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Financing of the United Nations Mission in South Sudan

Budget for the United Nations Mission in South Sudan for the period from 1 July 2022 to 30 June 2023

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in South Sudan (UNMISS) for the period from 1 July 2022 to 30 June 2023, which amounts to \$1,122,939,000.

The proposed budget in the amount of \$1,122,939,000 represents an increase of \$7,305,100, or 0.7 per cent, compared with the apportionment of \$1,115,633,900 for the 2021/22 period.

During the period from 1 July 2022 to 30 June 2023, UNMISS will implement the overall strategic objective mandated by the Security Council in its resolution [2567 \(2021\)](#) to advance a three-year strategic vision to prevent a return to civil war in South Sudan, to build durable peace at the local and national levels and to support inclusive and accountable governance and free, fair and peaceful elections in accordance with the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan. The Mission will focus on activities to support the implementation of provisions in the Revitalized Agreement; enhance general security and contribute to a safe and secure environment for political progress; intensify grass-roots civil and political engagements to promote peaceful coexistence and mobilize communities to support the implementation of the Revitalized Agreement; support rule of law institutions and promote accountability and access to justice; and enhance strategic partnerships and promote greater coherence between international partners to advance political dialogue between the parties.

The budget provides for the deployment of 242 military observers, 16,758 military contingent personnel, 733 United Nations police officers, 1,280 formed police unit personnel, 923 international staff, 1,445 national staff, 451 United Nations Volunteers, 8 temporary positions and 88 Government-provided personnel.

The total resource requirements for UNMISS 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 the following components, which have been aligned with the mandate endorsed by the Security Council in its resolution [2567 \(2021\)](#): (a) protection of civilians; (b) monitoring, investigating and reporting on violations of international humanitarian law and violations and abuses of human rights; (c) creating the conditions conducive to the delivery of humanitarian assistance; (d) supporting the implementation of the Revitalized Agreement and the peace process; and (e) support. The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

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

Financial resources

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
Military and police personnel	537 285.2	527 924.6	507 492.2	(20 432.4)	(3.9)
Civilian personnel	312 422.8	310 436.9	323 363.7	12 926.8	4.2
Operational costs	322 193.3	277 272.4	292 083.1	14 810.7	5.3
Gross requirements	1 171 901.3	1 115 633.9	1 122 939.0	7 305.1	0.7
Staff assessment income	27 314.8	26 224.1	27 371.4	1 147.3	4.4
Net requirements	1 144 586.5	1 089 409.8	1 095 567.6	6 157.8	0.6
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 171 901.3	1 115 633.9	1 122 939.0	7 305.1	0.7

Human resources^a

	Military observers	Military contingents	United Nations police	Formed police units	Inter- national staff	National staff ^b	Temporary positions ^c	United Nations Volunteers	Government- provided personnel	Total
Executive direction and management										
Approved 2021/22	—	—	—	—	54	24	—	8	—	86
Proposed 2022/23	—	—	—	—	55	24	1	8	—	88
Components										
Protection of civilians										
Approved 2021/22	242	16 758	733	1 280	113	250	—	67	—	19 443
Proposed 2022/23	242	16 758	733	1 280	113	250	—	67	—	19 443
Monitoring, investigating and reporting on violations of international humanitarian law and violations and abuses of human rights										
Approved 2021/22	—	—	—	—	64	78	—	42	—	184
Proposed 2022/23	—	—	—	—	64	78	—	42	—	184
Creating the conditions conducive to the delivery of humanitarian assistance										
Approved 2021/22	—	—	—	—	18	26	—	12	—	56
Proposed 2022/23	—	—	—	—	18	26	—	12	—	56
Supporting the implementation of the Revitalized Agreement and the peace process										
Approved 2021/22	—	—	—	—	38	18	—	12	88	156
Proposed 2022/23	—	—	—	—	43	19	7	13	88	170
Support										
Approved 2021/22	—	—	—	—	613	1 045	16	309	—	1 983
Proposed 2022/23	—	—	—	—	630	1 048	—	309	—	1 987
Total										
Approved 2021/22	242	16 758	733	1 280	900	1 441	16	450	88	21 908
Proposed 2022/23	242	16 758	733	1 280	923	1 445	8	451	88	21 928
Net change	—	—	—	—	23	4	(8)	1	—	20

^a Represents highest level of authorized/proposed strength.^b Includes National Professional Officers and national General Service staff.^c Funded under general temporary assistance.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Mission in South Sudan (UNMISS) was established by the Security Council in its resolution 1996 (2011). The most recent extension of the mandate was authorized by the Council in its resolution 2567 (2021), by which the Council extended the mandate until 15 March 2022.
2. The Mission is mandated to assist the Security Council in advancing a three-year strategic vision to prevent a return to civil war in South Sudan, to build durable peace at the local and national levels and to support inclusive and accountable governance and free, fair and peaceful elections in accordance with the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan.
3. Within this overall objective, UNMISS will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (protection of civilians; monitoring, investigating and reporting on violations of international humanitarian law and violations and abuses of human rights; creating the conditions conducive to the delivery of humanitarian assistance; supporting the implementation of the Revitalized Agreement and the peace process; and support), which are derived from the mandate of the Mission.
4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNMISS in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared with the 2021/22 budget have been explained under the respective components.
5. The Mission headquarters is located at three sites in Juba: United Nations House and the UNMISS compounds in Tomping and Durupi. The Mission has 10 field offices, including the Juba field office, which is co-located with the Mission headquarters in Juba. In addition, UNMISS has field office team sites in Pibor and Yei, six company operating bases and three to six temporary operating bases subject to operational requirements at the time.

B. Planning assumptions and mission support initiatives

6. Since the signing of the Revitalized Agreement in 2018, there have been significant advancements in its implementation, especially in regard to the formation of the State and local-level governance institutions, while the permanent ceasefire continues to broadly hold. It is anticipated, however, that reaching certain critical benchmarks will remain behind schedule during the 2022/23 period, which will put additional stress on the peace process leading up to the elections, which are anticipated to take place at the end of the transition period during the 2023/24 reporting period. Most notably, while the Transitional National Legislative Assembly and the Council of States have been established, their operationalization remains slow. Constitution-making, the finalization of transitional security arrangements and the establishment of transitional justice mechanisms are also behind schedule. Progress on these benchmarks is necessary to facilitate plans and preparations for a general elections process.

7. On the tenth anniversary of South Sudan's independence, observed on 9 July 2021, President Salva Kiir highlighted the progress achieved in the country to date and reiterated the commitment of the Revitalized Transitional Government of National Unity to the graduation of the necessary unified forces, which remains one of the key benchmarks in the implementation of the Revitalized Agreement and the peace process. During the 2022/23 period, given that all the stakeholders continue to invest in achieving progress in the peace process, there will be significant expectations and a need for international and regional partners, including UNMISS, to provide the necessary political, technical and logistical support.

8. A key element in the peace process during the transitional period is the permanent constitution-making process. It is considered the single most important political task facing the Revitalized Transitional Government as it sets the conditions for the subsequent electoral process. At the very minimum, broad agreement will need to be attained through political dialogue on several complex and contested issues to secure an effective, inclusive and participatory constitutional process. Accordingly, the Mission will have to devote substantial good offices efforts, such as mediation, facilitation and technical support, to the permanent constitution-making process. This will require careful sequencing of activities and coordination with a broad spectrum of stakeholders, including the political parties, faith-based leaders and representatives of civil society, including women's groups and youth groups, as well as regional and international partners.

9. Significant planning and preparations will be required during the 2022/23 period in order to achieve nationally owned free, fair and peaceful elections in the 2023/24 reporting period. The Mission is establishing an integrated electoral assistance team, in line with the statement by the President of the Security Council during the meeting of the Council on 27 October 2021 (S/PRST/2021/20), to address immediate support needs. Meanwhile, the Mission will further advance the planning and identification of the required resources to support the anticipated elections subject to the Government's request for United Nations assistance.

10. Political discord, fracturing and factional fighting, politicization of local tensions, and perennial communal violence, exacerbated by the economic pressures, inconsistent political will to facilitate the extension of State authority, haphazard security sector reform and manipulation of the local dynamics by political actors, will continue to define the operational environment and pose a challenge for the implementation of the Revitalized Agreement, especially at the grass-roots level. Recurring events such as flooding, drought and locust invasions, which have increased in frequency and intensity presumably owing to climate change, will also exacerbate tensions between communities. The coronavirus disease (COVID-19) pandemic is likely to have far-reaching economic consequences into the 2022/23 period and beyond, placing additional stress on the communities, especially at the subnational level. In addition, the human rights situation will have to be monitored closely, with women and children remaining especially vulnerable to serious human rights violations, despite progress in the peace process and a reduction in political violence incidents. Grave child rights violations, including recruitment and use of children by armed forces and groups, as well as conflict-related sexual violence against children, remain a serious concern.

11. With the existing concerns over protection of civilians linked to multifaceted violence, especially the uptick of intercommunal violence, and serious human rights violations still being observed in parts of the country, UNMISS will continue its role in assisting the Revitalized Transitional Government in carrying out its primary obligation to protect civilians through effective early warning and increased mobility and projection across the country. This will include efforts to enhance confidence and stability in areas of returns. There is also a need for the Mission to enhance its human

rights, rule of law and civil affairs-related activities for the 2022/23 period to support the addressing of intra- and intercommunal conflicts, particularly those driven by resource competition, as well as conflict prevention and mitigation more generally. Such activities will include technical support and other efforts to promote inclusive and accountable governance, social cohesion and the broadening of political and civic space to help meet key benchmarks and related targets for the implementation of the Revitalized Agreement and the peace process.

12. The presence of armed non-signatory groups to the Revitalized Agreement will remain another threat to stability. Engagement by the guarantors of the peace process, particularly the Intergovernmental Authority on Development (IGAD), to bring these groups into the peace process has fluctuated. Building on comparative advantages, the Mission will be expected to intensify its engagements with regional actors to enable the provision of more coherent and effective support to facilitate the peace process, primarily through the good offices of the Special Representative of the Secretary-General. In addition, UNMISS will continue to facilitate verification missions by the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism, coordinate with the reconstituted Joint Monitoring and Evaluation Commission and promote greater coherence between regional and international partners to advance the peace process, including through joint visits and coordinated messages.

13. The humanitarian situation across South Sudan remains dire, with 8.3 million people in need of assistance and 2 million people displaced internally as of December 2021. This situation is expected to intensify during the 2022/23 period owing to the protracted macroeconomic crises, the economic impact of the COVID-19 pandemic and intercommunal violence exacerbated by climate-driven events such as flooding and droughts resulting in additional displacement, loss of livelihoods, unemployment and lack of access to basic social services. Humanitarian operations will therefore remain intensive during the 2022/23 period despite various logistical, funding and operational impediments, and the Mission will continue to provide support upon request and within its capacity to create conditions conducive to the delivery of humanitarian assistance.

14. In the context of the above conditions and considerations, during the 2022/23 period, UNMISS will continue to implement its four-pillared mandate as outlined in Security Council resolution [2567 \(2021\)](#), namely, (a) the protection of civilians; (b) monitoring, investigating and reporting on violations of international humanitarian law and violations and abuses of human rights; (c) creating the conditions conducive to the delivery of humanitarian assistance; and (d) supporting the implementation of the Revitalized Agreement and the peace process.

15. Pursuant to paragraph 2 of Security Council resolution [2567 \(2021\)](#), mandate implementation during the 2022/23 period will focus on advancing a three-year strategic vision to prevent a return to civil war in South Sudan, to build durable peace at the local and national levels and to support inclusive and accountable governance and free, fair and peaceful elections in accordance with the Revitalized Agreement. The realization of this vision will require a conducive operating environment, efficient integration and prioritization of all Mission resources and assets, strengthened cooperation and coordination within the United Nations system and consistent engagement and collaboration with South Sudanese counterparts, and regional and international organizations.

16. In line with the Action for Peacekeeping initiative of the Secretary-General and the action plan to improve the safety and security of peacekeepers, UNMISS will remain committed to advancing a coherent political strategy, strengthening the protection of civilians and ensuring strategic and operational integration, as well as

effective and accountable performance and mandate implementation. UNMISS will also continue to prioritize political solutions that are rooted in a rights-based, gender-responsive, people-centred and inclusive approach and to promote local ownership and rely on strategic partnerships with key South Sudanese, regional and international stakeholders.

17. To that effect, and building on its previous gains and comparative advantages, UNMISS has defined the five tracks of engagement as its strategic priorities, namely, (a) support the implementation of benchmarks enshrined in the Revitalized Agreement; (b) enhance general security and contribute to a safe and secure environment for political progress; (c) intensify grass-roots civil and political engagements to promote peaceful coexistence and mobilize communities to support the implementation of the Revitalized Agreement; (d) support rule of law institutions and promote accountability and access to justice; and (e) enhance strategic partnerships and promote greater coherence between international partners to advance political dialogue between the parties. Delivering on these priorities will entail the pursuit of additional avenues of engagement and advocacy in support of the peace process and the implementation of the agreed benchmarks as set out in the Revitalized Agreement, the intensification of political and technical assistance to the Revitalized Transitional Government and the galvanization of the support of the international community. The Mission will also further increase the mobility of its uniformed components and strengthen the integrated civil-military approach to protection issues, strengthen outreach to communities in conflict and promote inclusive and meaningful participation by all South Sudanese in the political process. All these endeavours will be complemented by efforts to enhance rule of law and legal reforms that are critical for strengthened individual and institutional accountability and the establishment of transitional justice institutions.

18. Based on the strategic vision and priorities, the Mission is further refining its operational plans for the upcoming three years. In this context, the Mission remains committed to further enhancing its impact on the ground and identifying best practices and areas in which operations can be strengthened through integrated assessments and coordination, including through the implementation of the Comprehensive Planning and Performance Assessment System. With the Comprehensive Planning and Performance Assessment System being implemented gradually, it is now offering UNMISS the opportunity to enhance its focus on the highest priorities and the activities with the most impact, based on the most recent analysis of the local context, stakeholders and emerging opportunities. As the implementation of the System matures in the coming years and based on lessons learned from the assessments conducted over the past two years, it is expected that UNMISS will enhance the alignment between the Comprehensive Planning and Performance Assessment System and the results-based budgeting frameworks to help strengthen the monitoring of the overall performance of the Mission's mandate implementation.

19. Through the establishment of the high-level coordination forum, UNMISS and the Revitalized Transitional Government have made significant progress in improving overall communication and coordination between the Mission and South Sudan security and government officials to facilitate the Mission's operations, which has dramatically reduced access denials and thereby improved freedom of movement for the Mission. Meanwhile, the COVID-19 pandemic will continue to require the Mission to find the appropriate balance between delivering mandated tasks and critical support activities and ensuring the safety and security of United Nations personnel. More generally, the operating conditions in South Sudan remain fragile, and the rapid change in threats and risks to UNMISS personnel will necessitate that the Mission remain vigilant and maintain its capacity to ensure the safety and security of its personnel.

Mission support initiatives

20. During the 2022/23 period, UNMISS will maintain and improve administrative and logistical support for planned and emerging activities of the Mission through effective and efficient service provision and by streamlining processes, improving internal controls and adhering to the principles of strong oversight and accountability.

21. The Mission will continue to implement the lessons learned during the COVID-19 pandemic, most notably the development of the Infectious Diseases and HIV/AIDS Unit, established in the 2021/22 period, which will extend staff health and well-being benefit programmes across the Mission, raising awareness and improving the safety of Mission personnel. This newly established Unit will strengthen the Mission's medical capacity and create synergy in medical support when dealing with infectious disease outbreaks.

22. Acknowledging that the COVID-19 pandemic may persist into the 2022/23 period, UNMISS will maintain established measures to mitigate a possible surge in cases. The ongoing emergence of variants and the threat of a fourth wave of positive cases among Mission personnel necessitates the full retention of the existing medical capacity coupled with the strengthening of some response capacity with newer methods of prevention, control and management of critical cases. As part of health-related measures to contain the severity of the COVID-19 pandemic, the Mission will operate and maintain oxygen generation plant facilities and advanced modern laboratory services in a number of Mission locations.

23. The Mission will focus on urgent construction and renovation works in respect of dilapidated accommodations and the most lacking welfare facilities, particularly in remote field offices. Planned rehabilitation of facilities has been chronically delayed because of the COVID-19 pandemic, and some facilities have suffered deterioration from extraordinary flooding in South Sudan over the past two years. In addition, UNMISS will continue with the phased rehabilitation of its ageing equipment and infrastructure to bring a systematic approach to maintaining the standards of accommodation in UNMISS. The Mission will also ensure the provision of critical engineering services and camp security infrastructure, including perimeter fencing and watchtowers, and continue to support the necessary infrastructure, including internal roads and major supply routes, which are essential to accommodate and provide effective life support services to military, police and civilian personnel.

24. The proposed budget for the 2022/23 period includes the following two projects with an estimated cost of \$1 million or more: (a) the construction of formed steel warehouses in various Mission locations (\$1.0 million); and (b) the rehabilitation of the drainage system at the UNMISS compound in Tamping (\$1.0 million).

25. As part of its implementation of the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, UNMISS will promulgate mission-level data governance principles that can support wider use of data and analytics across the mission support functions and will continue to expand its portfolio of management dashboards, and reporting and analytics tools, developed in-house to ensure robust stewardship of resources.

26. The key initiative for supply chain operations will be the utilization of the Umoja supply chain planning tool, which should improve the identification of required goods and services and yield effective sourcing and delivery. UNMISS will strengthen the supply chain management learning framework to enhance supply chain knowledge and skills in the pillar and will implement a supply chain performance management framework. The latter will provide data-driven analysis for performance improvement of the integrated supply chain and optimize attributes related to client services, such as responsiveness, reliability, order fulfilment and agility.

27. As part of its environmental initiative and in support of the targets of the United Nations Secretariat Climate Action Plan 2020–2030, the Mission will focus on increasing the proportion of its energy requirements derived from renewable sources. This will be pursued through a combination of efficiency measures for existing non-renewable power production hubs, including synchronization of the contingent-owned equipment generator fleet mission-wide, combined with a pilot project to establish the Mission's first solar power purchase agreement. To complement those endeavours, the Mission plans to expand its use of field remote infrastructure monitoring technology to track energy and water usage across the Mission.

28. After the successful resolution of significant wastewater risk drivers during the 2020/21 period, the Mission will continue to consolidate and strengthen its water and wastewater management systems, including with the ongoing replacement of makeshift septic tanks with specialized prefabricated septic tanks and large-scale projects to improve drainage systems and stormwater management in Tomping, Bor and Akobo camps, which are at high risk of frequent flooding. In addition, the Mission will further invest in the expansion of its waste management yards in the major field offices with equipment to support large-scale incinerators with European Union standard emission control organic waste composting and plastic extrusion.

29. In line with the Action for Peacekeeping initiative of the Secretary-General and examining the need for enhanced force mobility, UNMISS is pressing forward with initiatives to enhance force projection capabilities, including by extending the land mobility trial of all-terrain vehicles into the 2022/23 period. Subject to proven efficacy and cost-effectiveness, the Mission could seek to mainstream this capacity into the appropriate areas of operations. Likewise, the shared use of a commercial support barge facility introduced in the 2021/22 period, which allows the force to conduct long-distance riverine patrols, will be extended into the 2022/23 period, while exploring the operational benefits of engaging a self-propelled riverine support vessel for the UNMISS force. This could enable a marine unit to patrol 1,200 kilometres of waterways, providing reach to security risk-prone areas that are inaccessible by road. The vessel will enhance the capability of the marine unit to undertake force protection, security patrols, casualty evacuation, search and rescue, salvage, reconnaissance, logistics resupply, and transportation of personnel within the unit's area of operations.

30. Within its authorized ceiling of 17,000 military and 2,101 police personnel, including corrections officers, as authorized by the Security Council, UNMISS will maintain its current overall uniformed personnel levels to ensure the correct positioning to respond to the broader mandated tasks of protecting civilians, while no longer being focused on former protection of civilians sites. In that regard, the Mission anticipates maintaining an average deployment of 13,297 military contingent personnel (infantry and enabling), 431 military staff officers and 235 military observers, as well as an average deployment of 850 formed police personnel, 704 United Nations police personnel and 42 Government-provided personnel for the 2022/23 period. The average deployment levels for formed police units reflect a 25 per cent increase from the approved 2021/22 levels owing to the cancellation of the planned repatriation of two formed police units from Malakal and Bentiu. This is primarily due to the evolving operational requirements, including the continued presence of the protection of civilians site in Malakal and the residual capacity required in Bentiu to address fragile security conditions in the former protection of civilians site. It also takes into account the anticipated increase in uniformed personnel activities during the 2022/23 period in the lead-up to the anticipated elections in the 2023/24 reporting period.

31. During the 2022/23 period, it is proposed that 20 new posts and positions be established, comprising seven international posts, four national posts, eight general

temporary assistance positions and one United Nations Volunteer position, to enable the Mission to undertake crucial substantive mandated activities, primarily in support of constitution-building, electoral processes and rule of law, and to maintain critical aviation functions at the UNMISS Air Operations Unit in Entebbe that were formerly undertaken by the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) at the Entebbe Support Base. In addition to the proposed establishment of 20 new posts and positions, the Mission has analysed its current staffing configuration, including long-vacant posts, and proposes to fill existing gaps in capacity by reprioritizing existing approved civilian staffing resources and formalizing temporary arrangements through the redeployment, conversion and reassignment of functions, as detailed in the present report. Chief among these is the proposed conversion of 16 temporary positions in the Security and Safety Section to established posts.

32. The estimated resource requirements for the maintenance and operation of the Mission for the 2022/23 financial period amount to \$1,122,939,000, an increase of \$7,305,100, or 0.7 per cent, compared with the approved budget for 2021/22 of \$1,115,633,900. The estimates for the 2022/23 period reflect increased requirements with respect to operational costs, owing mainly to higher fuel prices, and increased requirements for civilian personnel, owing primarily to higher rates for international staff salaries. The increased estimates are offset in part by reduced requirements for military and police personnel, owing mainly to the application of a lower rate for mission subsistence.

