



General Assembly

Distr.: General
25 February 2019

Original: English

Seventy-third session

Agenda item 163

Financing of the United Nations Mission in South Sudan

Budget for the United Nations Mission in South Sudan for the period from 1 July 2019 to 30 June 2020

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 2019 to 30 June 2020, which amounts to \$1,197,334,300.

The budget provides for the deployment of 242 military observers, 16,758 military contingent personnel, 703 United Nations police officers, 1,320 formed police units personnel, 952 international staff, 1,436 national staff, 447 United Nations Volunteers and 78 Government-provided personnel.

The total resource requirements for UNMISS for the financial period from 1 July 2019 to 30 June 2020 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 [2406 \(2018\)](#): (a) protection of civilians; (b) creating the conditions conducive to the delivery of humanitarian assistance; (c) monitoring and investigating human rights; (d) supporting the implementation of the Agreement on the Resolution of the Conflict in the Republic of South Sudan and the peace process; and (e) support. The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

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

Financial resources

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

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
Military and police personnel	494 331.6	532 407.9	567 367.2	34 959.3	6.6
Civilian personnel	285 451.6	275 028.6	291 091.9	16 063.3	5.8
Operational costs	330 538.5	317 523.9	338 875.2	21 351.3	6.7
Gross requirements	1 110 321.7	1 124 960.4	1 197 334.3	72 373.9	6.4
Staff assessment income	26 801.1	22 579.3	24 971.7	2 392.4	10.6
Net requirements	1 083 520.6	1 102 381.1	1 172 362.6	69 981.5	6.3
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 110 321.7	1 124 960.4	1 197 334.3	72 373.9	6.4

Human resources^a										
	<i>Military observers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Formed police units</i>	<i>Inter- national staff</i>	<i>National staff^b</i>	<i>Temporary positions^c</i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
Executive direction and management										
Approved 2018/19	–	–	–	–	56	24	–	9	–	89
Proposed 2019/20	–	–	–	–	57	23	–	9	–	89
Components										
Protection of civilians										
Approved 2018/19	242	16 758	703	1 320	118	234	10	70	–	19 455
Proposed 2019/20	242	16 758	703	1 320	118	243	–	70	–	19 454
Monitoring and investigating human rights										
Approved 2018/19	–	–	–	–	65	76	–	42	–	183
Proposed 2019/20	–	–	–	–	65	76	–	42	–	183
Creating the conditions conducive to the delivery of humanitarian assistance										
Approved 2018/19	–	–	–	–	18	25	–	12	–	55
Proposed 2019/20	–	–	–	–	18	25	–	12	–	55
Supporting the implementation of the peace agreement and the peace process										
Approved 2018/19	–	–	–	–	37	16	–	11	78	142
Proposed 2019/20	–	–	–	–	37	17	–	11	78	143
Support										
Approved 2018/19	–	–	–	–	625	1 051	32	298	–	2 006
Proposed 2019/20	–	–	–	–	657	1 052	–	303	–	2 012
Total										
Approved 2018/19	242	16 758	703	1 320	919	1 426	42	442	78	21 930
Proposed 2019/20	242	16 758	703	1 320	952	1 436	–	447	78	21 936
Net change	–	–	–	–	33	10	(42)	5	–	6
^a Represents highest level of authorized/proposed strength. ^b Includes National Professional Officers and national General Service staff. ^c Funded under general temporary assistance.										
<p>The actions to be taken by the General Assembly are set out in section IV of the present report.</p>										

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Mission in the Republic of South Sudan (UNMISS) was established by the Security Council in its resolution 1996 (2011). The most recent extension of the mandate was authorized by the Council in its resolution 2406 (2018), by which the Council extended the mandate until 15 March 2019.
2. The Mission is mandated to help the Security Council to achieve the overall objective of addressing the impact of the conflict, in order to protect the civilian population and enable durable peace in the country.
3. Within this overall objective, UNMISS will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (protection of civilians; creating the conditions conducive to the delivery of humanitarian assistance; monitoring and investigating human rights; supporting the implementation of the Agreement on the Resolution of the Conflict in the Republic of South Sudan (the Peace 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 2018/19 budget have been explained under the respective components.
5. The Mission headquarters is located at two sites in Juba: United Nations House and the UNMISS compound in Tomping. 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, three company operating bases and two temporary operating bases.

B. Planning assumptions and mission support initiatives

6. On 27 June 2018, the mediation process led by the Intergovernmental Authority on Development (IGAD) resulted in the signing of the Khartoum Declaration of Agreement between Parties of the Conflict of South Sudan and a declaration of a permanent ceasefire. The declaration was followed by separate agreements on outstanding issues of security arrangements and of governance and responsibility-sharing, on 6 July and 5 August 2018, respectively. Talks in Khartoum continued into September 2018 and subsequently led to the signing of the Revitalized Agreement on the Resolution of Conflict in the Republic of South Sudan on 12 September 2018 in Addis Ababa.
7. The signing of the revitalized peace agreement was a significant milestone in the peace process in South Sudan. On 31 October 2018, a large celebration of the signing of the agreement was held in Juba with the presence of all the signatories of the agreement and leaders from regional countries. This offered a sense of assurance and hope for progress towards an inclusive and sustainable peace in South Sudan. However, the successful implementation of the revitalized peace agreement depends, to a large extent, on the political will and genuine commitment of the parties to adhere

to the ceasefire and to engage in the implementation of the revitalized agreement, especially in relation to addressing the most contentious provisions, such as the number and boundaries of states and issues related to the drafting of a permanent constitution. Issues of inclusivity, adherence to timelines and systematic delivery on commitments under the revitalized peace agreement are key indicators for measuring progress in this regard. Furthermore, the sustained support and advocacy of the regional community and international partners will also remain crucial for the implementation of the revitalized peace process.

8. While delays and timeline slippages can be anticipated, sustained progress in the implementation of the revitalized peace agreement will generate momentum towards a sustainable resolution of the conflict. Such a scenario will likely lead to expectations of increased support from UNMISS. On the other hand, prolonged delays or setbacks in the process will affect the Mission's operating environment and the delivery of its mandated tasks. Progress during the pre-transitional period will therefore need to be reassessed should the Security Council decide to continue the mandate of the Mission in March 2019.

9. Regardless of implementation trends for the agreed benchmarks during the pre-transitional period, the security situation will remain fragile and unpredictable. Low-level armed conflict between the parties may continue as they aim to gain or consolidate additional ground while implementation of the revitalized peace agreement progresses. Confrontations between the government forces and non-signatory armed groups are expected to continue unless efforts are made to bring them into the peace process. Weak rule of law, security and justice institutions, fragmented armed groups, the proliferation of arms across the country and dire socioeconomic conditions will continue to fuel insecurity and could lead to an increase in sexual and gender-based violence, conflict-related sexual violence, communal violence and criminality. Subnational-level and intercommunal conflicts will remain intense, further affecting communities and fuelling social mistrust. Violations of international humanitarian and human rights law, including arbitrary arrests and prolonged detention, sexual and gender-based violence and the recruitment and/or use of children and other grave violations against children by armed groups are also likely to continue.

10. The current humanitarian crisis, in particular food insecurity, displacement and limited access to basic health and education services, will continue to hamper the Mission's efforts to support the safe, voluntary and dignified return and reintegration of internally displaced persons and refugees. Although there may be sporadic returns of internally displaced persons and refugees owing to a sense of improved security and safety in some parts of the country, including Juba, until there are notable achievements in the implementation of the revitalized peace agreement giving internally displaced persons a sufficient degree of confidence in their security and improved access to basic services, most of them will likely remain in the Mission's protection of civilians sites. This situation will have implications for the allocation of Mission resources and for the safety of the Mission's personnel, assets and installations, owing to increased tensions and criminality within and politicization of the sites.

11. Although steady progress in the implementation of the revitalized peace agreement may result in a general improvement in the relationship between UNMISS, the Government and other parties to the conflict, challenges are likely to remain, primarily with regard to the freedom of movement and the security of peacekeepers and humanitarian aid workers, respect for the status-of-forces agreement and issues relating to the deployment of the Regional Protection Force. If the restrictions placed on United Nations operations continue at the current level despite the efforts of the Mission to engage with the parties and take a robust posture in the face of those

restrictions, UNMISS will remain constrained in its ability to extend its mandated activities to the most affected areas. UNMISS will continue to engage actively with the parties, including through the enhanced good offices of the Special Representative of the Secretary-General for South Sudan and through strategic communication and sensitization activities, in order to promote respect for its freedom of movement and the inviolability of United Nations staff, premises and assets.

12. Taking into consideration the planning assumptions stated above, and in line with Security Council resolution [2406 \(2018\)](#), UNMISS will continue to advance the four pillars of its mandate and work with the people of South Sudan to help to create a safe and stable environment and to build more favourable conditions for durable peace. UNMISS will remain robust, nimble and proactive in implementing its mandate and will target key drivers and critical conditions that could have a positive effect on priority areas, in order to maximize the impact of its activities. Implementing the recommendations contained in the report of Lieutenant General (retired) Carlos Alberto dos Santos Cruz and stemming from other assessments and lessons learned on UNMISS operations will provide a foundation for achieving the commitments made under the Action for Peacekeeping initiative, in particular in advancing political solutions, strengthening protection, improving the safety, security and conduct of peacekeepers and achieving effective performance.

13. The use of differentiated approaches across the country and the flexible reallocation of resources, as well as collaboration with the United Nations country team, are critical for the effective implementation of the Mission's mandated objectives. As prospects for peace and expectations of UNMISS support increase, programmatic activities will be further enhanced to facilitate improved delivery on mandated tasks in order to protect civilians and consolidate gains made during the peace process. Efforts will continue to be made to mainstream and integrate the gender perspective in all Mission activities aimed at protecting vulnerable populations and increasing the participation of women in the implementation of the revitalized peace agreement, in line with Security Council resolution [1325 \(2000\)](#) and in coordination and collaboration with other partners.

Protection of civilians

14. During the 2019/20 period, UNMISS will continue to implement its protection of civilians mandate in line with the three-tiered approach to the protection of civilians in United Nations peacekeeping operations, while continually emphasizing the fact that this mandate does not replace the host Government's primary responsibility to protect its civilians.

15. With respect to tier one, protection through dialogue and engagement, UNMISS, together with the United Nations country team and partners, will continue to engage with the Government to advance the State's responsibility to protect. Activities, including good offices and political engagement at the subnational and national levels, as well as support for the development and implementation of legal frameworks and practices by authorities on key issues such as housing, land and property, will remain essential for the prevention and resolution of conflict. UNMISS will also continue to focus on strengthening local conflict management capacities and promoting social cohesion, reconciliation and peaceful coexistence among communities, working closely with all stakeholders, with a view to mitigating the suffering of the population and the risks of negatively affecting the national level conflict.

16. With respect to tier two, the provision of physical protection, UNMISS will, within its capacity, continue to protect civilians, including women, children and vulnerable groups, from threats of physical violence through proactive force and

police deployments. Additional focus will be placed on addressing sexual and gender-based violence and communal violence that continue to pose serious threats to the civilian population. In that regard, the Mission will harness its early warning mechanisms to pre-empt, prevent and respond to threats and attacks against civilians. UNMISS will also enhance its capacity to reach hotspots, through the strategic and flexible use of uniformed components. The military and police capability study, as recommended following the independent review conducted from November 2017 to January 2018 (S/2018/143, para. 52) and welcomed by the Security Council in its resolution 2406 (2018), was carried out in April 2018, and the recommendations of the study will be implemented as appropriate. The Regional Protection Force authorized by the Security Council in resolutions 2304 (2016) and 2406 (2018) will continue to operate as part of the UNMISS force and under the single command of the UNMISS Force Commander.

17. With regard to the administration of the protection of civilians sites, UNMISS will continue to provide security for the sites and their immediate surroundings. It will also strengthen its engagement with internally displaced persons and local communities to foster peaceful coexistence between internally displaced persons and host communities. Given the prolonged existence of the protection of civilians sites, efforts to maintain the civilian character of the sites and to prevent and address criminality within the sites will be intensified. In addition, rapid response to prevent violence will continue, as will activities to assist victims of protection violations within the protection of civilians sites, through collecting and registering evidence of serious crimes, including sexual and gender-based violence, for subsequent investigation and prosecution. Close coordination with humanitarian partners will be maintained to ensure that the protection of civilians sites remain strictly for protection purposes as opposed to opportunities to access services.

18. Under tier three, the Mission will continue to make every effort to extend protection into areas beyond protection of civilians sites, in order to enhance peace and stabilization efforts in areas of potential voluntary returns of internally displaced persons and refugees. Amid a momentum created by progress in the implementation of the revitalized peace agreement and an improved overall sense of security, signs of increased voluntary returns of internally displaced persons, including from protection of civilians sites, and refugees have been observed. UNMISS will seize every opportunity to provide support in collaboration with the United Nations country team and with humanitarian, human rights and relief organizations. In that regard, UNMISS will work to foster a protective environment in areas of displacement and engage with relevant stakeholders to define joint protection strategies and to develop shared analyses in support of voluntary returns. It will also implement quick-impact projects to support basic infrastructure development and access to basic services. The Mission will continue to conduct mine action operations to support the safe movement of internally displaced persons to areas of return and their resettlement in those areas. It will also undertake sensitization activities on issues relating to sexual and gender-based violence and children and armed conflict and support targeted services for survivors of sexual and gender-based violence. In addition, in accordance with Security Council resolution 2406 (2018), the Mission will provide technical assistance and advice on international humanitarian law, the investigation and prosecution of sexual and gender-based violence and conflict-related sexual violence, as well as other serious human rights violations, to strengthen and support national and local rule of law authorities as they discharge their responsibility to protect civilians. Such support provided to justice sector actors for the investigation, prosecution and adjudication of conflict-related crimes will also facilitate the handover to national authorities of suspects alleged to have committed crimes within the protection of civilians sites.

Monitoring, reporting and investigating human rights

19. Supporting the protection of human rights, the promotion of accountability for human rights violations and advocacy of respect for international humanitarian law will remain a top priority for UNMISS during the 2019/20 period. UNMISS will remain persistent in advocating accountability by all parties to the conflict, including through the establishment of the Hybrid Court for South Sudan, and in insisting on the Government's primary responsibility for protecting human rights. The Mission will implement its human rights mandate through good offices engagement, continuous monitoring, investigation and reporting on alleged human rights violations and abuses, human rights training and technical support to rule of law institutions, with a particular focus on gross violations, violations against the most vulnerable, including women, children and internally displaced persons, and conflict-related sexual violence, as well as hate speech and incitement to violence.

20. Engagement with relevant institutions will be redoubled to enhance the capacity of the national justice sector to investigate and prosecute cases of serious human rights violations, including conflict-related sexual violence and sexual and gender-based violence, as well as crimes against peacekeepers. The Mission will also continue to focus on identifying early warning signals that exacerbate conflict-related human rights violations and to ensure timely response and decision-making to prevent the further occurrence of atrocities. Activities to strengthen efforts made by human rights defenders to protect those who suffer reprisals for freely expressing their views also remain crucial.

21. Through monitoring and reporting on the administration of justice on a wide range of issues, including arbitrary and prolonged detention, the death penalty, political detainees, conditions of detention and military justice, UNMISS will continue to promote adherence to international standards, increasing victims' access to justice and reparations. All such efforts will be undertaken in a system-wide manner, in coordination with the United Nations country team, to ensure comprehensive approaches to addressing human rights issues and coordinate good offices efforts, including common messaging in engagement with State and non-State actors on human rights issues. In 2019, transitional justice processes are expected to reach the implementation phase and will require the provision of support by the Mission to the institutions to be established under chapter V of the revitalized peace agreement. The Mission will monitor transitional justice processes and measures taken by the Government and will support the judiciary and other rule of law institutions, through targeted and tailored sensitization activities and technical assistance in compliance with the human rights due diligence policy. UNMISS will also provide technical expertise and support legal reforms, including reforms targeting prolonged and arbitrary detention and those aimed at improving efficiency and coordination throughout the justice chain.

22. The level of gender-based violence, including conflict-related sexual violence, and of human rights violations against children, remains a serious concern. UNMISS will therefore invest additional effort in prevention, as well as in monitoring, verification, analysis and reporting of patterns and trends in conflict-related sexual violence, and enhance the implementation of the monitoring and reporting mechanism on grave violations against children. Child-focused activities such as family tracing, reunification and community reintegration in coordination with the United Nations agencies and other child protection actors will continue, in conjunction with intensified engagement with national institutions on conflict-related sexual violence and gender-related concerns.

23. In the implementation of action plans and commitments, signed separately by the South Sudan People's Defence Forces and the Sudan People's Liberation

Movement/Army in Opposition (SPLM/A-IO) with the United Nations, to halt and prevent grave violations against children, including their recruitment and use, and to release all children from their ranks without further delay, UNMISS support to parties to the conflict will remain crucial. Advocacy, mainstreaming, training, capacity-building and awareness-raising activities will also be intensified, in order to enhance prevention and better respond to the needs of survivors through improved referral mechanisms and case management.

Creating the conditions conducive to the delivery of humanitarian assistance

24. While the overall humanitarian situation is no longer deteriorating swiftly, there remains a serious humanitarian crisis in the country. The cumulative effects of years of conflict, violence and destroyed livelihoods mean that more than 7 million people, or about two thirds of the population, will remain in dire need of humanitarian assistance and protection in the 2019/20 period. Almost 2 million people remain internally displaced and another 2.5 million continue to seek refuge in neighbouring countries. An increasing number of internally displaced persons are expected to seek to return home in 2019, although movement will continue to be fluid and heavily influenced by perceptions of safety and security, as well as by safe access to basic services.

25. While the intensity of the conflict may have been reduced, violence and insecurity continue to restrict the humanitarian response across the country, often further driving and magnifying humanitarian needs. Insecurity and violent acts against humanitarian staff and assets regularly obstruct access or force the relocation of staff and the suspension of operations. About 1.5 million people live in areas facing considerable access constraints, where the presence of armed groups and other impediments to access entirely prevent or severely restrict humanitarian activities, such as in parts of Unity, Upper Nile and greater Bahr el-Ghazal.

26. During the 2019/20 period, UNMISS will continue to coordinate closely with the humanitarian community to enable safe and unhindered access by relief personnel and the timely delivery of assistance through the creation of conditions conducive to the delivery of humanitarian assistance. The strategic UNMISS humanitarian task team and related operational working group will continue to address issues of shared concern, such as humanitarian assistance within and outside the protection of civilians sites and durable solutions for the displaced population. The Mission will continue to pursue opportunities to enhance joint planning and analysis with humanitarian partners to ensure the most strategic and effective deployment of static and mobile forces in areas where humanitarian needs are most severe and are compounded by insecurity and access constraints. As required and within its capacity, UNMISS will continue to provide direct physical force protection for humanitarian personnel, assets, airfields and warehousing and will continue to conduct pre- and post-distribution patrolling. Mine action activities will remain essential to ensure the survey and clearance of prioritized routes, airstrips and locations for the safe delivery of aid and the security of civilian populations accessing assistance and services.

