, as applied in the approved resources for the 2021/22 period

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

104. The actions to be taken by the General Assembly in connection with the financing of the United Nations Interim Security Force for Abyei are:

(a) Appropriation of the amount of \$263,374,800 for the maintenance of the mission 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 \$21,947,900 should the Security Council decide to continue the mandate of the mission.

#### V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution [75/297](#), including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

##### A. General Assembly

##### Cross-cutting issues

(Resolution [75/297](#))

| <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. 10). | The UNISFA leadership team, at the onset of the COVID-19 pandemic, established a COVID-19 task force, which promptly devised a pandemic contingency plan. The task force, in collaboration with the UNISFA Medical Services Unit under the guidance of the Health-Care Management and Occupational Safety and Health Division and the World Health Organization, regulated all UNISFA activities aimed at mitigating and controlling the spread of COVID-19. Elaborate plans for the procurement of all essential COVID-19 supplies and equipment, including personal protective equipment and medical equipment, were drawn up and implemented immediately at the onset of the pandemic in March 2020 and have since been followed consistently. UNISFA also collaborated with authorities in the Sudan and South Sudan to ensure that the spread of the virus was contained. |
| 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  | Led by the UNISFA COVID-19 task force and working in collaboration with United Nations Headquarters, the mission initiated an information awareness campaign on COVID-19 aimed at the entire mission staff (military, police and civilian components, including contractors). The infection prevention and control measures were implemented,  |

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 Force (para. 11).

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 Nations entities in promoting post-conflict reconstruction, peacebuilding and post-pandemic recovery of countries and regions in conflict, especially those in Africa (para. 12).

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. 13).

personal protection equipment was distributed and the subcommittees of the COVID-19 task force monitored the use of personal protection equipment and ensured its correct use. The mission's leadership team scaled down peacekeeping operations to the essential security activities, which were sustained throughout the pandemic. Collaboration with the Government of the Sudan led to the establishment of COVID-19 polymerase chain reaction testing capabilities, using equipment procured by UNISFA and Headquarters. The impact of the pandemic on the lives of the mission population was controlled. Best practices derived from the mitigation efforts include intense cooperation among mission staff towards the control of the spread of the infection in UNISFA. Both host countries were supportive of the mission's action to contain the spread of the virus, and the fluid and frequent communication with the authorities contributed to the establishment of best practices. The cooperation with and support by the host countries afforded UNISFA a robust level of preparedness against the pandemic.

UNISFA operations have been greatly affected by the restrictions in connection with the COVID-19 pandemic. However, the mission has resumed most of the operations and tasks initiated prior to the disruption brought on by the pandemic. Coordination with the host countries has been restored and mandate activities are essentially back to normal.

The impact of the pandemic on the lives of the mission population was minimized. The extensive and purposeful vaccination efforts of UNISFA have been successful in protecting mission personnel. The spread of the virus has been in large part under control, and the mission remains committed to sharing best practices with the host countries.

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 certifications 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

## Decision/request

## Action taken to implement decision/request

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. 14).

The mission has established systems contracts with local contractors through competitive bidding exercises that were undertaken in compliance with the United Nations Procurement Manual for the provision of local construction materials that include murram, gravel and sand, which are all used in the implementation of construction projects. Contractors have also been advised to utilize the human resources available locally during the implementation of these projects.

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. 15).

The guidelines in section 6 (solicitation) of the United Nations Procurement Manual, which was updated in June 2020, 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.

Also requests the Secretary-General to take measures to ensure that the Organization conforms to best practices in public procurement with respect to transparency, including by placing additional information in the public domain on the outcome of procurement exercises conducted, including in the area of aviation services, so as to further increase the transparency of the procurement operations of the Organization, and to update the United Nations Procurement Manual accordingly (para. 16).

Recognizes the important role played by regional and subregional actors for peacekeeping operations, and in this regard encourages the Secretary-General to continue to deepen the partnership, cooperation and coordination of the United Nations with regional and subregional actors, in accordance with relevant mandates, and to provide information on such deepened engagement in the context of his next report (para. 17).

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

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.

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. The Organization has enhanced the information provided on its awards page with additional data, such as the type of solicitation, contract extension options and the vendor type.