C. Regional mission cooperation

33. During the 2022/23 period, UNMISS will enhance strategic partnerships and promote greater coherence between international partners to advance political dialogue between the parties. UNMISS remains uniquely placed to coordinate international support and the provision of technical advice and assistance to the Revitalized Transitional Government and IGAD-led efforts to implement the Revitalized Agreement. The Mission will do so by leveraging its convening authority to bring together all stakeholders, including IGAD, the African Union, the Troika and the broader international community, and ensure a coordinated approach to priority interventions to advance the peace process. UNMISS will continue to conduct diplomatic briefings and coordination with regional and subregional partners to ensure a unified approach towards South Sudan's transition through the facilitation and mobilization of resources to deliver priority tasks.

34. The Mission will coordinate with the United Nations Integrated Transition Assistance Mission in the Sudan, the Office of the Special Envoy of the Secretary-General for the Horn of Africa and the United Nations Office to the African Union, based in Addis Ababa, to ensure a consistent United Nations system-wide approach in South Sudan. The Mission will also continue to cooperate with the United Nations Interim Security Force for Abyei in support of fully operationalizing the Joint Border Verification and Monitoring Mechanism through logistics, security, operations and communications support.

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

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

D. Partnerships, country team coordination and integrated missions

37. System-wide coordination and integrated planning and programming will remain key priorities for UNMISS during the 2022/23 period as the Mission seeks to enhance coherence and impact across the United Nations system by pursuing complementarity between mandated activities and the implementation of the United Nations Sustainable Development Cooperation Framework for South Sudan for 2023–2025, which is currently under development. UNMISS has contributed to the common country analysis and has continued to actively participate in the process of setting up broad priorities and concrete outcomes that would guide the United Nations country team activities in South Sudan.

38. UNMISS will continue to engage with the relevant partners to ensure strategic alignment in the priority areas. Collaboration at the operational level with development and humanitarian partners will also continue through joint programming and area-based programming in furtherance of the triple nexus and to sustain the momentum for support for recovery and resilience, focusing on support for the safe, voluntary and dignified return of displaced persons; the protection of civilians, especially women and children; the promotion of women's participation in leadership and decision-making and gender equality; and support for the implementation of the Revitalized Agreement.

39. UNMISS and the United Nations country team in South Sudan, through the United Nations Climate Working Group for South Sudan, will develop strategies to manage and mitigate climate-related security risks and strengthen partnerships between the Government and regional organizations to support national authorities in the development of national disaster risk strategies and early warning and early response systems. In parallel, the Mission will engage with communities to raise awareness and build capacity for environmental risk management initiatives at the local level.

40. To advance the youth, peace and security agenda, including the creation of employment opportunities, the Mission and the United Nations country team in South Sudan, through the Inter-Agency Network on Youth Development, will enhance coordination and collaboration across the United Nations system, in line with the South Sudan National Youth Development Policy of 2019.

41. Close cooperation with humanitarian and protection partners will remain the default modus operandi, in an effort to identify and respond to critical protection threats, support voluntary, safe and dignified returns and ensure the provision of humanitarian assistance across a broader geographical scope. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) will continue to facilitate coordination among UNMISS, the United Nations country team, the humanitarian country team and other partners to strengthen cooperation and the integration of activities across the country.

42. The South Sudan reconciliation, stabilization and resilience trust fund initiative, established in 2018 by the Mission in partnership with the United Nations country team, continues to develop as a constructive platform to leverage the comparative advantages, capacity and expertise of multiple actors in pursuit of shared peacebuilding and development objectives. This strategic approach brings to bear the

political and peacebuilding leadership of the Mission to leverage political influence and diplomatic mediation to achieve system-wide programmatic results, building stronger foundations for the implementation of the Revitalized Agreement and fostering stable political and security environments in which to pursue increased resilience-focused programming and seize enhanced recovery and development opportunities. As a joint initiative between UNMISS and the United Nations country team, the trust fund supports the strategic mobilization and alignment of United Nations-wide peacebuilding efforts in a coherent and mutually supportive manner.

E. Results-based budgeting frameworks

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

Executive direction and management

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

Table 1
Human resources: executive direction and management

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved posts 2021/22	1	1	3	2	2	9	3	–	12
Proposed posts 2022/23	1	1	3	2	2	9	3	–	12
Net change	–	–	–	–	–	–	–	–	–
Special advisers									
Approved posts 2021/22	–	–	1	–	2	3	2	1	6
Proposed posts 2022/23	–	–	1	–	2	3	2	1	6
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2021/22	–	1	2	2	3	8	4	1	13
Proposed posts 2022/23	–	1	2	2	3	8	4	1	13
Net change	–	–	–	–	–	–	–	–	–
Field Support Office									
Approved posts 2021/22	–	–	1	1	1	3	1	1	5
Proposed posts 2022/23	–	–	1	1	1	3	1	1	5
Net change	–	–	–	–	–	–	–	–	–

Strategic Planning Unit

Approved posts 2021/22	–	–	2	1	–	3	–	1	4
Proposed posts 2022/23	–	–	2	1	–	3	–	1	4
Net change	–	–	–	–	–	–	–	–	–

Best Practices Unit

Approved posts 2021/22	–	–	–	1	–	1	1	–	2
Proposed posts 2022/23	–	–	–	1	–	1	1	–	2
Net change	–	–	–	–	–	–	–	–	–

Legal Affairs Unit

Approved posts 2021/22	–	–	3	2	1	6	4	2	12
Proposed posts 2022/23	–	–	3	2	1	6	4	2	12
Net change	–	–	–	–	–	–	–	–	–

Conduct and Discipline Team

Approved posts 2021/22	–	1	4	1	2	8	4	2	14
Proposed posts 2022/23	–	1	3	1	2	7	4	2	13
Net change	–	–	(1)	–	–	(1)	–	–	(1)

Office of the Deputy Special Representative of the Secretary-General (Political)

Approved posts 2021/22	1	–	1	2	2	6	3	–	9
Proposed posts 2022/23	1	–	1	2	2	6	3	–	9
Net change	–	–	–	–	–	–	–	–	–

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

Approved posts 2021/22	1	–	2	2	2	7	2	–	9
Proposed posts 2022/23	1	–	4	2	2	9	2	–	11
Net change	–	–	2	–	–	2	–	–	2
Approved temporary positions ^b 2021/22	–	–	–	–	–	–	–	–	–
Proposed temporary positions ^b 2022/23	–	–	1	–	–	1	–	–	1
Net change	–	–	1	–	–	1	–	–	1

Subtotal, Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

Approved posts 2021/22	1	–	2	2	2	7	2	–	9
Proposed posts 2022/23	1	–	5	2	2	10	2	–	12
Net change	–	–	3	–	–	3	–	–	3

Subtotal, civilian staff

Approved posts 2021/22	3	3	19	14	15	54	24	8	86
Proposed posts 2022/23	3	3	20	14	15	55	24	8	87
Net change	–	–	1	–	–	1	–	–	1
Approved temporary positions ^b 2021/22	–	–	–	–	–	–	–	–	–
Proposed temporary positions ^b 2022/23	–	–	1	–	–	1	–	–	1
Net change	–	–	1	–	–	1	–	–	1

Total									
Approved posts 2021/22	3	3	19	14	15	54	24	8	86
Proposed posts 2022/23	3	3	21	14	15	56	24	8	88
Net change	–	–	2	–	–	2	–	–	2

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

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

International staff: net increase of 1 post

General temporary assistance: increase of 1 position

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

Table 2
Staffing changes: executive direction and management

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Conduct and Discipline Team	Redeployment	(1)	P-5	To the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)	Establishment	1	P-5 (general temporary assistance)	
	Redeployment	1	P-5	From the Conduct and Discipline Team
	Redeployment	1	P-5	From the Political Affairs Division, component 4
Total		2		

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

46. The United Nations Mine Action Service provides mine action services to UNMISS 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 as well as monitoring and evaluation. The Board of Auditors restated the findings of the Office and, in its audit of the United Nations peace operations (A/75/5 (Vol. II)) in 2020, 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 was cost-effective. In that 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 the 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 the other supplies, services and equipment class of expenditure.

47. Accordingly, it is proposed to establish one position of Senior Programme Management Officer (P-5) funded under general temporary assistance as the Chief of the mine action programme for UNMISS. The incumbent will be responsible for, inter alia, designing the UNMISS mine action programme strategy, strategic and operational planning, programme design and response to threats, the provision of advice to Mission leadership, support for advocacy efforts, and engagement with the local authorities involved in mine action. The incumbent will also oversee the delivery and performance of implementing partners.

48. It is also proposed that one post of Senior Victims' Rights Officer (P-5) in the Conduct and Discipline Team be redeployed to the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) to strengthen system-wide coherence, coordination and comprehensive assistance, and tracking. The Senior Victims' Rights Officer supports the Victims' Rights Advocate based at United Nations Headquarters, the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) in the United Nations system-wide role of monitoring, overseeing and coordinating the strategic vision of the Secretary General for victims' assistance.

49. The proposed redeployment will avert any risk of a failure to implement a system-wide approach required by the Secretary-General to undertake and sustain collective actions for victims' assistance across the Mission and the humanitarian development and peace nexus involving UNMISS, the United Nations country team and humanitarian and development teams. In supporting the strategy of the Secretary-General, the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse requires active implementation of efforts and encourages system-wide alignment and coherence across the United Nations system. This requires the coordination and development of common mechanisms, procedures, standardized protocols, and tools for victims' assistance. In relation to the implementation of the United Nations Comprehensive Strategy on Assistance and Support to Victims of Sexual Exploitation and Abuse by United Nations Staff and Related Personnel, the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) has the operational responsibility for setting up and maintaining victim assistance measures and oversight for country-level victim assistance that is not attributable to any entity but encompasses the United Nations and humanitarian actors at the country level. The proposed redeployment of the Senior Victims' Rights Officer post to the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) will strengthen those processes.

50. It is further proposed that one post of Senior Liaison Officer (P-5) in the Political Affairs Division be redeployed to the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) to augment the capacity and strategic leadership support to the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) in order to ensure the effective direction and integrated management of the Mission's activities as well as support the development of productive synergies with development, humanitarian and peacebuilding partners.

51. There is currently an increased requirement for the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) to support cross-coordination of initiatives, including to create the

conditions conducive to the delivery of humanitarian assistance, and ensure alignment with the strategic vision of the Secretary-General while identifying opportunities to enhance the Mission's impact. The system-wide strategic leadership role of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) of mobilizing and aligning United Nations-wide peacebuilding efforts in a coherent and mutually supportive manner will take on increased significance, generating a substantial associated workload with regard to policy and strategic partnerships. Returns to South Sudan are anticipated to continue at relatively high levels and will likely increase in the lead-up to the elections, thereby creating the need for additional liaison and coordination with relevant partners to implement the wider returns and reintegration agenda and the protection of civilians through engagement with government and United Nations agencies. The Senior Liaison Officer function will support the Mission leadership in building policy coherence and translating policy intent and direction into viable tasks and priorities, generating increased momentum towards the desired outcomes and impact, especially with regard to chapters III and IV of the Revitalized Agreement. It will also ensure that the Mission has the capacity and expertise necessary to overcome the identified strategic coordination gaps. The remaining staff in the Political Affairs Division will absorb the duties associated with the post proposed for redeployment.

Component 1: protection of civilians

52. The Mission will continue to mainstream the protection of civilians in all its activities by engaging with stakeholders, utilizing all three tiers: protection through dialogue and engagement (tier I); the provision of physical protection (tier II); and the establishment of a protective environment (tier III). At the national level, protection activities will focus on support for the maintenance of the permanent ceasefire across South Sudan through enhanced situational awareness, political engagement, good offices, and cooperation with the monitoring bodies, namely, the reconstituted Joint Monitoring and Evaluation Commission and the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism. At the subnational level, activities will address local conflict dynamics and persisting intercommunal violence.

53. This comprehensive approach to the protection of civilians will also include continued efforts to mainstream and integrate the gender perspective in all mission activities, focusing on protection needs and the rights of women and girls and on the increased participation of women in the implementation of the Revitalized Agreement, in line with the various Security Council resolutions on women and peace and security.

54. In accordance with the implementation of the three-year strategic vision, the Mission will enhance its capacity to support national rule of law institutions to expand access to justice at the national and subnational levels. To that end, UNMISS will support critical legal reforms that enhance individual and institutional accountability; strengthen linkages along the justice chain, including prisons, to increase service delivery and promote accountability; and facilitate meaningful public consultations on legal and policy reforms, including judicial independence, public oversight and the effective resolution of housing, land and property disputes. Continued interventions in those areas promote a strong and integrated justice chain that is key to the protection of civilians, breaking cycles of violence and holding peace spoilers accountable, as well as to fostering a culture of accountability for the violence and human rights violations that undermine peace and stability.

55. UNMISS will continue to support strategic initiatives to build trust and confidence through its good offices across its 10 field offices and support subnational-level institutions in advancing peaceful coexistence and reconciliation to enhance

social cohesion and rebuild the social structures. Building on the gains made through the governors' forum, grass-roots forums and county commissioners' forums as key contributing activities towards the implementation of the peace process, the Mission will continue efforts to strengthen community-based peace structures and the nexus between national and subnational stakeholders.

56. Mission-wide efforts to implement transitional security arrangements and a nationally driven transformation of the security sector to ensure civilian control and to restore trust between the people and their security institutions will continue. Nevertheless, the continued lack of significant progress on the transitional security arrangements, including the framework for the disarmament, demobilization and reintegration process, could put the sustainability of the Revitalized Agreement at risk and jeopardize the preparations for elections. In that regard, UNMISS will enhance its capacity to provide technical assistance and coordination for the development of innovative strategies for community violence reduction to pave the way for an inclusive disarmament, demobilization and reintegration process. Recognizing that no meaningful or sustainable reform can take place without political will, the Mission's rule of law component will support stakeholders in reaching consensus on a viable strategic framework. In parallel, it will continue supporting United Nations-wide efforts to professionalize security sector institutions through technical support and capacity-building on cross-cutting areas of human rights, gender, and rule of law and accountability.

57. The UNMISS force will pre-empt, deter and intervene, as required, to protect civilians through effective early warning and increased mobility and projection across the country. It will continue to expand its operations through nimble and proactive deployment and patrols to address protection concerns in the areas of historic hotspots of communal conflict and organized violence. With the redesignation of most of the protection of civilians sites, the Mission has been able to set up additional temporary operating bases in hub-and-spoke operations to stabilize conflict-prone environments and create conditions conducive to the delivery of humanitarian assistance. This mobile approach will continue and intensify in the 2022/23 period to enable the military component to operate throughout the year, particularly during the rainy season, and reach additional locations across the country. The United Nations police will also expand its strategic outlook to strengthen its footprint outside former protection of civilians sites, including in the areas of return, through coordinated patrols and collocation with the South Sudan National Police Service, and will redouble its engagement with the South Sudan National Police Service to improve the capacity and community policing skills of the national police officers through technical assistance and advice, in line with the Five-Year National Policing Strategic Plan (2020–2024). The United Nations police will maintain its current deployment level to advance these two priority areas and in anticipation of an increase in support requirements for the South Sudan National Police Service in the lead-up to the anticipated elections, while maintaining flexibility in the event of serious security incidents.

58. While new displacements were recorded owing to insecurity and recent flooding in various parts of the country, spontaneous returns of refugees from neighbouring countries and internally displaced persons within the country have continued. It is also anticipated that returns will increase as the prospect for peaceful elections builds. The current returnees, as well as any prospective future ones, will continue to face challenges, including unresolved land, housing and property issues, the presence of explosive hazards and lack of basic services as well as livelihood opportunities. The Mission will continue to support the efforts of the Revitalized Transitional Government in advancing durable solutions for displaced populations, including those at its former and remaining protection of civilians sites, and returnees across

South Sudan, in close coordination with other United Nations agencies along the peacekeeping, humanitarian and development nexus and guided by the 2020 National Durable Solutions Strategy and Action Plan for Refugees, Returnees, Internally Displaced Persons and Host Communities.

59. The Mission will continue to conduct mine action operations to assist in the safe movement of internally displaced persons and returnees and facilitate their resettlement in areas of return and help to promote freedom of movement, a secure environment, reintegration and coexistence.

60. UNMISS will continue to work with child protection partners to combat grave violations committed against children in situations of armed conflict in South Sudan; continue to support joint verification missions to address grave child rights violations in the military barracks and cantonment sites; and provide support for capacity-building training involving all parties to the conflict, including non-State forces and armed groups.

61. UNMISS efforts in respect of protection of civilians will be implemented in a coordinated and integrated manner, in collaboration with humanitarian and protection partners and in alignment with recovery, stabilization and development efforts and joint initiatives with the United Nations country team, such as the Partnership for Recovery and Resilience programme and the reconciliation, stabilization and resilience trust fund to ensure a system-wide approach to protection of civilians and sustainable results.

Expected accomplishment

Indicators of achievement

1.1 Enhanced protection of civilians through political engagement and processes

1.1.1 Increase in the number of initiatives undertaken by national, state and county-level governments and non-State actors to protect civilians (2020/21: 148; 2021/22: 155; 2022/23: 160)

1.1.2 Engagement with national and state authorities, communities and civil society to address issues related to the protection of civilians (2020/21: 838 meetings; 2021/22: 770 meetings; 2022/23: 780 meetings)

Outputs

- Provision of good offices to support the efforts of the Revitalized Transitional Government at the national level to maintain and execute its responsibility to protect civilians
- Promotion of awareness of the UNMISS mandate and activities for the protection of civilians and the safe and voluntary return of internally displaced persons through the organization of 12 consultative meetings with representatives of the Transitional National Legislative Assembly, including the Speaker, Deputy Speakers, political party whips and members of specialized committees at the national level, and through the conduct of 600 meetings with state and county authorities and security forces, non-State actors and key community and opinion leaders, including women and youth, including in areas of return
- Provision of support for the development of conflict management, reconciliation and social cohesion strategies at the community level to protect civilians through 22 meetings with state-level authorities, civil society and community leaders, as well as potential spoilers
- Provision of support for locally initiated political engagement and reconciliation initiatives between communities through the conduct of 10 conflict management workshops/dialogue forums, with an emphasis on the participation of women and youth in a dialogue for peace and sustainable environmental management

- Facilitation of non-violent solutions to tensions and conflicts through the conduct of monthly meetings with representatives of the Revitalized Transitional Government, political parties, members of Parliament, the offices of the President and Vice-Presidents, relevant ministries, the Women's Parliamentary Caucus and relevant opposition elements, civil society, and traditional leaders
- Conduct of 4 national-level consultative workshops with government authorities, including security sector institutions and civil society actors, on creating a national women's security sector network, developing a compendium of female personnel in the security sector and building the capacity of local police and corrections officers to be gender-sensitive and respond effectively to sexual and gender-based violence and implement sensitization training for prisoners and prison guards and support their actions for sexual and gender-based violence prevention
- Conduct of 10 subnational workshops for International Women's Day and 10 subnational workshops for the 16 Days of Activism against Gender-Based Violence campaign to maximize the Mission's effort to mitigate sexual and gender-based violence risks and raise awareness and sensitization on sexual and gender-based violence prevention and response to survivors
- Provision of support and technical advice to the South Sudan People's Defence Forces, the South Sudan National Police Service and other parties to the conflict for the implementation of command orders and action plans addressing conflict-related sexual violence, pursuant to formal commitments, including the implementation of the joint communiqué of October 2014 of the United Nations and the Government of South Sudan on addressing conflict-related sexual violence and the unilateral communiqué of December 2014 by the Chair and Commander in Chief of the Sudan People's Liberation Movement-Army in Opposition, as well as the Action Plan for the Armed Forces on addressing conflict-related sexual violence in South Sudan (Joint Action Plan)
- Engagement with and provision of technical advice and support to the high-level and technical-level committees through the organization of 2 ministerial meetings and 12 national technical committee meetings on child protection issues for the implementation of the Comprehensive Action Plan to End and Prevent All Grave Violations Against Children in South Sudan
- Conduct of a national conference on children affected by armed conflict to find joint solutions with a wide range of stakeholders for the greater protection of children and to develop sustainable preventive measures
- Conduct of a nationwide communications campaign to raise awareness of the Mission's objectives and activities to protect civilians through: (a) the production of 160 multimedia products, including digital news and audiovisual stories, photography albums and social media engagements (including those promoting the activities of uniformed elements and support for a safer environment for the voluntary return and reintegration of displaced persons) for distribution on the United Nations Headquarters and UNMISS digital platforms and to external media outlets; (b) the conceptualization and conduct of 60 peacebuilding events or activities across South Sudan either in communities or utilizing online/radio platforms; (c) 6 UNMISS press conferences; and (d) broadcasts of peace initiatives, including a dedicated one-hour *Peace Makers* weekly programme on Radio Miraya

*Expected accomplishment**Indicators of achievement*

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

1.2.1 Reduced number of civilian casualties in South Sudan (2020/21: 4,225; 2021/22: 3,500; 2022/23: 3,000)

1.2.2 Number of monitoring and reporting mechanism and monitoring, analysis and reporting arrangements cases reported and verified in support of the protection of women, children and youth from conflict-related and gender-based violence (2020/21: 17; 2021/22: 17; 2022/23: 17)

1.2.3 Survey and clearance of hazardous areas contaminated by landmines and unexploded ordnance in and around UNMISS bases and areas where they may pose a threat to civilians (2020/21: 1,411; 2021/22: 1,000; 2022/23: 1,000)