Supporting the implementation of the peace agreement and the peace process

27. In its resolution [2406 \(2018\)](#), the Security Council expressed its intention to keep the tasks and composition of UNMISS under active review, based on the possible outcomes of the high-level revitalization forum. In that regard, the Council is expected to review and renew the Mission's mandate in March 2019, taking into consideration the progress made in the implementation of the revitalized peace agreement and possible support required from the Mission. More concrete support required from UNMISS during the transitional period is to be defined during the pre-transitional period, scheduled to run for a maximum of eight months until May

2019. As at the time of writing, progress was slow and talks on key contentious issues, such as security arrangements during the transition, had made little progress. However, a number of local peace celebrations and confidence-building dialogues between government and opposition leaders and commanders were taking place, reinforcing prospects for peace, which need to be consolidated, including through UNMISS support. The fighting between the signatories of the revitalized peace agreement had also notably decreased; however, sporadic clashes between the government forces and the armed groups remaining outside the revitalized peace agreement remained a concern.

28. The Mission's support for the implementation of the revitalized peace agreement and the peace process will continue to be focused on laying the foundation for the steady implementation of the agreement; strengthening and supporting regional and international support initiatives; advancing local and national reconciliation efforts; and supporting transitional institutions that embrace good governance, gender equality, enhanced oversight and accountability and the inclusive participation of all South Sudanese in the peace process, including minorities, women and other vulnerable groups, as well as other institutional reforms envisaged in the revitalized agreement, such as the constitutional review process.

29. UNMISS will continue to promote dialogue, reconciliation and efforts to advance the implementation of the revitalized peace agreement. In regular meetings with senior government and opposition officials, the Special Representative will continue to advocate the inclusive and credible political settlement of conflict and adherence to the ceasefire by all parties. The Mission will leverage its presence across the country by linking subnational-level engagement in the field offices with local actors and good offices at the national level to promote the opening of the political space and to ensure effective, inclusive and sustained participation in political processes. UNMISS will maintain its role as convener of the international partners of the reconstituted Joint Monitoring and Evaluation Commission and the "Friends of South Sudan" group, in order to facilitate coherent and coordinated international support and to advocate the full implementation of the revitalized peace agreement. Its tasks will include facilitating common messaging and providing coordinated support for the role of the reconstituted Commission in monitoring the peace progress, in close coordination with IGAD, the African Union, the Special Envoy of the Secretary-General for the Horn of Africa and the Special Representative of the Secretary-General to the African Union.

30. The support provided to relevant transitional institutions will be guided by regular assessments and by revisiting the terms of engagement contingent to the criteria referred to in paragraphs 27–29 above and the human rights due diligence policy. Logistical support and force protection for the Ceasefire and Transitional Security Arrangements Monitoring and Verification Mechanism to fulfil its mandate, including monitoring and reporting violations and identifying responsible parties, will continue. In addition, in order to maintain momentum to ensure a participatory and credible process, the Mission will continue its extensive engagement with national, state and local authorities, civil society organizations and community groups across South Sudan to promote awareness about the peace process and about the role of the Mission.

Support

31. During the 2019/20 period, UNMISS will continue to provide and improve resource effectiveness and efficiency through the further standardization of service delivery and the refinement of supply chain management to better support its strategic priorities. The Mission will also work on implementing the strategic planning, budget formulation and performance management module of Umoja, including the strategic

management and budget formulation functionalities, which will help to improve the budget formulation, performance management and reporting processes.

32. The Mission will continue to deploy personnel with the aim of reaching the ceiling of 17,000 military and 2,101 police personnel (including correction officers), as authorized by the Security Council. The pace of deployment of uniformed personnel has accelerated since January 2018, increasing by more than 1,800 military and police personnel during the 12-month period ended on 31 December 2018. Taking into account the current and anticipated deployment of uniformed personnel, the present proposal for the 2019/20 period reflects an increase in requirements, compared with the resources approved for the 2018/19 period.

33. While the military and police components continue to expand, the Mission has critically reviewed its civilian staffing component with a view to achieving the desired outputs and providing services. A significant undertaking affecting mission support in the 2019/20 period was the review of the General Services Section in the second half of the 2017/18 period. The focus of the review was on increasing decentralization and bringing accountability closer to the functional service areas concerned, resulting in the dissolution of the Section. In view of this and other reviews, the Mission proposes a realignment of some of the mission support functions through the redeployment, reassignment, reclassification, conversion and abolishment of posts. These changes, when implemented, will further enhance effectiveness, improve efficiency and address the changes in workload distribution across the various sections of mission support functions. The holistic review of support functions resulted in the need to establish five additional United Nations Volunteer positions in the Engineering Section. In addition, because the fast pace of recruitment reduced the number of vacant posts, in turn increasing the number of personnel already on board, and owing to other factors explained in the financial resource requirements, the requested resources for civilian personnel also reflects an increase in the proposed budget for the 2019/20 period.

34. In the previous two budget periods, the Mission prioritized its recurring maintenance projects and related operational requirements, minimizing the replacement of equipment without undertaking any major maintenance and construction projects. The Mission has now reached a stage where it has become critically important to address the construction of major facilities and infrastructure. The phased replacement of such major equipment as prefabricated facilities, generators, water and wastewater treatment plants, vehicles and communications and information technology equipment is essential to accommodate and provide effective life support services to military, police and civilian personnel. The Mission thoroughly reviewed its operational requirements with due consideration for budget austerity, its priorities, operational effectiveness and efficiency, relevance-to-mandate and United Nations-wide initiatives. The proposed budget for the 2019/20 period incorporates those considerations.

35. The proposed budget for the 2019/20 period includes the following five projects having an estimated cost of \$1 million or more: (a) the replacement of ablutions for uniformed personnel, which is the first phase of a multi-year project (\$2.4 million); (b) the replacement of multiple generator power stations with one consolidated power station at United Nations House and at the UNMISS compound Tamping, which is in the first year of a multi-year project (\$1.8 million); (c) the continuation of the multi-year construction of the United Nations House water pipeline (\$1.7 million); (d) the construction of a loading and staging apron for Mi-26 helicopters, which deliver logistics requirements and supplies to other UNMISS locations (\$1.5 million); and (e) the replacement of kitchens in camps for uniformed personnel to meet fire safety standards, as part of a multi-year project (\$1.3 million).

36. As part of its environmental initiative, the Mission plans to continue to implement projects to reduce its environmental footprint, including the following: (a) the construction of a consolidated power station at United Nations House and at the compound in Tomping; (b) the acquisition of a heavy-duty dual-chamber controlled air incinerator, portable medical waste incinerators, a shredder for plastic bottles and cans, bulb crushers, recyclable bins, waste composters, paper mixers for recycling paper waste, water and wastewater treatment plants and air quality and hydrocarbon test kits; (c) the establishment of proper storage yards for hazardous materials that are inaccessible to animals, in Bentiu and Malakal; (d) the construction of environmentally friendly concrete platforms for generator and fuel storage sites to prevent oil leakages and spills; (e) the planting of 10,000 indigenous trees; and (f) the enhancement of skills among staff to implement the environmental management system based on ISO 14001:2015, the international standard that specifies the requirements for systems that organizations can use to enhance their environmental performance.

C. Regional mission cooperation

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

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

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

40. The Mission will continue to use the Global Procurement Support Section, which replaced the Regional Procurement Office in Entebbe as of 1 January 2019, to streamline procurement services in the Central and Eastern African regions through joint regional acquisition planning, the development of the regional procurement strategy, regional vendor management and the consolidation of requirements for regional systems contracts. For this purpose, eight posts (1 P-3, 2 Field Service, 3 National Professional Officer and 2 national General Service posts) will continue to be located in the Support Section, under the management of the Procurement Division of the Secretariat, in accordance with General Assembly resolution [69/273](#).

D. Partnerships, country team coordination and integrated missions

41. The United Nations Cooperation Framework 2019–2021 will guide the United Nations country team activities in South Sudan to achieve outcomes across four priority areas: (a) building peace and strengthening governance; (b) improving food security and recovering local economies; (c) strengthening social services; and

(d) empowering women and youth. UNMISS participated in the development of the framework and will continue to engage with the country team in monitoring progress in the priority areas. In doing so, UNMISS will ensure that its strategic objectives and plans are aligned with and complementary to those of the country team and the national development strategy. Collaboration at the operational level with development and humanitarian partners will also continue through joint programming in priority areas. These priority areas include protection of civilians, in particular the protection of women and children; support for the safe, voluntary and dignified return of displaced persons; the promotion of women's participation and gender equality; support for the implementation of the revitalized peace agreement; and support for the national dialogue. The Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator/Resident Representative) will continue to facilitate coordination between UNMISS, the United Nations country team, the humanitarian country team and other partners to strengthen cooperation and the integration of activities across the country.

E. Results-based budgeting frameworks

42. 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

43. 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 2018/19	1	–	2	2	2	7	3	–	10
Proposed posts 2019/20	1	–	2	2	2	7	3	–	10
Net change	–	–	–	–	–	–	–	–	–
Special advisers									
Approved posts 2018/19	–	–	1	–	2	3	2	1	6
Proposed posts 2019/20	–	–	1	–	2	3	2	1	6
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2018/19	–	1	2	2	3	8	4	1	13
Proposed posts 2019/20	–	1	2	2	3	8	4	1	13
Net change	–	–	–	–	–	–	–	–	–
Protection of Civilians Unit									
Approved posts 2018/19	–	–	4	1	–	5	–	1	6

	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			
Proposed posts 2019/20	–	–	4	1	–	5	–	1	6
Net change	–	–	–	–	–	–	–	–	–
Field Support Office									
Approved posts 2018/19	–	–	1	1	1	3	1	1	5
Proposed posts 2019/20	–	–	1	1	1	3	1	1	5
Net change	–	–	–	–	–	–	–	–	–
Strategic Planning Unit									
Approved posts 2018/19	–	–	2	1	–	3	–	1	4
Proposed posts 2019/20	–	–	2	1	–	3	–	1	4
Net change	–	–	–	–	–	–	–	–	–
Best Practices Unit									
Approved posts 2018/19	–	–	–	1	–	1	1	–	2
Proposed posts 2019/20	–	–	–	1	–	1	1	–	2
Net change	–	–	–	–	–	–	–	–	–
Legal Affairs Unit									
Approved posts 2018/19	–	–	3	2	1	6	5	2	13
Proposed posts 2019/20	–	–	3	2	1	6	4	2	12
Net change	–	–	–	–	–	–	(1)	–	(1)
Conduct and Discipline Team									
Approved posts 2018/19	–	1	3	1	2	7	3	2	12
Proposed posts 2019/20	–	1	4	1	2	8	3	2	13
Net change	–	–	1	–	–	1	–	–	1
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2018/19	1	–	1	2	2	6	3	–	9
Proposed posts 2019/20	1	–	1	2	2	6	3	–	9
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator/Resident Representative)									
Approved posts 2018/19	1	–	2	2	2	7	2	–	9
Proposed posts 2019/20	1	–	2	2	2	7	2	–	9
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2018/19	3	2	21	15	15	56	24	9	89
Proposed posts 2019/20	3	2	22	15	15	57	23	9	89
Net change	–	–	1	–	–	1	(1)	–	–

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

International staff: increase of 1 post

National staff: decrease of 1 post

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

Table 2

Staffing changes: executive direction and management

Office/Section/Unit	Type of proposed staffing change	Posts and positions		
		Number	Details	To/from
Legal Affairs Unit	Reassignment	(1)	National Professional Officer	To Joint Mission Analysis Centre, component 1
Conduct and Discipline Team	Reclassification	1	P-3	Reclassified from P-2
	Reclassification	(1)	P-2	Reclassified to P-3
	Establishment	1	P-5	
Total		–		

Legal Affairs Unit

National staff: decrease of 1 post

45. The Secretary-General proposes that one post of Associate Legal Officer (National Professional Officer) be reassigned as an Associate Information Analyst post in the Joint Mission Analysis Centre. This reassignment is intended to enhance the overall capability of the Centre to support the Mission's senior leadership with early warning and predictive analysis. The remaining staff in the Legal Affairs Unit will absorb the duties associated with the post.

Conduct and Discipline Team

International staff: increase of 1 post

46. The Conduct and Discipline Team is responsible for ensuring that allegations of misconduct, including sexual exploitation and abuse, are properly received and assessed and that they are recorded and tracked to ensure that appropriate actions are addressed in a timely manner. The Team also identifies trends and patterns of cases and formulates lessons learned, as well as best practices related to conduct and discipline issues. Furthermore, the Team contributes to the development of related policy and implements preventative actions and awareness-building initiatives through training. In view of the Secretary-General's comprehensive strategy to address sexual exploitation and abuse and the administrative instruction on unsatisfactory conduct, investigations and the disciplinary process ([ST/AI/2017/1](#)), whereby actions by officials should be taken without undue delay, the Conduct and Discipline Team plays a critical role in the Mission's operations.

47. In that regard, the reclassification of a post of Associate Conduct and Discipline Officer (P-2) to a post of Conduct and Discipline Officer (P-3) is proposed. The Case Management Unit within the Conduct and Discipline Team is responsible for receiving and assessing allegations, properly notifying and referring cases to the appropriate investigative bodies and recommending appropriate actions. Given the sensitivity and gravity of misconduct allegations, it is imperative that the incumbent have enhanced expertise and experience so as to be able to improve the quality of the Mission's responsiveness. The incumbent is also required to provide advice and

recommend courses of action to address misconduct cases, which are subject to review by and appeal to the administration of justice system.

48. The Mission proposes the establishment of one post of Field Victims' Rights Advocate (P-5). To date, victims' rights advocacy functions have been conducted on an ad hoc basis by the Director of Mission Support. The Secretary-General, in his report on special measures for protection from sexual exploitation and abuse: a new approach (A/71/818 and A/71/818/Corr.1), pledged that the United Nations would put the rights and dignity of victims at the forefront of its efforts to prevent and respond to sexual exploitation and abuse. In the context of his strategy to improve the United Nations system-wide approach to preventing and responding to sexual exploitation and abuse, the Secretary-General indicated that he would appoint victims' rights advocates, one in each of the four peacekeeping operations in which cases of sexual exploitation and abuse have been reported, including UNMISS, to advocate for victims' rights at the field level and to support the mandate of the Headquarters-based Victims' Rights Advocate at the strategic level. The Field Victims' Rights Advocate will act as the main point of contact for all victims and their families. The incumbent will implement the strategic vision of the Secretary-General in UNMISS with a view to ensuring that victims' rights are upheld and will build on existing mandates and responsibilities of United Nations system actors who work closely with victims and their families, including those with responsibility for providing assistance and support to victims of sexual exploitation and abuse. The incumbent will develop policies, procedures and programmes to maintain direct and regular contact with victims and assist them in gaining access to judicial and administrative proceedings and in receiving regular feedback on the status of their cases, drawing on existing expertise in missions and the United Nations country teams.

Component 1: protection of civilians

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.1 Enhanced protection of civilians through political engagement and processes	<p>1.1.1 Increase in the number of initiatives undertaken by national, state and county-level governments and non-State actors to protect civilians (2017/18: 125; 2018/19: 125; 2019/20: 135)</p> <p>1.1.2 Engagement with national and state authorities, communities and civil society to address issues related to the protection of civilians (2017/18: 744 meetings; 2018/19: 750 meetings; 2019/20: 750 meetings)</p>

Outputs

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

- Facilitation of non-violent solutions to tensions and conflicts through the conduct of monthly meetings with representatives of the Transitional Government of National Unity, political parties, members of Parliament, the offices of the President and Vice-Presidents, relevant ministries, the women's parliamentary caucus and relevant opposition elements
- Promotion and encouragement for the opening of the political space needed to engage in effective political dialogue and full and inclusive participation in national and regional political initiatives through the organization of 6 meetings with national stakeholders, including political party leaders, civil society organizations, faith-based groups and women's groups
- Provision of support to enhance the dialogue space between the Government and different segments of the society, in collaboration with partners, so as to assist the parties in effectively addressing issues of concern, and the development of joint initiatives to protect civilians through 20 advocacy meetings
- Conduct of 20 subnational women's peace forums and 1 national women's peace forum with women in civil society organizations for the global "Open Days on Women, Peace and Security"
- 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
- Conduct of 2 national-level consultative workshops with government authorities and civil society actors to monitor progress on the implementation of the UNMISS sexual and gender-based violence prevention strategy, especially in relation to creating a safe environment for women and girls, carrying out initiatives to mitigate the risk of sexual and gender-based violence, increasing women's livelihood initiatives and addressing gender values and norms
- Provision of support and technical advice to the South Sudan People's Defence Forces, the South Sudan National Police Service and other national institutions for the implementation of the cross-sectoral national action plan (implementation plan) of the joint communiqué of October 2014 of the United Nations and the Government of South Sudan on addressing conflict-related sexual violence
- Provision of support for the verification and screening of barracks and establishments of the South Sudan People's Defence Forces and non-State armed groups across the country to identify children to be separated and released and engagement with relevant national institutions on child protection issues in accordance with the peace agreement, in line with international and regional best practices in demobilization, disarmament and reintegration
- Provision of support to government security forces and other parties to the conflict for the development of an action plan on enhanced protection of children and the prevention of and accountability for grave violations by armed forces and groups
- Development and implementation of a continuous nationwide communications campaign to raise awareness of the Mission's vision, mandate, objectives and activities to protect civilians through: (a) the production of multimedia stories, including those promoting the activities of UNMISS uniformed elements, for distribution on the United Nations Headquarters and UNMISS digital platforms, as well as to external media outlets, including 40 audiovisual stories, 80 digital news and feature stories and 10 photography albums; (b) the conceptualization and conduct of 60 events or activities, including presentations, to promote the Mission's mandate to audiences across South Sudan, including such civil society organizations as youth and women's groups and faith-based organizations; (c) UNMISS press engagements, broadcasts of peace partner initiatives and 12 radio programmes on Radio Miraya, as well as digital media coverage promoting the fostering and support of a safer environment for the voluntary return and reintegration of displaced persons

*Expected accomplishment**Indicators of achievement*

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

1.2.1 Reduced number of civilian casualties, incidents and physical threats to civilians in and around UNMISS bases and areas of concentration for internally displaced persons and refugees (2017/18: 2,915; 2018/19: 4,000; 2019/20: 3,500)