In accordance with relevant Security Council resolutions and General Assembly resolution [75/297](#), UNISFA interacted regularly with the Office of the Special Envoy of the Secretary-General for the Horn of Africa, the African Union High-level Implementation Panel, UNMISS, UNITAMS and the Regional Service Centre in Entebbe, Uganda. The partnership, cooperation and coordination with regional and subregional actors focused on the protection of civilians and the peace process.

UNISFA uses programmatic funds to support conflict prevention and resolution, strengthening the rule of law through support for the community protection committees/joint protection committees, implementation of the gender equality and the women and peace and security mandates, and public information to promote peaceful coexistence and ownership of the peace process. The mission engages, on an ongoing basis, with traditional leaders through the joint community peace committees, building the capacities of customary courts and youth and women's



## Decision/request

## Action taken to implement decision/request

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

Reaffirms the provisions of section XVIII of its resolution 61/276, further recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all such projects, and requests the Secretary-General to enhance their impact while addressing underlying challenges (para. 20).

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. 21).

entities, and facilitating intercommunal discussions on transhumance modalities. Programmatic funds also support Joint Border Verification Monitoring Mechanism engagement and interaction with officials from Khartoum and Juba through the joint community peace committees, the Abyei Joint Oversight Committee and other high-level meetings. Project implementation is now possible with partners (local and international NGOs and United Nations agencies, funds and programmes).

The mission has implemented mechanisms and strategies to ensure the effective use and implementation of programmatic resources. For example, the Chief of Staff sets target outputs and ensures that the planning, implementation, monitoring and reporting of activities align with the 2018 Headquarters guidelines on mandated programmatic activities. In addition, senior leadership at UNISFA steers the budget process to focus attention on the mandated tasks that have the highest priority. There are strict instructions on submitting narrative and financial reports and monitoring mechanisms involving an implementing partner. Development of a mission-specific standard operating procedure is under way to provide additional guidance on accountability of the programmatic funds.

By putting in place basic amenities and infrastructure at multiple localities in consultation with local administrations and communities, quick-impact projects alleviate, to some extent, the hardships of daily life in Abyei, while promoting trust of the beneficiaries and their support for the acceptance and implementation of the mission's mandate. UNISFA strives to implement the projects in an even-handed manner, ensuring that the livelihoods of both the Ngok Dinka and the Misseriya communities are equally positively affected. While challenges exist, quick-impact projects continue to be a primary tool for addressing the most pressing needs of the population of Abyei, including water, health, the rule of law and education.

Engineering Unit consultants (a water sanitation engineer, a waste management specialist, an electrical engineer, an environmental sustainability specialist, a construction specialist, a facilities management specialist and a water laboratory specialist) are still required for the implementation of the smart camp concept to provide a more efficient approach in the management of mission resources (electricity and water) and to provide technical advice on the management of diverse and changing streams of solid

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. 22).

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. 23).

and liquid waste, on the implementation of the field Remote Infrastructure Monitoring System and on the implementation of the Elsie Initiative for Women in Peace Operations. In addition, the mission is required to establish a quality control system for the drinking water supplied to civilian staff and uniformed personnel and for the wastewater effluent to comply with environmental guidelines. The lack of readily available local expertise in these areas and the finite term of the implementation of these projects have prompted the mission to utilize the services of consultants.

Measures that have been taken by UNISFA to improve security in the Abyei Area and to protect civilians include long-range patrols, aerial patrols (to monitor areas that are otherwise inaccessible), regular joint security committee meetings at the grass-roots level between battalion commanders and community elders and young people, as well as checkpoints. The gradual roll-out of a gender-responsive early-warning system designed to improve information-gathering, analysis and response to early signs of tensions and threats to civilians is under way. These measures, combined with training, performance assessment and accountability for United Nations personnel, are also important for the safety and security of the peacekeepers themselves.

UNISFA has assumed the primary role for the security and safety of United Nations personnel in the Abyei context in the absence of local security institutions. Pursuant to its mandate, UNISFA has strategically established bases and deployed troops to provide security coverage in three operational sectors in Abyei, and mandatory force protection escort coverage for UNISFA personnel and operations. UNISFA uniformed personnel, except troop-contributing country personnel, are covered by the United Nations security management system. UNISFA conducts a comprehensive security risk management process to analyse and assess security risks for civilian and uniformed personnel regarding various threat categories of terrorism: crime, armed conflict, civil unrest and hazards. UNISFA implements security risk management measures to mitigate risks inherent to its operations. UNISFA incorporates specific provisions for uniformed personnel regarding emergency arrangements for evacuation, communications, mandatory security-related training, drills, road safety awareness and the warden system, as outlined in the framework of accountability for the United Nations field security management system. The mission also implements physical security and fire safety measures

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

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (para. 25).