Outputs

- Maintenance of functioning and gender-responsive early warning, analysis and response mechanisms involving all relevant mission components
- Provision of support for the mapping of risks and threats to strengthen early warning, early response and situational awareness to protect the civilian population, with a special emphasis on women and children, through the conduct of 150 joint UNMISS field missions, with national and international partners, where appropriate, to conflict-affected areas and return sites
- 4,032 unit patrol days to protect civilians in areas of concern by deterring all forms of violence, creating conditions conducive to the safe and voluntary return and resettlement of internally displaced persons and refugees, by conducting hub-and-spoke mobile patrols (14 companies logging 24 mobile patrol days per month for 12 months)
- 360 air patrol days in support of air reconnaissance and security assessments for the protection of civilians, throughout the mission area (30 air patrol days per month for 12 months)
- 1,200 unit patrol days of military observers operating in integrated teams (10 unit patrol days per month from each of the 10 field offices for 12 months) to deter all forms of violence against civilians, particularly women and girls, and to engage with the local population, local authorities and uniformed services and collect early warning information with regard to interventions for the protection of civilians and the prevention of sexual and gender-based violence, including conflict-related sexual violence
- 180 unit patrol days by the Riverine Unit to enhance the protection of civilians along the White Nile by providing force protection and transportation to UNMISS integrated patrols and by performing search-and-rescue, medical evacuation and rescue and salvage operations (10 regular patrols per month for 12 months and 10 patrols per month for 6 months during the rainy season)
- Implementation of 20 quick-impact projects to mitigate protection concerns in areas with high prevalence of intercommunal violence and displacement through support to entities related to security, justice and human rights, to improve access to protection and accountability mechanisms, particularly for women, youth and vulnerable communities, as part of the support for the peace process in South Sudan
- In coordination with humanitarian actors, provision of technical advice and support to mitigate protection concerns through protection needs assessments and the facilitation of 35 dialogues with communities, including women's groups and youth groups and local authorities, to strengthen their capacity to protect civilians
- Provision of technical advice and support in the administration of the internally displaced persons camps to address protection concerns in coordination with humanitarian actors and local authorities
- Provision of support to the Joint Verification Committee in the verification and screening of military barracks, training centres and establishments across the country to identify, screen, register and release children associated with the South Sudan People's Defence Forces, the Sudan People's Liberation Army in Opposition and other armed groups through the organization of 20 child protection sensitization field missions
- Removal or destruction of 20,000 items of explosive hazards, including landmines, in the areas where there is a threat to civilians
- Delivery of emergency mine risk education to 200,000 civilians, including women, in order to promote community safety through participants' enhanced ability to recognize, mitigate and report explosive hazards, including small arms and light weapons and small arms ammunition, and awareness-raising through outreach events, such as the International Day for Mine Awareness and Assistance in Mine Action

- 1,460 explosive detection dog team days (up to 4 teams deployed daily across 3 main locations) to provide entry point control and explosive detection searches for small arms ammunition and explosives at key UNMISS locations
- 175,200 United Nations formed police unit person days (10 personnel per patrol, 3 patrols per platoon, 4 platoons per formed police unit, 4 formed police units for 365 days) to conduct confidence- and trust-building patrols and coordinated patrols with the South Sudan National Police Service for situational awareness, while maintaining capacity for a rapid deployment, to provide public disorder management and support for humanitarian safety and service delivery in and around former UNMISS protection of civilians sites
- 94,900 United Nations individual police officer operational days (2 individual police officers per patrol, 13 patrols per day, at 10 field offices for 365 days) to conduct confidence- and trust-building patrols and coordinated patrols in areas of high concentration of displaced persons, as well as to provide technical assistance and advice to and mentoring of the South Sudan National Police Service through co-location, to monitor and report on security-related threats and human rights violations
- Provision of technical advice and assistance to national-level justice actors to promote accountability, including through the development of stronger linkages along the entire justice chain, support for mobile courts and the dedicated capacity within the justice sector that was established to investigate and prosecute cases of sexual and gender-based violence and other serious human rights violations
- Provision of technical advice and assistance to State and local-level rule of law actors, including the Military Justice Directorate of the South Sudan People's Defence Forces, to promote accountability and increase access to justice, especially for women, girls and other vulnerable populations, through the development of stronger linkages along the entire rule of law chain, including through the deployment of individual Government-provided justice and corrections personnel, support for mobile courts and increased capacity to investigate and prosecute cases of sexual and gender-based violence and other serious human rights violations
- Conduct of training sessions for 1,100 community members, including leaders, women and youth at risk, in areas of high concentration of internally displaced persons and identified hotspots, to support crime prevention and the reduction of community violence and advance community safety and relations and community-led mitigation and dispute resolution mechanisms
- Provision of support for the relevant authorities and civil society organizations in the development of programming to prevent and reduce community-level violence, including sexual and gender-based violence against women and children, and promote the active participation of women and youth in community violence reduction, as well as of ex-combatants reintegrating into communities

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.3 Secure environment for the safe and voluntary return and reintegration of internally displaced persons and refugees	<p>1.3.1 Number of internally displaced persons and refugees (2020/21: 3.8 million; 2021/22: 3.8 million; 2022/23: 4.1 million)</p> <p>1.3.2 Increase in the estimated number of returnees in South Sudan reported by the national relief and rehabilitation commission and other United Nations agencies (2020/21: 280,778; 2021/22: 300,000; 2022/23: 500,000)</p> <p>1.3.3 Decrease in the threat of landmines and unexploded ordnance as a result of surveys and clearance to provide a safer environment for the voluntary return and resettlement of internally displaced persons and refugees (2020/21: 7.6 million m²; 2021/22: 6 million m²; 2022/23: 5.5 million m²)</p>

1.3.4 Number of mechanisms to support the peaceful resolution of housing, land and property disputes to encourage safe and voluntary returns, with an emphasis on promoting women's land and property rights (2020/21: 0; 2021/22: 2; 2022/23: 2)

Outputs

- Organization and conduct of 150 joint field missions to assess the conflict environment at possible return sites and 10 workshops on conflict management, sensitization and confidence-building with communities at return sites to provide support for resolving conflicts between host communities and returnees, including in the opposition-controlled areas
- In coordination with the United Nations country team, the humanitarian country team, the Revitalized Transitional Government and other relevant partners, support relevant State authorities in developing 10 State action plans for return and recovery that prioritize the rehabilitation and restoration of basic services and improve access to livelihood opportunities for the displaced population, including women and young people at risk in areas of return
- In coordination with the United Nations country team, the humanitarian country team, the Revitalized Transitional Government and other relevant partners, support the facilitation of safe, voluntary, informed and dignified return or relocation of internally displaced persons
- Facilitation of 10 gender-sensitive consultation sessions among local authorities, host communities and returning populations and women's groups, to address challenges of the return and reintegration processes and to facilitate go-and-see visits, town hall meetings and focus group discussions
- Implementation of 40 quick-impact projects to support local authorities in discharging their functions in effectively promoting the return and reintegration of communities by delivering basic public administrative and social services that promote sustainable and peaceful livelihoods and build the resilience of communities to avoid further displacement, with due consideration given to the particular needs of women and youth
- Conduct of 70 sensitization workshops, seminars and outreach programmes to enhance confidence and trust between the South Sudan National Police Service and communities, aimed at developing and implementing community-oriented policing strategies involving the members of local communities, women and youth in solving recurring problems
- Provision of capacity-building, technical assistance and advice to the South Sudan National Police Service targeting 4,000 National Police Service members, as well as the conduct of 60 workshops for the National Police Service and other law enforcement agencies to enhance policing capacities as well as basic and specialized law enforcement expertise, including in response to protection of civilians and sexual and gender-based violence
- Provision of technical and coordination assistance to national authorities to raise awareness of reforms to protect housing, land and property rights and strengthen legal frameworks to peacefully resolve land-related disputes, operationalize women's land rights and support the displaced population to protect and reassert its housing, land and property rights
- Provision of technical advice and assistance to national rule of law, justice and corrections institutions to progressively expand their presence and capacity in areas of return or areas with dense populations of internally displaced persons, in order to support the establishment of a protective environment for civilians and facilitate the safe, voluntary and dignified return of internally displaced persons, including women and girls

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.4 Enhancement of peaceful coexistence, reconciliation and social cohesion at the community level	<p>1.4.1 Decrease in the number of reported intra- and intercommunal conflicts (2020/21: 849; 2021/22: 400; 2022/23: 200)</p> <p>1.4.2 Increase in the number of reconciliation initiatives taken at the subnational level (2020/21: 24; 2021/22: 95; 2022/23: 100)</p> <p>1.4.3 Increase in the number of local peace agreements (2020/21: 32; 2021/22: 35; 2022/23: 40)</p>

Outputs

- Regular engagement with local stakeholders through the conduct of 150 joint field assessment missions throughout South Sudan with a view to enhancing the understanding of local conflict dynamics (including gender dimension) and in support of the provision of assistance and good offices to local peace initiatives, including women-led peace initiatives
- Provision of support for locally initiated political engagement and reconciliation initiatives between communities through the conduct of 40 advocacy meetings and 20 conflict management workshops to encourage communities, including women and young people, and authorities to mitigate intercommunal conflict, cattle raiding, revenge killings and age-set violence
- Promotion of understanding among local stakeholders, including government authorities, community leaders, young people, women's groups, civil society actors and traditional authorities, on the roles and responsibilities of the Revitalized Transitional Government and communities at large to prevent, mitigate and resolve local conflicts, including improving civil-military relations, through the delivery of 20 capacity-building workshops in conflict management and mediation
- Provision of support to Revitalized Transitional Government authorities, traditional conflict management mechanisms, youth, women and communities, including civil society actors, in managing communal conflicts and localized reconciliation initiatives in the areas hosting internally displaced persons, through 15 conflict management events, good offices and shuttle diplomacy
- Provision of support to peace structures, including peace networks, interfaith groups, women's networks, and women's and youth clubs at the *boma*, county and state levels, on conflict management, peacebuilding and reconciliation through 10 capacity-building sessions
- Conduct of 6 workshops with traditional leaders and formal justice actors to lay the foundations and reach agreements on the practical measures needed to establish a referral mechanism for serious crimes
- Provision of support to enhance the capacity of local authorities and traditional and community leaders to operationalize local traditional mechanisms for conflict management, including inclusive and gender-sensitive dialogue and reconciliation, through the conduct of 30 meetings and 10 capacity-building workshops
- Provision of support to civil society actors, government officials, youth and women to promote inclusivity, national identity, good relations and equal opportunity so as to reverse ethnic polarization and repair the social fabric, through 20 advocacy meetings and 10 dialogue forums
- Provision of support to promote local peace initiatives and social harmony and advance the concept of a coherent multi-ethnic and inclusive society, including in the opposition-controlled areas, through 9 peace education campaigns, 5 exchange visits targeting schools and communities, including peace clubs/ambassadors, and 16 sporting or cultural activities

External factors

The Revitalized Transitional Government takes primary responsibility for the protection of civilians and enables a secure and stable environment to encourage and support the return and resettlement of internally displaced persons. Other enablers include local authorities and institutions and the freedom of movement for UNMISS to conduct patrols. Continued political tensions, delays in the peace process, fighting, natural disasters and an expansion of the humanitarian crisis, in particular food insecurity, would lead to additional civilian displacement, limited progress in the return and resettlement of internally displaced persons and a reduction in operational space in active conflict areas

Table 3
Human resources: component 1, protection of civilians

Category							Total								
I. Military observers															
Approved 2021/22							242								
Proposed 2022/23							242								
Net change							–								
II. Military contingents															
Approved 2021/22							16 758								
Proposed 2022/23							16 758								
Net change							–								
III. United Nations police															
Approved 2021/22							733								
Proposed 2022/23							733								
Net change							–								
IV. Formed police units															
Approved 2021/22							1 280								
Proposed 2022/23							1 280								
Net change							–								
International staff															
V. Civilian staff															
Political Affairs Division															
Approved posts 2021/22							–	–	3	2	–	5	2	–	7
Proposed posts 2022/23							–	–	3	2	–	5	2	–	7
Net change							–	–	–	–	–	–	–	–	–
Communications and Public Information Division															
Approved posts 2021/22							–	1	3	3	3	10	34	8	52
Proposed posts 2022/23							–	1	3	3	3	10	34	8	52
Net change							–	–	–	–	–	–	–	–	–

Protection, Transition and Reintegration Section

Approved posts 2021/22	–	–	5	8	1	14	23	7	44
Proposed posts 2022/23	–	–	5	8	1	14	23	7	44
Net change	–	–	–	–	–	–	–	–	–

Office of the Force Commander

Approved posts 2021/22	1	2	–	–	2	5	2	–	7
Proposed posts 2022/23	1	2	–	–	2	5	2	–	7
Net change	–	–	–	–	–	–	–	–	–

Heads of field offices

Approved posts 2021/22	–	3	7	10	10	30	152	17	199
Proposed posts 2022/23	–	3	7	10	10	30	152	17	199
Net change	–	–	–	–	–	–	–	–	–

Civil Affairs Division

Approved posts 2021/22	–	1	10	9	1	21	20	31	72
Proposed posts 2022/23	–	1	10	9	1	21	20	31	72
Net change	–	–	–	–	–	–	–	–	–

Office of the Police Commissioner

Approved posts 2021/22	–	2	8	2	3	15	1	–	16
Proposed posts 2022/23	–	2	8	2	3	15	1	–	16
Net change	–	–	–	–	–	–	–	–	–

Joint Mission Analysis Centre

Approved posts 2021/22	–	–	2	8	–	10	14	2	26
Proposed posts 2022/23	–	–	2	8	–	10	14	2	26
Net change	–	–	–	–	–	–	–	–	–

Gender Affairs Unit

Approved posts 2021/22	–	–	1	1	–	2	1	–	3
Proposed posts 2022/23	–	–	1	1	–	2	1	–	3
Net change	–	–	–	–	–	–	–	–	–

Child Protection Unit

Approved posts 2021/22	–	–	–	1	–	1	1	2	4
Proposed posts 2022/23	–	–	–	1	–	1	1	2	4
Net change	–	–	–	–	–	–	–	–	–

Total, civilian staff

Approved 2021/22	1	9	39	44	20	113	250	67	430
Proposed 2022/23	1	9	39	44	20	113	250	67	430
Net change	–	–	–	–	–	–	–	–	–

Total, I–V	
Approved 2021/22	19 443
Proposed 2022/23	19 443
Net change	–

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

Component 2: monitoring, investigating and reporting on violations of international humanitarian law and violations and abuses of human rights

62. Perpetrators of serious human rights violations and abuses continue to enjoy widespread impunity in the country, with limited progress having been made by the Government to date in implementing accountability measures. In 2021, subnational violence accounted for the vast majority of civilian casualties documented across the country, primarily in Jonglei, Lakes, Warrap and Western Equatoria states. The Mission will need to remain engaged with state and national actors, both through political advocacy and support for lawful responses to criminality, to address those issues.

63. The shrinking of civic spaces, as evidenced by the suppression of freedoms of expression and assembly, will remain a major concern and may further intensify in the lead-up to national elections at the end of transitional period. The Mission will continue efforts to promote respect for the freedoms of expression and assembly, as well as other rights crucial to enabling civic space, and will deepen its engagement with national authorities on those issues. In coordination with the Office of the United Nations High Commissioner for Human Rights, the Mission is exploring ways to strengthen protection mechanisms for human rights defenders and civil society activists in anticipation of intensified conditions related to the elections.

64. Tentative first steps have been made towards the implementation of the provisions on transitional justice in the Revitalized Agreement following the launching of national consultations to establish the Commission for Truth, Reconciliation and Healing. The Mission will continue to support the implementation of the provisions on transitional justice in the Revitalized Agreement and will also seek to leverage the support by the African Union in the establishment of a hybrid court.

65. In accordance with Security Council resolution [2567 \(2021\)](#), UNMISS will continue to report publicly on human rights violations and abuses, including those committed against women and children. UNMISS will also continue to strengthen monitoring and reporting mechanisms, including for conflict-related sexual violence. During the 2022/23 period, the Mission will consolidate its engagement with parties to the conflict by building on the Action Plan for the Armed Forces on addressing conflict-related sexual violence in South Sudan (Joint Action Plan), which standardizes efforts to prevent and respond to conflict-related sexual violence for a three-year period ending in 2023. As a result of the adoption of the action plan in June 2021, all elements of the unified army will be subject to obligations on conflict-related sexual violence stemming from this document. UNMISS will also broaden its support to relevant institutions to strengthen their capacity to address any potential conflict-related sexual violence in the context of elections at the end of the transitional period. UNMISS will also enhance its work with civil society organizations and networks as part of its functions related to conflict-related sexual violence and promote a survivor-centred approach.

66. During the 2022/23 period, the monitoring, verification and reporting on the six grave violations against children; sensitization on child rights; and the mainstreaming

of activities aimed at strengthening national partners, especially the Revitalized Transitional Government, through the provision of support for the implementation of the comprehensive action plan for the prevention of grave violations against children in South Sudan throughout the phases of the peacebuilding process, will continue to be a priority. UNMISS will provide training and workshops targeting the perpetrators of child rights violations, including the South Sudan People's Defence Forces, the Sudan People's Liberation Army in Opposition and other organized forces, to ensure that accountability measures and compliance with human rights standards applicable to children affected by armed conflict are implemented.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.1 Conducive environment created for combating impunity for abuses and violations of human rights and international humanitarian law by all parties to the conflict	<p>2.1.1 Decrease in the number of confirmed abuses and violations of human rights and international humanitarian law, including those that may amount to war crimes and crimes against humanity (2020/21: 991; 2021/22: 900; 2022/23: 860)</p> <p>2.1.2 Monitoring, investigation, verification and reporting on the use of cluster munitions and other conventional weapons deemed to have indiscriminate effects in violation of international law and related treaties (2020/21: not applicable; 2021/22: 100 per cent; 2022/23: 100 per cent)</p>

Outputs

- Documentation and verification of violations and abuses of international human rights law and violations of international humanitarian law, including conflict-related sexual violence, as well as the identification of signs of early warning of human rights violations through: (a) the conduct of specific investigation missions, integrated missions and patrols and regular monitoring field visits across the country; (b) the establishment of profiles of key State and non-State actors involved in human rights violations and abuses across the country for accountability purposes and to ensure strict compliance with the United Nations human rights due diligence policy; and (c) the publication of 3 public reports on the human rights situation in South Sudan
- Empower civil society organizations and provide technical support to foster and promote a culture of human rights by: (a) strengthening the operational capacities of civil society organizations and providing support to various stakeholders for the promotion and protection of human rights (for example, monitoring, investigation, documentation and reporting of human rights violations) and for accountability, through the provision of 10 grants and 150 advocacy interventions; and (b) conducting human rights outreach/media events, awareness-raising, and sensitization campaigns (Human Rights Day, and international days for persons with disabilities and human rights defenders)
- Coordination of mission-wide campaign efforts at the national and subnational levels, including the organization and conduct of 12 awareness-raising events, including 4 workshops and 4 radio programmes, across the country to celebrate International Day for the Elimination of Sexual Violence in Conflict, the 16 Days of Activism against Gender-Based Violence campaign and International Women's Day, in coordination with the relevant ministries and civil society organizations, to promote the prevention of conflict-related sexual violence
- Protection of the right to a fair trial and the human rights of people deprived of their liberty, including those sentenced to death, through weekly visits to government or opposition-run detention facilities across the country and sustained engagement with relevant State and non-State stakeholders through the provision of support to the Legal Aid Department of the Ministry of Justice and Constitutional Affairs, the provision of assistance for 5 legal aid programmes of civil society organizations, monthly meetings and 11 sensitization workshops and training sessions

- Provision of technical support to the rule of law and justice system to enhance the knowledge and skills of all statutory justice chain actors, customary courts and law enforcement authorities through the provision of logistical support and the conduct of 11 training and sensitization workshops for justice chain actors; the provision of support to the Transitional National Legislative Assembly through the review of new national legislation and the provision of legal analysis to ensure that the legislation conforms with international human rights standards; and the conduct of 11 training sessions for the National Prison Service, the National Security Service and the South Sudan National Police Service on international human rights and humanitarian laws
- Provision of support and technical assistance in building the knowledge and reinforcing the skills of the South Sudan People's Defence Forces, the South Sudan National Police Service and other parties to the conflict, on human rights and international humanitarian law standards regarding sexual violence and child rights, through monthly coordination meetings, monthly engagement and the conduct of 6 training sessions
- Provision of technical support to the Ministry of Justice and Constitutional Affairs, the Transitional National Legislative Assembly and stakeholders with regard to the universal periodic review, including participation in the permanent constitution-making process to ensure the inclusion of the Bill of Rights in the Constitution, through the organization of 2 quarterly consultative sessions, the provision of support to field visits and the drafting of reports for the implementation of ratified international human rights treaties; as well as supporting the implementation of universal periodic review and treaty body recommendations and advocating for accession to key international human rights instruments
- Provision of technical support to the South Sudan Human Rights Commission by conducting 10 workshops on monitoring, investigations, documentation and reporting for the protection and promotion of human rights and through the organization of 30 human rights forums across the country in cooperation with civil society organizations; and the provision of technical support to the Commission to obtain accreditation with the Global Alliance of National Human Rights Institutions as a national human rights institution
- Provision of advocacy and support to the Government as a party to the Convention on Cluster Munitions and other relevant instruments governing explosive weapons to monitor, investigate, verify and report on suspected cluster strikes and the utilization of other conventional weapons in violation of international law and treaties
- Provision of advocacy for information-sharing between local communities and the South Sudan National Police Service in relation to human rights violations and abuses, including on the reporting mechanisms, through the conduct of 20 sensitization workshops and outreach programmes for the South Sudan National Police Service, community leaders, civil society organizations and youth and women's representatives
- Conduct of a nationwide communications campaign on the Mission's mandated activities to provide impartial monitoring, verification and reporting on human rights and to combat impunity for abuses and violations, including: (a) the production of 35 multimedia products, including digital news and audiovisual stories, photography albums and social media engagements; (b) 8 public service announcements and 40 one-hour human rights-focused *Your Rights* programmes broadcast on Radio Miraya; and (c) 2 outreach events and the distribution of promotional products to raise awareness of the Day of the African Child, International Women's Day, Human Rights Day and the 16 Days of Activism against Gender-Based Violence either in communities or utilizing online/radio platforms

Expected accomplishment

Indicators of achievement

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

2.2.1 No increase in the confirmed number of victims of violations and abuses, including conflict-related sexual violence, especially women and girls (2020/21: 183; 2021/22: 183; 2022/23: 183)

2.2.2 Reports on conflict-related sexual and gender-based violence in South Sudan by relevant United Nations and non-United Nations actors, including international and national non-governmental and civil society organizations (2020/21: 4; 2021/22: 4; 2022/23: 4)