1.2.2 Number of mechanisms to support the protection of women, children and youth from conflict-related and gender-based violence (2017/18: 0; 2018/19: 2; 2019/20: 3)

1.2.3 Survey and clearance of hazardous areas contaminated by landmines and unexploded ordnance in and around UNMISS bases and areas where they may pose a threat to civilians (2017/18: 3,110; 2018/19: 1,500; 2019/20: 1,425)

Outputs

- Maintenance of functioning early warning, analysis and response mechanisms involving all relevant mission components
- Provision of support for the mapping of risks and threats to strengthen early warning and situational awareness to protect the civilian population, with a special emphasis on women and children, through the conduct of 150 joint UNMISS field missions, with national and international partners, where appropriate, to conflict-affected areas and return sites
- Provision of support to civilians living in conflict-prone or return areas as well as displaced communities at UNMISS protection of civilians sites and other collective centres in order to resolve intercommunal disputes through 10 workshops, with a particular emphasis on the participation of women and youth in a dialogue for peace
- 1,036,512 mobile troop patrol days to protect civilians in areas of concern by deterring all forms of violence, creating conditions conducive to the delivery of humanitarian assistance and the safe and voluntary return and resettlement of internally displaced persons and refugees, protecting United Nations and other designated personnel and property throughout the mission area, securing fixed and mobile checkpoints and conducting tactical deployments (48 troops per patrol, 59 companies for 366 days)
- 1,300 air patrol hours in support of air reconnaissance and security assessments for the protection of civilians, the creation of conditions conducive to the delivery of humanitarian assistance, the provision of assistance to development actors and the protection of United Nations and other designated personnel and property throughout the mission area (5 hours per day, 5 days per week for 52 weeks)
- 6,240 mobile troop patrol days of military liaison officers operating in integrated teams (2 military liaison officers conducting patrolling 5 days per week for 52 weeks from 10 field offices and 2 field office team sites) to deter all forms of violence against civilians, particularly women and girls, 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
- 105,408 static troop days to provide security at UNMISS protection of civilians sites (48 troops to protect 6 UNMISS protection of civilians sites and other protective areas for 366 days)

- Implementation of 12 quick-impact projects to mitigate protection concerns in and around the UNMISS protection of civilians sites and areas of vulnerable populations, including women and children, to foster peaceful coexistence between internally displaced person communities and host communities and to support the operations of the South Sudanese rule of law institutions
- In coordination with humanitarian actors, provision of technical advice and support to facilitate and monitor the implementation of action plans at the field level to mitigate protection concerns, especially in and around UNMISS bases and areas of vulnerable populations, including women and children
- Survey and clearance of 1,425 known or suspected hazardous areas and the removal or destruction of 25,000 items of explosive hazards, including landmines, in areas having an impact on UNMISS protection of civilians sites and areas where there is a threat to civilians
- Delivery of emergency mine risk education to 250,000 civilians in order to promote community safety through participants' enhanced ability to recognize, mitigate and report explosive hazards, including small arms and light weapons and small arms ammunition, and awareness-raising through outreach events, such as the International Day for Mine Awareness and Assistance in Mine Action
- 10,500 explosive detection dog team days (up to 29 teams deployed daily across 6 main locations) to provide entry point control and explosive detection searches for small arms ammunition and explosives at key UNMISS locations, including protection of civilians sites
- 307,440 United Nations formed police unit person days (10 personnel per patrol, 3 patrols per platoon, 4 platoons per formed police unit, 7 formed police units for 366 days) to patrol, maintain vigilance, conduct gender-sensitive security checks and respond to public order situations within and around UNMISS protection of civilians sites and weapon-free zones
- 98,820 United Nations individual police officer operational days at UNMISS protection of civilians sites and areas of high concentration of displaced persons (15 individual police officers per shift, 3 shifts per day, at 6 sites or concentration points for 366 days) to patrol, maintain a police presence and interact with local communities, including joint patrols with other mission components, to monitor and report on security-related threats and human rights violations
- 19,764 individual Corrections Officer days (6 individual Correction Officers per shift, 3 shifts per day, at 3 holding facilities for 366 days) to provide administrative, security and operational services at the UNMISS holding facilities attached to protection of civilians sites in Juba, Malakal and Bentiu
- Provision of advocacy and support to national authorities in the justice sector to facilitate the referral of cases of internally displaced persons who committed serious security incidents within UNMISS protection of civilians sites for review, investigation and prosecution, in accordance with fair trial standards
- In partnership with relevant actors at UNMISS protection of civilians sites, training for 1,000 community watch group members and leaders, including women, at the sites in Juba, Bor, Bentiu, Malakal and Wau to support crime prevention, community safety and relations and community-led informal mitigation and dispute resolution mechanisms
- Provision of support for the establishment and operation of a dedicated capacity within the national justice sector to investigate and prosecute sexual and gender-based violence and other serious human rights violations, including conflict-related violence and crimes against children, including through the development of stronger linkages along the entire national justice chain, from the filing of a charge to sentencing and detention
- Provision of 12 practice-based workshops for senior military justice officials in the investigation and prosecution of serious human rights violations, including conflict-related sexual violence, and technical support to revise the legal framework governing military justice in South Sudan

- Development of a mission-wide programme to reduce community-level violence, including sexual and gender-based violence, against women and children by armed groups, particularly youth, which includes pilot community-based projects to support livelihood activities and vocational training and initiatives to change attitudes and behaviour

<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 No increase in the number of internally displaced persons and refugees (2017/18: 4.4 million; 2018/19: 4.2 million; 2019/20: 4.2 million)</p> <p>1.3.2 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 (2017/18: 17 million m²; 2018/19: 10 million m²; 2019/20: 8 million m²)</p> <p>1.3.3 Adoption by the Government of a revised land act and land regulations with specific provisions to support the peaceful resolution of land disputes and encourage safe and voluntary returns</p>

Outputs

- Organization and conduct of 25 joint field missions to assess the conflict environment at possible return sites and 10 workshops on conflict management and confidence-building with communities at return sites to provide support for resolving conflicts between host communities and returnees, including in the opposition-controlled areas
- In coordination with the United Nations country team, the humanitarian country team, the Government and other relevant partners, facilitation of the development of state action plans to rehabilitate and restore basic services and improve access to livelihood opportunities for the displaced population and youth at risk in areas of return
- Facilitation of 30 consultation sessions for internally displaced persons, including women and children, at UNMISS protection of civilians sites in order to identify concerns about protection and requirements for safe and sustainable return and reintegration
- In coordination with the United Nations country team, the humanitarian country team, the Government and other relevant partners, facilitation of the development and implementation of joint intentions surveys of internally displaced persons at UNMISS protection of civilians sites and populations affected by violence at other locations in order to establish preferred destinations for relocation and reintegration
- Facilitation of 30 consultation sessions among local authorities, host communities and returning populations to address emerging challenges through the processes of return and reintegration
- Implementation of 18 quick-impact projects to improve basic service infrastructure in areas of return for the eventual safe and voluntary return and reintegration of internally displaced persons and vulnerable populations and build resilience of the community to avoid further displacement
- Clearance and survey of 8 million m² of land for release to communities in support of freedom of movement and safe and voluntary resettlement

- Provision of support, in line with the human rights due diligence policy, to the confidence- and trust-building policing project of the South Sudan National Police Service in all field offices through the conduct of 20 sensitization seminars and workshops with the National Police Service, community leaders, civil society organizations and women's representatives on community-based policing, human rights, trust-building and conditions conducive to the voluntary return or relocation of internally displaced persons
- Provision of support to law enforcement agencies, including technical assistance and advice, by conducting training for 1,000 South Sudan National Police Service members selected for deployment to police stations across South Sudan to equip them with basic police technical skills and knowledge on internationally accepted standards of policing, in strict compliance with the United Nations human rights due diligence policy, and by conducting 30 one-week sensitization workshops for the National Police Service and other law enforcement agencies in all field offices to enhance their expertise on human rights and international humanitarian law, including the handling of cases involving sexual and gender-based violence and conflict-related sexual violence
- Provision of technical advice to national authorities to facilitate the creation of legal frameworks for the safe and voluntary return of displaced populations by addressing housing, land and property rights, including in consultation with local authorities, traditional leaders and other stakeholders, to promote the peaceful resolution of disputes

*Expected accomplishment**Indicators of achievement*

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

1.4.1 Decrease in the number of reported intra- and intercommunal conflicts (2017/18: 258; 2018/19: 200; 2019/20: 150)

1.4.2 Increase in the number of reconciliation initiatives taken at the subnational level (2017/18: 77; 2018/19: 80; 2019/20: 85)

1.4.3 Increase in the number of local peace agreements (2017/18: 16; 2018/19: 20; 2019/20: 25)

Outputs

- Regular engagement with local stakeholders through the conduct of 150 joint field assessment missions throughout South Sudan with a view to enhancing the understanding of local conflict dynamics and in support of the provision of assistance and good offices to local peace initiatives
- Provision of support for locally initiated political engagement and reconciliation initiatives between communities through the conduct of 30 advocacy meetings and 20 conflict management workshops to encourage communities 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, youth, women, civil society actors and traditional authorities on the roles and responsibilities of the Government and communities at large to prevent, mitigate and resolve local conflicts, including improving civil-military relations, through the delivery of 32 capacity-building workshops in conflict management and mediation
- Provision of support to the Government and communities for peaceful cross-border international and internal migration by preventing, mitigating and resolving conflicts between pastoralists and host communities through the conduct of 30 meetings, 10 missions and 10 conferences
- Provision of support to Government authorities, traditional conflict management mechanisms, youth, women and communities, including civil society actors, in managing communal conflicts and localized reconciliation initiatives at UNMISS protection of civilians sites and other locations hosting internally displaced persons through 22 conflict-management events

- Provision of support to peace structures, including peace networks, at the county and state levels in Boma, for conflict management, peacebuilding and reconciliation through 12 capacity-building sessions
- Provision of support to enhance the capacity of traditional leaders to operationalize local traditional mechanisms for conflict management, including inclusive dialogue and reconciliation, through the conduct of 30 meetings and 10 capacity-building workshops
- Provision of support to civil society actors, government officials, youth and women to promote inclusivity, national identity, good relations and equal opportunity so as to reverse ethnic polarization and repair the social fabric through 20 advocacy meetings and 12 dialogue forums
- Provision of support to promote social harmony and advance the concept of a coherent multi-ethnic and inclusive society, including in the opposition-controlled areas, through 9 mobile peace education campaigns, 5 exchange visits and 15 sporting or cultural activities

External factors

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

Table 3
Human resources: component 1, protection of civilians

Category	Total
I. Military observers	
Approved 2018/19	242
Proposed 2019/20	242
Net change	–
II. Military contingents	
Approved 2018/19	16 758
Proposed 2019/20	16 758
Net change	–
III. United Nations police	
Approved 2018/19	703
Proposed 2019/20	703
Net change	–
IV. Formed police units	
Approved 2018/19	1 320
Proposed 2019/20	1 320
Net change	–

	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service				
V. Civilian staff									
Political Affairs Division									
Approved posts 2018/19	–	–	3	2	–	5	2	–	7
Proposed posts 2019/20	–	–	3	2	–	5	2	–	7
Net change	–	–	–	–	–	–	–	–	–
Communications and Public Information Division									
Approved posts 2018/19	–	1	3	3	3	10	30	8	48
Proposed posts 2019/20	–	1	3	3	3	10	30	8	48
Net change	–	–	–	–	–	–	–	–	–
Relief, Reintegration and Protection Section									
Approved posts 2018/19	–	1	4	8	2	15	23	7	45
Proposed posts 2019/20	–	1	4	8	2	15	23	7	45
Net change	–	–	–	–	–	–	–	–	–
Office of the Force Commander									
Approved posts 2018/19	1	2	–	–	2	5	2	–	7
Proposed posts 2019/20	1	2	–	–	2	5	2	–	7
Net change	–	–	–	–	–	–	–	–	–
Heads of field offices									
Approved posts 2018/19	–	3	7	10	10	30	146	16	192
Proposed posts 2019/20	–	3	7	10	10	30	144	16	190
Net change	–	–	–	–	–	–	(2)	–	(2)
Civil Affairs Division									
Approved posts 2018/19	–	1	10	10	1	22	20	31	73
Proposed posts 2019/20	–	1	10	10	1	22	20	31	73
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2018/19	–	2	8	2	3	15	2	–	17
Proposed posts 2019/20	–	2	8	2	3	15	2	–	17
Net change	–	–	–	–	–	–	–	–	–
HIV/AIDS Unit									
Approved posts 2018/19	–	–	1	1	1	3	4	4	11
Proposed posts 2019/20	–	–	1	1	1	3	4	4	11
Net change	–	–	–	–	–	–	–	–	–
Joint Mission Analysis Centre									
Approved posts 2018/19	–	–	2	8	–	10	3	2	15
Proposed posts 2019/20	–	–	2	8	–	10	14	2	26

	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
Net change	–	–	–	–	–	–	11	–	11
Approved temporary positions ^b 2018/19	–	–	–	–	–	–	10	–	10
Proposed temporary positions 2019/20	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	(10)	–	(10)
Subtotal									
Approved 2018/19	–	–	2	8	–	10	13	2	25
Proposed 2019/20	–	–	2	8	–	10	14	2	26
Net change	–	–	–	–	–	–	1	–	1
Gender Affairs Unit									
Approved posts 2018/19	–	–	1	1	–	2	1	–	3
Proposed posts 2019/20	–	–	1	1	–	2	1	–	3
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2018/19	–	–	–	1	–	1	1	2	4
Proposed posts 2019/20	–	–	–	1	–	1	1	2	4
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2018/19	1	10	39	46	22	118	234	70	422
Proposed posts 2019/20	1	10	39	46	22	118	243	70	431
Net change	–	–	–	–	–	–	9	–	9
Approved temporary positions ^b 2018/19	–	–	–	–	–	–	10	–	10
Proposed temporary positions 2019/20	–	–	–	–	–	–	–	–	–
Net change	–	–	–	–	–	–	(10)	–	(10)
Total, civilian staff									
Approved 2018/19	1	10	39	46	22	118	244	70	432
Proposed 2019/20	1	10	39	46	22	118	243	70	431
Net change	–	–	–	–	–	–	(1)	–	(1)
Total, I–V									
Approved 2018/19									19 455
Proposed 2019/20									19 454
Net change									(1)

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

^b Funded under general temporary assistance.

National staff: net decrease of 1 post

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

Table 4

Staffing changes: component 1, protection of civilians

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Heads of field offices	Redeployment	(1)	National Professional Officer	To the Political Affairs Division, component 4
	Reassignment	(1)	National General Service	To the Office of the Director of Mission Support, component 5
Joint Mission Analysis Centre	Conversion	10	National Professional Officer posts	
	Conversion	(10)	National Professional Officer – temporary general assistance	
	Reassignment	1	National Professional Officer	From the Legal Affairs Unit, executive direction and management
Total		(1)		

Heads of field offices

National staff: decrease of 2 posts

50. The head of each of the 10 field offices across South Sudan is appointed by the Special Representative of the Secretary-General and is the highest-ranking United Nations representative at the field level. The Head of Field Office ensures that the Mission's mandate in the field is delivered in accordance with the Mission's priorities and in compliance with the strategic and policy guidance provided by senior management. For the 2019/20 period, the redeployment of one post of Associate Political Affairs Officer (National Professional Officer) to the Political Affairs Division is proposed to enhance the Mission's political analysis capacity in view of the revitalized peace agreement. In addition, a post of Field Language Assistant is proposed to be reassigned as a Protocol Assistant post under the Office of the Director of Mission Support.

Joint Mission Analysis Centre

National staff: increase of 1 post

51. The Secretary-General proposes the conversion of 10 temporary Associate Information Analyst positions (National Professional Officer) to posts. Those positions, one of which is located in each field office, have continually enhanced the Mission's situational awareness and early warning capabilities. The information provided by the incumbents has been effective in enabling the Mission's senior management to make informed decisions. Furthermore, the incumbents have helped to ensure a better understanding of the local population and related issues. Without the capabilities provided by those positions, the Mission could potentially lose opportunities to establish accurate analyses of developments on the ground and thus have less early warning capability.

52. The reassignment of one post of Associate Legal Officer in the Legal Affairs Unit to a post of Associate Information Analyst is proposed for the 2019/20 period. The post is intended to enhance the overall capability of the Joint Mission Analysis Centre in monitoring, reporting on and analysing holistic and specific security-related issues and trends in Juba. This would reinforce the Centre's capability to capture information and predict future developments.