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. 26).

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. 27).

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 Force of mandated tasks and the impact of resource allocation on that performance, as well as how the indicators will contribute to the identification of the resources required for each mandated task (para. 28).

at all locations, provides uniformed personnel and civilians with personal protection and communication equipment and maintains a 24/7 military radio room and security operations centre to facilitate movement tracking and emergency military quick-response force response/security, while conducting operations within its area of responsibility.

UNISFA has made efforts to streamline recruitment processes to improve recruitment lead times and reduce vacancies. These efforts have been offset by increased employee turnover, hampering the mission's efforts to rapidly reduce vacancy rates. Through constant review of long-vacant posts and reprofiling and redeployment of positions to underresourced areas, the mission has been able to eliminate posts and positions that have been vacant for more than 24 months.

UNISFA has placed an increased focus on considering the use of national human resources when formulating the annual budget proposals. The mission continues to note the limited availability of highly skilled candidates in the local labour market and has therefore continued to make efforts to encourage capacity-building and training at the local level.

UNISFA has been focusing on geographical distribution in recruitment planning. Unit chiefs are requested to consider candidates from underrepresented areas when initiating recruitment efforts. Ongoing tracking and reporting on geographic distribution have been enhanced to support timely decision-making in recruitment based on a more diverse and representative pool of candidates.

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.

UNISFA will implement the Comprehensive Planning and Performance Assessment System in the 2021/22 budget cycle. Going forward, UNISFA plans to use the System to inform the development of its results-based budgeting frameworks, thereby helping to ensure that they are more closely linked to a changing context and evolving priorities. UNISFA will use System indicators to supplement its indicators in results-based budgeting frameworks to better show the impact of its work. Data and analysis from the System on the mission's impact and performance will also be used to

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. 29).

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. 30).

inform the development of the mission's outputs and indicators of achievement, helping the mission to continually strengthen mandate delivery. The use of such data and analysis in performance reports will also help UNISFA to better track and demonstrate the impact achieved and the related allocated resources in the mandated areas.

UNISFA has developed an execution plan for the Comprehensive Planning and Performance Assessment System. This will involve the training of all relevant Mission staff in March 2022, followed by context mapping, stakeholder analysis and the development of the Comprehensive Planning and Performance Assessment System results framework for UNISFA in June 2022. At present, UNISFA does not have dedicated strategic planning capacity. The modest capacity proposed in the present report to sustainably implement the System is expected to yield significant benefits, as it has been proved in other missions to enhance effectiveness and efficiency in mandate delivery and strengthen transparency and accountability in the use of resources.

UNISFA continues to carry out the implementation of multi-year environmental projects in several areas, as follows:

- (a) Solid waste. Waste management yards have been constructed in Gok Machar, War Abar, Kadugli and Athony. Construction in Kiir Adem has been ongoing but could not be completed owing to force abandonment;
- (b) Wastewater. Wastewater treatment plants are installed at all locations, and boreholes are stored with meters and connected to the field Remote Infrastructure Management System for monitoring purposes. All Abyei water treatment plants are connected to the System in the same manner. Owing to the unavailability of a laboratory technician, the mission was unable to provide in-house analysis of its wastewater effluent and drinking water quality and has utilized third-party services;
- (c) Energy. UNISFA has installed power generation stations in Marial Achak, War Abar, Todach, Kadugli and Athony. Construction of the same in Kiir Adem has been ongoing but could not be completed owing to force abandonment. Those installations incorporated an oil and water separator in phase one of its construction;
- (d) Wider impact and environmental management system. Ongoing tree-planting campaigns and other environmental projects have been extended to the

*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. 31).

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. 32).

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. 34).

team sites, in support of local communities, with the assistance of United Nations police, military contingents and United Nations agencies, funds and programmes. Environmental impact assessments were conducted for each project prior to implementation. Environmental awareness training is being conducted for all uniformed personnel and civilians. Training of local staff on waste management and environmental conservation is also being carried out.