Outputs

- Strengthening of the monitoring, analysis and reporting arrangements to detect, prevent and respond to conflict-related sexual violence, including the organization of 4 meetings of the technical working group on monitoring, analysis and reporting arrangements, and drafting of 3 quarterly reports and 1 annual summary report on patterns and trends of conflict-related sexual violence
- Organization and conduct of 6 meetings with representatives of the parties to the conflict to monitor and support the implementation of their commitments on addressing conflict-related sexual violence
- In line with Security Council resolution [1960 \(2010\)](#) on sexual violence in situations of armed conflict, organization and conduct of 4 meetings of the joint consultation forum on conflict-related sexual violence to improve coordination among actors for advocacy and response in addressing conflict-related sexual violence
- Provision of technical support to the Ministry of Defence and Veterans' Affairs for the implementation of the Action Plan for the Armed Forces on addressing conflict-related sexual violence in South Sudan (Joint Action Plan) endorsed by the Joint Defence Board through the conduct of 4 sensitization activities, including meetings and dialogues
- Provision of technical assistance and support to the Military Justice Directorate and other justice institutions to strengthen their technical capacity and the legal framework governing military justice in South Sudan and promote accountability for conflict-related sexual violence, including through support to 5 mobile general court martials and 3 workshops/training sessions
- Conduct of 25 community workshops targeting local communities, the South Sudan National Police Service and other law enforcement agencies, as well as civil society actors, to raise awareness on the dangers of sexual and gender-based violence and violence against children and to strengthen monitoring, investigation, verification and reporting on abuses and violations in all states

*Expected accomplishment**Indicators of achievement*

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

2.3.1 Number of children verified as victims of grave violations, such as children associated with armed forces and groups, rape and other forms of sexual violence, killing, maiming and abduction (2020/21: 89; 2021/22: 55; 2022/23: 55)

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

Outputs

- Monitoring, investigation and verification of grave violations committed against children by armed forces and groups and reporting of such violations to the Security Council Working Group on Children and Armed Conflict, as required under Council resolution [1612 \(2005\)](#), and to the Office of the Special Representative of the Secretary-General on Children and Armed Conflict, including through annual inputs for the report of the Secretary-General on the situation of children in armed conflict
- Production of quarterly reports on trends of violations of child rights ("global horizontal" notes) in South Sudan (4 notes expected annually)
- Coordination of child protection activities through the organization of 4 senior-level meetings of the country task force of the monitoring and reporting mechanism on grave violations against children in situations of armed conflict and 6 meetings of the technical working group of the mechanism with child protection stakeholders in Juba

- Provision of 4 workshops for the South Sudan People's Defence Forces at the national level and 4 sensitization sessions for child protection actors/partners in Juba at the national level to strengthen the monitoring, verification, analysis and reporting mechanism for grave violations and abuses committed against children, and 40 training sessions at the field office level on child protection issues and grave violations against children for parties to the conflict, state and local authorities and civil society organizations
- Provision of support for and monitoring of the implementation of the comprehensive action plan, including the existing military command orders of the South Sudan People's Defence Forces and of punitive orders prohibiting and criminalizing the recruitment and use of children, rape and sexual violence, attacks and occupation/use of schools and hospitals by the armed forces and armed groups in order to increase accountability and fight impunity, through the organization of 2 training sessions for military justice officers and law enforcement agencies

External factors

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

Table 4

Human resources: component 2, monitoring, investigating and reporting on violations of international humanitarian law and violations and abuses of human rights

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Human Rights Division									
Approved posts 2021/22	–	1	18	22	2	43	32	29	104
Proposed posts 2022/23	–	1	18	22	2	43	32	29	104
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2021/22	–	–	3	6	–	9	13	7	29
Proposed posts 2022/23	–	–	3	6	–	9	13	7	29
Net change	–	–	–	–	–	–	–	–	–
Gender Affairs Unit									
Approved posts 2021/22	–	–	2	2	1	5	8	2	15
Proposed posts 2022/23	–	–	2	2	1	5	8	2	15
Net change	–	–	–	–	–	–	–	–	–
Communications and Public Information Division									
Approved posts 2021/22	–	–	2	2	3	7	25	4	36
Proposed posts 2022/23	–	–	2	2	3	7	25	4	36
Net change	–	–	–	–	–	–	–	–	–

Total										
Approved posts 2021/22	–	1	25	32	6	64	78	42	184	
Proposed posts 2022/23	–	1	25	32	6	64	78	42	184	
Net change	–	–	–	–	–	–	–	–	–	

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

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

67. During the 2022/23 period, UNMISS will continue to support humanitarian partners, as required and within its capacity, to create a more conducive environment for the delivery of humanitarian assistance, particularly in the areas of returns, and ensure the protection of humanitarian workers. UNMISS will provide force protection for humanitarian convoys and continue coordinating closely with humanitarian partners to address the immediate protection and humanitarian needs of the displaced communities.

68. Mine action will remain essential to ensure the survey and clearance of explosive hazards, as well as the delivery of explosive ordnance risk education, in locations prioritized to facilitate humanitarian activities and for the civilians seeking to gain access to assistance and services.

69. The Mission will continue engaging with the relevant national actors to promote humanitarian access to the areas of returns or where protection needs are most urgent.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.1 A safe and secure environment to facilitate humanitarian access	<p>3.1.1 Decrease in the number of incidents affecting humanitarian access (2020/21: 559; 2021/22: 550; 2022/23: 545)</p> <p>3.1.2 Kilometres of route verification, clearance operations or convoy escort/route-proving conducted on priority routes and locations prioritized by UNMISS and humanitarian actors to mitigate threats from landmines and unexploded ordnance and permit freedom of movement for United Nations and humanitarian actors (2020/21: 6,764; 2021/22: 4,000; 2022/23: 5,600)</p>

Outputs

- Coordination with humanitarian and development actors at the national and state levels to ensure timely sharing of information and alignment of plans and priorities to enhance access for humanitarian actors and conditions for the delivery of humanitarian action
- Survey and clearance of 500 villages/towns at locations prioritized by UNMISS and humanitarian actors; verification of helicopter landing sites and airstrips, within 72 hours of tasking by UNMISS; and provision of convoy escorts/route-proving for safer freedom of movement for UNMISS and humanitarian actors
- 150 patrol days of the Riverine Unit to facilitate safe movement along the White Nile of United Nations and other humanitarian agencies (6 round-trip barge escort patrols, 25 days per patrol)
- 1,200 unit patrol days to facilitate safe access to airfields, roads and other locations for humanitarian agencies (100 patrol days per month for 12 months)

- Contribution towards situational awareness of the conflict environment from a local perspective for national and international humanitarian organizations through situational briefings, as requested
- Conduct of a nationwide multimedia campaign to promote the Mission's mandate and achievements in relation to facilitating the safe delivery of humanitarian assistance, through the production of 80 multimedia products, including digital news and audiovisual stories, photography albums and social media engagements, for distribution on United Nations Headquarters and UNMISS platforms as well as to external media outlets; and 40 *Working Together* one-hour radio programmes focusing on humanitarian activities in collaboration with United Nations agencies and non-governmental organizations

*Expected accomplishment**Indicators of achievement*

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

3.2.1 No increase in the number of security incidents involving United Nations and designated personnel, assets and installations around the perimeter of UNMISS compounds and internally displaced persons camps (2020/21: 474; 2021/22: 400; 2022/23: 400)

3.2.2 No increase in the number of violations of the status-of-forces agreement as it pertains to UNMISS and its personnel, assets and installations throughout South Sudan (2020/21: 315; 2021/22: 264; 2022/23: 263)

3.2.3 United Nations and humanitarian personnel receiving awareness training on landmines/explosive remnants of war as part of training on safe and secure approaches in field environments, Military Liaison Officer induction training courses and ad hoc requests by mission components and humanitarian partners (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

Outputs

- Regular engagement with relevant authorities of the Government of South Sudan, at both the national and local levels, regarding the UNMISS mandate and violations of the status-of-forces agreement, including any restrictions on the freedom of movement of UNMISS personnel, impacting the mandate of UNMISS, in order to achieve increased adherence to the provisions of the status-of-forces agreement
- Organization of 10 sensitization workshops or events, with the participation of Government representatives, targeting key stakeholders, including officials from justice and security institutions, to increase understanding of the United Nations and to promote respect for the status-of-forces agreement, the Convention on the Privileges and Immunities of the United Nations and other relevant international conventions
- Provision of awareness training on landmines and explosive remnants of war to United Nations and humanitarian personnel to increase their knowledge of threats and how to operate in a contaminated environment
- Dissemination of mine action information and guidance to stakeholders on a monthly basis and provision of targeted maps or information in response to specific requests
- Provision of perimeter security at 21 UNMISS locations, including company operating bases
- Provision of advocacy and daily liaison with the relevant national authorities, including immigration officers and airport security actors, on the freedom of movement of United Nations staff, including violations of the status-of-forces agreement

External factors

Progress in the implementation of the Revitalized Agreement and peace process; impact of the economic situation on security; full commitment from governmental authorities, military actors and armed groups to respect the status-of-forces agreement, freedom of movement and the inviolability of the internally displaced persons camps

Table 5
Human resources: component 3, creating the conditions conducive to the delivery of humanitarian assistance

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Civil Affairs Division									
Approved posts 2021/22	–	–	2	6	–	8	5	5	18
Proposed posts 2022/23	–	–	2	6	–	8	5	5	18
Net change	–	–	–	–	–	–	–	–	–
Protection, Transition and Reintegration Section									
Approved posts 2021/22	–	–	2	4	1	7	12	5	24
Proposed posts 2022/23	–	–	2	4	1	7	12	5	24
Net change	–	–	–	–	–	–	–	–	–
Communications and Public Information Division									
Approved posts 2021/22	–	–	1	1	1	3	9	2	14
Proposed posts 2022/23	–	–	1	1	1	3	9	2	14
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2021/22	–	–	5	11	2	18	26	12	56
Proposed posts 2022/23	–	–	5	11	2	18	26	12	56
Net change	–	–	–	–	–	–	–	–	–

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

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

70. Pursuant to the request of the Security Council in its resolution [2567 \(2021\)](#), the Secretary-General, in his letter dated 15 July 2021 addressed to the President of the Security Council ([S/2021/661](#)), issued a summary of the key findings and recommendations of a needs assessment mission, as an annex to the letter, for the creation of an enabling environment for the conduct of elections in South Sudan at the end of the transitional period. The needs assessment found that the holding of the elections had the potential to be a turning point for South Sudan. However, for the elections to enjoy broad public trust and lead to a peaceful acceptance of the results, the political and electoral system in South Sudan should adhere to the rule of law and human rights. The constitutional and legal reforms envisioned by the peace agreement provided an important opportunity for meaningful participatory decision-making that would affect how elections were implemented and the results ultimately accepted.

The needs assessment further noted that electoral operations in South Sudan would be extremely complex and lengthy owing to the severe infrastructure challenges, security concerns, the inability to access large parts of the country during the rainy season, the illiteracy rate and the difficulty for many South Sudanese to prove their age and citizenship.

71. In the statement by the President of the Security Council during the meeting of the Security Council on 27 October 2021 (S/PRST/2021/20), the Council acknowledged the complexity of the electoral process in South Sudan and urged the South Sudanese authorities to make progress on key milestones. It also requested the Secretary-General to establish an integrated electoral assistance team, under the overall leadership and guidance of the Special Representative of the Secretary-General, to implement the phase 1 electoral assistance activities, as outlined in the recommendations of the needs assessment. As the Revitalized Agreement provides for constitutional review and the writing of a permanent constitution following extensive public consultations, the Mission will also calibrate its good offices and technical advice capacity to effectively support the constitution-making process and enhance political and civic space for a broad range of stakeholders, including political parties, civil society organizations, media, women and youth groups. More generally, the Mission will intensify its engagement with all relevant stakeholders and strengthen its support to processes that would help consolidate peace and expand the political space for a more participatory and accountable decision-making process. This will include the organization of multi-stakeholder workshops and dialogue forums with political parties, women's groups, civil society actors and faith-based groups and the convening of workshops and round-table discussions on Radio Miraya on the implementation of the Revitalized Agreement. In doing so, the Mission will continue to promote dialogue on key parameters of constitutional review and electoral process and continue to assist in the implementation of the recommendations of the electoral needs assessment. The Mission will also provide technical assistance once the constitution-making process bill has been adopted by the National Legislative Assembly, and the National Constitutional Review Commission, the National Elections Commission and other constitution-making and electoral bodies are established.

72. During the 2022/23 period, UNMISS will continue to provide technical assistance and advice to the monitoring bodies, namely, the reconstituted Joint Monitoring and Evaluation Commission and the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism, and institutions established under the Revitalized Agreement. This will include the deployment of experts at the strategic and operational levels to provide thematic support, particularly in the areas related to the establishment and functioning of core transitional institutions and arrangements.

73. For an effective alignment of good offices and electoral assistance, UNMISS will play a convening role among the United Nations system and the international community to maximize efforts to create conditions conducive to the holding of credible and peaceful elections at the end of the transitional period. This will include support for the initial planning and budgeting for electoral operations; technical assistance and advice to national efforts in the establishment of an electoral framework for credible and accepted elections, including constitutional elements; legislation, regulations and code of conduct, considering both legal perspectives and implementation challenges; election security arrangements; and ultimately, assistance to the national Government in conducting a free and fair election.

74. Strengthening partnerships with IGAD, the African Union, the Troika, the European Union, the United Nations country team and other stakeholders will be key to ensuring coordinated support to the Revitalized Transitional Government towards advancing the peace process. UNMISS will focus on advocacy and capacity-building, particularly for the implementation of the provision in the Revitalized Agreement

requiring 35 per cent female representation at all levels of governance and for women's meaningful participation in the constitution-making and electoral processes.

75. Strategic communication, messaging and outreach in support of the implementation of the Revitalized Agreement will continue to focus on awareness-raising on issues relating to the peace process and reconciliation. In addition, leveraging the Mission's geographical presence across the country and its extensive engagement with national and local stakeholders, the Mission will maintain its efforts to support and facilitate trust-building and rapprochement between the parties to the Revitalized Agreement and communities to sustain positive momentum for peace, through advocacy, dissemination of information and good offices.

76. UNMISS will continue to enhance the nexus between national and subnational actors through its political and civic engagements to help elevate grass-roots voices to the national level and thereby raise awareness of the root drivers of conflict, with the aim of stimulating action by the national authorities. UNMISS will also organize meetings and facilitate communication channels among the national Government, state governments and community leaders to enable a common understanding of the issues and engender a collective, coordinated response; promote dialogue and discussions at both levels to build trust and facilitate an environment of open communication; and continue to provide platforms for national and subnational leaders to engage with civil society, women, youth and community leaders through its various political party forums. The conduct of periodic governance forums will enable leaders to interact with their constituencies and international experts, thus aiding trust and policy development.

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

Outputs

- Provision of good offices to the parties to the conflict for the resolution of contentious issues, provision of support for the formulation of gender-responsive national policies based on transparent, participatory and accountable decision-making, and strategic support to advance the participation of women at all levels and all phases of governance, including support to the South Sudan Women's Leadership Forum
- Provision of advice, technical assistance and operational support with due consideration for gender and youth mainstreaming and key results, as required, to the Government, in particular, as well as Parliament and the institutions and oversight bodies established under the Revitalized Agreement, to improve their capacity to deliver on key mandates, including gender provisions, and to encourage effective, transparent and responsive governance in support of the wider reform agenda in accordance with the Revitalized Agreement
- Provision of technical advice and the facilitation of discussions to enhance understanding of and commitment to the Revitalized Agreement through leadership retreats at the national and subnational levels for representatives of the Revitalized Transitional Government
- Provision of support for the implementation of the Revitalized Agreement by engaging with peace advocates through 12 in-person meetings across the country, 20 virtual meetings and 2 workshops in Juba, to raise local awareness and participation in the national-level peace initiatives, foster non-mainstream

political sensitization of the peacekeeping efforts and approaches and enhance dialogue on peaceful resolution of conflicts among ordinary citizens in South Sudan

- Organization and conduct of 10 forums and workshops with political parties and key national civil society actors, including representatives of women's and youth groups, to promote the opening of the political space and the participation of a broad range of political and civil society actors in political processes, as well as 24 meetings with South Sudanese stakeholders, comprising faith-based groups, representatives of people with disabilities, youth groups, women's organizations and academia, to discuss key issues and to encourage and support full and inclusive dialogue and engagement and participation in political processes
- Promotion of the women and peace and security agenda and gender provisions of the Revitalized Agreement, including the quota for the representation of women in government institutions and the meaningful participation of women, through: (a) the sensitization of female members of civil society organizations; (b) the conduct of 30 subnational women's peace forums and 4 national women's peace forums to foster dialogue and discussion to support the implementation of the Revitalized Agreement; and (c) the facilitation of a workshop on women's participation in public decision-making and in peace processes in accordance with Security Council resolution 1325 (2000) to target key stakeholders and opinion leaders in the National Legislative Assembly, political parties and civil society organizations
- Promotion of transitional justice processes and accountability measures through the provision of technical assistance towards the establishment and operationalization of transitional justice mechanisms, including the Commission for Truth, Reconciliation and Healing, and the organization of 10 sensitization activities aimed at promoting an environment conducive to the implementation of transitional justice processes
- Provision of support for trust- and confidence-building activities between government and opposition authorities and communities from government and opposition-controlled areas, through the conduct of 10 dialogue forums, exchange visits, public rallies and other events, with an emphasis on the inclusion and participation of women and young people, to create conditions supportive to the national peace process
- Provision of support to strengthen the role of stakeholders at the grass-roots level – including non-State actors, communities, cattle camps, chiefs' associations, and women and young people – in the implementation of the Revitalized Agreement through the conduct of 10 forums, dialogues, workshops and other events
- Conduct of a nationwide communications campaign in support of the peace process, including (a) 25 awareness-raising activities to promote peace and reconciliation within the country, either in communities or utilizing online/radio platforms; (b) the production and dissemination of promotional materials, including copies of the Revitalized Agreement and/or information about electoral processes; (c) the production of 160 multimedia products, including digital news and audiovisual stories, photography albums and social media engagements, for distribution across United Nations headquarters and UNMISS digital platforms as well as to external media outlets; and (d) the broadcast of 40 one-hour *Democracy in Action* and 40 two-hour *Round Table* radio programmes focused on peace and electoral processes

Expected accomplishment

Indicators of achievement

4.2 Institutions established by the peace agreement to monitor and coordinate its implementation are supported and effectively functioning with adequate participation and representation of women

4.2.1 Reconstituted Joint Monitoring and Evaluation Commission meetings are held regularly, with the participation of all parties, including women's representatives of South Sudan, to oversee the implementation of the Revitalized Agreement (2020/21: 6; 2021/22: 12; 2022/23: 12)

4.2.2 All 9 monitoring and verification teams of the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism are operational and respond swiftly to complaints of violations of the cessation of hostilities agreement

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

Outputs

- Provision of good offices in support of the oversight by the reconstituted Joint Monitoring and Evaluation Commission of the implementation of the Revitalized Agreement through participation in 12 meetings of the reconstituted Commission
- Promotion of coordinated and coherent support from the international community for the implementation of the Revitalized Agreement and for the work of the reconstituted Joint Monitoring and Evaluation Commission through the conduct of 12 diplomatic discussion forums with the diplomatic corps, regular meetings with IGAD and the African Union liaison offices in South Sudan and weekly meetings with the European Union and the Troika
- Provision of good offices to strengthen partnerships with regional entities and other partners, including the African Union, IGAD, the Office of the Special Envoy for the Horn of Africa, the Troika, the European Union and the broader international community, to advance the peace process and ensure a coordinated approach to priority interventions such as support for the permanent constitution-making process, peaceful and inclusive elections and security sector reform
- Provision of support to the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism, through participation in 12 board meetings; provision of housing, administrative and logistical support to monitoring and verification teams; and daily liaison with the Mechanism to coordinate operations
- 360 unit patrol days spent in integrated teams in support of 9 monitoring and verification teams of the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism, monitoring the ceasefire and transitional security arrangements (30 unit patrol days per month for 12 months)

Expected accomplishment

Indicators of achievement

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

4.3.1 Progress towards the establishment of institutions such as the reconstituted National Constitutional Review Commission, the Constitution Drafting Committee, the Preparatory Subcommittee, the National Constitutional Conference and the Constituent Assembly, and the adoption of necessary new laws in support of an inclusive and participatory constitution-making process

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

Outputs

- Provision of advice, technical assistance and support, including gender expertise, to the Transitional Government of National Unity, as required, in the process of identification, review and drafting of key legislation in line with legislative and constitutional reforms proposed in the Revitalized Agreement

- Provision of good offices, advice and support on the establishment and proper functioning of the National Constitutional Review Commission and established constitution-making bodies through the facilitation of inclusive dialogue and forums with the relevant stakeholders and through weekly meetings with representatives of the Transitional Government of National Unity
- Provision of advice, technical assistance and support to the National Constitutional Review Commission and established constitution-making bodies on the finalization of a permanent constitution, including on mainstreaming a gender perspective, and the organization of 4 workshops with members of the Commission and constitution-making bodies to promote and encourage the adoption of internationally accepted standards and best practices in the permanent constitution-drafting process
- Coordination of international support for the constitutional review process to ensure coherence and consistency in the delivery of assistance through the senior-level consultative forum and a technical consultative group
- Conduct of 10 inclusive forums with political figures, community leaders, academia and civil society actors to facilitate the constitution-making process
- Organization of 6 round-table forums with selected target groups of South Sudanese stakeholders, including political parties, civil society organizations, women's groups and youth groups, to raise awareness of key issues informing the public consultation process for the drafting of a permanent constitution and to encourage empowered representation and participation in the process on a widespread basis
- Provision of advice, technical assistance and support to the National Constitutional Review Commission and established constitution-making bodies on civic education and public consultations through 10 forums, 10 workshops and 10 meetings to promote awareness and civic engagement with the permanent constitution-making process

Expected accomplishment

Indicators of achievement

4.4 Electoral preparations are held in accordance with national and international obligations for elections

4.4.1 The legal and security frameworks for elections are adopted with due consideration for protection of civilians, gender-responsive processes and the equal participation of women

4.4.2 Number of legislative amendments and establishment of institutions in support of credible and peaceful elections, including the reconstitution of the Political Parties Council and the National Elections Commission, at the national and subnational levels

Outputs

- Organization of monthly meetings with political parties to promote effective and sustained participation in political and electoral processes, to provide advice to ensure their continued engagement in the political transition process and to encourage transparency and tolerance, including respect for and protection of fundamental freedoms and political space
- Provision of support to ensure engagement at the national and subnational levels with key political, civil society and community stakeholders to promote inclusivity and to foster increased representation and participation of women and youth in the electoral process through meetings with representatives of political parties, state authorities and civil society organizations
- Provision of strategic advice, technical assistance and capacity-building to support national efforts to reconstitute the National Elections Commission in Juba and at the state level
- Organization of meetings and dialogues with political figures, women and youth to encourage the development and implementation of an action plan to advance the political participation of women and youth and provide mentoring networks

- Provision of support to the conduct of leadership workshops for female electoral officials, aspiring female candidates, media and voters on female participation in the electoral process
- Provision of analytical reviews of existing and required legal and security frameworks for elections, highlighting areas for improvement in the context of the implementation of the Revitalized Agreement
- Organization of a coordination mechanism on electoral assistance, including through monthly consultations with the diplomatic community and relevant partners, to allow for an effective alignment of good offices and technical assistance, promote consistency of delivery and avoid duplication of efforts

*Expected accomplishment**Indicators of achievement*

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

4.5.1 Improved functioning of the transitional security sector institutions as provided by the Revitalized Agreement and development of a road map for prioritized security sector reform and disarmament, demobilization and reintegration during the transition period, with due consideration for the equal and inclusive participation of women and for gender-responsive security sector reform

4.5.2 Key justice and rule of law reforms, including judicial reforms identified in the Revitalized Agreement, are adopted

Outputs

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

External factors

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

Table 6

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

Category									Total
I. Government-provided personnel									
Approved 2021/22									88
Proposed 2022/23									88
Net change									—
II. Civilian staff									
									</

Approved temporary positions ^b 2021/22	–	–	–	–	–	–	–	–	–
Proposed temporary positions ^b 2022/23	–	1	5	–	1	7	–	–	7
Net change	–	1	5	–	1	7	–	–	7
Subtotal, II									
Approved 2021/22	–	2	16	14	6	38	18	12	68
Proposed 2022/23	–	3	21	19	7	50	19	13	82
Net change	–	1	5	5	1	12	1	1	14
Total, I and II									
Approved 2021/22									156
Proposed 2022/23									170
Net change									14

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

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

International staff: net increase of 5 posts

National staff: increase of 1 post

General temporary assistance: increase of 7 positions

United Nations Volunteers: increase of 1 position

77. The summary of proposed staffing changes under component 4, supporting the implementation of the Revitalized Agreement and the peace process, is set out in table 7.