Component 2: monitoring, reporting and investigating human rights

<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 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 (2017/18: 325; 2018/19: 520; 2019/20: 530)</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 (2017/18: 100 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)</p>

Outputs

- Thorough documentation and verification of violations and abuses of international human rights law and violations of international humanitarian law, including conflict-related sexual violence, as well as the identification of signs of early warning of human rights violations through the conduct of specific investigation missions, integrated missions and patrols (of long and short duration) and regular monitoring activities across the country
- Establishment of track records of alleged perpetrators of human rights violations across the country for accountability purposes and to ensure strict compliance with the United Nations human rights due diligence policy
- Preparation and publication of 3 public reports on the human rights situation in South Sudan
- Provision of technical support for civil society actors, particularly women's groups, youth groups, religious leaders, traditional justice actors, human rights defenders and journalists, to foster and promote a human rights culture through the conduct of 20 training sessions for various stakeholders in the area of human rights monitoring and investigation to ensure that the rights of vulnerable groups, including women, are protected against abuse and violence, including sexual and gender-based violence and conflict-related sexual violence
- Protection of the human rights of people deprived of their liberty, including those sentenced to death or detained on political grounds, through weekly visits to government or opposition-run detention facilities across the country and sustained engagement with relevant national stakeholders through 20 consultative meetings and 11 sensitization workshops for relevant national stakeholders, including women's representatives
- Provision of technical support for legal reforms aimed at reducing the number of persons in prolonged and arbitrary detention in national prisons, including through alternatives to detention
- Provision of support in enhancing the knowledge base and skills of statutory and customary courts, law enforcement and the judiciary to protect, respect and fulfil human rights and the rule of law through training and the conduct of 10 sensitization workshops across the country

- Provision of support in building the knowledge and reinforcing the skills of the South Sudan People's Defence Forces and other parties on human rights and international humanitarian law standards, including regarding sexual violence and child rights, through monthly coordination meetings, monthly engagement and the conduct of 11 training sessions
- Monitoring of transitional justice processes and accountability measures taken by government actors and armed forces through the continuous provision of technical assistance, advice and support to the judiciary and other rule of law institutions; reporting, provision of recommendations and organization of sensitization activities, including 10 workshops, on international, regional and national justice mechanisms and the administration of justice for relevant national stakeholders and civil society in order to promote compliance with international standards of due process, transparency and independence; and organization and conduct of 10 sensitization activities aimed at promoting an environment conducive to the implementation of transitional justice processes
- Provision of technical assistance, expert advice and enhanced partnership with the South Sudan Human Rights Commission and civil society organizations, including women's groups, youth groups, community and religious leaders, human rights defenders and journalists, to reinforce their watchdog capacities and foster an environment conducive to the exercise of fundamental freedoms through the conduct of 10 tailored training sessions, 20 awareness-raising activities and 5 human rights forums
- Provision of technical support and expert advice to the judicial, military justice and other institutional mechanisms, as well as civil society organizations, to strengthen the fight against impunity, in particular regarding conflict-related sexual violence
- Provision of technical assistance towards the establishment and operationalization of the Commission for Truth, Reconciliation and Healing
- Promotion of the UNMISS mandate and the Mission's impartiality, work, achievements and success stories related to monitoring, verification and reporting on human rights through the production of multimedia and print products, including regular monthly radio programming and videos
- 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 and monitoring of adherence to the rule of law and international human rights standards by the South Sudan National Police Service and other actors associated with the administration of justice in all states through monthly planning and coordination meetings and daily engagement on prolonged/arbitrary detentions and violence against women, children and other vulnerable groups, including sensitization of the South Sudanese National Police Service, the National Prison Service, the Ministry of Justice and Constitutional Affairs and the judiciary, on human rights, international humanitarian law and professional ethics, in strict compliance with the United Nations human rights due diligence policy
- Development and implementation of a nationwide communications campaign to raise awareness among the general public and civil society organizations on combating impunity for abuses and violations of human rights: (a) public service announcements and 40 human rights-focused programmes broadcast on Radio Miraya; (b) promotion of awareness among vulnerable groups and the general public of the protection of civilians mandate regarding sexual and gender-based violence and the Mission's role in providing impartial monitoring and verification of and reporting on such violence, through the conduct of 6 outreach activities and the production of multimedia products, including 18 digital news/feature stories, 12 audiovisual stories and 5 photography albums; (c) provision of 2 outreach events and multimedia products to raise awareness of the Day of the African Child and International Women's Day, highlighting the need for combating impunity for abuses and violations of human rights and international humanitarian law; (d) conduct of outreach and a multimedia awareness-raising campaign across 10 regions through UNMISS field offices to mark Human Rights Day and the 16 Days of Activism against Gender-Based Violence campaign; (e) engagement with the media through press conferences and press releases and the production of

multimedia products to publicize reports from UNMISS and the Office of the United Nations High Commissioner for Human Rights on the human rights situation in South Sudan; and (f) promotion of the Mission's mandate and its impartiality, work, achievements and success stories related to the monitoring and verification of and reporting on human rights through the production of multimedia products, including video, radio, photography and social media products

- Provision of technical support to enable the referral of cases to national authorities, ensure adequate conditions of detention for cases of sexual and gender-based violence and other serious human rights violations and address reports of suspected human rights abuses in facilities operated by the National Prison Service
- Provision of technical support for a model case management system to track the progress of cases throughout the justice system to, inter alia, identify prolonged and arbitrary detention and improve efficiency and coordination along the entire justice chain

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.2 Strengthened monitoring, investigation, verification and reporting on abuses and violations committed against women, including conflict-related sexual violence	<p>2.2.1 No increase in the confirmed number of violations and abuses committed against women, including sexual and gender-based violence (2017/18: 160; 2018/19: 200; 2019/20: 200)</p> <p>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 (2017/18: 2; 2018/19: 6; 2019/20: 6)</p>

Outputs

- Implementation of the monitoring, analysis and reporting arrangements at the national and state levels as a reporting mechanism to detect, prevent and respond to conflict-related sexual violence, including the organization and conduct of 3 training sessions and 6 meetings of the technical working group on monitoring, analysis and reporting arrangements to collect information for the drafting of 4 quarterly reports for submission to United Nations Headquarters on patterns and trends of conflict-related sexual violence
- Organization and conduct of 6 meetings with representatives of the parties to the conflict to monitor and support the implementation of the joint communiqué on addressing conflict-related sexual violence
- Development of guidelines, in collaboration with relevant United Nations country team actors, to enhance national and state-level capacity to effectively investigate, prevent and respond to conflict-related sexual violence and support victims' rights to justice, reparation and compensation for conflict-related sexual violence incidents
- In line with Security Council resolution [1960 \(2010\)](#) on sexual violence against women and children in situations of armed conflict, organization and conduct of 4 meetings of the Joint Consultation Forum to improve coordination among actors for advocacy and response in addressing conflict-related sexual violence
- Organization and conduct of 12 awareness-raising events, including 8 workshops, in each region to celebrate the 16 days of activism, in coordination with relevant civil society organizations, to promote the prevention of conflict-related sexual violence
- Provision of technical support to raise the awareness of the members of the South Sudan People's Defence Forces on internal oversight mechanisms and possible implications of conflict-related sexual violence through the conduct of 4 sensitization activities, including dialogues, workshops and training sessions

- Promotion of the efforts to prevent sexual and gender-based violence and violence against children at UNMISS protection of civilians sites and all states in South Sudan through the conduct of 10 community workshops and 4 Radio Miraya broadcasts

*Expected accomplishment**Indicators of achievement*

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

2.3.1 No increase in the number of reported incidents of grave violations against children, such as children associated with armed forces and groups, sexual violence and abuse, attacks in schools and hospitals, abductions and the denial of humanitarian assistance (2017/18: 546; 2018/19: 1,000; 2019/20: 1,000)

2.3.2 Clear functional actions undertaken towards the partial or full implementation of the recommitment agreement of the revised action plan of the South Sudan People's Defence Forces to halt the recruitment and use of children and a commitment by SPLM/A-IO to end 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 such notes expected annually)
- Coordination of child protection activities through the organization of 3 senior-level meetings of the country task force of the monitoring and reporting mechanism on grave violations against children in situations of armed conflict and 6 meetings of the technical working group of the mechanism with child protection stakeholders in Juba
- Provision of 2 workshops for the South Sudan People's Defence Forces at the national level and 2 sensitization sessions for child protection actors/partners in Juba at the national level to strengthen the monitoring, verification, analysis and reporting mechanism for grave violations and abuses committed against children, and 19 training sessions at the field office level on child protection issues and grave violations against children for the South Sudan People's Defence Forces, SPLM/A-IO, state and local authorities and civil society organizations
- Provision of support for and monitoring of the implementation of the mechanism of the existing military command orders of the South Sudan People's Defence Forces and of punitive orders prohibiting and criminalizing the recruitment and use of children, rape and sexual violence, attacks and occupation/use of schools and hospitals by the armed forces and armed groups in order to increase accountability and fight impunity
- Provision of technical support for the development and implementation of juvenile rehabilitation services within the National Prison Service, including for juveniles vulnerable to inclusion in the conflict

External factors

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

Table 5

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

	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service				
Human Rights Division									
Approved posts 2018/19	–	1	18	22	2	43	32	29	104
Proposed posts 2019/20	–	1	18	22	2	43	32	29	104
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2018/19	–	–	3	6	1	10	11	7	28
Proposed posts 2019/20	–	–	3	6	1	10	11	7	28
Net change	–	–	–	–	–	–	–	–	–
Gender Affairs Unit									
Approved posts 2018/19	–	–	2	2	1	5	8	2	15
Proposed posts 2019/20	–	–	2	2	1	5	8	2	15
Net change	–	–	–	–	–	–	–	–	–
Communications and Public Information Division									
Approved posts 2018/19	–	–	2	2	3	7	25	4	36
Proposed posts 2019/20	–	–	2	2	3	7	25	4	36
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2018/19	–	1	25	32	7	65	76	42	183
Proposed 2019/20	–	1	25	32	7	65	76	42	183
Net change	–	–	–	–	–	–	–	–	–

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

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

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.1 A safe and secure environment to facilitate humanitarian access	<p>3.1.1 No increase in the number of incidents in which humanitarian workers are prevented from accessing affected areas owing to insecurity (2017/18: 148, 2018/19: 1,000; 2019/20: 1,000)</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 (2017/18: 5,344 km, 2018/19: 2,500 km; 2019/20: 2,500 km)</p>

Outputs

- Implementation of action plans at the field level to enhance access for humanitarian actors through the provision of a safe and secure environment, including in and around UNMISS protection of civilians sites
- Survey and clearance of 750 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
- 21,840 mobile troop-days of the Riverine Unit to facilitate access to protection of civilians sites along the White Nile by United Nations and other humanitarian agencies (2 sites x 35 troops per day x 6 patrols/week for 52 weeks)
- 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 continuous nationwide multimedia campaign to promote the Mission's mandate, with a particular focus on its impartiality, work and achievements related to the facilitation of the safe delivery of humanitarian assistance, through the production of multimedia content, including 50 digital news/feature stories, 20 audiovisual stories and 6 multimedia albums, for distribution on United Nations Headquarters and UNMISS platforms as well as to external media, and 40 radio programmes focusing on humanitarian activities in collaboration with non-governmental organization partners

*Expected accomplishment**Indicators of achievement*

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

3.2.1 No increase in the number of security incidents involving United Nations and designated personnel, assets and installations in and around UNMISS protection of civilians sites (2017/18: 546; 2018/19: 550; 2019/20: 550)

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 (2017/18: 229; 2018/19: 230; 2019/20: 230)

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 (2017/18: 100 per cent, 2018/19: 100 per cent; 2019/20: 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 9 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
- 895,968 static troop-days to provide security at all UNMISS bases and sites (72 troops/day x 34 locations (including 14 battalion headquarters, 10 field offices, 6 company operating bases, 2 field office team sites and 2 temporary operating bases) x 366 days)
- 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

Continued respect by internally displaced persons for the civilian and impartial nature of protection of civilians sites; impact of the economic situation on security in and around protection sites; engagement of the South Sudan National Police Service in policing areas near protection sites; full commitment from governmental authorities, military actors and armed groups to respect the status-of-forces agreement, freedom of movement and the inviolability of UNMISS protection of civilians sites; and agreement of local authorities on the implementation of quick-impact projects

Table 6

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

	International staff					Subtotal	National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service				
Civil Affairs Division									
Approved posts 2018/19	—	—	2	6	—	8	5	5	18
Proposed posts 2019/20	—	—	2	6	—	8	5	5	18
Net change	—	—	—	—	—	—	—	—	—
Relief, Reintegration and Protection Section									
Approved posts 2018/19	—	—	2	4	1	7	11	5	23
Proposed posts 2019/20	—	—	2	4	1	7	11	5	23
Net change	—	—	—	—	—	—	—	—	—
Communications and Public Information Division									
Approved posts 2018/19	—	—	1	1	1	3	9	2	14
Proposed posts 2019/20	—	—	1	1	1	3	9	2	14
Net change	—	—	—	—	—	—	—	—	—
Total									
Approved 2018/19	—	—	5	11	2	18	25	12	55
Proposed 2019/20	—	—	5	11	2	18	25	12	55
Net change	—	—	—	—	—	—	—	—	—

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

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

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
4.1 Institutions established by the agreement to monitor and coordinate its implementation are supported and effectively functioning	<p>4.1.1 Reconstituted Joint Monitoring and Evaluation Commission meetings are held regularly, with the participation of all parties, to oversee the implementation of the revitalized peace agreement (2017/18: 5, 2018/19: 12; 2019/20: 12)</p> <p>4.1.2 All 12 monitoring and verification teams of the Ceasefire and Transitional Security Arrangements Monitoring Mechanism are operational and respond swiftly to complaints of violations of the cessation of hostilities agreement</p> <p>4.1.3 The national Joint Operations Centre in Juba is fully functioning, in line with the peace agreement</p>

Outputs

- Provision of good offices in support of the oversight by the reconstituted Joint Monitoring and Evaluation Commission of the implementation of the peace agreement through participation in 12 meetings of the Joint Monitoring and Evaluation Commission
- Promotion of common and coherent support from the international community for the work of the reconstituted Joint Monitoring and Evaluation Commission and implementation of the peace agreement through the conduct of 14 preparatory meetings with international and regional partners prior to the meetings of the Commission, 12 diplomatic forums with the diplomatic corps and regular meetings with the African Union liaison office in South Sudan
- Provision of advice through consultations with the Transitional Government of National Unity, on an as-needed basis, including the provision of good offices to the parties for the resolution of contentious issues, and provision of support for the formulation of national policies based on transparent, participatory and accountable decision-making, including the participation of women at all levels of governance
- Provision of good offices to facilitate effective and continuous engagement and coordination among regional entities and other partners through regular engagement with those partners in support of ensuring sustainable and inclusive peace processes and governance
- Organization and conduct of 6 meetings/forums with political parties and national civil society actors, including representatives of women's groups, to promote the opening of the political space and the participation of a broad range of political and civil society actors in political processes, as well as monthly meetings with South Sudanese stakeholders, comprising civil society organizations, faith-based groups, representatives of the disabled, youth groups, women's organizations and academia, to discuss key issues and to encourage and support full and inclusive dialogue and engagement in political processes
- Provision of support to the Ceasefire and Transitional Security Arrangements Monitoring Mechanism, including operational support to monitoring and verification teams, through daily liaison with the Mechanism to coordinate operations and weekly coordination meetings to address issues pertaining to support for the Mechanism
- 69,120 mobile troop-days spent in integrated teams in support of 12 monitoring and verification teams of the Ceasefire and Transitional Security Arrangements Monitoring Mechanism monitoring the ceasefire and transitional security arrangements (24 soldiers x 12 teams for 20 patrol days each month)
- Provision of support, including housing, administrative and logistical support, for monitoring and verification teams of the Ceasefire and Transitional Security Arrangements Monitoring Mechanism

- Conduct of a continuous communications campaign in support of the peace process, including 14 awareness-raising activities, among the general public, local authorities, community leaders and representatives of civil society, particularly women's organizations, through the production of promotional outreach materials, multimedia products, including 80 digital news/feature stories, 40 audiovisual stories and 10 multimedia albums, for distribution across United Nations Headquarters and UNMISS digital platforms as well as to external media outlets, and the production of 40 live interactive radio programmes focused on peace and conflict mitigation, as well as regular public service announcements
- Organization of 5 major public events promoting peace and reconciliation within the country, including a peace concert, a theatre performance and a sporting and/or educational event, reaching out to diverse audiences nationwide to raise awareness of the peace agreement
- Provision of support for the establishment of agreed transitional security arrangements, including the operationalization of the national Joint Operations Centre in Juba, including through the provision of liaison support

*Expected accomplishment**Indicators of achievement*

4.2 Institutionalize the peace agreement in the interim and permanent constitutions and complete amendment/drafting of legislation in support of the wider reform agenda in accordance with the peace agreement

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

4.2.2 Strengthened popular participation in constitutional review processes through the participation of key stakeholders in consultation processes, including civic education and public enlightenment forums

Outputs

- Provision of advice, technical assistance and support to the Transitional Government of National Unity, as required, in the process of identification, review and drafting of key legislation in line with legislative and constitutional reforms proposed in the peace agreement
- Provision of good offices, advice and support on the establishment and proper functioning of the National Constitutional Review Commission through weekly meetings with representatives of the Transitional Government of National Unity
- Provision of advice, technical assistance and support to the National Constitutional Review Commission on the finalization of a permanent constitution, including on mainstreaming a gender perspective
- Coordination of international support for the constitutional review process to ensure coherence and consistency in the delivery of assistance through the senior-level consultative forum and a technical consultative group
- Organization of 4 workshops with members of the National Constitutional Review Commission to promote and encourage the adoption of internationally accepted standards and best practices in the permanent constitution-drafting 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 Parliament and reconstituted oversight bodies to enhance public engagement in the peace process, through 11 meetings/workshops

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
4.3 Elections held in accordance with international standards following the transitional period	<p>4.3.1 The National Elections Commission is fully functional, including state- and county-level structures, and preparations for elections are progressing according to the timetable agreed upon by all stakeholders</p> <p>4.3.2 Progress towards the creation of an environment that encourages the organization of free, fair, credible, inclusive and transparent elections</p>

Outputs

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

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
4.4 A safe and secure environment through comprehensive addressing of justice and security sector reform and disarmament, demobilization and reintegration issues by the Transitional Government of National Unity	4.4.1 Establishment of the transitional security sector institutions as provided by the revitalized peace agreement and development of a road map for prioritized reforms in the rule of law and security sector during the transition period

Outputs

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

External factors

Continued engagement of the signatories with the institutions and mechanisms of the peace 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 Mechanism; monitoring and verification teams are sufficiently resourced to carry out monitoring; the National Constitutional Review Commission and mechanisms required for the preparation of the elections are established and appropriately resourced

Table 7

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

Category	Total								
I. Government-provided personnel									
Approved 2017/18									78
Proposed 2018/19									78
Net change									–
II. Civilian staff									
	International staff							United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff ^a		
Joint Operations Centre									
Approved 2018/19	–	–	2	5	1	8	–	4	12
Proposed 2019/20	–	–	2	5	1	8	–	4	12
Net change	–	–	–	–	–	–	–	–	–
Political Affairs Division									
Approved 2018/19	–	1	5	5	2	13	5	–	18
Proposed 2019/20	–	1	5	5	2	13	6	–	19
Net change	–	–	–	–	–	–	1	–	1
Civil Affairs Division									
Approved 2018/19	–	–	1	1	–	2	6	4	12
Proposed 2019/20	–	–	1	1	–	2	6	4	12
Net change	–	–	–	–	–	–	–	–	–
Communications and Public Information Division									
Approved 2018/19	–	–	–	–	1	1	4	1	6
Proposed 2019/20	–	–	–	–	1	1	4	1	6
Net change	–	–	–	–	–	–	–	–	–
Rule of Law Advisory Section									
Approved 2018/19	–	1	9	2	1	13	1	2	16
Proposed 2019/20	–	1	9	2	1	13	1	2	16
Net change	–	–	–	–	–	–	–	–	–
Subtotal, II									
Approved 2018/19	–	2	17	13	5	37	16	11	64
Proposed 2019/20	–	2	17	13	5	37	17	11	65
Net change	–	–	–	–	–	–	1	–	1
Total, I and II									
Approved 2018/19									142
Proposed 2019/20									143
Net change									1

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

National staff: increase of 1 post

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

Table 8

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

Office/Section/Unit	Type of proposed staffing change	Posts and positions		
		Number	Details	To/from
Political Affairs Division	Redeployment	1	National Professional Officer	From Head of Field Office
Legal Reform Team, Rule of Law Advisory Section	Reclassification/establishment	1	National Professional Officer	From national General Service to National Professional Officer
	Reclassification/abolishment	(1)	National General Service	
Total		1		

Political Affairs Division

National staff: increase of 1 post

54. The Political Affairs Division is responsible for fulfilling the good offices role in support of the Head of Mission and for carrying out other tasks related to supporting and participating in the implementation of the peace agreement, including critical political engagement with key national stakeholders regarding the implementation of the key aspects of the peace agreement. The Division is also required to facilitate further United Nations engagement with opposition groups and other parties outside South Sudan, regional entities and the broader international community regarding the modalities for the implementation of the peace agreement.