UNISFA will continue to use virtual platforms, where effective. In addition, UNISFA will recover the costs associated with the air transportation of non-United Nations personnel in compliance with the policy and guidelines on the transportation of non-United Nations peace operations passengers on aviation assets provided by United Nations peace operations, issued on 12 January 2022. Cost-recovery mechanisms do not apply where it has been determined that the travel will be in support of the implementation of the mandate of the peace operation. Non-United Nations individuals whose travel is considered neither necessary for nor related to the performance of official duties or the implementation of the mandate of the peace operation are not allowed to travel on those assets.

The mission would like to confirm that it has implemented a risk management framework that includes a dynamic risk register that allows it to identify and classify risks and assigns the required priority and mitigating action to alleviate and minimize risk where and whenever it is present. UNISFA prepared and signed off on the 2021 internal controls assurance statement in accordance with the guidelines issued by the Department of Management Strategy, Policy and Compliance. UNISFA also prepared an action plan with target dates to remediate the deficiencies identified from the internal control assessment exercise.

UNISFA is taking measures to ensure the implementation of the gender equality and women, and peace and security mandates. UNISFA strongly encourages local authorities and traditional leaders to promote women's full, equal and meaningful participation in peace discussions, including community dialogues, joint protection committees and local leadership structures and ensure their participation at all levels of decision-making. UNISFA has invested in strategic partnerships with women leaders and their networks to increase their leadership and agency at all stages of the peace and security processes. The mission conducts advocacy with local

Reiterates the importance of thorough, responsive and advance planning for any mission transition process based on operational drawdown and transition plans that draw on lessons learned and take account of specific circumstances, in consultation with all relevant United Nations system entities, relevant regional and subregional organizations and the host Government, to ensure a timely, efficient and effective transfer of relevant roles, responsibilities and activities, the disposal of assets and property in full compliance with relevant regulations and rules, at minimal loss and at best feasible cost-effective use, when responding to changes in the mandate which require the mission to consider options for, prepare or commence mission drawdown or liquidation (para. 35).

Encourages the Office of Internal Oversight Services to continue to ensure the oversight, through audits and investigations, of United Nations peacekeeping missions that are closing and to report thereon in its next report (para. 36).

Expresses concern over the allegations of sexual exploitation and abuse reported in peacekeeping missions, and requests the Secretary-General to continue to implement his zero-tolerance policy on sexual exploitation and abuse with regard to all civilian, military and police personnel, and to report thereon in the context of his next report on cross-cutting issues (para. 37).

Recalls paragraph 14 of the report of the Advisory Committee, expresses concern about the high vacancy rates of Force police personnel, and encourages the Secretary-General to renew his efforts to improve the deployment rate of police personnel and limit its impact on the implementation of the mandate (para. 38).

administrations in both the Misseriya and Ngok Dinka communities to promote and protect women's rights.

UNISFA has joined its counterparts at United Nations Headquarters in the establishment of a task force to oversee the implementation of the strategic review recommendations, detailed in the letter from the Secretary-General dated 17 September 2021 addressed to the President of the Council ([S/2021/805](#)). In his letter, the Secretary-General issued a summary of the key findings following a strategic review of UNISFA, assessing recent political developments between and within the Sudan and South Sudan and providing detailed recommendations for further reconfiguration of the mission and establishing a viable exit strategy.

As one of its areas of priority, the Office of Internal Oversight Services adopts a risk-based approach to ensuring adequate oversight coverage of United Nations peacekeeping missions in drawdown or transition and reports on the results of this work in its annual report on activities related to peace operations.

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

Notwithstanding the maintained police ceiling of 640 authorized police elements, including 148 United Nations police and 3 formed police units, in line with the Security Council resolutions [2469 \(2019\)](#), [2550 \(2020\)](#) and [2609 \(2021\)](#), the reality on the ground has fallen short of the ceiling, with only 45 individual police officers deployed: 30 male (66.7 per cent) and 15 female (33.3 per cent). However, UNISFA is making efforts to engage the host country in expediting the issuance of visas to accelerate the deployment of police personnel.

## B. Advisory Committee on Administrative and Budgetary Questions

(A/75/822/Add.3)

### *Request/recommendation*

The Advisory Committee expresses concern about the high vacancy rates of UNISFA police personnel and encourages the Secretary-General to renew his efforts to improve the deployment rate of police personnel and limit its impact on the implementation of the mandate (para. 14).