Table 7

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

Office/Section/Unit	Type of proposed staffing change	Posts and positions			To/from
		Number	Details		
Political Affairs Division	Establishment	1	P-3		
	Establishment	1	National Professional Officer		
	Establishment	1	United Nations Volunteer		
	Redeployment	(1)	P-5		To the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator), executive direction and management
Rule of Law Advisory Section	Establishment	1	P-4		
	Establishment	4	P-3		
Electoral Affairs Division	Establishment	1	D-1 (general temporary assistance)		
	Establishment	2	P-5 (general temporary assistance)		
	Establishment	3	P-4 (general temporary assistance)		
	Establishment	1	Field Service (general temporary assistance)		
Total		14			

Political Affairs Division

78. The Political Affairs Division is responsible for fulfilling the good offices role in support of the Head of Mission, providing political analysis and reporting in support of decision-making, the coordination of political activities and engagement, and political outreach with a wide range of interlocutors. In addition, the Division conducts political outreach activities in support of the UNMISS mandate, including the provision of technical support to national counterparts on the permanent constitution-making process and electoral processes. Other support activities are focused towards enhancing the national – subnational nexus, including regional, national, subnational and local levels of governance and civil society; enhancing the political and civic space; providing support for the implementation of the Revitalized Agreement; and providing support to the Revitalized Transitional Government, including support to the reconstituted Joint Monitoring and Evaluation Commission and the Government in the outreach to institutions, government actors and the public on the dissemination and understanding of the peace agreement.

79. South Sudan is currently at an important political juncture where capacity-building of the Revitalized Transitional Government and of key political institutions, including the Transitional National Legislative Assembly and the Council of States, will be key elements in the implementation of the Revitalized Agreement. This will necessitate an increase in the number of meetings with the presence of state ministers, in support of key national ministries, to coordinate and consolidate planning between the state and national levels. It will also require an increasing extension of programmatic support to heads of field offices in the state capitals. Of specific interest is the provision of technical support for the dissemination of the constitution-making process, to enable the citizens of South Sudan to understand the process and how to interject therein. In that regard, the provision of technical and coordination support by the Mission to the constitution-making process is crucial in helping to establish the legal frameworks for elections and is therefore an important element of the three-year strategic vision that the Security Council has mandated for the Mission.

80. Accordingly, it is proposed to establish three posts and positions of Political Affairs Officer (1 P-3, 1 National Professional Officer and 1 United Nations Volunteer) to enable a full range of support to the good offices functions and political outreach activities, including through the provision of technical and planning and coordination support. The Political Affairs Officer (National Professional Officer) will have expertise in South Sudanese constitutional law and provide the necessary technical support for the constitution-making process. The incumbent will also provide subject matter advice to audiences in support of the Mission mandate to promulgate the constitution-making process protocols and interact with senior national decision-makers as required. The Political Affairs Officer (P-3) will be responsible for the planning and coordination of multiple events and workshops in multiple locations, with the incumbent expected to interact with senior officials in the national and state governments as well as civil society organizations. In addition, the Political Affairs Officer (United Nations Volunteer) will provide support in the planning and coordination of events and workshops through the coordination of resources via internal programme management.

Rule of Law Advisory Section

81. The Security Council, in its resolution [2567 \(2021\)](#), mandated UNMISS to use technical assistance and capacity-building to support the Government of South Sudan in restoring and reforming the rule of law and justice sector, in order to strengthen the protection of civilians, combat impunity and promote accountability, including investigation and prosecution of gender-based violence and conflict-related sexual

violence, and human rights violations and abuses. The expanded mandate was informed by the independent strategic review of UNMISS conducted during the 2020/21 period, whose recommendations were transmitted to the Security Council in a letter dated 15 December 2020 from the Secretary-General addressed to the President of the Security Council (S/2020/1224). The independent strategic review recommended, inter alia, that UNMISS expand its technical support and advisory capacity in the rule of law, justice and accountability sectors, including its field-based rule of law capacity, to allow more regular engagement with subnational actors and support expanded operations of the mobile court system, which would allow UNMISS to take advantage of opportunities for reform at the subnational level.

82. To fulfil the expanded rule of law and justice mandate of the Mission, it is imperative for UNMISS to provide technical assistance and advice in order to foster a sustained justice and corrections presence. With the redesignation of UNMISS protection of civilians sites during the 2020/21 reporting period and the increasing demand from field offices for rule of law expertise, the Mission has deployed its Government-provided personnel to begin establishing a static justice and corrections presence in UNMISS field offices in Bentiu, Wau and Kuacjok. In the Malakal protection of civilians site, the only protection of civilians site remaining, Government-provided personnel continue to focus on the operation of the detention facility but also undertake tasks to assess the corrections capacity in the state and support national counterparts as necessary. During the current 2021/22 period, the Rule of Law Advisory Section expects to extend its field presence to Aweil and Rumbek through the deployment of Government-provided personnel. While the Section has endeavoured to extend its presence in field locations through the deployment of Government-provided personnel, as described above, it will need added capacity to effectively administer and provide guidance to the personnel in the field offices and ensure that the Mission is able to effectively deliver on its expanded mandate.

83. Accordingly, it is proposed to establish three posts of Rule of Law Officer (P-3) located in Juba, Wau and Bentiu to serve as regional coordinators for the Equatoria greater Bahr el-Ghazal and greater Upper Nile regions, respectively, to ensure that rule of law support in the field is provided in a coherent and coordinated manner. The incumbents will be responsible for coordinating UNMISS-provided rule of law assistance in each of the respective regions and will enable timely and accurate reporting from the field offices to the Mission's headquarters. The incumbents will also be responsible for, inter alia, coordinating with other United Nations agencies engaging in rule of law activities, including the Office of the United Nations High Commissioner for Refugees and the United Nations Development Programme; ensuring that UNMISS support to rule of law actors, including the judiciary, prosecution, police, legal aid, and prison services, is coherent, consistent and in accordance with best practices and United Nations principles; coordinating input from field offices to support Mission-wide reporting and data collection; and producing daily and weekly situation reports, as well as thematic reports, as required.

84. Considering the increased field presence, it is also proposed to establish one post of Rule of Law Officer (P-4) to support overall coordination of field-level rule of law activities. The incumbent will serve as the first reporting officer for the above-mentioned three posts of Rule of Law Officer (P-3) and coordinate subnational engagements both internally and externally to ensure alignment with the broader Rule of Law Advisory Section strategies and national-level engagements. The incumbent will also be responsible for liaising with United Nations Headquarters with respect to force generation and the recruitment of Government-provided justice and corrections personnel. As the field presence of the Rule of Law Advisory Section will initially depend largely on the deployment of Government-provided justice and corrections personnel, failure to establish this post could lead to prolonged delays in the selection

and onboarding of personnel, given that the existing capacity to perform this function is limited. This would limit the Section's ability to consistently engage with state and local-level authorities on key rule of law areas and thus hinder the Mission's ability to effectively deliver on its mandated priorities.

85. Furthermore, it is proposed to establish one post of Disarmament, Demobilization and Reintegration Officer (P-3) in the Rule of Law Advisory Section to provide adequate support for the coordination of international support and to leverage political engagement for disarmament, demobilization and reintegration activities, including through expanded community violence reduction engagements. The Mission is currently well placed, using its good offices, to take a more central role in convening international actors, thereby improving coordination and leveraging political engagement to ensure that national disarmament, demobilization and reintegration programmes meet international norms and standards. In addition to the convening/coordinating role, the Section plans to increase its capacity to support innovative approaches to advance disarmament, demobilization and reintegration through the design and implementation of community violence reduction approaches. Community violence reduction programmes target communities to find solutions to causes of armed violence from within and explicitly target youth at risk of recruitment by armed groups in addition to ex-combatants. They utilize a bottom-up approach, emphasizing community engagement. While the strategic direction of community violence reduction programmes is set from above, decisions related to participant and project selection, training and education options, and monitoring and evaluation are discussed and agreed upon with local communities. In that regard, the incumbent will, inter alia, support the Mission to improve donor coordination and consensus for new community violence reduction programming; support the development of community violence reduction pilot project programming in other hotspot locations; provide specialized technical advice and guidance for the national disarmament, demobilization and reintegration programme currently under development; and support national stakeholders in the development of plans to implement weapons and ammunition management programming in connection with support for national voluntary disarmament initiatives.

Electoral Affairs Division

86. The Security Council, in its resolution [2567 \(2021\)](#), mandated UNMISS to advance a three-year strategic vision to prevent a return to civil war, build durable peace and support inclusive and accountable governance and free, fair and peaceful elections, in accordance with the Revitalized Agreement. By the same resolution, the Council requested the Secretary-General to conduct a needs assessment, including security, procedural and logistical requirements to create an enabling environment for elections in South Sudan. Pursuant to Council resolution [2567 \(2021\)](#), the Secretary-General submitted to the Council the recommendations on the outcome of the needs assessment mission in his letter dated 15 July 2021 ([S/2021/661](#)). In that regard, the President of the Security Council, in his statement during the Council meeting on 27 October 2021 ([S/PRST/2021/20](#)), stated that the Council had requested the Secretary-General to establish an integrated electoral assistance team led by UNMISS, consistent with resolution [2567 \(2021\)](#), to implement the electoral assistance activities set forth in phase 1 of the annex to his letter of 15 July 2021 letter, in support of the elections road map detailed in the Revitalized Agreement.

87. Within the existing mandate of the Mission and following the statement by the President of the Security Council on the recommendations of the needs assessment mission, including the establishment of an electoral team in UNMISS, the Mission's electoral engagement is expected to accelerate. Initial support will be aimed at mitigating the potential for electoral violence and include assistance to reach consensus on the legal, institutional and security frameworks for elections. The long-term aim will

be to deliver assistance in a timely and coordinated manner in order to support electoral operations and security and to ensure that the National Elections Commission is fully functional at both the national and subnational levels. It will be important for UNMISS to develop, in close coordination with United Nations Headquarters, a comprehensive approach to electoral support, with the aim of incorporating UNMISS electoral support within a broader engagement to promote peace and stability as well as democratic governance. This will entail combining technical assistance with good offices efforts by the Special Representative of the Secretary-General and other senior United Nations officials, at both the national and regional levels.

88. At present, UNMISS does not have the capacity and resources to fulfil its electoral mandate and commence implementation of United Nations electoral assistance, including the establishment of an integrated electoral assistance team and supporting the peace process through electoral awareness-raising, advocacy, good offices and technical advice and assistance, as set forth in the needs assessment referred to in the preceding paragraphs. The Mission is also not in a position to operationally absorb specific electoral support functions while maintaining full capacity to implement other mandated priorities. Accordingly, it is proposed to establish seven positions funded under general temporary assistance (1 D-1, 2 P-5, 3 P-4 and 1 Field Service) under a newly established Electoral Affairs Division in UNMISS as detailed below.

89. *Principal Electoral Affairs Officer (D-1)*. The Principal Electoral Affairs Officer will design, lead, supervise and coordinate the provision of United Nations integrated electoral assistance for the implementation of electoral processes in South Sudan, as provided by the Revitalized Agreement. The incumbent will be responsible for the provision of United Nations support to relevant national institutions in the following areas: overall process management, legal drafting and reform, complaints and dispute resolution, planning and budgeting, infrastructure development, operations (including field operations), procurement, logistics, security, information and communications technology, data processing and analysis, training, external relations, public outreach and media relations, civic and voter education, graphic design and institutional reform and development, as well as project and programme management. The incumbent will also provide expert electoral advice to the Special Representative of the Secretary-General and the Deputy Special Representatives of the Secretary-General of UNMISS as well as international partners, as appropriate, and liaise regularly with the Electoral Assistance Division at United Nations Headquarters; assess the impact of domestic and international norms and processes on female participation and provide advice to relevant institutions on appropriate measures to promote women's political participation in the electoral process; regularly brief senior United Nations officials, partners, national counterparts and other key stakeholders on the electoral process; oversee donor liaison and management of resources; supervise the implementation of strategies and programmes to build the capacity of national counterparts and strengthen national institutions and assist the National Elections Commission in developing and maintaining regular and impartial communication with political parties, media organizations, non-governmental organizations and gender focal groups; and assess the progress of the electoral preparations and identify emerging issues that may have an impact on the work of the Mission and make recommendations to the Mission leadership on suitable courses of action and possible mitigation strategies and measures.

90. *Senior Electoral Officer (Electoral Operations) (P-5)*. The Senior Electoral Officer (Electoral Operations) will report to the Principal Electoral Affairs Officer and serve as his or her deputy. The incumbent will provide technical advice and support to the National Elections Commission, including on the establishment and coordination of field operations, infrastructure and information and communications technology development, voter registration processes, registration of political parties and

candidates, accreditation of observers, polling, counting, results management, training and civic and voter education; assist the Commission in developing the concept of operations, budget and operational plan for the elections, including advice and assistance with out-of-country voting; make recommendations to strengthen the institutional and operational capacities of the National Elections Commission in the medium term and the long term and participate in the coordination and delivery of such assistance; considering financial sustainability as a matter of priority, support national authorities in exploring opportunities for cost-effective and sustainable operations without sacrificing quality or credibility; and ensure efficient integration with relevant UNMISS components and the United Nations country team in areas of shared responsibilities. In coordination with the Mission Support Division, the incumbent will also ensure that all electoral operations are conducted effectively by addressing policy guidance, logistics and operational requirements in a timely manner.

91. *Senior Electoral Officer (P-5)*. Under the direct supervision of the Director of the Electoral Assistance Division at United Nations Headquarters in New York and in close coordination with the Principal Electoral Affairs Officer in UNMISS, the Senior Electoral Officer will be based in New York and provide substantive day-to-day backstopping and liaison with the Mission leadership and United Nations Headquarters on electoral matters. The incumbent will review and monitor political and electoral developments in South Sudan and assess trends that might affect the political situation and the organization of electoral processes, provide advice, including early warning advice, to the Under-Secretaries-General of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations and recommend solutions and possible actions by the Organization; identify key electoral issues with a view to facilitating United Nations diplomatic and technical engagement in support of the implementation of the Revitalized Agreement; provide substantive support to the Principal Electoral Affairs Officer in developing strategies and technical papers to inform discussions and negotiations on electoral issues, including background notes, position papers and recommendations for the attention of the Special Representative of the Secretary-General/Head of Mission and the Under-Secretaries-General of the Department of Political and Peacebuilding Affairs and the Department of Peace Operations; provide policy guidance to the UNMISS integrated electoral team and relevant United Nations entities on the United Nations normative framework for electoral assistance, including measures to mitigate the potential for electoral violence and promote inclusive and peaceful elections; provide specialist advice and support to the Mission on women and peace and security work to mainstream gender considerations into electoral operations, systems and processes; liaise regularly with counterparts in the Department of Peace Operations, the United Nations Development Programme and other relevant United Nations entities, including the integrated operational team, and ensure up-to-date information and common understanding and messaging regarding electoral issues in South Sudan; establish and maintain relations and lead electoral coordination mechanisms with international partners and regional and subregional organizations and governments with regard to electoral processes in South Sudan; brief interested parties and donors on electoral developments and operations in South Sudan; assist in resource mobilization activities and provide suggestions and recommendations, as appropriate; engage UNMISS, relevant United Nations agencies and external partners to ensure an integrated approach to effective electoral support, taking into full consideration each entity's comparative advantage; undertake administrative functions relating to the staffing, planning and budgeting for electoral support, including facilitating staff recruitment, in close coordination with the United Nations electoral roster team; and represent the Electoral Assistance Division and lead needs assessment and expert advisory missions to United Nations operations and field offices in South Sudan and in the region, and conduct workshops and training, as required.

92. *Electoral Officer (Voter Registration) (P-4)*. The Electoral Officer (Voter Registration) will report to the Senior Electoral Officer (Electoral Operations) and support the design and implementation of programmes in the fields of information and communications technology and data processing and analysis, including through advice to national authorities on the design, implementation and monitoring of the data processing for various operations, including voter and political entities registration and results management. The incumbent will assist the national authorities in assessing existing population data and previous voter registration methodology and provide technical advice on voter registration options; develop contingency plans to ensure continuous availability and accessibility of data resources in the event of emergencies; and work in an integrated manner with the relevant Mission components and members of the United Nations country team to help the South Sudanese authorities in deciding and planning strategically in this area, including coordinating closely with relevant national authorities and other assistance providers to link voter registration issues with the overall strategic planning of the electoral process design. This will include security, logistics and feasibility considerations and support for nationwide public education and outreach campaigns to raise awareness and effectively communicate the importance of the voter registration ahead of the planned elections at the end of the transitional period.

93. *Electoral Officer (Coordination and Reporting) (P-4)*. The Electoral Officer (Coordination and Reporting) will report to the Senior Electoral Officer (Electoral Operations) and support the Mission's in-country coordination and strategic planning for an integrated United Nations electoral assistance in South Sudan. The incumbent will develop and maintain productive partnerships with Mission components, heads of field offices, United Nations country team members, national authorities and other electoral assistance providers and support the Mission to ensure internal and external coordination on electoral assistance matters; provide substantive and practical support to UNMISS-led integration and coordination mechanisms on elections, including serving as the secretariat for relevant task forces, clusters, inter-agency coordination groups, steering committees and working groups; produce accurate and timely reports, analysis and briefing notes on electoral issues and preparations; draft code cables and reports for the Security Council on elections, talking points for the Mission leadership, digital content and newsletters, as required; undertake administrative tasks necessary for the functioning of the UNMISS Electoral Affairs Division, including drafting of budget proposals, reporting on budget implementation, and project management; and facilitate/contribute to the implementation of specific programmes, including training and capacity-building activities.

94. *Electoral Officer (Legal Affairs) (P-4)*. The Electoral Officer (Legal Affairs) will report to the Senior Electoral Officer (Electoral Operations) and provide technical assistance and advice to relevant national authorities on the review of the legal framework for elections, including advice on constitutional provisions and legislation governing the electoral process and administration. The incumbent will assist the National Elections Commission in developing internal administrative guidelines and procedures, conceptualizing and drafting electoral regulations, procedures, codes of conduct, guidelines and manuals for the management and conduct of the electoral process, with regard to political parties and candidate registration, voter registration, district delimitation, dispute resolution mechanisms, electoral campaigning, polling, counting and results tabulation; support national authorities in designing an inclusive legal framework aimed at ensuring the meaningful participation of women, youth, internally displaced persons and marginalized groups; share comparative experiences from the region and beyond, draft technical papers on specific issues and ensure the full mainstreaming of a gender perspective in the electoral framework; contribute to the capacity-building of national counterparts, in particular those of the National Elections Commission; support the National Elections Commission in briefing political parties, civil society

organizations, including women's, youth and faith-based groups, with the aim of enhancing understanding of the rules of the electoral process; and explore innovative ways, such as online dialogue, to engage a wider spectrum of stakeholders in society and promote broad-based support for the electoral process.

95. *Administrative Assistant (Field Service)*. The Administrative Assistant will perform a full range of office management and administrative support functions in the Electoral Affairs Division of UNMISS. The incumbent will manage the team schedule and provide support in the areas of travel and logistical arrangements as well as meeting arrangements and overall coordination of administrative support to the Division; ensure that United Nations electoral missions to South Sudan, or visits by non-United Nations delegations, are supported; process expense claims, travel requests and visa applications using platforms such as Umoja; oversee the effective organization of electoral events, such as workshops, training and media events, which will include the timely preparation of agendas and the provision of logistical assistance as required; ensure the smooth and efficient flow of information within the United Nations integrated electoral assistance team; and prepare and process documents containing confidential information and set up and maintain reference files and records.