55. The numerous outcomes emanating from the earlier peace process and the expected outcomes of the revitalized peace agreement, including specific implementation requirements, will continue to increase significantly the workload of the Division in terms of monitoring and providing analysis for senior mission leadership in the constantly evolving and changing operational, political and security landscape in South Sudan. This entails extensive information-gathering to enhance early warning and inform political analysis and requires frequent and extensive networking and engagement with key national stakeholders and political actors. In order to meet the additional workload as well as organizational priorities, it is proposed that a post of Associate Political Affairs Officer (National Professional Officer) be redeployed from the Head of Field Offices to the Political Affairs Division.

Legal Reform Team, Rule of Law Advisory Section

National staff: no net change

56. The Rule of Law Advisory Section focuses on five strategic priorities that support the Mission's broader political objectives, which are: (a) promoting national accountability, especially for sexual and gender-based violence; (b) remedying human rights violations for persons in prolonged and arbitrary detention; (c) addressing housing, land and property rights to create legal frameworks to support the safe, voluntary and dignified return of displaced populations; (d) expanding opportunities for civic engagement in the political process; and (e) securing protection of civilian sites, through the clear and consistent enforcement of United Nations detention

policies and standards. The revitalized peace agreement has changed the scope of the work of the Rule of Law Advisory Section to include conducting research on a diverse range of issues pertaining to South Sudanese laws and on the cultural and social perspectives of justice system operations. The Section has been examining customary norms and how they fit into the formal justice mechanism and assisting in the review and understanding of legal instruments and other documents in the South Sudanese context. The change also includes liaising with government offices to ensure that the Section engages with local partners and actors at Headquarters and at the field level in a consistent and timely manner. This revision of functions and responsibilities addresses the gap in the Section's resources and operations by expanding its substantive expertise in South Sudanese laws and facilitating stronger interaction with national counterparts.

57. In view of the aforementioned changes, the Secretary-General proposes the reclassification of a Team Assistant (national General Service) on the Legal Reform Team as a Rule of Law Officer (National Professional Officer). The reclassification constitutes a proposed abolition in the national General Service category and a proposed establishment at the National Professional Officer level. The Rule of Law Officer will provide the Section with substantive expertise in South Sudanese law that will be of significant help in the preparation and drafting of legislation and policies, including in relation to the Land Act and land regulations. The Rule of Law Officer will also contribute to the development of curricula, training and guidelines for justice sector actors.

Component 5: support

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
5.1 Rapid, effective, efficient and responsible support services for the Mission	<p>5.1.1 Percentage of approved flight-hours utilized (excluding search-and-rescue and medical/casualty evacuation) (2017/18: 79 per cent; 2018/19: ≥ 90 per cent; 2019/20: ≥ 90 per cent)</p> <p>5.1.2 Average annual percentage of authorized international posts vacant (2017/18: 8.4 per cent; 2018/19: 8 per cent \pm 3 per cent; 2019/20: 8 per cent \pm 3 per cent)</p> <p>5.1.3 Average annual percentage of female international civilian staff (2017/18: 26 per cent; 2018/19: ≥ 33 per cent; 2019/20: ≥ 35 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 (2017/18: not applicable; 2018/19: not applicable; 2019/20: ≤ 101)</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 (2017/18: not applicable; 2018/19: not applicable; 2019/20: ≤ 120)</p> <p>5.1.6 Overall score on the United Nations Headquarters environmental management scorecard (2017/18: not applicable; 2018/19: 100; 2019/20: 100)</p>

5.1.7 Percentage of information and communications technology incidents resolved within the established targets for high, medium and low criticality (2017/18: 94 per cent; 2018/19: ≥ 85 per cent; 2019/20: ≥ 85 per cent)

5.1.8 Compliance with the field occupational safety risk management policy (2017/18: 55 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

5.1.9 Overall score on the United Nations Headquarters property management index (2017/18: 1,840; 2018/19: $\geq 1,800$; 2019/20: $\geq 1,800$)

5.1.10 Deviation from the demand plan in terms of planned quantities and the timeliness of purchase (2017/18: not applicable; 2018/19: ≤ 20 per cent; 2019/20: ≤ 20 per cent)

5.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2017/18: 100 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

5.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2017/18: 95.4 per cent; 2018/19: ≥ 95 per cent; 2019/20: ≥ 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 27 aircraft (8 fixed-wing, 19 rotary-wing)
- Provision of 19,873 planned flight-hours (15,253 from commercial providers and 4,620 from military providers) for all services, including passenger, cargo, patrols and observation, search-and-rescue and medical/casualty evacuation
- Oversight of aviation safety standards for 27 aircraft and 34 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$1,197.3 million, in line with delegated authority

Civilian personnel services

- Provision of human resources services for up to 2,835 authorized civilian personnel (952 international staff, 1,436 national staff and 447 United Nations Volunteers), including support for claims, entitlements and benefits-processing, recruitment, post management, budget preparation and staff performance management in line with delegated authority

Facility, infrastructure and engineering services

- Maintenance and repair services for 20 mission sites
- Implementation of 13 construction, renovation and alteration projects
- Operation and maintenance of 469 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 30 water treatment and purification plants) and 80 wastewater treatment plants
- Provision of waste management services, including liquid and solid waste collection and disposal, in 10 field offices

Fuel management services

- Management of supply and storage of 55.2 million litres of petrol (20,689,125 for air operations, 87,349 for marine operations, 4,046,698 for ground transportation and 30,409,609 for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 15 locations

Geospatial, information and telecommunications technology services

- Provision of and support for 5,039 handheld portable radios, 2,828 mobile radios for vehicles and 416 base station radios
- Operation and maintenance of 23 FM radio broadcast stations and 6 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 46 very small aperture terminals, 36 phone exchanges and 81 microwave links, and provision of 1,363 portable satellite and mobile phone service plans
- Provision of and support for 4,631 computing devices and 490 printers for an average strength of 5,517 civilian and uniformed end users, in addition to 1,067 computing devices and 238 printers for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 41 local area networks and wide area networks at 41 sites
- Analysis of geospatial data covering 644,329 km², maintenance of topographic and thematic layers and production of 9,600 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (10 level I clinics, 1 level I-plus clinic/dispensary with operation theatre capability) and support for contingent-owned medical facilities (27 level I clinics, 7 forward medical teams, 7 formed police unit level I hospitals, 6 level II hospitals (including 2 level II-plus hospitals in Juba) and maintenance of contractual arrangements with 7 hospitals (3 level III hospitals in Kampala and 4 level IV hospitals in Nairobi)
- Maintenance of medical evacuation arrangements to 5 level II hospitals inside the mission area (Bor, Bentiu, Juba, Malakal and Wau) and 7 hospitals outside the mission area (3 level III in Uganda and 4 level IV in Kenya), including air evacuation and air ambulance arrangements, and arrangements in the event of mass casualty for evacuation 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 \$195.9 million, in line with delegated authority; receipt, management and onward distribution of up to 26,000 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 \$391.7 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 19,023 authorized military and police personnel (242 military observers, 431 military staff officers, 16,327 contingent personnel, 703 United Nations police officers and 1,320 formed police personnel) and 78 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 43 military and formed police units at 17 sites
- Supply and storage of rations, combat rations and bottled water for an average strength of 16,146 military contingent and formed police personnel at all UNMISS locations
- Support for the processing of claims and entitlements for an average strength of 17,019 military and police personnel and 70 government-provided personnel

Vehicle management and ground transport services

- Operation and maintenance of 2,020 United Nations-owned vehicles (950 light passenger vehicles, 429 special purpose vehicles, 16 ambulances, 44 armoured vehicles and 581 other specialized vehicles, trailers and attachments), 5,115 contingent-owned vehicles and 10 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 for senior mission staff and visiting high-level officials
- Mission-wide site security assessments, including residential surveys for 1,655 residences
- Conduct of 2,167 information sessions on security awareness and contingency plans for mission staff and induction security training and primary fire training/drills for new mission staff

Conduct and discipline

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

HIV/AIDS

- Operation and maintenance of 7 HIV voluntary confidential counselling and testing facilities for mission personnel and conduct of a sensitization programme on HIV and other communicable diseases, including peer education, for mission personnel
-

Table 9
Human resources: component 5, support

	International staff						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 2018/19	–	1	7	10	24	42	21	8	71
Proposed posts 2019/20	–	1	8	11	27	47	24	11	82
Net change	–	–	1	1	3	5	3	3	11
Office of the Deputy Director of Mission Support									
Approved posts 2018/19	–	1	15	7	40	63	84	18	165
Proposed posts 2019/20	–	1	15	7	40	63	87	26	176
Net change	–	–	–	–	–	–	3	8	11
Supply Chain Management									
Approved posts 2018/19	–	1	17	30	99	147	337	101	585
Proposed posts 2019/20	–	1	18	31	104	154	338	101	593
Net change	–	–	1	1	5	7	1	–	8
Logistics Service Delivery (including Geospatial, Information and Telecommunications Technologies)									
Approved posts 2018/19	–	1	20	28	139	188	484	171	843
Proposed posts 2019/20	–	1	18	26	131	176	478	165	819
Net change	–	–	(2)	(2)	(8)	(12)	(6)	(6)	(24)
Security and Safety Section									
Approved posts 2018/19	–	–	2	34	149	185	125	–	310
Proposed posts 2019/20	–	–	2	39	176	217	125	–	342
Net change	–	–	–	5	27	32	–	–	32
Approved temporary positions ^b 2018/19	–	–	–	5	27	32	–	–	32
Proposed temporary positions 2019/20	–	–	–	–	–	–	–	–	–
Net change	–	–	–	(5)	(27)	(32)	–	–	(32)
Subtotal, Security and Safety Section									
Approved 2018/19	–	–	2	39	176	217	125	–	342
Proposed 2019/20	–	–	2	39	176	217	125	–	342
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2018/19	–	4	61	109	451	625	1 051	298	1 974
Proposed posts 2019/20	–	4	61	114	478	657	1 052	303	2 012
Net change	–	–	–	5	27	32	1	5	38
Approved temporary positions ^b 2018/19	–	–	–	5	27	32	–	–	32
Proposed temporary positions 2019/20	–	–	–	–	–	–	–	–	–
Net change	–	–	–	(5)	(27)	(32)	–	–	(32)

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Total, component 5									
Approved 2018/19	–	4	61	114	478	657	1 051	298	2 006
Proposed 2019/20	–	4	61	114	478	657	1 052	303	2 012
Net change	–	–	–	–	–	–	1	5	6

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

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

International staff: no net change

National staff: increase of 1 post

United Nations Volunteers: increase of 5 positions

58. The figure below illustrates the proposed changes to offices within the support component.

59. As noted in paragraph 33 above, the General Services Section, which included the Staff Welfare Unit, comprising a total of 65 posts (1 P-5, 3 P-4, 4 P-3, 11 Field Service, 1 National Professional Officer, 28 national General Service and 17 international United Nations Volunteers), has been dissolved. It is proposed that 52 posts (2 P-4, 3 P-3, 10 Field Service, 1 National Professional Officer, 22 national General Service and 14 international United Nations Volunteers) be redeployed from the Section and reassigned to the State Administrative Officer Operations Section, the Warehouse and Commodity Management Section, the Engineering Section and the Accommodation Management Unit, the establishment of which is proposed.

60. In addition, the Staff Welfare Unit and eight of its posts (1 P-4, 1 P-3, 1 Field Service, 2 national General Service and 3 international United Nations Volunteers) will be realigned to report directly to the Office of the Director of Mission Support; the Mail Unit, comprising its four posts (national General Service), will be realigned to report to the Information Management Unit in the Business Analytics and Compliance Section; and one post (P-5) is proposed for abolishment.

61. Another proposal under the support component is to realign the Acquisitions and Requisitions Unit and its eight posts (1 P-4, 1 P-3, 4 Field Service, 1 national General Service and 1 international United Nations Volunteer) to report to the Property and Inventory Management Section.

Proposed changes to offices within the support component

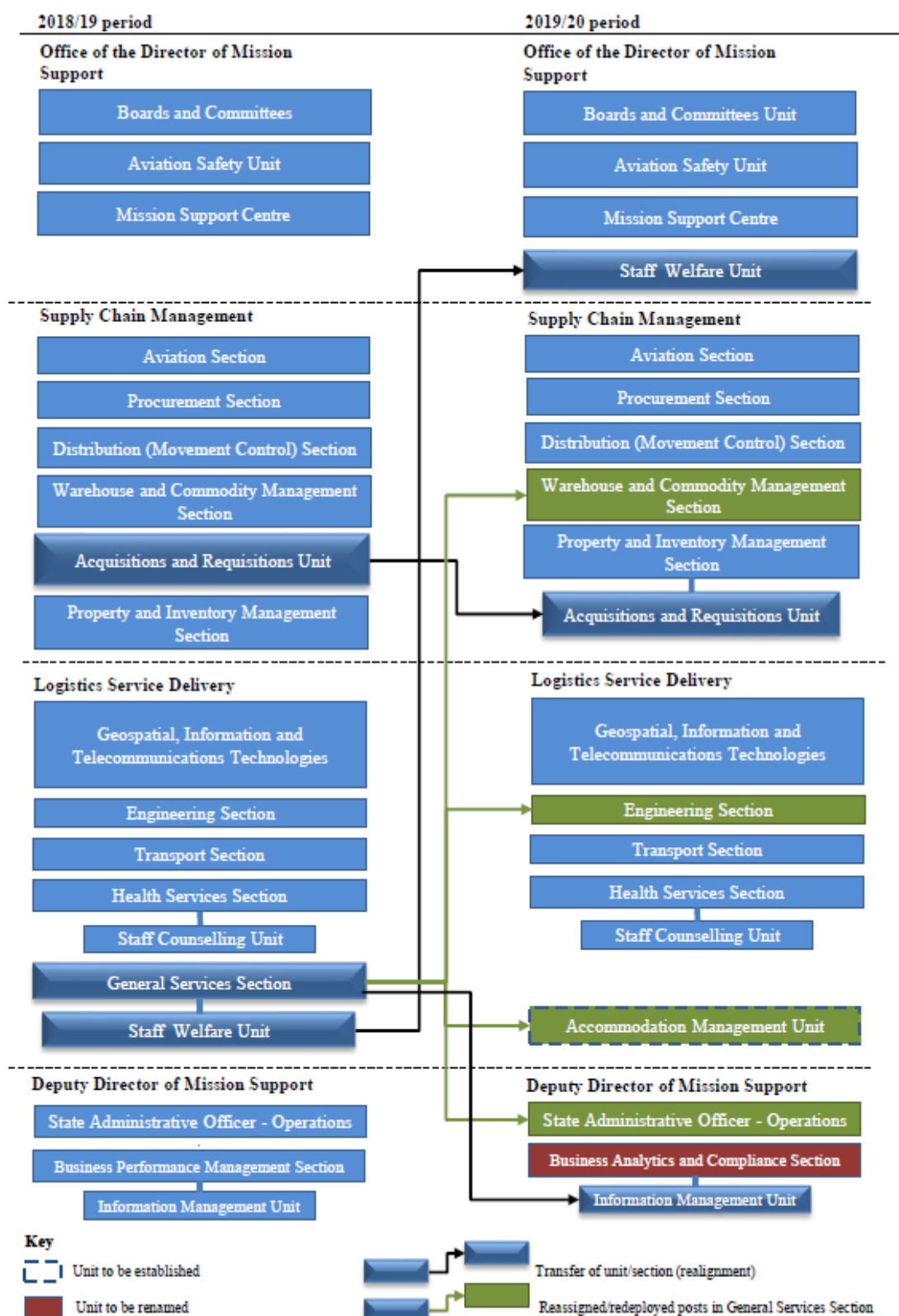


Table 10

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

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Front office of the Director of Mission Support	Reassignment	1	National General Service	From Head of Field Office, component 1
Mission Support Centre	Reassignment	1	P-3	From a Planning Officer to a Logistics Officer
	Reassignment	(1)	P-3	
Staff Welfare Unit	No change, realignment	8	1 P-4, 1 P-3, 1 Field Service, 2 national General Service, 3 international United Nations Volunteers	From the General Services Section
	Reassignment	1	Field Service	From the General Services Section/Mail and Pouch Unit
	Reassignment	1	Field Service	From the Transport Section
	Total	11		

Office of the Director of Mission Support*International staff: increase of 5 posts**National staff: increase of 3 posts**United Nations Volunteers: increase of 3 positions***Front Office of the Director of Mission Support**

62. The Office of the Director of Mission Support coordinates the administrative and logistical arrangements for visits, especially those involving high-level officials, to the Mission, as well as within the mission area. In the same manner, the Office provides support for high-profile meetings, discussions and forums outside the mission area. With the ongoing development of the revitalized peace process in South Sudan, it is expected that the number of meetings will increase in Addis Ababa, where the high-level representatives from the United Nations good offices involved in the process are located and the peace talks are mainly hosted. In view of the importance of such meetings, and bearing in mind the challenges involved in organizing them, especially on short notice, the reassignment of a Field Language Assistant post to a Protocol Assistant post is proposed. This dedicated resource is intended to provide protocol services for meetings held in Addis Ababa on a full-time basis.

Mission Support Centre

63. The Mission Support Centre is the focal point for the coordination of all logistical support activities between the Mission's support, substantive and uniformed components and its operations with other United Nations agencies, funds and programmes. In order to enhance the Centre's ability to provide an accurate operational logistics picture within the Mission's area of operations and to implement innovative information-gathering mechanisms to improve operational situational awareness, the reassignment of a post of Planning Officer to a post of Logistics Officer is proposed. The reassignment is also intended to provide the required expertise in enhanced operational analysis related to budgeting, address audit observations in the areas of logistics and support, in consultation with the Mission's support divisions, investigate and research potential efficiency gains across the full

spectrum of support activities and contribute to the mission-wide development of standard operating procedures under the leadership of the Best Practices Unit.

Staff Welfare Unit

64. The mandate of the Staff Welfare Unit is to design and implement welfare and recreation measures and facilities aimed at improving the wellness, working and living conditions of all mission personnel, which will also contribute to alleviating conditions that may give rise to unacceptable behaviour. To support its mandated activities in Juba and across the other nine field offices, the Unit's operations include a large component of event management in the planning and staging of various recreational activities, logistical arrangements to facilitate the construction and maintenance of welfare facilities and the transportation of supplies throughout the mission area and administrative support in the management of its funds and contracts for the provision of welfare goods and services.