Upon enquiry, the Advisory Committee was informed ... that the deployment of the three formed police units was unlikely to occur before June 2022.... The Advisory Committee trusts that all efforts will be made to remedy this situation and absorb any deployment of formed police units earlier than June 2022 within the proposed resources (para. 15).

The Advisory Committee reiterates its view that proposed vacancy rates should be based, as much as possible, on actual rates. In cases in which the proposed rates differ from the actual rates, clear justification should be provided systematically in the proposed budget and related documents (A/74/737/Add.2, para. 23) (para. 20).

While acknowledging the issues affecting the Force, the Advisory Committee recalls that the General Assembly, in paragraph 24 of its resolution 74/283, reiterated its concern about the high number of vacancies in civilian staffing and further reiterated its request to the Secretary-General to ensure that vacant posts are filled expeditiously. The Committee trusts that the Force will prioritize the recruitment of the Deputy Special Representative of the Secretary-General and that an update will be provided in the context of the report on UNISFA (see also *ibid.*, paras. 15–17) (para. 22).

The Advisory Committee recalls that the General Assembly, in paragraph 27 of its resolution 74/283, requested the Secretary-General to review the posts that had been vacant for 24 months or longer and to propose, in the budget submission, either their retention, with clear justification of need, or their abolishment (para. 23).

The Advisory Committee notes the environmental initiatives undertaken by UNISFA and trusts that more detailed information on progress, including scopes, outputs, and start and end dates of the activities, will continue to be provided in future budget proposals. The Committee recalls that the General Assembly, in

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

The high vacancy rates of UNISFA police personnel are attributable to delays in the issuance of visas and clearances to United Nations police officers and to police-contributing countries set to deploy formed police units. These delays heighten the obstacles to the full implementation of the mandate.

Deployment of three formed police units is unlikely to fully take place before the end of June 2022, given the delays in the issuance of visas and clearances by the host country. However, efforts are being made by the mission leadership to engage the local authorities in the deployment efforts of at least one formed police unit, which is expected to start deploying by the end of December 2022.

UNISFA takes note and will apply actual vacancy rates in the formulation of the resource requirements, when applicable. In some instances, however, the mission may have the knowledge of staff onboarding or separating from the Organization in the upcoming weeks or months, warranting an adjustment to actual rates.

UNISFA has taken steps to expedite recruitment, notwithstanding the challenges in attracting and retaining staff, and will continue its efforts to ensure that vacant posts are filled expeditiously. To date, the appointment of a civilian deputy Head of Mission has made limited headway and continues to be a priority of the mission.

Through efforts to review long-vacant posts and reprofile/redeploy positions to underresourced areas, the mission has ensured that, at present, there are no positions that have been vacant for more than 24 months.

Please see the entry above for paragraph 30 of resolution 75/297.

paragraph 17 of its resolution [74/283](#), noted the progress made in the implementation of the multi-year environmental strategy to reduce the footprint of peacekeeping operations and 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 (para. 38).

Taking into consideration that the mission is beginning to implement programmatic activities, the Advisory Committee is of the view that an implementation plan with medium- to long-term projects should be developed. The Committee also considers that the projects should be assessed regularly and, on the basis of best practices and lessons learned, that resources should be deployed to the most impactful projects. The Committee trusts that detailed information of the projects assessment and lessons learned will be presented in the context of the next budget submission (para. 44).

The Advisory Committee notes the underrepresentation of women among UNISFA staff, in particular among senior international staff members and national staff members, and encourages the mission to pursue its efforts to improve the gender balance (para. 45).

The Advisory Committee recalls that the General Assembly, in paragraph 23 of its resolution [74/283](#), requested the Secretary-General to consider options for greater nationalization of functions and encourages the mission to renew its effort to increase the representation of national staff members, including through increased outreach activities (para. 46).

The Advisory Committee's view is a welcome move to ensure continued and effective implementation of programmatic funds. UNISFA has already set benchmarks for strengthening the role of evaluation and applying evaluation findings on programme design, delivery and policy directives. This plan includes establishing a follow-up mechanism related to Umoja. In addition, a strategic review was recently finalized, based on which the 2022/23 budget includes proposed vital interventions to achieve meaningful impact in the Abyei peace process. Interface will also be strengthened with United Nations Headquarters to improve delivery.

UNISFA continues to take steps to increase the number of women in the mission, reaching out to female candidates to apply for all vacancies. All qualified female applicants are shortlisted and interviewed. Living conditions, opportunities for promotion, training and welfare concerns are addressed in order to attract and retain female staff.