Component 5: support

96. The support component will continue to provide effective and efficient services in support of the implementation of the mandate of the Mission through the delivery of related outputs, the implementation of service improvements and the realization of efficiency gains. This will include the provision of services to the military, police and civilian personnel in all locations of UNMISS activities. The range of support will comprise all support services relating to air operations; budget, finance and reporting; administration of civilian and uniformed personnel; facilities, infrastructure and engineering; environmental management; fuel management; field technology services; medical services; supply chain management; security; and vehicle management and ground transport.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
5.1 Rapid, effective, efficient and responsible support services for the Mission	<p>5.1.1 Percentage of approved flight hours utilized (2020/21: 77 per cent; 2021/22: ≥ 90 per cent; 2022/23: ≥ 90 per cent)</p> <p>5.1.2 Average annual percentage of authorized international posts vacant (2020/21: 7.6 per cent; 2021/22: 5.4 per cent ± 1 per cent; 2022/23: 5.4 per cent ± 1 per cent)</p> <p>5.1.3 Average annual percentage of female international civilian staff (2020/21: 28.6 per cent; 2021/22: ≥ 37 per cent; 2022/23: ≥ 37 per cent)</p> <p>5.1.4 Average number of calendar days for roster recruitments, from posting of the job opening to candidate selection for P-3 to D-1 and FS-3 to FS-7 levels (2020/21: 64; 2021/22: ≤ 101; 2022/23: ≤ 60)</p> <p>5.1.5 Average number of calendar days for post-specific recruitments, from posting of the job opening to candidate selection, for P-3 to D-1 and FS-3 to FS-7 levels (2020/21: 332; 2021/22: ≤ 120; 2022/23: ≤ 120)</p>

5.1.6 Overall score on the Administration's environmental management scorecard (2020/21: 70; 2021/22: 100; 2022/23: 100)

5.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2020/21: 93 per cent; 2021/22: ≥ 85 per cent; 2022/23 ≥ 94 per cent)

5.1.8 Compliance with the field occupational safety risk management policy (2020/21: 87.5 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

5.1.9 Overall score on the Administration's property management index (2020/21: 2,000; 2021/22: $\geq 1,800$; 2022/23: $\geq 1,800$)

5.1.10 Deviation from the demand plan in terms of planned quantities and the timeliness of purchase (2020/21: 5 per cent; 2021/22: ≤ 20 per cent; 2022/23: ≤ 20 per cent)

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

5.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2020/21: 96 per cent; 2021/22: ≥ 95 per cent; 2022/23: ≥ 95 per cent)

Outputs

Service improvements

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

Aviation services

- Operation and maintenance of a total of 25 aircraft (7 fixed-wing, 18 rotary-wing)
- Provision of a total of 19,060 planned flight hours (16,060 from commercial providers, 3,000 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, casualty and medical evacuation
- Oversight of aviation safety standards for 25 aircraft and 34 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$1,122,939,000 in line with delegated authority

Civilian personnel services

- Provision of human resource services for up to 2,827 authorized civilian personnel (923 international staff, 1,445 national staff, 8 temporary positions and 451 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation, and staff performance management in line with delegated authority

Facility, infrastructure and engineering services

- Maintenance and repair services for 21 mission sites
- Implementation of 12 construction, renovation and alteration projects
- Operation and maintenance of 313 United Nations-owned generators and 2 solar power panel plants
- Operation and maintenance of United Nations-owned water supply and treatment facilities (42 wells/boreholes and 19 water treatment and purification plants) and 126 wastewater treatment plants
- Provision of waste management services, including liquid and solid waste collection and disposal, in 21 sites
- Provision of cleaning, ground maintenance, pest control and laundry services

Fuel management services

- Management of supply and storage of 52.5 million litres of fuel (20.8 million for air operations, 0.1 million for marine operations, 3.1 million for ground transportation and 28.5 million for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 17 locations

Field technology services

- Provision and support of 5,050 handheld portable radios, 2,512 mobile radios for vehicles and 392 base station radios
- Operation and maintenance of 23 FM radio broadcast stations and 6 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 55 very small aperture terminals, 35 telephone exchanges and 110 microwave links, as well as provision of 150 satellite and 2,200 mobile telephone service plans
- Provision and support for 5,359 computing devices and 676 printers for an average strength of 4,642 civilian and uniformed end users, in addition to 378 computing devices and 47 printers for connectivity of contingent personnel, as well as other common services
- Support and maintenance of 45 local area networks (LAN) and 32 wide area networks (WAN) in 42 sites
- Analysis of geospatial data covering 644,329 km², maintenance of topographic and thematic layers and production of 6,000 maps

Medical services

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

Supply chain management services

- Provision of planning and sourcing support for the acquisition of goods and commodities with an estimated value of \$153.9 million, in line with delegated authority; receipt, management and onward distribution of up to 21,000 tons of cargo within the mission area; and management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below threshold, with a total historical cost of \$445.5 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 19,013 authorized military and police personnel (242 military observers, 431 military staff officers, 16,327 contingent personnel, 733 United Nations police officers and 1,280 formed police personnel) and 88 Government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 35 military and formed police units
- Supply and storage of rations, combat rations and bottled water for an average strength of 14,147 military contingent and formed police personnel
- Support the processing of claims and entitlements for an average strength of 15,517 military and police personnel and 42 Government-provided personnel

Vehicle management and ground transport services

- Operation and maintenance of 1,824 United Nations-owned vehicles (950 light passenger vehicles, 402 special purpose vehicles, 22 ambulances, 45 armoured vehicles and 405 other specialized vehicles, trailers and attachments), 4,093 contingent-owned vehicles and 13 workshop and repair facilities, as well as the provision of transport and shuttle services

Security

- Provision of security services 24 hours a day, 7 days a week for all personnel in the Mission area
- 24-hour close protection to senior mission staff and visiting high-level officials
- Mission-wide site security assessments, including residential surveys for all international staff
- Conduct of 2,000 information sessions on security awareness and contingency plans for all Mission staff and induction security training and primary fire training/drills for new Mission staff

Conduct and discipline

- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, monitoring of investigations and disciplinary action
- Implementation of a victim assistance programme in a coordinated, system-wide manner prioritizing the rights and dignity of victims

HIV/AIDS

- Operation and maintenance of 7 fixed and 4 mobile HIV voluntary confidential counselling and testing facilities for Mission personnel
 - Conduct of a sensitization programme on HIV and other communicable and non-communicable diseases through induction and awareness training
-

Table 8
Human resources: component 5, support

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Director of Mission Support									
Approved posts 2021/22	–	1	4	6	6	17	5	2	24
Proposed posts 2022/23	–	1	4	6	6	17	5	2	24
Net change	–	–	–	–	–	–	–	–	
Operations and Resource Management Service									
Approved posts 2021/22	–	1	19	10	56	86	102	32	220
Proposed posts 2022/23	–	1	19	10	56	86	102	32	220
Net change	–	–	–	–	–	–	–	–	–
Supply Chain Management									
Approved posts 2021/22	–	1	18	29	99	147	332	101	580
Proposed posts 2022/23	–	1	18	29	100	148	335	101	584
Net change	–	–	–	–	1	1	3	–	4
Service Delivery (including Field Technology)									
Approved posts 2021/22	–	1	20	27	130	178	481	174	833
Proposed posts 2022/23	–	1	20	27	130	178	481	174	833
Net change	–	–	–	–	–	–	–	–	–
Security and Safety Section									
Approved posts 2021/22	–	–	2	34	149	185	125	–	310
Proposed posts 2022/23	–	–	2	39	160	201	125	–	326
Net change	–	–	–	5	11	16	–	–	16
Approved temporary positions ^b 2021/22	–	–	–	5	11	16	–	–	16
Proposed temporary positions ^b 2022/23	–	–	–	–	–	–	–	–	–
Net change	–	–	–	(5)	(11)	(16)	–	–	(16)
Subtotal, Security and Safety Section									
Approved posts 2021/22	–	–	2	39	160	201	125	–	326
Proposed posts 2022/23	–	–	2	39	160	201	125	–	326
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2021/22	–	4	63	106	440	613	1 045	309	1 967
Proposed posts 2022/23	–	4	63	111	452	630	1 048	309	1 987
Net change	–	–	–	5	12	17	3	–	20
Approved temporary positions ^b 2021/22	–	–	–	5	11	16	–	–	16
Proposed temporary positions ^b 2022/23	–	–	–	–	–	–	–	–	–
Net change	–	–	–	(5)	(11)	(16)	–	–	(16)

Total, component 5									
Approved posts 2021/22	–	4	63	111	451	629	1 045	309	1 983
Proposed posts 2022/23	–	4	63	111	452	630	1 048	309	1 987
Net change	–	–	–	–	1	1	3	–	4

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

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

International staff: increase of 17 posts

National staff: net increase of 3 posts

General temporary assistance: decrease of 16 positions

97. The summary of proposed staffing changes under component 5, support, are set out in tables 9 to 11.

Table 9
Staffing changes: component 5, support, Operations and Resource Management Service

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Human Resources Section	Reassignment	(1)	National General Service	From Team Assistant to Human Resources Assistant
	Reassignment	1	National General Service	
Total		–		

Operations and Resource Management Service

Human Resources Section

98. It is proposed that one post of Team Assistant (national General Service) in the Human Resources Section be reassigned as a Human Resources Assistant in the same Section to strengthen its specialist support services functions and thus better support human resources management in the Mission. The incumbent will provide support to the Human Resources Officer within the Specialist Support Services Unit of the Section in many key human resources functions, including administration of justice cases, oversight and audit related support, knowledge management and business processes and transformation. The support provided by the Human Resources Assistant will be critical in ensuring that the Specialist Support Services Unit continues to provide better strategic support to senior management in respect of workforce planning, strategic advice on talent management, right-sizing mission planning, data collection, analysis and reporting.

Table 10
Staffing changes: component 5, support, Supply Chain Management

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Aviation Section	Establishment	1	Field Service	
	Establishment	3	National General Service	
Total		4		

Supply Chain Management

Aviation Section

99. The Aviation Section of UNMISS plans and coordinates the utilization of the Mission's air assets, including commercial aircraft and aircraft provided under the letters-of-assist arrangements; implements a coordinated air support system throughout the Mission area; develops and implements aviation standard operating procedures; oversees the operational control of the air charter contracts, airfield services and airfield rehabilitation projects; manages air terminal operations; arranges for surveys and assessment of airfields in remote sites and helicopter landing zones; provides threat assessment, aeronautical and meteorological information to aircrews; liaises with national and international aviation authorities; and arranges flight clearances and flight tracking.

100. The Mission currently operates 25 aircraft, which are based at 10 different Mission locations. However, flight operations extend to many other locations within South Sudan as well as nearby locations, including Entebbe. In that regard, UNMISS conducts approximately 240 scheduled flights and more than 35 casualty evacuation/medical evacuation flights to Entebbe on an annual basis, plus other unscheduled flights as needed. Air operations support in Entebbe for UNMISS was previously provided largely by MONUSCO personnel as well as one UNMISS United Nations Volunteer Air Operations Assistant position embedded within MONUSCO air operations. MONUSCO, however, scaled down its footprint in Entebbe starting at the beginning of the current 2021/22 period, including the abolishment of air operations-related posts and positions located in Entebbe. In the interim, the Mission has availed itself of the services of individual contractors to fill the gap left by the departure of the MONUSCO personnel, to ensure business continuity. However, considering the importance of Entebbe to the operations of UNMISS, including its strategic importance as a back-office support, the access it provides to level III medical facilities and its function as the primary location for international flight connections out of the Mission area, it is imperative that longer-term solutions be put in place to ensure a similar level of service as that previously provided by the MONUSCO team.

101. Accordingly, it is proposed to establish four posts of Air Operations Assistant (1 Field Service and 3 national General Service) located in Entebbe to ensure that critical aspects of the Mission's operations are not jeopardized. Under the supervision of the Air Operations Assistant (Field Service), the team will, inter alia, ensure that air operations are conducted in compliance with the applicable policies and procedures of the United Nations and the aviation standards, practices, procedures and regulations of the host country; monitor the process of daily flight schedule planning involving regular flights, cargo flights, special flights and casualty evacuation/medical evacuation flights; monitor the technical and safety performance of United Nations air assets; ensure the serviceability of UNMISS equipment and facilities and coordinate with the relevant bodies for any assistance required; ensure that refuelling activities are conducted in accordance with the established procedures and safety requirements; liaise with the relevant aviation authorities for the coordination of flight clearances; coordinate airport security activities with the Security and Safety Section; coordinate with movement control on a daily basis during passenger, casualty evacuation/medical evacuation and cargo operations before the release of an aircraft for flight; coordinate ground-handling services, including aircraft refuelling; submit requests for overflight and landing clearances for UNMISS aircraft to the Uganda Civil Aviation Authority as needed; liaise with the Uganda Civil Aviation Authority on aviation-related activities and issues and inform the parties concerned accordingly; coordinate transportation, accommodation and meals for crew members who remain overnight in Entebbe on UNMISS assignment; conduct induction briefings for new crew members; and conduct flight crew briefings and ensure that all necessary flight documentation is processed and archived.

Table 11
Staffing changes: component 5, support, Security and Safety Section

Office/Section/Unit	Type of proposed staffing change	Posts and positions		
		Number	Details	To/from
Security and Safety Section	Conversion	(5)	P-3 (general temporary assistance)	} From general temporary assistance positions to posts
	Conversion	5	P-3	
	Conversion	(11)	Field Service (general temporary assistance)	} From general temporary assistance positions to posts
	Conversion	11	Field Service	
Total		—		

Security and Safety Section

102. During the 2020/21 period, the staffing component of the Security and Safety Section of the Mission included 32 positions funded under general temporary assistance. Following the redesignation of protection of civilians sites to conventional camps for internally displaced persons under the sovereign control of the Government, the approved resources for UNMISS for the 2021/22 period included the abolishment of 16 general temporary assistance positions of Security Officer (Field Service), in line with the recommendations contained in the civilian staffing review and in accordance with the Mission's operational requirements. The redesignation of the protections of civilians sites to internally displaced persons camps is, however, envisaged to bring new security-related challenges, including for the perimeter security of Mission locations in the vicinity of internally displaced persons camps. The redesignation and the resulting reduced presence of Mission personnel within those sites has necessitated increased interactions between UNMISS security personnel and internally displaced persons as well as neighbouring communities to collect information about the security situation and perceptions within the camps and among camp inhabitants, to appropriately assess early warning signs and possible risk factors and to take necessary risk mitigation measures. Coupled with widespread insecurity in the country, those factors make it essential that the current staffing strength of the Security and Safety Section be maintained for it to be able to efficiently accomplish its mandate.

103. It is proposed that the remaining 16 positions funded under general temporary assistance, comprising five Security Coordination Officer (P-3) and 11 Security Officer (Field Service) positions, be converted to posts for the 2022/23 period. The Security Coordination Officers (P-3) will continue to serve in a supervisory role in support of the coordination and management of the Security Officers as well as assist the Principal Security Advisor in sustaining the establishment and maintenance of the Mission-wide United Nations security management system; coordinate with the host Government and local authorities on all security-related issues; and conduct threat assessments and risk analysis. Meanwhile, the Security Officers (Field Service) will reinforce manpower and the 24/7 response capacity of the safety and security operations of the Mission, including through added security capacity for Mission locations in Juba, Bentiu and Wau. The above-mentioned functions of the Security Coordination Officers (P-3) and Security Officers (Field Service) cannot be considered separate or different from the main body of the Security and Safety Section. They are part of a seamless and integrated security workforce providing day-to-day security management and operational functions and support in the field offices and Juba. It is therefore imperative and strategically important to convert these remaining 16 positions to posts to enable the Section to continue to efficiently and effectively deliver on its safety and security mandate.

II. Financial resources

A. Overall

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	9 795.4	11 403.1	8 127.9	(3 275.2)	(28.7)
Military contingents	465 903.5	459 575.1	448 666.4	(10 908.7)	(2.4)
United Nations police	25 284.5	34 537.3	24 017.5	(10 519.8)	(30.5)
Formed police units	36 301.8	22 409.1	26 680.4	4 271.3	19.1
Subtotal	537 285.2	527 924.6	507 492.2	(20 432.4)	(3.9)
Civilian personnel					
International staff	202 333.4	207 046.6	219 783.8	12 737.2	6.2
National staff	74 503.2	71 992.0	73 882.1	1 890.1	2.6
United Nations Volunteers	24 175.2	24 370.9	26 217.5	1 846.6	7.6
General temporary assistance	8 779.3	5 212.0	2 123.8	(3 088.2)	(59.3)
Government-provided personnel	2 631.7	1 815.4	1 356.5	(458.9)	(25.3)
Subtotal	312 422.8	310 436.9	323 363.7	12 926.8	4.2
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	513.1	722.0	347.5	(374.5)	(51.9)
Official travel	1 473.4	2 621.3	2 292.4	(328.9)	(12.5)
Facilities and infrastructure	117 346.3	81 510.1	86 199.4	4 689.3	5.8
Ground transportation	11 619.4	12 535.3	13 207.7	672.4	5.4
Air operations	89 201.8	94 906.1	101 802.6	6 896.5	7.3
Marine operations	3 950.0	1 186.1	2 415.2	1 229.1	103.6
Communications and information technology	34 579.7	29 878.3	31 751.0	1 872.7	6.3
Medical	2 594.8	1 746.2	1 825.1	78.9	4.5
Special equipment	—	—	—	—	—
Other supplies, services and equipment	58 916.7	49 667.0	49 242.2	(424.8)	(0.9)
Quick-impact projects	1 998.1	2 500.0	3 000.0	500.0	20.0
Subtotal	322 193.3	277 272.4	292 083.1	14 810.7	5.3
Gross requirements	1 171 901.3	1 115 633.9	1 122 939.0	7 305.1	0.7
Staff assessment income	27 314.8	26 224.1	27 371.4	1 147.3	4.4
Net requirements	1 144 586.5	1 089 409.8	1 095 567.6	6 157.8	0.6
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 171 901.3	1 115 633.9	1 122 939.0	7 305.1	0.7

B. Non-budgeted contributions

104. 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 ^a	875.0
Voluntary contributions in kind (non-budgeted) ^b	57 107.8
Total	57 982.8

^a Represents radio frequency fees.

^b The contributions are mainly in respect of notional land-lease costs estimated at \$48.4 million.

C. Efficiency gains

105. 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>
Air operations	2 101.9	Replacement of 3 military helicopters (Mi-17) with 2 commercial helicopters (Mi-8)
Total	2 101.9	

D. Vacancy factors

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

(Percentage)

<i>Category</i>	<i>Actual 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
Military and police personnel			
Military observers	12.4	5.0	2.9
Military contingents	13.2	17.3	18.1
United Nations police	27.4	4.0	4.0
Formed police units	12.8	46.9	33.6
Civilian personnel			
International staff	7.6	5.4	5.4
National staff			
National Professional Officers	5.0	4.0	4.0
National General Service staff	4.6	4.0	4.0
United Nations Volunteers (international)	13.6	13.0	13.0
United Nations Volunteers (national)	0.0	0.0	0.0

<i>Category</i>	<i>Actual 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
Temporary positions ^a			
International staff	6.3	0.0	50.0
National staff	0.0	—	—
Government-provided personnel	37.5	52.3	52.3

^a Funded under general temporary assistance.

107. The proposed delayed deployment factors for military and police personnel and the proposed vacancy rates for civilian personnel take into account historical patterns, current incumbency rates and projected deployments based on planning for the 2022/23 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

108. Requirements for the period from 1 July 2022 to 30 June 2023 are based on standard reimbursement rates for major equipment (under wet-lease arrangements) and self-sustainment in the total amount of \$148,166,000, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>		
	<i>Military contingents</i>	<i>Formed police units</i>	<i>Total</i>
Major equipment	89 063.5	4 709.8	93 773.3
Self-sustainment	51 160.1	3 232.6	54 392.7
Total	140 223.6	7 942.4	148 166.0
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to Mission area			
Extreme environmental conditions factor	3.1	1 October 2021	31 January 2021
Logistics and road conditions factor	2.8	1 October 2021	31 January 2021
Hostile action or forced abandonment factor	5.0	1 October 2021	31 January 2021
B. Applicable to home country			
Incremental transportation factor	0.0–4.0		

F. Training

109. 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	26.6
Official travel	
Official travel, training	366.8
Other supplies, services and equipment	
Training fees, supplies and services	676.1
Total	1 069.5

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

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>
Internal	576	644	523	698	1 703	509	75	60	23
External ^a	6	91	37	–	20	2	–	11	–
Total	582	735	560	698	1 723	511	75	71	23

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

111. The proposed training programme reflects the Mission's priorities for the 2022/23 period, including capacity-building of national staff and strengthening the substantive and technical capacity of mission personnel in air operations, engineering, ground transportation, electoral support and law and order. Mandatory induction training will also continue to be provided for all civilian and uniformed personnel, including police advisers, military liaison personnel and staff officers.

G. Mine detection and mine-clearing services

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

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Mine detection and mine-clearing services	29 550.5

113. The proposed resource requirements for mine detection and mine-clearing services include provisions for international and national staff (\$4,980,100) and contracts for: (a) two integrated clearance capacity teams to survey and clear hazardous areas; (b) eight multitasking teams capable of carrying out mine clearance and explosive ordnance disposal; (c) four mine action teams to clear explosive

ordnance and hazardous areas; (d) three emergency response teams capable of responding to emergencies and technically demanding tasks in support of the Mission and humanitarian actors; (e) two route verification and clearance teams to provide technical capacity to assess and clear roads of landmines and explosive remnants of war; (f) one regional management capacity team to provide quality assurance and support implementation; and (g) six explosive-detection dog teams to conduct explosives and weapons search operations (\$21,523,500). Requirements also include travel and training (\$166,200), clearance equipment for explosive remnants of war (\$65,700) and office equipment and operational expenses (\$590,900). The balance represents project support costs, as well as management fees payable to UNOPS, amounting to \$2,224,100.

114. 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 Programme Review Committee is a multi-disciplinary body comprised of Mission and Headquarters colleagues that ensures that the UNMISS mine action programme is designed to deliver the Mission mandate efficiently and effectively.