65. The Mission will transfer (realign) the Staff Welfare Unit, comprising five Staff Welfare Officer posts and positions (1 P-4, 1 P-3 and 3 United Nations Volunteers) and three Staff Welfare Assistant posts (1 Field Service and 2 national General Service), to report directly to the Director of Mission Support. The realignment will help to ensure that the well-being of the workforce of the Mission benefits from the leadership and guidance of the Office of the Director, which has intimate purview of all of the various component offices of the Mission and their respective challenges, needs and perspectives. In addition, the reassignment of a post of Mail Assistant to a post of Staff Welfare Assistant in the General Services Section is proposed to undertake the contract management functions of the Unit, including requisitioning, defining statements of requirement and monitoring of performance, as well as to provide assistance with related administrative and logistical support. For the 2019/20 period, the reassignment of a post of Transport Assistant in the Transport Section to a Budget and Finance Assistant post is proposed to provide the Staff Welfare Unit with dedicated capacity to monitor and record all financial transactions and maintain accurate accounting records in relation to the Unit's activities.

Table 11

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

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Business Analytics and Compliance Section	No change; realignment	4	National General Service	From the General Services Section
State Administrative Officer Operations Section	Reassignment	6	United Nations Volunteers	From the General Services Section
	Redeployment	2	United Nations Volunteers	From the General Services Section
	Reassignment	4	National General Service	From Field Language Assistant to Administrative Assistant
	Reassignment	(4)	National General Service	
	Reassignment	(1)	National General Service	To the Engineering Section
Total		11		

Office of the Deputy Director of Mission Support

National staff: net increase of 3 posts

United Nations Volunteers: increase of 8 positions

Business Analytics and Compliance Section (formerly Business Performance Management Section)

66. The Business Performance Management Section was established in the 2014/15 period to coordinate and monitor key performance indicators for management oversight and decision-making with the aim of optimizing outputs of the sections in the Mission Support Division. In addition, the Section was mandated to take the lead in any change management initiatives to ensure a coordinated approach in the implementation of new systems or business practices, training, process improvements and best practices. The Section is also responsible for: (a) providing comprehensive responses to findings; monitoring, reporting and ensuring the implementation of key audit recommendations; and implementing the enterprise risk management programme; (b) ensuring the Mission's compliance with environmental and occupational safety and health policies, guidelines and best practices and the development and implementation of the occupational safety and health programme of the Mission; and (c) implementing the Mission's information management programme, including compliance with information management policies, guidelines and best practices. In order to fully reflect the current scope of responsibilities of the Section, the Mission will rename it the Business Analytics and Compliance Section.

67. As part of the Mission's restructuring, with the dissolution of the General Services Section, the Mail and Pouch Unit, which includes four posts of Mail Assistant (national General Service), will report to the Information Management Unit of the Business Analytics and Compliance Section. With that realignment, the Mission aims to ensure that physical correspondence is managed in an integrated manner with all other UNMISS information assets in support of its mandate.

State Administrative Officer Operations Section

68. The State Administrative Officer Operations Section is responsible for the management of activities that support the Mission's mandate in field offices. For the 2019/20 period, the Secretary-General proposes to increase the Mission's capacity by eight positions of Facilities Management Assistant (United Nations Volunteers) in State Administrative Officer Operations Section through the reassignment of five positions of General Services Assistant and one position of Information Management Assistant from the General Services Section and the redeployment of two positions of Facilities Management Assistant from the General Services Section. Following the dissolution of the General Services Section, those staff are intended to take over all former General Services Section operations at the field offices and their team sites in Bentiu, Bor, Malakal, Wau, Torit, Kuajok, Aweil and Rumbek. Those functions are related to the management of the accommodation online database, conference services, mail and pouch, information (records and archives) management and training programmes, and actively support the Mission's environmental policies. In addition, the reassignment of four posts of Field Language Assistant as Administrative Assistant posts (national General Service) is proposed. The reassignment of those posts in the Malakal, Bentiu, Kuajok and Yambio field offices is intended to enhance the delivery of management and administrative support to mission personnel in those offices. Furthermore, the reassignment of one post of Field Language Assistant (national General Service) as a Mason post in the Engineering Section is proposed to enhance masonry capabilities for engineering projects in the office in Pibor.

Table 12

Staffing changes: component 5, support, Supply Chain Management

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Acquisitions and Requisitions Unit	Realignment, no change	8	1 P-4, 1 P-3, 4 Field Service, 1 national General Service, 1 international United Nations Volunteer	Change in reporting line from Supply Chain Management
Acquisitions and Requisitions Unit	Realignment, no change	(8)	1 P-4, 1 P-3, 4 Field Service, 1 national General Service, 1 international United Nations Volunteer	Change in reporting line to the Property and Inventory Management Section
Property and Inventory Management Section	Reassignment	1	National General Service	From the Warehouse and Commodity Management Section
Procurement Section	Reassignment	2	National General Service	From Team Assistants to Procurement Assistants
	Reassignment	(2)	National General Service	
Distribution (Movement Control) Section	Redeployment	2	National General Service	From the Nairobi office to the Mombasa and Juba offices
	Redeployment	(2)	National General Service	
	Redeployment	1	Field Service	From the Entebbe office to the Juba office
	Redeployment	(1)	Field Service	
Warehouse and Commodity Management Section	Reassignment	8	1 P-4, 1 P-3, 5 Field Service, 1 National Professional Officer	From the General Services Section
	Reassignment	(1)	National General Service	To the Property and Inventory Management Section
Total		8		

Supply Chain Management

International staff: increase of 7 posts

National staff: increase of 1 post

Acquisitions and Requisitions Unit

69. The Acquisitions and Requisitions Unit facilitates the centralized management and control of the Mission's acquisition plan. In the 2018/19 period, the Mission realigned the Unit to report to the Office of the Chief of Supply Chain Management. In the 2019/20 period, to strengthen linkages between acquisition planning, sourcing and delivery and to strengthen asset management and monitoring processes, the Mission will realign the Unit to report to the Property and Inventory Management Section. The Unit consists of eight posts, comprising two posts of Acquisition Planning Officer (1 P-3 and 1 P-4), one post of Requisitions Officer (Field Service), four posts of Requisitions Assistant (2 Field Service, 1 national General Service and 1 international United Nations Volunteer) and one post of Acquisitions Assistant (Field Service).

Property and Inventory Management Section

70. The Property and Inventory Management Section oversees the development and implementation of the Mission's acquisition plan, analyses and provides oversight of property records, strengthens stewardship and accountability of United Nations

property and manages daily property management operations in line with the International Public Sector Accounting Standards policy framework and in compliance with the property management strategy. There is an increased need to enhance the Section's property management functions in view of the additional requirements relating to the management of assets and materials, such as the conduct of impairment tests and the provision of oversight of high-value non-financial inventory for the preparation of financial statements. In this regard, the reassignment of one post of Contracts Management Assistant as a Property Management Assistant post (national General Service) in the Warehouse and Commodity Management Section is proposed.

Procurement Section

71. For the 2019/20 period, the reassignment of two posts of Team Assistant (national General Service) as Procurement Assistant posts is proposed in the Administrative Support Team of the Procurement Section. The duties actually performed by the incumbents are specific to procurement and involve more responsibilities than those normally required of Team Assistant posts, including the tracking of transactions in the supply relationship module in Umoja; the monitoring, along with relevant stakeholders, of goods and services to be received and delivered; the conduct of market research; the dissemination of tender requirements on the United Nations procurement and UNMISS websites and to local media regarding requests for proposal and invitations to bid; the production of tender documents based on the nature of requirements; the submission of relevant documents to technical and financial evaluation committees; and the preparation and analysis of offers based on the data provided in quotations and bids.

Distribution (Movement Control) Section

72. The Distribution (Movement Control) Section is responsible for coordinating the transportation of personnel and cargo within the Mission's area of operations. Since the cessation of United Nations flights, in May 2018, between Juba and Nairobi and owing to a decrease in demand for transportation services in Nairobi, the Mission will close its movement control presence in Nairobi and redeploy two posts of Movement Control Assistant (national General Service): one to the Mission's Mombasa Liaison Office and one to the Consolidated Cargo Movement Unit in Juba. The Mombasa Liaison Office has been experiencing an increase in shipments passing through the port of Mombasa owing to the increase in the deployment of uniformed personnel. The Consolidated Cargo Movement Unit in Juba has also seen an increase in workload in relation to shipments involving the increase in uniformed personnel rotations and deployments.

73. The Quality Assurance Unit within the Section provides guidance on matters of quality and carries out periodic inspections to ensure that regulations are being enforced. The Unit is also responsible for conducting training related to movement control operations, as well as compulsory training to meet International Air Transport Association regulations. To strengthen the capacity of the Unit, the redeployment of a post of Movement Control Assistant (Field Service) from Entebbe to Juba is proposed. Since there has been a reduction in the number of contingents rotating through Entebbe, the redeployment is not anticipated to have a negative impact on the Mission's operations there.

Warehouse and Commodity Management Section

74. The Warehouse and Commodity Management Section manages the timely delivery, storage and distribution of such commodities as fuel and rations, as well as equipment, engineering materials and general supplies throughout the Mission. The

Secretary-General proposes the creation of a General Supply Cell within the Section through the reassignment of three posts from the General Services Section, comprising a post of General Services Officer as a Supply Officer post (P-4); a post of Translator as a Supply Officer post (P-3); and a post of Associate Administrative Officer as an Associate Supply Officer post (National Professional Officer). The General Supply Cell will be responsible for preparing demand and acquisition plans related to general supply items, preparing related budget proposals on the basis of historical demand and the Mission's anticipated requirements, and monitoring the consumption of goods, including the review of stock levels and the optimization of inventory levels. The Cell will coordinate with the Asset Management Unit on issues related to property management in compliance with rules and standards.

75. In addition, the reassignment of five posts of General Services Assistant in the General Services Section as four Supply Assistant posts and one Fuel Assistant post (all Field Service) is proposed. The four posts of Supply Assistant in Juba, Bor and Bentiu are required to strengthen warehouse operations in those locations, in response to the increased workload attributable to the increased deployment of uniformed personnel and the transition to Umoja from Galileo. The reassignment is intended to enhance accountability, to perform more mandated physical inventory controls and to adhere to key performance indicators.

76. The reassignment of one post of Fuel Assistant is proposed to provide additional capacity in the Fraud and Loss Prevention, Electronic Fuel Management System (EFMS) and Troop-Contributing Country Training Cell. The Cell monitors fuel consumption to prevent fraud through the monitoring of the EFMS-2 application, in which more than 11,000 fuel transactions are recorded and processed each month. The Cell also trains military personnel in the accounting and handling of fuel and the EFMS-2 application. For the 2019/20 period, the Secretary-General also proposes the reassignment of a post of Contracts Management Assistant (national General Service) as a Property Management Assistant post.

Table 13

Staffing changes: component 5, support, Logistics Service Delivery

Office/Section/Unit	Type of proposed staffing change	Posts and positions		
		Number	Details	To/from
General Services Section	Abolishment	(1)	P-5	
	No change, realignment	(8)	1 P-4, 1 P-3, 1 Field Service, 2 national General Service, 3 international United Nations Volunteers	To the Office of the Director of Mission Support
	Reassignment	(1)	Field Service	To the Office of the Director of Mission Support
	No change, realignment	(4)	National General Service	To the Business Analytics and Compliance Section
	Reassignment	(6)	United Nations Volunteers	To the State Administrative Officer Operations Section
	Redeployment	(2)	United Nations Volunteers	To the State Administrative Officer Operations Section
	Reassignment	(8)	1 P-4, 1 P-3, 5 Field Service, 1 National Professional Officer	To the Warehouse and Commodity Management Section

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Accommodation Management Unit	Reassignment	(23)	1 P-3, 16 national General Service, 6 United Nations Volunteers	To the Accommodation Management Unit
	Redeployment	(4)	1 P-3, 2 Field Service, 1 national General Service	To the Accommodation Management Unit
	Reassignment	(7)	1 P-4, 1 Field Service, 5 national General Service	To the Engineering Section
	Redeployment	(1)	Field Service	To the Engineering Section
	Establishment	1	P-4	
	Reassignment	23	1 P-3, 16 national General Service, 6 United Nations Volunteers	From the General Services Section
Engineering Section	Redeployment	4	1 P-3, 2 Field Service, 1 national General Service	From the General Services Section
	Reassignment	7	1 P-4, 1 Field Service, 5 national General Service	From the General Services Section
	Redeployment	1	Field Service	From the General Services Section
	Reassignment	3	National General Service	From the Geospatial, Information and Telecommunications Technologies Section
Transport Section	Reassignment	1	National General Service	From the State Administrative Officer Operations Section
	Reassignment	3	United Nations Volunteers	From the Transport Section
	Establishment	5	United Nations Volunteers	
	Reassignment	(3)	United Nations Volunteers	To the Engineering Section
	Reassignment	(1)	Field Service	To the Staff Welfare Unit
Geospatial, Information and Telecommunications Technologies Section	Redeployment	2	Field Service	} From Entebbe to the Juba and Bor offices
	Redeployment	(2)	Field Service	
	Reassignment	(3)	National General Service	To the Engineering Section
Total		(24)		

Logistics Service Delivery

International staff: net decrease of 12 posts

National staff: net decrease of 6 posts

United Nations Volunteers: net decrease of 2 positions

General Services Section

77. The General Services Section was intended to provide support for the management and maintenance of the Mission's office and accommodation spaces, the oversight of the maintenance services contract for camp services, the distribution of mail and pouches and the administration of welfare services for the well-being of mission personnel. In view of the Organization's increasing efforts to decentralize functions and bring accountability closer to the programme managers, UNMISS

conducted a review of the General Services Section to recommend a reconfiguration and realignment so as to provide the Mission with more effective and efficient operations and to reduce duplication in the relevant functions currently undertaken in the Section. As a result of the findings, the General Services Section is dissolved, and its functions are reallocated to and realigned with other sections of the Mission. In this regard, the Secretary-General proposes the abolishment of a post of Chief of Section (P-5) level. In addition, the sections, units and offices that are to receive posts from the Section are indicated in the figure referred to in paragraph 58 and in the tables on staffing changes in the present report.

Accommodation Management Unit

78. With the dissolution of the General Services Section, the Mission will create an Accommodation Management Unit, which will be responsible for the overall management of the Mission's accommodations. The Unit will be responsible for the allocation and tracking of accommodations, the administration of rental deductions and the follow-up of recoveries. The Unit will work with relevant stakeholders, including the Human Resources Section, the Finance and Budget Section, the Office of the Director of Mission Support and the Regional Service Centre in Entebbe, to ensure that accurate data are captured and that occupants of the Mission's accommodations are charged in an appropriate and timely manner. The Unit will proactively prevent rental deductions in arrears and retroactive deductions and billing. Given the number of accommodation units that the Mission currently has and in view of the high turnover of uniformed personnel, it is important to establish robust systems and competent personnel to administer the accommodations portfolio.

79. The Unit will comprise 28 posts and positions, including a post of Chief of Unit (P-4) to be established to provide leadership and manage the Unit. As with other field missions, the Secretary-General intends that UNMISS will benefit from an added commitment to decentralize authorities as from 1 January 2019. In line with the initiative to better align authority over resources with responsibility for mandate delivery, the Secretary-General, in his report on the budget for the support account for peacekeeping operations for the period from 1 July 2018 to 30 June 2019, noted that, to ensure that the shift of responsibilities from Headquarters to field missions was matched by a shift in associated capacities, six Professional posts were to be abolished in the Field Budget and Finance Division of the Department of Field Support, to be re-established in a number of large, complex missions ([A/72/790/Rev.1](#), paras. 17 and 177). The addition of a P-4 post in UNMISS will allow the Mission both to realize the benefits of those efforts to better empower field missions and to retain stewardship over its resources.

80. In addition, the Secretary-General proposes the reassignment of 23 posts and positions to the Unit from the General Services Section, comprising 1 post of Contracts Management Officer as an Accountant post (P-3), 2 posts of Staff Welfare Assistant as Budget and Finance Assistant posts (national General Service) and 20 posts and positions as Facilities Management Assistant posts (13 posts of General Services Assistant and 1 post of Team Assistant (national General Service) and 5 positions of General Services Assistant and 1 position of Staff Welfare Officer (United Nations Volunteers)). Furthermore, the redeployment to the Unit of four posts from the General Services Section, comprising two posts of Facilities Management Officer (1 P-3 and 1 Field Service) and two posts of Administrative Assistant (1 Field Service and 1 national General Service), is proposed.

Engineering Section

81. The Engineering Section is responsible for the construction and maintenance of the Mission's facilities and infrastructure, the provision of power and water supply to

camps and the disposal of waste in accordance with environmental guidelines. In the 2019/20 period, the Mission will realign the Facilities Maintenance Unit, moving it from the General Services Section to the Engineering Section, which will improve the interface between clients and the service provider. In that regard, the following changes are proposed: the reassignment of seven posts from the General Services Section to the Engineering Section, comprising one post of Facilities Management Officer as an Engineer post (P-4), one post of General Services Assistant as a Facilities Management Assistant post (Field Service) and five posts of General Services Assistant as Facilities Management Assistant posts (national General Service); and the redeployment from the General Services Section to the Engineering Section of one post of Contracts Management Assistant (Field Service). Furthermore, to enhance the capacity of the Facilities Maintenance Unit, the reassignment of three posts of Information Systems Assistant as Facilities Management Assistant posts (national General Service) is proposed.

82. As previously mentioned, the reassignment from State Administrative Officer Operations Section of one post of Field Language Assistant (national General Service) as a Mason post in the Engineering Section is proposed to enhance the capacity for masonry in engineering projects carried out in the Mission's office in Pibor. The Mission is currently undertaking construction projects in Pibor, including the construction of new accommodations, the repair and maintenance of walkways, the repair and maintenance of all facilities in the camp, the concreting of generator, wastewater treatment and water treatment pads and drainage and culvert installation. To meet that demand, the Section requires a qualified and skilled mason to ensure that masonry-related works are handled properly in Pibor.

83. The reassignment of three United Nations Volunteer positions (2 Transport Assistant and 1 Vehicle Technician positions) from the Transport Section to the Engineering Section is proposed for the 2019/20 period. The position of Environmental Affairs Officer is proposed to help develop, implement and coordinate environmental education programmes, including the conduct of induction training to new mission personnel, and to initiate outreach programmes to educate mission personnel and local communities with respect to environmental awareness. The position of Water Quality Analyst is proposed to ensure that the water supplied to mission personnel meets World Health Organization guidelines through the development and implementation of quality assurance initiatives, including physical, chemical and bacteriological quality testing in water and wastewater management systems across the Mission. The position of Electrical Engineer is proposed to provide dedicated capacity in the Mission's base in Bentiu to provide technical guidance and supervision to electrical technicians and to monitor the provision of services by contractors.