UNISFA has placed an increased focus on considering the use of national human resources when formulating the annual budget proposals. The mission continues to note the limited availability of highly skilled candidates in the local labour pool and has therefore also continued to make efforts to encourage capacity-building and training to improve expertise.



## Annex I

### Definitions

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

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

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

#### B. Terminology related to variance analysis

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

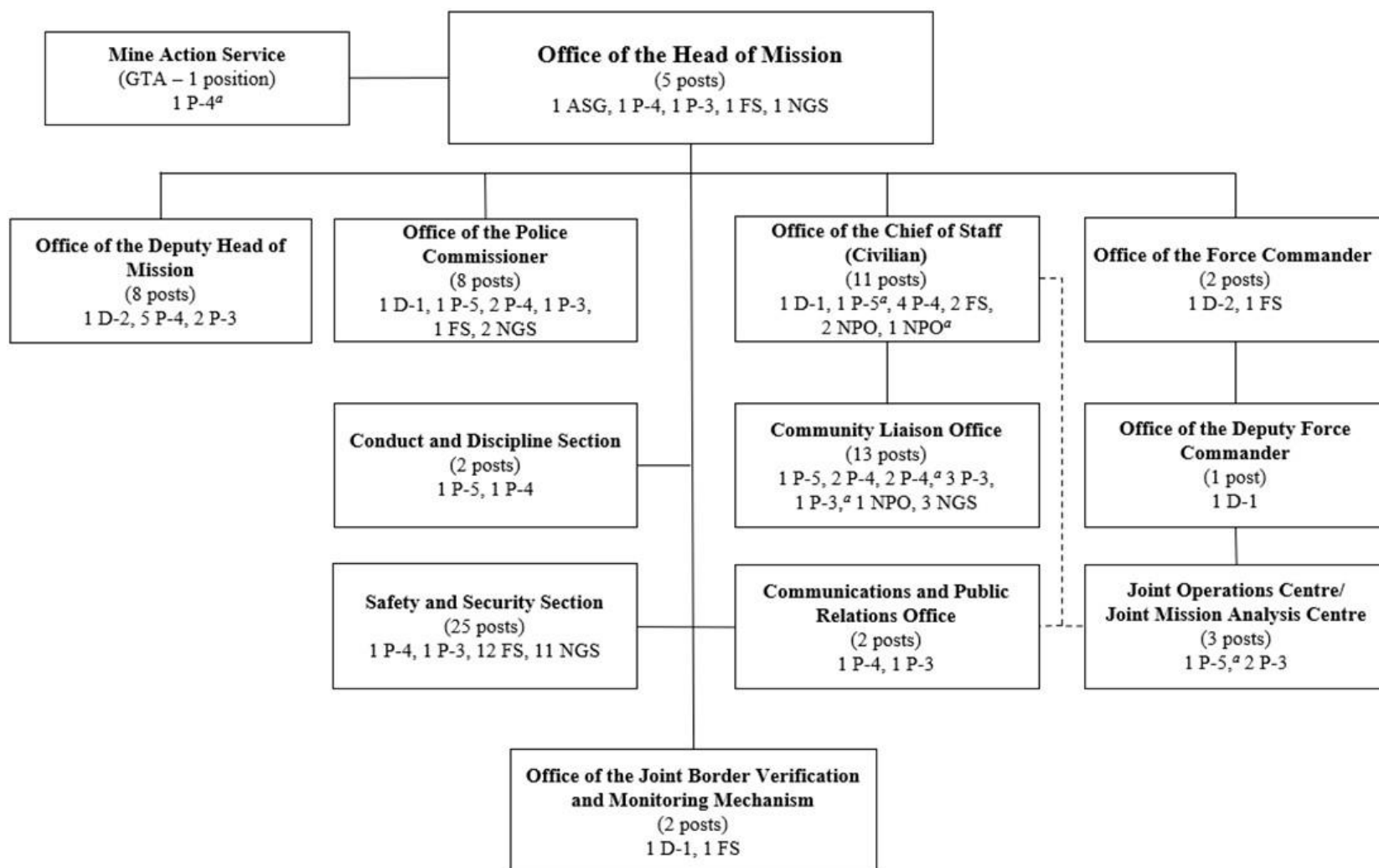
- **Mandate:** variances caused by changes in the scale or scope of the mandate or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