H. Other programmatic activities

115. 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>	<i>Related expected accomplishment</i>
Community-based violence reduction activities targeting potential perpetrators such as armed youth groups	215.0	1.2
Civil affairs activities and community support for promoting peaceful coexistence among local communities, including internally displaced persons, in the areas of conflict management, reconciliation and social cohesion	932.5	1.1, 1.2, 1.3, 1.4, 4.1
Human rights activities for the promotion of human rights standards in local communities and at the national level	415.0	1.3, 1.4, 2.1, 2.2
Child protection activities for sensitization on the grave violations and abuses committed against children, in support of the implementation of the existing child protection mechanisms	300.0	1.1, 1.2, 2.1
Women's protection advisory-related activities to protect vulnerable groups against abuse and violence, in particular conflict-related sexual violence	71.0	1.1, 2.1, 2.2
Provision of support to the South Sudan National Police Service and for initiatives to prevent crime and violence in internally displaced persons communities	1 075.0	1.3, 2.1, 2.2
Rule-of-law activities to promote individual and institutional accountability in South Sudan	489.5	4.1, 4.3, 4.4, 4.5
Political affairs activities to promote the peace process, inclusivity and empowerment of a broad range of stakeholders	48.6	4.1, 4.2
Activities related to the enhancement of women's participation in the peace processes and public decision-making	300.0	1.1, 4.1
Relief, reintegration and protection initiatives, in coordination with relevant partners, for the facilitation of the safe and voluntary return of internally displaced persons	608.0	1.1, 1.2, 1.3
Total	4 454.6	

116. The proposed budget for the 2022/23 period includes provisions in the amount of \$4,454,600 to support other programmatic activities. A brief description of programmatic activities, the corresponding estimated requirements and the links to expected accomplishments are indicated in the table above.

I. Quick-impact projects

117. 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)	1 998.1	41
1 July 2021 to 30 June 2022 (approved)	2 500.0	50
1 July 2022 to 30 June 2023 (proposed)	3 000.0	60

118. For the 2022/23 period, a total of 60 quick-impact projects are planned to build confidence in the Mission and its mandate, including: (a) governance and institutional building to enhance the delivery of basic public administrative and social services that promote sustainable and peaceful livelihoods at the national and subnational levels; (b) locally initiated engagements aimed at promoting peace and reconciliation processes and broadening of consultations on constitution-making and elections; (c) restoration and reconstruction of entities related to rule of law and human rights institutions to promote strengthened and integrated justice chain and accountability mechanisms; (d) improvement of basic service infrastructure to build resilience of communities at the national and subnational levels; and (e) empowerment of women and youth to promote their full, equal and meaningful participation in the implementation of the Revitalized Agreement.

III. Analysis of variances¹

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

	<i>Variance</i>	
Military observers	(\$3 275.2)	(28.7%)

• Cost parameters: change in mission subsistence rates

120. The reduced requirements are attributable mainly to the application of a lower net daily rate of \$75 for “after 30 days” mission subsistence, compared with a net daily rate of \$125 applied in the approved resources for the 2021/22 period, in accordance with the latest mission subsistence allowance rates effective 1 January 2022.

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

	<i>Variance</i>	
Military contingents	(\$10 908.7)	(2.4%)

• **Cost parameters: change in mission subsistence rates**

121. The reduced requirements are attributable mainly to: (a) the application of a lower net daily rate of \$75 for “after 30 days” mission subsistence, compared with a net daily rate of \$125 applied in the approved resources for the 2021/22 period, in accordance with the latest mission subsistence allowance rates effective 1 January 2022; (b) the provision for an average strength of 13,297 military contingent personnel (infantry and enabling) during the 2022/23 period, compared with an average strength of 13,430 military contingent personnel provided for in the approved resources for the 2021/22 period; and (c) lower freight and deployment of contingent-owned equipment costs owing to no planned repatriations during the 2022/23 period, compared with a number of planned repatriations of infantry units in the 2021/22 period.

	<i>Variance</i>	
United Nations police	(\$10 519.8)	(30.5%)

• **Cost parameters: change in mission subsistence rates**

122. The reduced requirements are attributable mainly to the application of a lower net daily rate of \$75 for “after 30 days” mission subsistence, compared with a net daily rate of \$125 applied in the approved resources for the 2021/22 period, in accordance with the latest mission subsistence allowance rates effective 1 January 2022.

	<i>Variance</i>	
Formed police units	\$4 271.3	19.1%

• **Management: change in deployment levels**

123. The increased requirements are attributable mainly to the provision for an average strength of 850 formed police personnel during the 2022/23 period, compared with an average strength of 680 formed police personnel provided for in the approved resources for the 2021/22 period. The increased average deployment levels are due to the cancellation of the planned repatriation of two formed police units from Malakal and Bentiu, owing primarily to the evolving operational requirements, including the continued presence of the protection of civilians site in Malakal and the residual capacity required in Bentiu to address fragile security conditions in the former protection of civilians site. It also takes into account the anticipated increase in uniformed personnel activities during the 2022/23 period in the lead-up to the anticipated elections in the 2023/24 reporting period.

	<i>Variance</i>	
International staff	\$12 737.2	6.2%

• **Cost parameters: change in salary rates**

124. The increased requirements are attributable mainly to: (a) the higher 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; (b) the proposed conversion of 16 general temporary assistance positions, comprising five P-3 and 11 Field Service positions, to posts in the Security and Safety Section; and (c) the proposed establishment of seven international staff posts, comprising one P-4, five P-3 and one Field Service posts.

	<i>Variance</i>	
National staff	\$1 890.1	2.6%

- Cost parameters: change in danger pay rate

125. The increased requirements are attributable mainly to the application of the higher rate of \$697 per person per month for danger pay entitlements for national staff based on a revised scale, compared with the rate of \$575 applied in the approved resources for the 2021/22 period.

	<i>Variance</i>	
United Nations Volunteers	\$1 846.6	7.6%

- **Management: change in repatriation levels**

126. The increased requirements are attributable mainly to: (a) higher estimated costs for repatriations and onboarding, as the Mission will have 133 United Nations Volunteers who will reach their maximum service period of four years during the 2022/23 period, compared with 75 in the approved resources for the 2021/22 period; (b) the application of the higher rate of \$288 per person per month for medical and life insurance, compared with the rate of \$122 applied in the approved resources for the 2021/22 period; and (c) the application of the higher weighted average rate of \$2,995 per person per month for volunteer living allowance, compared with the rate of \$2,939 applied in the approved resources for the 2021/22 period.

	<i>Variance</i>	
General temporary assistance	(\$3 088.2)	(59.3%)

- Management: conversion of positions

127. The reduced requirements are attributable mainly to the proposed conversion of 16 general temporary assistance positions, comprising five P-3 and 11 Field Service positions, to posts in the Security and Safety Section, offset in part by the proposed establishment of eight general temporary assistance positions, comprising 1 D-1, 3 P-5, 3 P-4 and 1 Field Service positions.

	<i>Variance</i>	
Government-provided personnel	(\$458.9)	(25.3%)

- **Management: change in mission subsistence rates**

128. The reduced requirements are attributable mainly to the application of a lower net daily rate of \$75 for “after 30 days” mission subsistence, compared with a net daily rate of \$125 applied in the approved resources for the 2021/22 period, in accordance with the latest mission subsistence allowance rates effective 1 January 2022.

	<i>Variance</i>	
Consultants and consulting services	(\$374.5)	(51.9%)

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

129. The reduced requirements are attributable mainly to the challenges of finding consulting training institutions willing to make commitments for the provision of service considering the uncertainties surrounding the COVID-19 pandemic. The Mission plans to increase its utilization of online platforms to provide Mission personnel viable training options.

	<i>Variance</i>	
Official travel	(\$328.9)	(12.5%)

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

130. The reduced requirements are attributable mainly to the cancellation by some training providers of training programmes located outside of the Mission area, considering the uncertainties surrounding the COVID-19 pandemic. The Mission plans to increase its utilization of online platforms to provide Mission personnel viable training options.

	<i>Variance</i>	
Facilities and infrastructure	\$4 689.3	5.8%

• **Cost parameters: change in fuel prices**

131. The increased requirements are attributable mainly to: (a) the higher projected unit cost of \$0.99 per litre for fuel, compared with \$0.75 per litre provided for in the 2021/22 period; (b) the planned implementation of closed circuit television (CCTV) systems in various Mission locations (Aweil, Bor, Pibor and Bentiu) to strengthen the perimeter security of the respective UNMISS compounds, which have experienced increased levels of facility intrusions in recent periods; (c) higher contractual costs for unarmed security guard services as a result of new contractual arrangements effective May 2021; and (d) an increase in the number of locations under the cleaning and camp support services contract from 12 to 21.

132. The increased requirements are offset in part by: (a) the absence of provisions for non-recurrent fuel mobilization costs, which were included in the approved resources for the 2021/22 period; (b) no planned acquisitions of prefabricated structures during the 2022/23 period; and (c) the lower planned acquisition of some items of engineering supplies and water treatment and fuel distribution equipment, owing to the availability of items in stock.

	<i>Variance</i>	
Ground transportation	\$672.4	5.4%

• **Cost parameters: change in fuel prices**

133. The increased requirements are attributable mainly to: (a) the higher projected unit cost of \$0.95 per litre for fuel, compared with \$0.71 per litre provided for in the 2021/22 period; (b) the planned replacement of 120 light passenger vehicles that have passed their economically useful lifespan; and (c) new contractual arrangements for dispatch and shuttle services.

134. The increased requirements are offset in part by the lower projected volume of fuel of 3.1 million litres, compared with 3.8 million litres provided for in the 2021/22 period.

	<i>Variance</i>	
Air operations	\$6 896.5	7.3%

• **Cost parameters: change in fuel prices**

135. The increased requirements are attributable mainly to: (a) the higher projected unit cost of \$0.97 per litre for fuel, compared with \$0.69 per litre provided for in the 2021/22 period; and (b) the higher projected volume of fuel of 20.8 million litres, compared with 18.4 million litres provided for in the 2021/22 period.

136. The increased requirements are offset in part by the reduction of one helicopter from the fleet, namely, the replacement of three military helicopters (Mi-17) with two commercial helicopters (Mi-8) at the end of the 2020/21 period.

	<i>Variance</i>	
Marine operations	\$1 229.1	103.6%

• **Management: increased inputs and outputs**

137. The increased requirements are attributable to provisions for the rental of a self-propelled support vessel that could enable a marine unit to patrol 1,200 kilometres of waterways, providing reach to security risk-prone areas that are inaccessible by road. The vessel will enhance the capability of the marine unit to undertake force protection, security patrols, casualty evacuation, search and rescue, salvage, reconnaissance, logistics resupply, and transportation of personnel within the unit's area of operations.

	<i>Variance</i>	
Communications and information technology	\$1 872.7	6.3%

• **Management: increased inputs and outputs**

138. The increased requirements are attributable mainly to: (a) additional network equipment licence subscription fees owing to the acquisition of new equipment in the 2020/21 budget period; (b) increased requirements for checkpoint licences, which provide protection through the filtering of internal and external data traffic and act as the first line of defence of the Mission from malicious and harmful activities, including hacking and unauthorized access to the network, that may threaten the operational integrity of critical applications and the data of the Organization; and (c) provisions for information and communications technology contractors for support services in data analytics and the completion of the radio-frequency identification project, as well as to augment the services of the Field Technology Services in light of the expanded demand for information and communications technology support.

	<i>Variance</i>	
Other supplies, services and equipment	(\$424.8)	(0.9%)

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

139. The reduced requirements are attributable mainly to lower costs for mine detection and mine-clearing services owing to the proposal that the head of the mine action component in the Mission be reflected on the Mission's staffing table for the 2022/23 period instead of being budgeted under this budget class in accordance with the previous implementation modality with UNOPS. The proposed new approach will ensure that the United Nations 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 reflected under the general temporary assistance budget class.

140. The reduced requirements are offset in part by higher costs for training fees, supplies and services owing to the planned increase in the utilization of online platforms for the conduct of various training sessions, some of which were previously conducted through in-person sessions.

	<i>Variance</i>	
Quick-impact projects	\$500.0	20.0%

• **Management: increased inputs and outputs**

141. The increased requirements are attributable mainly to the planned implementation of additional quick-impact projects concerning the political, peace and reconciliation processes to promote the broadening of the political and civic space and locally initiated political engagement and reconciliation initiatives during the consultation process on constitution-making and elections.

IV. Actions to be taken by the General Assembly

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

(a) **Appropriation of the amount of \$1,122,939,000 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 \$93,578,250 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 75/304, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Financing of the United Nations Mission in South Sudan

(Resolution 75/304)

Decision/request

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. 12).

Action taken to implement decision/request

UNMISS will continue to undertake initiatives to ensure the safety, security and health of Mission personnel. Acknowledging that the COVID-19 pandemic may persist into the 2022/23 period, UNMISS will continue with the initiatives and measures put in place at the onset of the pandemic to mitigate against a possible surge in cases as determined by continuous assessments of the epidemiological and operational situation. The ongoing emergence of variants and the threat of a fourth wave of positive cases among Mission personnel necessitates the full retention of the existing medical capacity coupled with the strengthening of some response capacity with newer methods of prevention, control and management of critical cases. As part of health-related measures to contain the severity of the COVID-19 pandemic, the

Notes the measures adopted to mitigate the effect of the COVID-19 pandemic on peacekeeping operations, including facilitating the continued implementation of mission mandates while ensuring the health and safety of peacekeeping personnel and local communities in the host country, and requests the Secretary-General to provide updated information on the impact of the pandemic, the lessons learned, best practices and how the mission improved its preparedness and resilience and collaborated with the host Government and regional and subregional actors in response to the pandemic in the context of the next performance report and budget submission for the Mission (para. 13).

Mission will continue to operate and maintain oxygen generation plant facilities and advanced modern laboratory services in a number of Mission locations. The Mission will also continue to conduct activities geared towards supporting national authorities in minimizing the risk of virus spread. Furthermore, the Mission will continue to implement the United Nations vaccination programme for United Nations personnel and partners and support the national vaccination programme logistically upon request.

While the COVID-19 pandemic had a significant impact on the Mission's ability to implement its mandated tasks during the last quarter of the 2019/20 period, the impact has since been less pronounced. However, continuing efforts to prevent the transmission of the virus and protect both UNMISS personnel and the South Sudanese population did entail the allocation of resources to meet these emerging priorities. This included resources that were needed in order to undertake the United Nations vaccination campaign for United Nations personnel, their eligible dependants and partners in South Sudan, which started in April 2021, and resources allocated to support the states in building their capacities to mitigate risks associated with the pandemic.

Some of the main lessons learned by the Mission in respect of the COVID-19 pandemic are that proper and timely implementation of preventive measures is the key to prevention and control of an outbreak/pandemic and that proactive action should be taken to procure medical items required for the prevention and control of infectious diseases. In that respect, the Mission was fortunate to have some of the required medical items on hand already, as they had been procured during preparedness for the Ebola virus disease.

The Mission has drawn on these main lessons to identify and implement good practices and improve its preparedness going forward, including through the following actions:

- (a) Establishment of quarantine and isolation centres in all sectors;
- (b) Provision of information to UNMISS personnel on preventive measures for infectious diseases;
- (c) Establishment of an Infectious Diseases and HIV/AIDS Unit, through the recent integration of the HIV/AIDS Unit, to deal with disease prevention and health promotion activities, including the COVID-19 pandemic and other infectious diseases;

Decision/request

Action taken to implement decision/request

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. 14).

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. 15).

(d) Upgrade of the level II-plus hospital in Juba to handle critical cases;

(e) Establishment of an oxygen generation plant in Juba and polymerase chain reaction (PCR) labs in all clinics and level II hospitals.

All prevention, response and mitigation measures were implemented in coordination with the South Sudan Ministry of Health and in accordance with the global guidance issued by the World Health Organization and the United Nations Secretariat, to ensure the health and safety of the peacekeepers and local communities, while continuing the implementation of the priority mandated activities.

The Mission continues to implement programmatic activities and quick-impact projects across South Sudan that support the creation of conditions for durable peace, including support for the return and reintegration of refugees and the internally displaced population, confidence- and trust-building efforts, engagement with rule of law actors, and peace consolidation and reconciliation efforts at the grass-roots level. These activities are conducted within the mandate of the Mission and in close coordination and collaboration with national stakeholders and the United Nations country team partners towards enhancing the United Nations-wide peacebuilding efforts in a coherent and mutually supportive manner. It should be noted that the restrictions on large public gatherings in view of the COVID-19 pandemic did significantly hamper the conduct of some of the activities, while operational and logistical adaptations allowed others to continue in a relatively unaffected manner.

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 Market Place in all six official languages during the registration process; (c) the deployment of a database containing a list of all approved vendors and the introduction of a requirement that Chief Procurement Officers invite vendors who have attended seminars and registered at

	<p>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.</p>
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. 16).	<p>The Mission will continue to utilize locally available materials, capacity and knowledge in the implementation of its construction projects by developing statements of requirements that encourage United Nations vendors to utilize locally available resources, which would have a positive impact on the local economy. For construction projects that are undertaken with in-house capacity, the Mission will continue to utilize local resources. Furthermore, the Mission will continue to conduct business seminars to sensitize local vendors on how to do business with the United Nations, to increase local vendor participation in the United Nations procurement processes.</p>
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. 17).	<p>The guidelines in section 6 (solicitation) of the United Nations Procurement Manual, which was updated in June 2020, and specifically those contained in section 6.3 (solicitation methods), summarize the methods of solicitation and the guidance on their appropriate use. In particular, the invitation to bid is a formal method of solicitation normally used when the requirements for goods and services: (a) are simple and straightforward; (b) can be expressed well quantitatively and qualitatively at the time of solicitation; and (c) can be provided in a straightforward way. The request for proposal is a formal method of solicitation used for the procurement of goods and services when requirements cannot be expressed quantitatively and qualitatively (e.g. consulting or similar services) at the time of solicitation or for the purchase of complex goods and/or services where the requirements may be met in</p>

Decision/request

Action taken to implement decision/request

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. 18).

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. 19).

a variety of ways and, accordingly, an evaluation based on cumulative/weighted analysis is most appropriate. For procurements above \$150,000, one of the two formal methods of solicitation (invitation to bid or request for proposal) must be used, unless there is an exception to such formal methods of solicitation, in accordance with rule 105.16 of the Financial Regulations and Rules of the United Nations. A request for proposal is required only for procurements above \$150,000, but can also be used for lower-value procurements (equal to or below \$150,000) if the requirements are complex or if the procurement official otherwise determines it appropriate.

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.

The Mission continues to engage with regional and subregional actors, namely, the African Union and IGAD, including through their Special Envoys for South Sudan, the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism and the reconstituted Joint Monitoring and Evaluation Commission established in accordance with the Revitalized Agreement, and regional diplomatic representatives to deepen the partnership, cooperation and coordination between the United Nations and regional and subregional actors in accordance with relevant mandates. For instance, in September 2021, UNMISS led a high-level joint delegation, including with the African Union and IGAD ambassadors, to Tambura in Western Equatoria and Pibor in Jonglei to defuse tensions and ensure a cohesive response to local conflict. The visit resulted in the publication of a joint statement urging an immediate cessation of hostilities and the protection of civilians. Other

Underlines the important contribution that programmatic activities make to the implementation of the mandates of the Mission, including for the prevention and resolution of conflicts, and that all such activities must be directly linked to the mandates of the Mission (para. 20).

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

activities have included the organization of monthly discussion forums with the diplomatic community in South Sudan; participation in and contribution to discussions in the monthly reconstituted Joint Monitoring and Evaluation Commission and the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism board meetings and in monthly quadrilateral meetings with the African Union, IGAD and the reconstituted Joint Monitoring and Evaluation Commission, as well as engagement with relevant reconstituted Joint Monitoring and Evaluation Commission working committees; weekly briefings to European Union heads of missions on the political situation and the implementation of the Revitalized Agreement; biweekly meetings with the IGAD delegation in Juba; and separate monthly meetings with diplomatic representatives from the Sudan, Kenya, Uganda and Troika nations. More generally, the Mission invites the African Union, IGAD and the reconstituted Joint Monitoring and Evaluation Commission to all workshops, forums and other relevant events it organizes at the national and subnational levels on issues such as the implementation of the Revitalized Agreement, the development of political parties, the constitution-making process, civil society organizations and civic education, as well as elections.

The Mission's substantive and other programmatic activities are directly linked to the implementation of the mandate and priorities, particularly the implementation of the Revitalized Agreement, the protection of civilians, the promotion of accountability, human rights and the resolution of conflicts. The deliverables are reflected in the results-based budgeting framework connecting to concrete results and outcomes. UNMISS prioritizes programmatic activities based on the extent to which they have a substantial and enabling base for the implementation of the mandate, in compliance with the Administration's guidelines on mandated programmatic activities funded through peacekeeping assessed budgets.

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

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

entities and on the performance by the Mission of appropriate oversight (para. 21).

Reaffirms the provisions of section XVIII of its resolution [61/276](#), further recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all such projects, and requests the Secretary-General to enhance their impact while addressing underlying challenges (para. 22).

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. 23).

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. 24).

Detailed information on programmatic activities to be undertaken during the 2022/23 period are presented in the present report.

UNMISS will continue to work with various mission components and sections as well as community-based and non-governmental organizations for the timely, responsible and accountable implementation of quick-impact projects. During the 2020/21 period, the Mission conducted an independent external evaluation of its quick-impact projects, which established that the governance of its projects was transparent and in compliance with policy guidelines. Moreover, based on the recommendations of the independent external evaluation, the Mission will place more emphasis on determining the needs and scale of quick-impact project initiatives, in terms of maintenance and sustainability, and make efforts towards maximizing the use of available resources. UNMISS will also work to ensure that the Project Review Committee allocates at least 15 per cent of resources to quick-impact projects that support the participation of women in the peace process and their empowerment.

Through regular patrols and engagement with stakeholders, the Mission will regularly monitor and assess the impact of previously implemented quick-impact projects. Community-based monitoring of the projects, in accordance with the revised UNMISS quick-impact projects standard operating procedures, will be used to mitigate the impact of restrictions of movement to project sites owing to the COVID-19 pandemic.

The Mission carefully reviews its consultancy requirements and limits the use of external consultants for short periods to those who have special skills or knowledge that are not normally possessed by regular staff to undertake non-core mandated activities and services.

UNMISS continues to implement various elements of the action plan on improving the safety and security of peacekeepers, under the Action for Peacekeeping initiative of the Secretary-General.