84. Furthermore, it is proposed that five United Nations Volunteer positions be established to provide required support and technical expertise in the Section. The establishment of one Generator Technician position in the Mission's base in Bentiu is proposed to provide dedicated capacity to install electricity and perimeter security lighting in the Mission's camp and its protection of civilians site. The establishment of two Water and Sanitation Engineer positions, one in Bor and one in Juba, is proposed to ensure the continuous availability of clean water for mission personnel and the safe disposal of wastewater, through the maintenance and management of water and wastewater treatment plants. The establishment of one position of Heating, Ventilation and Air-Conditioning (HVAC) Technician in Juba is also proposed to provide dedicated capacity in the operation and maintenance of HVAC equipment in the Mission. The establishment of one Administrative Assistant position is proposed to provide additional capacity to handle the Section's human resources and administrative requirements in relation to staff recruitment and contract extensions,

the monitoring of attendance, the provision of assistance on the management of staffing tables and the management of records.

Transport Section

85. The Transport Section is mandated to coordinate all surface and ground transportation in the Mission. As previously mentioned, the reassignment of three United Nations Volunteer positions, comprising two Transport Assistant and one Vehicle Technician positions, to the Engineering Section is proposed. In addition, the reassignment of a post of Transport Assistant as a Budget and Finance Assistant post in the Staff Welfare Unit is proposed.

Geospatial, Information and Telecommunications Technologies Section

86. For the 2019/20 period, it is proposed that two posts of Information Systems Assistant (Field Service) be redeployed from Entebbe, one to be relocated in Juba and the other in Bor, to be closer to the Mission's end users. In Juba, the post will provide the necessary first level of support for information and communications technology services in the Mission. In the Mission's field office in Bor, the post is envisaged to oversee the information and communications technology systems in that field office, as well as in the field office team site at Pibor.

87. As mentioned previously, the reassignment of three posts of Information Systems Assistant as Facilities Management Assistant posts (national General Service) in the Engineering Section is proposed. This proposed reassignment is intended to provide additional support capacity related to the Facilities Maintenance Unit.

Table 14

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

Office/Section/Unit	Type of proposed staffing change	Posts and positions		To/from
		Number	Details	
Security and Safety Section	Conversion	32	P-3 and Field Service posts	
	Conversion	(32)	P-3 and Field Service – temporary general assistance	
	Reassignment	(1)	Field Service	To Budget and Finance Assistant
	Reassignment	1	Field Service	From Security Officer
Total		–		

Security and Safety Section

International staff: no net change

88. The Secretary-General proposes the conversion to posts of 32 positions funded under general temporary assistance, comprising 4 Security Coordination Officer (P-3), 1 Fire Safety Officer (P-3) and 27 Security Officer (Field Service) positions. The initial intention of the temporary requirement of the positions was based on the expectation that the security situation at the protection of civilians sites would not evolve to be continuous. Given the prevailing security situation on the ground, however, there is a continued need for enhanced security operations and fire safety services in the Mission's protection of civilians sites. It is imperative that security be provided continuously to United Nations and international non-governmental

organization partners working at the protection of civilians sites and that locally recruited security guards assigned to access control points be supervised.

89. The reassignment of one post of Security Officer to a Budget and Finance Assistant post is also proposed. The reassignment is intended to provide the Section with budgeting and financial management capacity, including with respect to budget preparation and the monitoring of related expenditures, the processing of procurement-related processes for the acquisition of goods and services and the management of contracts related to security services and equipment.

II. Financial resources

A. Overall

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

Category	Expenditure (2017/18)	Apportionment (2018/19)	Cost estimates (2019/20)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	8 636.8	8 824.6	9 973.9	1 149.3	13.0
Military contingents	425 000.4	462 346.7	494 066.5	31 719.8	6.9
United Nations police	28 835.3	27 622.6	29 514.0	1 891.4	6.8
Formed police units	31 859.1	33 614.0	33 812.8	198.8	0.6
Subtotal	494 331.6	532 407.9	567 367.2	34 959.3	6.6
Civilian personnel					
International staff	184 348.6	185 783.7	199 719.3	13 935.6	7.5
National staff	69 531.1	57 831.5	64 676.0	6 844.5	11.8
United Nations Volunteers	21 158.7	21 966.9	22 559.1	592.2	2.7
General temporary assistance	7 617.5	6 225.0	1 085.6	(5 139.4)	(82.6)
Government-provided personnel	2 795.7	3 221.5	3 051.9	(169.6)	(5.3)
Subtotal	285 451.6	275 028.6	291 091.9	16 063.3	5.8
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	211.7	606.6	373.8	(232.8)	(38.4)
Official travel	4 165.8	3 985.7	4 046.4	60.7	1.5
Facilities and infrastructure	95 900.4 ^a	85 681.8	111 380.4	25 698.6	30.0
Ground transportation	11 327.3	9 591.4	12 968.3	3 376.9	35.2
Air operations	116 311.0	129 426.3	118 456.5	(10 969.8)	(8.5)
Marine operations	2 892.9	560.6	2 064.7	1 504.1	268.3
Communications and information technology	33 335.8 ^b	29 247.5	30 518.5	1 271.0	4.3
Medical	1 300.0	2 153.9	1 958.7	(195.2)	(9.1)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	64 093.8 ^c	55 070.1	55 607.9	537.8	1.0
Quick-impact projects	999.8	1 200.0	1 500.0	300.0	25.0
Subtotal	330 538.5	317 523.9	338 875.2	21 351.3	6.7
Gross requirements	1 110 321.7	1 124 960.4	1 197 334.3	72 373.9	6.4
Staff assessment income	26 801.1	22 579.3	24 971.7	2 392.4	10.6
Net requirements	1 083 520.6	1 102 381.1	1 172 362.6	69 981.5	6.3
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 110 321.7	1 124 960.4	1 197 334.3	72 373.9	6.4

^a The expenditure reported for facilities and infrastructure was \$95,536,400. The figure provided includes an amount of \$364,000 so as to ensure comparability between the approved resources for 2018/19 and the estimates for 2019/20.

^b Represents the combined expenditure reported for communications (\$14,707,600) and information technology (\$18,628,200) so as to ensure comparability between the approved resources for 2018/19 and the estimates for 2019/20.

^c The expenditure reported for other supplies, services and equipment was \$64,457,800. The figure provided excludes an amount of \$364,000 so as to ensure comparability between the approved resources for 2018/19 and the estimates for 2019/20.

B. Non-budgeted contributions

90. The estimated value of non-budgeted contributions for the period from 1 July 2019 to 30 June 2020 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	1 130.3
Voluntary contributions in kind (non-budgeted) ^b	75 899.8
Total	77 030.1

^a Represents radio frequency fees.

^b The contributions are mainly in respect of notional land lease costs estimated at \$65.7 million.

C. Efficiency gains

91. The cost estimates for the period from 1 July 2019 to 30 June 2020 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Communications and information technology	865.5	Completion of the Mission's corporate satellite system reconfiguration and hardware upgrades to increase efficiencies in relation to the centralized services provided through the United Nations Logistics Base, which will result in reduced requirements relating to the cost of the satellite transponder lease
Air operations	1 100.3	For the 2019/20 period, UNMISS will not renew the contract for 1 CRJ-200 fixed-wing aircraft, for which annual operating costs totalled \$3,505,000; it will replace the CRJ-200 aircraft with an Embraer ERJ-145 aircraft, which will be shared by UNISFA and UNMISS; the cost to UNMISS of the new arrangement will be \$2,404,700 for the period
Total	1 965.8	

D. Vacancy factors

92. The cost estimates for the period from 1 July 2019 to 30 June 2020 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2017/18</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
Military and police personnel			
Military observers	24.8	20.0	9.5
Military contingents	19.8	16.0	10.5
United Nations police	13.8	13.0	7.0

<i>Category</i>	<i>Actual 2017/18</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
Formed police units	22.1	17.0	13.0
Civilian personnel			
International staff	8.4	9.0	7.0
National staff			
National Professional Officers	6.4	8.0	5.0
National General Service staff	5.1	5.0	5.0
United Nations Volunteers (international)	10.5	10.7	11.0
United Nations Volunteers (national)	—	—	—
Temporary positions ^a			
International staff	9.4	15.0	—
National staff	10.0	10.0	—
Government-provided personnel	7.7	5.0	10.0

^a Funded under general temporary assistance.

93. 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 2019/20 period.

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

94. Requirements for the period from 1 July 2019 to 30 June 2020 are based on standard reimbursement rates for major equipment (under wet lease arrangements) and self-sustainment in the total amount of \$155,364,100, 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	93 643.7	6 350.2	99 993.9
Self-sustainment	51 269.7	4 100.5	55 370.2
Total	144 913.4	10 450.7	155 364.1
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to Mission area			
Extremely environmental condition factor	2.5	1 July 2014	26 May 2017
	2.9	1 July 2014	
Intensified operational condition factor			26 May 2017
	4.3	1 July 2014	
Hostile action/forced abandonment factor			26 May 2017
B. Applicable to home country			
Incremental transportation factor	0.0–4.0		

F. Training

95. The estimated resource requirements for training for the period from 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	307.4
Official travel	
Official travel, training	1 375.4
Other supplies, services and equipment	
Training fees, supplies and services	348.8
Total	2 031.6

96. The number of participants planned for the period from 1 July 2019 to 30 June 2020, compared to previous periods, is as follows:

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>	<i>Actual 2017/18</i>	<i>Planned 2018/19</i>	<i>Proposed 2019/20</i>
Internal	957	845	989	660	752	744	148	168	145
External ^a	111	152	112	35	50	20	27	21	19
Total	1 068	997	1 101	695	802	764	175	189	164

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

97. The proposed training programme reflects the Mission's priorities for the 2019/20 period, including strengthening the substantive and technical capacity of mission personnel in human rights, security, protection of civilians, air transportation and human resources management and development. Mandatory induction training will also continue to be provided for all civilian and uniformed personnel, including police advisers, military liaison personnel and staff officers. For external courses, the number of participants is reduced across all staff categories compared with the number of participants planned for the 2018/19 period. The reductions occur mainly in areas such as supply and property management, political and civil affairs, air transportation and administration.

G. Mine detection and mine-clearing services

98. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

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

99. The proposed resource requirements for mine detection and mine-clearing services include provisions for international and national staff (\$4,283,800) and contracts for: (a) two integrated clearance capacity teams to survey and clear hazardous areas; (b) 10 multitasking teams capable of carrying out mine clearance and explosive ordnance disposal; (c) two route verification and clearance teams to assess and clear roads of landmines and explosive remnants of war; (d) up to six quick-response teams to clear explosive ordnance and hazardous areas; (e) one weapons and ammunition assessment team to support the Mission's physical stockpile and storage modalities; (f) one mechanical clearance team to survey and clear minefields; (g) one quality management team to ensure compliance with international mine action standards; and (h) two contracts for explosive-detection dog teams to conduct explosives and weapons search operations at protection of civilians sites and other UNMISS high-priority sites (\$26,474,100). Requirements also include travel and training (\$297,500) and clearance equipment for explosive remnants of war, office equipment and operational expenses (\$945,100). The balance represents both locally managed costs and indirect costs for the implementing partner of the United Nations Mine Action Service, the United Nations Office for Project Services, in the amounts of \$960,000 and \$1,648,000, respectively.

100. Further details on mine action activities in UNMISS are contained in section I.E (components 1–3).

H. Other programmatic activities

101. The estimated resource requirements for other programmatic activities for the period from 1 July 2019 to 30 June 2020 are as follows:

(Thousands of United States dollars)

<i>Description</i>	<i>Proposed amount</i>	<i>Related expected accomplishment</i>
Civil affairs and community support for internally displaced persons, including conflict prevention and mitigation, as well as confidence-building initiatives to promote social harmony and to stimulate cooperation and reconciliation between communities	797.6	1.2, 1.3, 1.4
Provision of support to the South Sudan National Police Service officers by United Nations police to enhance efforts to prevent crime and violence, to build policing capacity and to uphold human rights	689.0	1.2, 1.3, 2.1, 2.2
Monitoring and reporting on the human rights situation, including violations and transitional justice processes, and the promotion of human rights standards in local communities and at the national level	344.0	2.1, 2.2
Child protection activities to strengthen monitoring and prevention of grave violations and abuses committed against children	221.0	1.1, 2.3
Relief, reintegration and protection initiatives, in coordination with relevant partners, for the facilitation of the safe and voluntary return of internally displaced persons to places of origin	190.5	1.1, 1.2, 1.3

<i>Description</i>	<i>Proposed amount</i>	<i>Related expected accomplishment</i>
Activities related to women's participation in public decision-making and in peace processes and activities to support the implementation of gender provisions of the peace agreement	108.0	1.1
Rule of law activities, including the provision of support in the review and drafting of key legislation with constitutional reforms proposed in the peace agreement and the provision of technical advice to authorities to facilitate the creation of legal frameworks addressing housing, land and property rights	99.4	1.2, 1.3, 2.1, 4.2
Women's protection advisory-related activities to address conflict-related sexual violence in collaboration with parties to the conflict and local communities	50.0	1.1, 2.2
Community-based violence reduction activities, targeting potential perpetrators such as armed youth groups	50.0	1.2
Political affairs activities, including the promotion of peace processes and the empowerment of a broad range of stakeholders	35.5	1.2, 4.1
Total	2 585.0	

102. The proposed budget for the 2019/20 period includes provisions in the amount of \$2,584,970 to support other programmatic activities. These requirements are attributable mainly to the expectation of increased support from the Mission for participation in initiatives and activities as a result of the revitalized peace agreement. A brief description of programmatic activities, the corresponding estimated requirements and the links to expected accomplishments are indicated in the table above.

I. Quick-impact projects

103. The estimated resource requirements for quick-impact projects for the period from 1 July 2019 to 30 June 2020, 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 2017 to 30 June 2018 (actual)	999.8	22
1 July 2018 to 30 June 2019 (approved)	1 200.0	24
1 July 2019 to 30 June 2020 (proposed)	1 500.0	30

104. For the 2019/20 period, a total of 30 quick-impact projects are planned, to build confidence in the Mission and its mandate, as follows: (a) 12 projects to mitigate protection concerns in and around the UNMISS protection of civilians sites, to foster peaceful coexistence between communities of internally displaced persons and host communities and to support the operations of the South Sudan rule of law institutions; and (b) 18 projects to improve basic service infrastructure in areas of return for the eventual safe and voluntary return and reintegration of internally displaced persons and vulnerable populations and to build community resilience to avoid further displacement.

III. Analysis of variances¹

105. 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	\$1 149.3	13.0%

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

106. The increased requirements are attributable mainly to the deployment of 242 military observers throughout the 2019/20 period, with a provision for an average strength of 219 military observers over the year, inclusive of a 9.5 per cent vacancy rate. In comparison, the approved resources for the 2018/19 period provided for an average strength of 194 military observers, inclusive of a 20 per cent vacancy rate.

	<i>Variance</i>	
Military contingents	\$31 719.8	6.9%

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

107. The increased requirements are attributable mainly to the deployment of 16,758 military contingent personnel throughout the 2019/20 period, with provision for an average strength of 14,998 contingent personnel over the year, inclusive of a 10.5 per cent vacancy rate. In comparison, the approved resources for the 2018/19 period provided for an average strength of 13,825 military contingent personnel. Other increases in requirements are attributable mainly to projected higher reimbursement costs for contingent-owned major equipment and self-sustainment related to additional battalions deployed as part of the Regional Protection Force.

108. The variance is offset in part by reduced requirements for freight and deployment of contingent-owned equipment, owing to the expectation that most of the contingent-owned equipment will be deployed during the 2018/19 period. An estimated adjustment related to deductions for non-deployment, delayed deployment or deployment of non-functional contingent-owned equipment against troop reimbursement, in line with General Assembly resolution 67/261, has also been included in the amount of \$8.9 million for the 2019/20 period. In comparison, an adjustment of \$11.8 million was included in the approved resources for the 2018/19 period.

	<i>Variance</i>	
United Nations police	\$1 891.4	6.8%

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

109. The increased requirements are attributable mainly to the deployment of 703 United Nations police officers throughout the 2019/20 period, with a provision for an average strength of 654 United Nations police officers over the year, inclusive of a 7 per cent vacancy rate. In comparison, the approved resources for the 2018/19 period provided for an average strength of 612 United Nations police officers, inclusive of a 13 per cent vacancy rate.

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>	
Formed police units	\$198.8	0.6%

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

110. The increased requirements are attributable mainly to the deployment of 1,320 formed police personnel throughout the 2019/20 period, with a provision for an average strength of 1,148 formed police personnel over the year, inclusive of a 13 per cent vacancy rate. In comparison, the approved resources for the 2018/19 period provided for an average strength of 1,096 formed police personnel. The increased requirements are also attributable to contingent-owned equipment for major equipment and self-sustainment, owing to the deployment of one additional formed police unit.

111. The variance is offset in part by reduced requirements owing to a higher estimated adjustment related to deductions for non-deployment, delayed deployment or deployment of non-functional contingent-owned equipment against troop reimbursement, in line with General Assembly resolution 67/261, in the amount of \$3.6 million for the 2019/20 period. In comparison, the adjustment of \$687,743 was included in the resources approved for the 2018/19 period.

	<i>Variance</i>	
International staff	\$13 935.6	7.5%

• **Management: change in salary scales, conversion of temporary positions to posts and vacancy rates**

112. The increased requirements are attributable mainly to: (a) the post adjustment multiplier, which has increased from 47.8 as from 1 January 2018 to 52.8 as from 1 January 2019, that has been applied to the estimates for international staff salaries in South Sudan; (b) the proposed conversion of 32 temporary positions, comprising 5 P-3 positions and 27 Field Service positions, to posts in the Security and Safety Section; and (c) the application of a lower vacancy rate of 7.0 per cent, or an average of 885 international staff posts, based on current and projected incumbency patterns, compared with the application of a 9.0 per cent vacancy rate, or an average of 836 international staff posts, provided for in the approved resources for the 2018/19 period. The variance is offset in part by the application of a lower percentage of common staff costs of 84.0 per cent for 948 international staff in South Sudan compared with 95.2 per cent applied for 912 international staff in South Sudan in the 2018/19 period.