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

## Annex II

## Organization charts

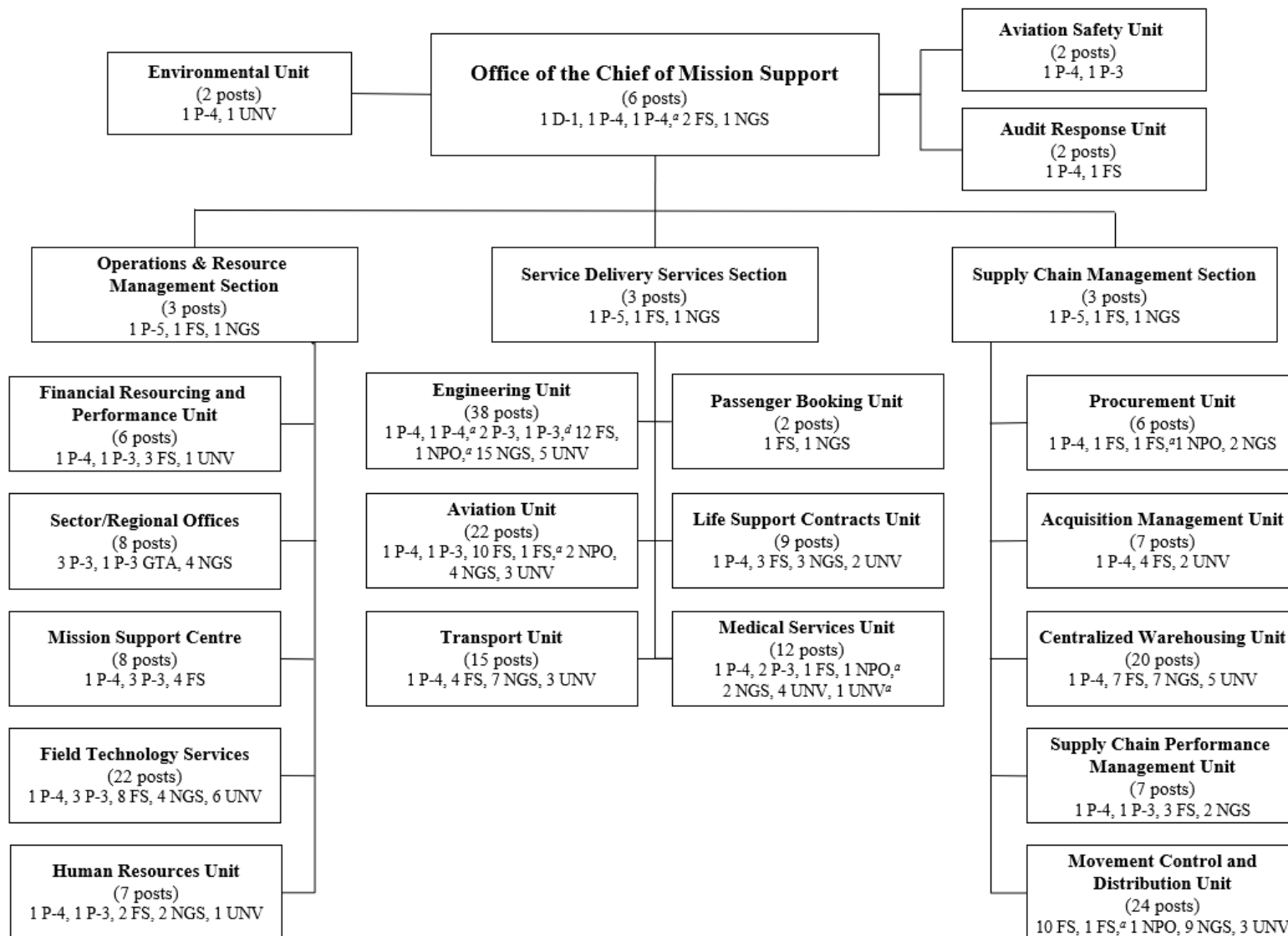
## A. Substantive



Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; GTA, general temporary assistance; NGS, national General Service; NPO, National Professional Officer.

<sup>a</sup> New post/position.

## B. Support



*Abbreviations:* FS, Field Service; GTA, general temporary assistance; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteers.

<sup>a</sup> New post.

<sup>b</sup> Conversion from general temporary assistance.

## Map