Given the uncertainties associated with the COVID-19 pandemic, the implementation of the action plan ensures that the Mission, with support from United Nations Headquarters, prioritizes the security of peacekeepers as they undertake their mandated tasks across the country. In accordance with Security Council resolution [2567 \(2021\)](#), UNMISS implements its broader protection of civilians mandate through all of its activities, including by using technical assistance and capacity-building to the Government of South

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. 25).

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. 26).

Sudan to restore and reform the rule of law and justice sector. The Mission prioritizes enhanced mission mobility and active patrolling to better execute its mandate in areas of emerging protection risks, prioritizing the deployment of forces (including the establishment of temporary operating bases), to support the Mission's protection, information-gathering and situational awareness activities. The Mission's footprint is regularly reviewed, as required, considering the requirements, priorities and security situation on the ground.

Despite the challenges faced by the Mission while operating in a pandemic environment, UNMISS continues to implement an action plan to ensure the safety and security of peacekeepers. Some of the key areas of progress made are as follows: (a) the early warning and response strategy is being updated and finalized; (b) internal authority, command and control structures are strengthened through regular table-top exercises and field training exercises involving civilian and uniformed components; (c) information acquisition plans are regularly assessed by uniformed personnel; (d) the area of operation of each battalion has been demarcated and assessed regularly by the sector as well as force headquarters; the Joint Mission Analysis Centre has identified priority information requirements; and the agility of level I-plus surgical facilities has been improved in certain field offices.

In addition, the Mission continues to increase its political engagements as well as technical and material support to national justice and rule of law enforcement authorities to prevent attacks and end impunity for crimes against peacekeepers. To that end, UNMISS has in the past requested waiver of immunity for peacekeepers to appear as witnesses in national courts. The Mission will participate in the upcoming workshop for the implementation support team, which will seek to prioritize and crystallize some of the progress made in operationalizing elements of the action plan.

The Mission has taken steps to expedite recruitment, despite the challenges in attracting and retaining staff, and will continue its efforts to ensure that vacant posts are filled expeditiously. Moreover, during the formulation of its 2022/23 budget, the Mission reviewed posts that had been vacant for 24 months or longer and notes that they are all currently at various stages of recruitment and expected to be filled in the near future.

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

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (para. 27).

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

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. 28).

UNMISS will continue its efforts to ensure a wider and equitable geographical representation within its workforce. As at 31 December 2021, the civilian workforce of the Mission consisted of 848 international staff members, including 15 general temporary positions, representing over 100 nationalities as well as different regional groups.

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. 29).

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.

Notes the ongoing development of impact-based performance indicators as part of the implementation of the Comprehensive Performance Assessment System, and in this regard requests the Secretary-General in his next report to provide information on how the indicators will measure the performance by the Mission of mandated tasks and the impact of resource allocation on that performance, as well as how the indicators will contribute to the identification of the resources required for each mandated task (para. 30).

The Comprehensive Planning and Performance Assessment System was launched in UNMISS in 2019 and is being used to plan, assess, adapt and strengthen operations to enhance mandate delivery, as well as to inform the results-based budgeting frameworks. The System is designed to assess the effectiveness and impact of Mission outputs and identify best practices and areas where operations can be strengthened. The System is being implemented gradually, offering UNMISS the opportunity to enhance its focus on the highest priorities and the activities that have the most impact, based on the analysis of the evolving situation on the ground. As the implementation of the Comprehensive Planning and Performance Assessment System matures in the coming years and based on lessons learned from the rounds of assessment processes over the past two years, it is expected that UNMISS will enhance the alignment between the System and the results-based budgeting frameworks to help strengthen the monitoring of the overall performance of the Mission's mandate implementation.

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

The Comprehensive Planning and Performance Assessment System is being implemented in UNMISS gradually. The Mission finalized the revision of the Comprehensive Planning and Performance Assessment

mission planning and budget formulation, in order to facilitate consideration by the General Assembly of resource requests for implementation of the System (para. 31).

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. 32).

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. 33).

System results framework at the end of the 2020/21 budget period, identifying priority outcomes through a consultative process and mapping impact and outcome indicators.

Guided by the Controller's guidance on strengthening the development of the results-based budgeting framework and the use of the System, UNMISS will align the Comprehensive Planning and Performance Assessment System and results-based budgeting outputs and indicators to help strengthen the impact orientation and improve linkages between resources and the strategic priorities of the Mission.

UNMISS will continue with the implementation of the multi-year strategy to reduce the footprint of the Mission. As part of its environmental initiative, and in support of the targets of the United Nations Secretariat Climate Action Plan 2020–2030, the Mission will focus on increasing the proportion of its energy requirements derived from renewable sources. This will be pursued through a combination of efficiency measures for existing non-renewable power production hubs, including synchronization of the contingent-owned equipment generator fleet mission-wide, combined with a pilot project to establish the Mission's first solar power purchase agreement. To complement those endeavours, the Mission plans to expand its use of field remote infrastructure monitoring technology to track energy and water usage across the Mission.

After the successful resolution of significant wastewater risk drivers during the 2020/21 period, the Mission will continue to consolidate and strengthen its water and wastewater management systems, including with the ongoing replacement of makeshift septic tanks with specialized prefabricated septic tanks and large-scale projects to improve drainage systems and stormwater management in Tomping, Bor and Akobo camps that are at high risk of frequent flooding. In addition, the Mission will further invest in the expansion of its waste management yards in the major field offices with equipment to support organic waste composting and plastic extrusion.

UNMISS will continue to use virtual platforms, where effective. In addition, UNMISS 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

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

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. 34).

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. 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).

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.

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

The area of focus for the women and peace and security agenda under the Mission mandate is to support women's meaningful participation in the peace process, governance and transition mechanisms under the Revitalized Agreement in all areas and at all levels. This creates a safe environment protected from threats against civilians, including women and girls, to enable equal civic and political participation and facilitate support for women's peace initiatives to resolve local conflicts.

In addition, under the women and peace and security agenda, increasing the number of women peacekeepers in all occupational categories is directly linked to operational effectiveness through an increased engagement with community members, the empowerment of women in the communities and improved communication. In that regard, the Mission continues to improve physical infrastructure to meet the needs of female peacekeepers, creating an enabling environment for gender parity and equality.

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

B. Advisory Committee on Administrative and Budgetary Questions

Financing of the United Nations Mission in South Sudan

([A/75/822/Add.12](#) and General Assembly resolution [75/304](#))

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
<p>The Advisory Committee trusts that a cost-benefit analysis between shared accommodations with higher mission subsistence allowance and single accommodations will be provided in the context of the next budget submission (para. 16).</p>	<p>Based on a review and analysis of the Mission's accommodation facilities, the proposed budget for UNMISS for the 2022/23 period reflects provisions for shared accommodation arrangements. It should also be noted that the mission subsistence rate for UNMISS has been markedly reduced effective 1 January 2022, which will result in sizable reductions in requirements for mission subsistence going forward.</p>
<p>The Advisory Committee commends UNMISS for undertaking its first staffing review, reiterates the importance of building national capacity and trusts that the forthcoming second phase of the staffing review will present higher numbers of posts and positions proposed for nationalization (para. 20).</p>	<p>Although the Mission does not have a formal programme of nationalization owing to the lack of vacant posts and the difficulty of recruiting into specialized functions from the local market, UNMISS is working towards developing the capacity of its national staff to enable them to take on increased responsibilities and duties. In that regard, UNMISS will continue to explore opportunities for nationalization as it conducts a review of the composition of its civilian staffing.</p>
<p>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 (see A/74/737/Add.13, para. 18) (para. 23).</p>	<p>The proposed vacancy rates for civilian personnel for the 2022/23 period take into account historical patterns, current incumbency rates and projected deployments based on planning for the period.</p>
<p>The Advisory Committee reiterates that greater use should be made of virtual meetings and online training tools and that travel for workshops, conferences or meetings should be kept to a minimum and, if proposed, detailed justifications should be provided. The Committee also emphasizes that travel should be budgeted in full accordance with the provisions of ST/SGB/2009/9 and ST/AI/2013/3 (para. 29 (b)).</p>	<p>The COVID-19 pandemic has brought some changes with respect to the training delivery methodology. While most courses and learning activities can be transformed into virtual platforms and were delivered online, programmes in which the development of practical skills is central to learning will be conducted as classroom-based activities. Three methodologies will be utilized as follows: virtual, blended and, on a critical and exceptional basis, purely face-to-face. The Mission's priority will be to sustain the bulk of virtual and blended learning activities by retraining those trainers who conduct training sessions on cross-cutting issues, thematic/specialized courses and organizational mandatory learning. The Mission will invest in retraining the trainers, in order to implement sustainable capacity-building programmes, in line with the Organization's long-term learning strategy.</p>

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

The Advisory Committee recalls that the General Assembly has noted with grave concern the threat to life, health, safety and security caused by the COVID-19 pandemic and the importance of ensuring the safety, security and health of peacekeeping personnel, maintaining the continuity of critical 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 (General Assembly resolution [74/293](#), para. 15). The Committee trusts that updated information will be provided in the next performance report and the next budget submission (para. 37).

The Advisory Committee is of the view that greater consistency in the recording of information on costs recovered is required, as well as clarity as to where recoveries are recorded and whether any recoveries have been credited back to Member States (para. 40).

The Advisory Committee notes the environmental initiatives and trusts that detailed information on progress, including scopes, outputs and start and end dates of the activities, will be provided in future budget proposals. The Committee recalls that the General Assembly has noted the progress made in the implementation of the multi-year environmental strategy to reduce the footprint of peacekeeping operations, and 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 regulations, rules and guidelines, and to report thereon in the next overview report (see General Assembly resolution [74/293](#), para. 17) (para. 42).

The Advisory Committee welcomes the evaluation and is of the view that the mission should continue to improve overall planning and conduct regular assessments of the projects. The Committee considers that, building on the best practices and lessons learned of the assessments, resources should be deployed on the most impactful projects. The Committee trusts that updated and detailed information on the project planning and assessment of the implemented projects will be presented in the context of the next budget submission (para. 44).

See the entry above for paragraph 12 of resolution [75/304](#) (page 67).

The Mission will continue to ensure greater consistency in the recording of information on costs recovered. The recovery of the costs for services provided to support non-UNMISS entities are recorded in the revenue accounts in accordance with existing practices.

See the entry above for paragraph 32 of resolution [75/304](#) (page 76).

During the 2020/21 period, the Mission conducted an independent external evaluation of its quick-impact projects, which established that the governance of its projects was transparent and in compliance with policy guidelines. Moreover, based on the recommendations of the independent external evaluation, the Mission will place more emphasis on determining the needs and scale of quick-impact project initiatives, in terms of maintenance and sustainability, and make efforts towards maximizing the use of available resources. UNMISS will also work to ensure that the Project Review Committee allocates at least 15 per cent of resources to quick-impact projects that support the

The Advisory Committee is of the view that an implementation plan with medium- to long-term projects for the implementation of programmatic activities should be developed. The Committee also considers that the projects should be assessed regularly and based on the best practices and lessons learned, and 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. 46).

The Committee notes that programmatic activities are recorded under the budget class for “Other supplies, services and equipment” while quick-impact projects are recorded under a separate budget class. The Committee makes further observations on the recording of programmatic activities in its report on cross-cutting issues related to peacekeeping operations ([A/75/822](#)) (para. 47).

participation of women in the peace process and their empowerment.

Through regular patrols and engagement with stakeholders, the Mission will regularly monitor and assess the impact of previously implemented quick-impact projects. Community-based monitoring of the projects, in accordance with the revised UNMISS standard operating procedures for quick-impact projects, will be used to mitigate the impact of restrictions of movement to project sites owing to the COVID-19 pandemic.

Programmatic activities are assessed regularly, with a view to identifying lessons and good practice, through internal and external audits and evaluations.

In addition, UNMISS is currently finalizing Mission-specific standard operating procedures for programmatic activities to enhance the management of programmatic activities, including the requirement of conducting appropriate reviews.

The standard operating procedures, to be applied starting in the 2022/23 period, will ensure more streamlined programmatic project proposals and clearer alignment between the programme proposals and the results-based budgeting frameworks, as well as the longer-term Mission priorities. This will facilitate strategic prioritization and the deployment of resources towards the most impactful projects. The standard operating procedures also foresee regular and formalized assessments of the programmatic activities.

Quick-impact projects are intended to support, through small-scale rapidly implementable projects of benefit to the population, activities designed to promote and facilitate the United Nations peacekeeping and peacebuilding efforts. Owing to their unique characteristics and the nature of the expenditure, resources for quick-impact projects are reflected as a separate budget line to enable tracking and reporting of project expenditures.

With respect to programmatic activities, the various activities, which are directly linked with the Mission’s mandate and aligned with its results-based budget framework, are undertaken by the Mission and/or implementing partners. To ensure greater transparency in the recording of actual expenditures for such activities, the functionalities of project structures in Umoja are used. This allows the tracking and monitoring of expenditures on individual programmatic cooperation projects and activities based on the nature of the expenditure. In that regard, the resources related to programmatic activities for UNMISS are reflected under the budget lines for “Implementing partners and

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

The Advisory Committee notes the underrepresentation of women among UNMISS staff and trusts that the Mission will pursue further efforts to enhance the representation of female staff, and that information thereon will be provided in future reports (para. 51).

grants” and “Other services”, under the “Other supplies, services and equipment” budget class, based on the nature of the activities planned during the preparation of the budget.

The Mission continues to face challenges in attracting qualified and suitable female candidates for national posts, which can be attributed in part to the disparities in the social setting in South Sudan, where access to education and resources are predisposed to predominantly favour men. Applications received for national staff job openings have largely been from male applicants, whereas on average, only one out of 18 applications received are from a female applicant. Analysing the completed recruitments to fill national staff posts in recent periods, however, there was a notable improvement in the 2020/21 period, during which 38 per cent of the selected candidates were female, compared with only 18 per cent and 14 per cent for the 2018/19 and 2019/20 periods, respectively. The improvement can be attributed to the efforts made by the Mission to conduct personal history profile (PHP) writing, English language and computer literacy training in the various field offices.

The Mission also faces challenges in attracting female applicants to job openings for international posts, albeit not as marked as with national staff recruitment. The Mission has made strides in recruiting female candidates for international posts in recent periods, illustrated by the fact that the percentage of newly recruited candidates who were female increased from 35 per cent in 2018/19 to holding steady at 45 per cent and 44 per cent for the 2019/20 and 2020/21 periods, respectively.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

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

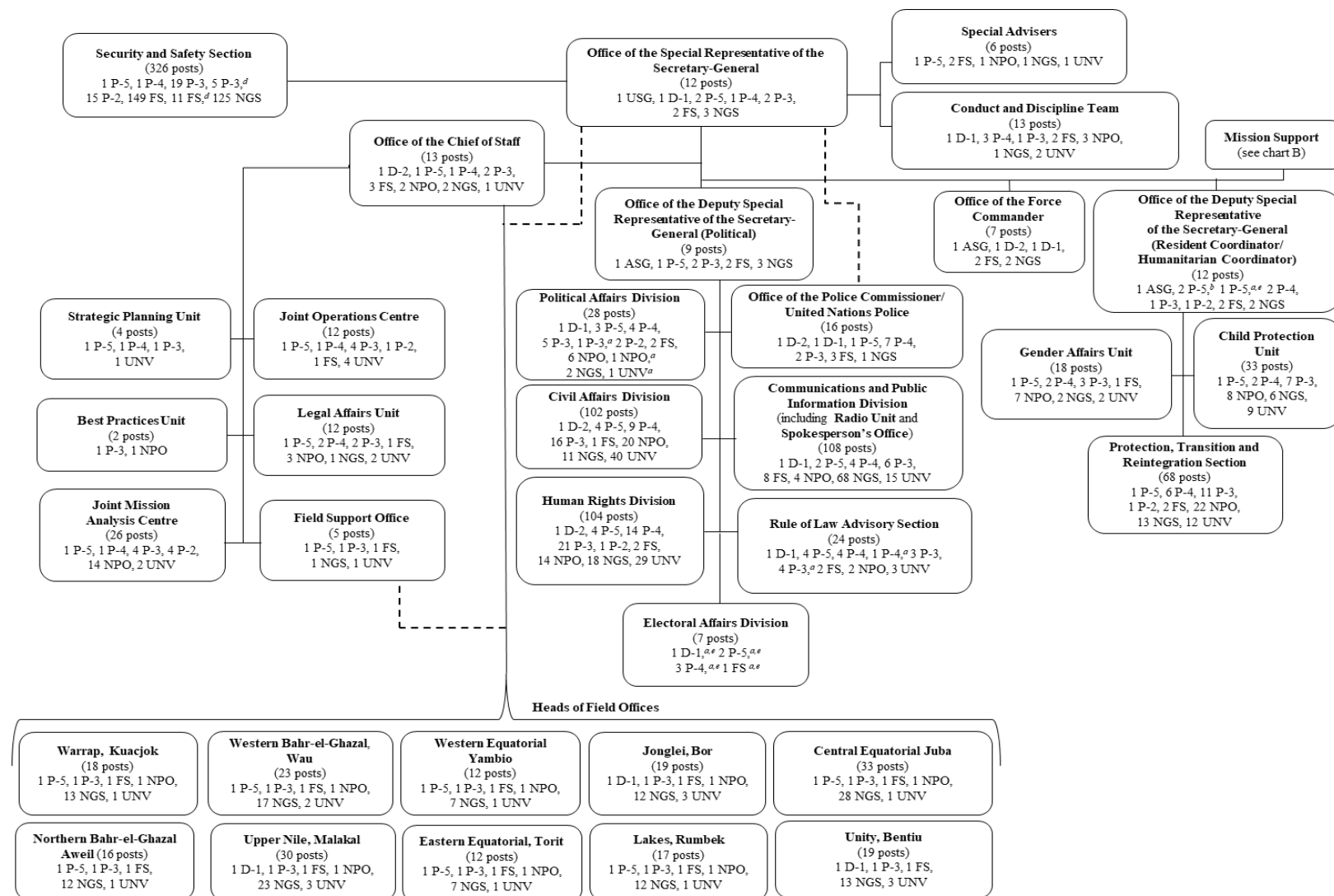
- **Mandate:** variances caused by changes in the scale or scope of the mandate or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

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

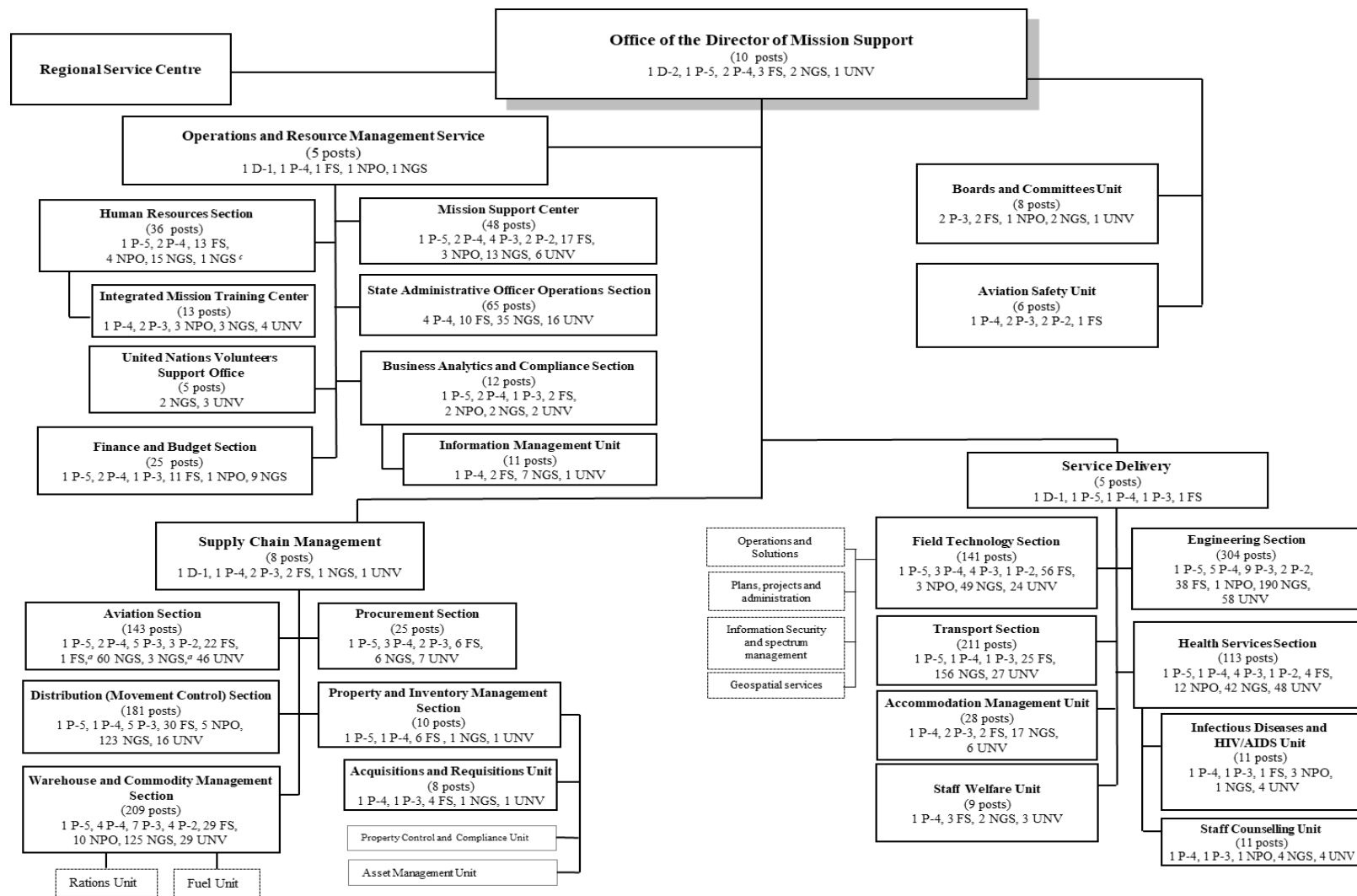
Annex II

Organization charts

A. Substantive



B. Mission Support



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

^a Establishment.

^b Redeployment.

^c Reassignment.

^d Conversion.

^e Positions funded under general temporary assistance.

Map