	<i>Variance</i>	
National staff	\$6 844.5	11.8%

• **Management: change in salary scales, conversion of temporary positions to posts and vacancy rates**

113. The increased requirements are attributable mainly to: (a) the application of the latest salary scales for local staff in South Sudan effective 1 November 2017, which were promulgated on 9 April 2018, and for local staff in Uganda effective 1 September 2018, which were promulgated on 19 December 2018; (b) the proposed conversion of 10 National Professional Officer temporary positions to posts in the Joint Mission Analysis Centre; and (c) the application of a lower vacancy rate of 5 per cent for National Professional Officers based on current and projected incumbency patterns, compared with a vacancy rate of 8 per cent applied in the approved resources for the 2018/19 period.

	<i>Variance</i>	
United Nations Volunteers	\$592.2	2.7%

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

114. The increased requirements are attributable mainly to the proposed establishment of five United Nations Volunteer positions in the Engineering Section and the inclusion of provisions for well-being payments for all United Nations Volunteers assigned in South Sudan.

	<i>Variance</i>	
General temporary assistance	(\$5 139.4)	(82.6%)

• **Management: conversion of temporary positions to posts**

115. The reduced requirements are attributable to the proposed conversion of 32 temporary international positions to international posts and 10 temporary national positions to national posts. The variance is offset by provisions for the Mission's share of general temporary assistance related to support activities for Umoja Extension 2 and other cross-cutting initiatives.

	<i>Variance</i>	
Government-provided personnel	(\$169.6)	(5.3%)

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

116. The reduced requirements are attributable mainly to the application of a higher vacancy rate of 10 per cent, based on projected incumbency patterns, compared with the application of a 5 per cent vacancy rate in the 2018/19 period.

	<i>Variance</i>	
Consultants and consulting services	(\$232.8)	(38.4%)

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

117. The reduced requirements are attributable mainly to non-training consulting services, which are not required in the 2019/20 period. The variance is offset in part by increased requirements related to the engagement of experts on reconciliation between conflicting communities at the subnational level, in the light of the revitalized peace agreement.

	<i>Variance</i>	
Facilities and infrastructure	\$25 698.6	30.0%

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

118. In accordance with the Mission's plan to address the critical maintenance and construction of its facilities and infrastructure at this juncture and to accommodate the increased deployment of uniformed and civilian personnel related to the implementation of its mandate, the increased requirements are attributable mainly to: (a) increased acquisition of prefabricated facilities, accommodations and refrigeration equipment, generators and electrical equipment, engineering supplies, water treatment and fuel distribution equipment, furniture, office equipment, safety and security equipment and spare parts and supplies (\$11.8 million); (b) construction, alteration, renovation and major maintenance owing to the planned implementation

of projects, including the critical replacement of ablutions and kitchens used by uniformed personnel, the power house integration at United Nations House and at the UNMISS compound in Topping to reduce power transmission losses, the construction of a water pipeline from the Nile River to the United Nations House compound and the construction of a loading and staging apron at Juba International Airport for use by Mi-26 helicopters (\$6.0 million); (c) petrol, oil and lubricants, owing to the higher projected unit cost of \$1.09 per litre for fuel, compared with \$1.01 per litre provided for in the 2018/19 period, and the higher projected volume of fuel of 30.4 million litres, compared with 29.1 million litres provided for in the 2018/19 period (\$5.0 million); (d) construction materials and defence supplies, owing to the planned acquisition of murram (laterite), sands and aggregates to adequately supply the materials for maintenance works, including internal roads and site preparation for accommodation areas, field defence supplies such as gabions, sand bags, fencing materials, razor and barbed wire for security maintenance and the replenishment of strategic stock (\$1.7 million); and (e) security services, owing to the increased need for guard services (\$1.5 million).

	<i>Variance</i>	
Ground transportation	\$3 376.9	35.2%

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

119. The increased requirements are attributable mainly to: (a) the replacement of 176 of the 585 light passenger and special purpose vehicles, which have been in service for 10 to 14 years and which have passed their economically useful lifespan; (b) the higher projected unit cost of \$1.05 per litre for fuel, compared with \$0.98 per litre provided for in the 2018/19 period, and the higher projected volume of 4.1 million litres of fuel, compared with 3.5 million litres provided for in the 2018/19 period, and increased projected requirements for oil and lubricants; (c) the acquisition of spare parts, batteries and tyres required to replenish stock levels, which were consumed in the previous period owing to the large number of aged vehicles in operation; and (d) the acquisition of vehicle workshop equipment for the nine newly built transport workshops and a fleet management and vehicle tracking system, which is to be deployed in the 2019/20 period to replace the existing CarLog electronic vehicle management system.

	<i>Variance</i>	
Air operations	(\$10 969.8)	(8.5%)

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

120. The reduced requirements are attributable mainly to: (a) the rental and operation of rotary-wing aircraft, owing mainly to fewer projected flight hours and the exclusion of requirements related to the deployment of two Mi-35 helicopters and one Mi-17 helicopter; (b) the rental and operation of fixed-wing aircraft, owing mainly to fewer projected flight hours and a recent change to contractual prices; and (c) lower projected requirements for equipment, owing to the acquisition of airfield firefighting trucks, runway sweepers and tow trucks prior to the 2019/20 period.

	<i>Variance</i>	
Marine operations	\$1 504.1	268.3%

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

121. The increased requirements are attributable mainly to projected costs related to sea containers required for shipment, in anticipation of a larger volume of equipment and supplies.

	<i>Variance</i>	
Communications and information technology	\$1 271.0	4.3%

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

122. The increased requirements are attributable mainly to: (a) the higher rate per user for centralized support services, compared with the rates applied in the approved resources for the 2018/19 period; (b) the higher projected cost for site maintenance and project monitoring services for high-speed, low-latency satellite technology due to the commissioning of three new sets of earth stations; (c) provisions for the Mission's share of support activities for Umoja Extension 2 and other cross-cutting initiatives; and (d) the acquisition of barcode scanners compatible with the new electronic fuel management system and broadcasting equipment for the expansion of Radio Miraya.

	<i>Variance</i>	
Medical	(\$195.2)	(9.1%)

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

123. The reduced requirements are attributable mainly to the lower projected requirements for the acquisition of supplies due to the availability of supplies in stock.

	<i>Variance</i>	
Other supplies, services and equipment	\$537.8	1.0%

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

124. The increased requirements are attributable mainly to: (a) other freight and related costs, owing to the acquisition of equipment, vehicles, supplies and spare parts related to facilities and infrastructure, ground transportation and communications and information technology equipment; and (b) other services, owing to higher projected requirements for programmatic activities related to projects in the areas of child protection, civil affairs, rule of law, United Nations police and protection of civilians. The variance was offset in part by reduced requirements due to: (a) lower projected requirements for mine detection and clearing activities; (b) lower projected training requirements related to ground transportation, movement control, security and public information; and (c) lower projected costs for individual contractors related to supply chain management and for services related to integrated security solutions.

	<i>Variance</i>	
Quick-impact projects	\$300.0	25.0%

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

125. The increased requirements are attributable mainly to the planned implementation of 30 quick-impact projects, compared with 24 quick-impact projects

planned for the 2018/19 period. The 30 planned projects, which capitalize on ongoing peace initiatives, are intended to build confidence in the Mission and its mandate. These projects are aimed at strengthening UNMISS support for options for exiting protection of civilians sites and finding a durable solution; helping to stabilize the situation and reduce the possibility of resumption of violence; and assisting in the creation of an environment conducive to peaceful coexistence between the different ethnic groups as well as functioning rule of law institutions.

IV. Actions to be taken by the General Assembly

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

- (a) Appropriation of the amount of \$1,197,334,300 for the maintenance of the Mission for the 12-month period from 1 July 2019 to 30 June 2020;**
- (b) Assessment of the amount in subparagraph (a) above at a monthly rate of \$99,777,858 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286, 72/290 and 72/300, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20).	The current ratio of substantive (including security) to support staff is 41:59. The Mission continues to review its civilian staffing structure to ensure that it is effective in implementing its mandate.
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report (para. 22).	All international staff posts are managed under the administrative instructions of the staff selection system. The Mission continues to work with hiring managers and the Regional Service Centre in Entebbe to improve on staff onboarding timelines. Vacancy rates for international staff, National Professional Officers and national General Service staff have decreased since the 2016/17 period.

Decision/request

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

Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25).

Action taken to implement decision/request

The Mission's Senior Gender Adviser reports directly to senior mission leadership. The Senior Women's Protection Adviser reports to the Head of the Human Rights Division, as part of the phased consolidation of specialized protection functions under the human rights component.

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

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

The Mission continues to encounter challenges in attracting a sufficient number of female candidates to serve in offices in the states outside of Juba, owing to the level of hardship in those locations. As at June 2018, the percentage of women at the P-5 level and above was 34 per cent; across all categories, it was 21 per cent.

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

Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31).

Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32).

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

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

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

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

The Mission continues to reduce its environmental footprint. Through waste segregation, reduction and recycling, the Mission has been able to lower the amount of solid waste reaching the final disposal sites by 40 per cent. The Mission has also been able to reduce clean water consumption by 285 litres daily through the reuse of treated effluent from wastewater treatment plants in gardening, car washing, dust control and outdoor cleaning works. The Mission is currently installing a 2.2 MW solar farm, which is expected to reduce the Mission's diesel power requirement by 10 per cent. Initiatives such as synchronizing generators, the installation of solar street lights and the use of low-energy consumption equipment are expected to further reduce energy consumption.

A draft standard operating procedure on the 10-1-2 casualty response and evacuation is currently being developed and the Mission looks forward to its finalization. The Mission plans to establish surgical facilities in remote locations situated two hours from a level II mission hospital, to ensure care for all mission personnel.

The Government has not accepted the request for deployment of an unmanned aerial system. As a result, UNMISS has not deployed unmanned aerial vehicles and has not included related requirements in the budget for the 2019/20 period.

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

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

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

information, including on lessons learned from the utilization of unmanned aerial systems in United Nations peacekeeping operations, in the next overview report (para. 36).

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

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

In compliance with instructions from United Nations Headquarters on the United Nations-owned vehicles transformation plan, the UNMISS Vehicle Establishment Committee decided to apply the fleet transformation plan described below to optimize the composition of the Mission's vehicle fleet and ensure that its vehicles are fit for purpose. However, owing to competing resource priorities, the Mission had to restrict the replacement of its vehicles and extend their useful economic lives beyond the 3- to 5-year standard, as far as possible.

The following light passenger vehicles, which are in their fourteenth, twelfth and tenth years of service, need to be replaced to maximize operational use. The planned replacement will be phased over the following periods, in accordance with the following fleet transformation plan:

2018/19: 60 light passenger vehicles under replacement

2019/20: 176 light passenger vehicles will reach or be past their economic useful lives and will need to be replaced

2020/21: 164 light passenger vehicles will reach or be past their economic useful lives and will need to be replaced

2021/22: 163 life passenger vehicles will reach or be past their economic useful lives and will need to be replaced

The Mission is committed to ensuring that accommodation for uniformed and civilian personnel is improved to meet the relevant United Nations standards. New prefabricated accommodations have been acquired over the past three budget periods. These acquisitions were made to upgrade troop accommodations to United Nations standards, accommodate regional protection troops and replace written-off and dilapidated staff accommodations. The Mission continues to review the requirements for the replacement of dilapidated accommodations and ablutions. The outsourcing of the demolition and installation of prefabricated accommodations and the construction of hard-wall ablutions are planned, to ensure their timely installation and replacement.

Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans, to continue his efforts to enhance the accuracy of budgeting by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42).

Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43).

Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 45).

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

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

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

The Mission continues to prepare a purchase request form prior to requisitioning, to clarify the stock levels in the Mission and justify whether it is necessary to raise a requisition to procure more items. The authorizing staff member who verifies the Mission's stock levels of requested equipment and materials takes into consideration the current and future needs of the Mission and checks with the global assets management team in the United Nations Logistics Base for possible availability from strategic deployment stocks or other missions' surpluses.

The Mission continues to recognize the advantage of using local materials, knowledge and capacity in the implementation of its construction projects. Mission solicitations always include local, regional and international bidders, in compliance with the United Nations Procurement Manual.

UNMISS is working closely with the Global Procurement Support Section, which replaced the Regional Procurement Office in Entebbe as of 1 January 2019, to establish new regional systems contracts for a number of requirements, including electrical materials, firefighting equipment, linoleum and flooring material. Regional systems contracts have already been established for airfield, printing and medical services.

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

Recalls paragraph 38 of its resolution 69/307, and requests the Secretary-General to continue to consider measures to be implemented to strengthen the security of air crews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of the next overview report (para. 47).

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

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

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

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

UNMISS has further improved the implementation of quick-impact projects through the following actions: (a) identifying priority thematic areas where quick-impact project resources would be prioritized to gain maximum impact for the Mission; (b) enhancing the participation of the beneficiary community, not only at the project formulation stage, but also through implementation monitoring and utilization; (c) conducting an end-of-cycle internal impact assessment for the previous cycle and using lessons learned for the current cycle; (d) launching two publications on quick-impact projects highlighting how these projects advance the Mission's mandate and build community confidence in UNMISS as a partner for peace; (e) establishing a publicly accessible web-based interactive map to showcase all quick-impact projects implemented, from inception, for greater visibility; (f) incorporating the recommendations of the Office of Internal Oversight Services on quick-impact projects in project implementation; and (g) hiring a United Nations Volunteer as an engineer to streamline the review and supervision of civil works related to quick-impact projects.

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

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

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

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

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

Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70; see also paras. 71, 76 and 79–82).

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

Cross-cutting requests contained in the resolution on the financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

(Resolution [72/290](#))

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Encourages the Secretary-General to continue his efforts to develop an accountability framework for the performance of entities that are not a part of the United Nations Secretariat when they perform activities funded by Mission resources, excluding the provision of goods and services through contractual arrangements (para. 11).	In line with the guidelines on mandated programmatic activities funded through peacekeeping assessed budgets (1 November 2017), the Mission uses the following accountability framework whenever it engages with non-United Nations entities to implement activities: (a) assessing the entity's capacities (technical, financial and resources) to deliver the programme at the design phase; (b) establishing mechanisms for oversight, management, implementation and monitoring during the implementation phase; (c) conducting regular monitoring visits and ensuring that regular reports are submitted in accordance with the signed memorandum of understanding; (d) ensuring that the final reports (financial and technical) are in line with the Administration's guidelines; and (e) monitoring the impact of the programme.
Underlines the critical contribution that programmatic activities make to the implementation of the mandates of the Mission, and that all such activities must be directly linked to the mandates of the Mission (para. 12).	In planning and implementing programmatic activities, UNMISS ensures that they are fully aligned with the mandated tasks and priorities of the Mission. The detailed project outline for each project including the justification of the linkage to support mandate implementation is developed by the implementing section of the Mission and reviewed by the respective offices of the heads of components (Deputy Special Representatives of the Secretary-General) and the Strategic Planning Unit under the Mission's Office of the Chief of Staff.

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

([A/70/742](#) and General Assembly resolution [70/286](#))

<i>Request/recommendation</i>	<i>Action taken to implement request/recommendation</i>
The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31).	UNMISS minimizes redeployment activities and makes sure that it complies with the Financial Regulations and Rules of the United Nations. However, on occasion, redeployments are an operational necessity owing to changes in the conditions on the ground and in order to address priorities in the implementation of mandated activities.

The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46).

The Advisory Committee recalls the General Assembly's request in its resolution 69/307 that the Secretary-General reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials. The Committee looks forward to the finalization of the updated environmental management and waste management policies and trusts that specific implications relating to the impact of those policies in field missions will be included in the next overview report, along with an update on the implementation of the Rapid Environment and Climate Technical Assistance project and the continuing efforts to introduce renewable energy technology alternatives in peacekeeping operations (para. 94).

In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings, together with the additional observations and recommendations made in paragraphs 119 to 138 of the report, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116).

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

The Mission continually makes efforts for the possible reassignment of long-vacant posts to emerging priority areas. Currently, there are five posts that have been vacant for two years or longer, of which four are under recruitment.

The Mission has established a new contract for the environmentally friendly disposal of hazardous and scrap materials through reuse and recycling in Uganda. Waste oil is recycled to produce good oil, while used tyres are retreaded. Similarly, scrap materials are reused and some are recycled to produce various items such as steel bars and household utensils. During the 2017/18 period, the Mission utilized Rapid Environment and Climate Technical Assistance support to fix faulty wastewater treatment plants and build in-house capacity to repair and maintain them. UNMISS will continue to utilize such support to reduce risks in water and wastewater management systems. The Mission will finalize the review of its waste management policies to address the emerging threats, including climate change, while streamlining implementation of the Administration's environmental strategy.

To improve the overall efficiency and effectiveness of air operations in the Mission, the weekly regular flight schedule is informed by a periodic and systematic review of the Mission's air operations. This has resulted in a 40 per cent reduction in the utilization of the Mission's air fleet, despite the increase in uniformed personnel deployment. The Mission also engages in the periodic redeployment of its air assets within the area of operations, to optimize flight hour utilization. UNMISS plans to share its ERJ-145 aircraft with UNISFA, and its HS-125 aircraft serves all regional missions.

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

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

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

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

To date, UNMISS has not deployed an unmanned aerial system. The Mission has not included requirements for unmanned aerial systems in the resourcing for the 2018/19 period or in its 2019/20 proposed budget.

The Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and the United Nations Logistics Base, particularly for those projects spanning more than one budgetary cycle. Details of multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request, and those projects valued at \$1 million or more should be clearly identifiable within the budget request (para. 157).

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

The Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles (para. 160).

UNMISS is expecting 20 crossover vehicles to replace light passenger vehicles during the 2018/19 period.

Considering the road conditions in South Sudan, the Mission requested that the operation of the 20 crossover vehicles be limited to Juba headquarters. Information on the performance of these vehicles, including maintenance and fuel costs, as well as its operations on the ground, is currently being collected and analysed.

The Advisory Committee supports the efforts under way to improve medical standards and capabilities in the field and trusts, furthermore, that these efforts will help to address the deficiencies identified by the Board of Auditors. The Committee intends to keep this matter under review in its consideration of future overview reports and budget proposals for individual missions (para. 167).

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

Financing of the United Nations Mission in South Sudan

([A/72/789/Add.15](#) and General Assembly resolution [72/300](#))

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

The Committee trusts that standard accommodation will be provided to all troops in a timely manner, as required, so as to obviate the need for penalty payments at both the tentage and the accommodation self-sustainment rates (para. 14).

The Mission continues to ensure that accommodation provided to all troops meets the relevant United Nations standards. New prefabricated accommodations have been purchased over the past three budget periods to upgrade troop accommodations to United Nations standards, accommodate regional protection force troops and replace written-off and dilapidated staff accommodations. The Mission continues to review the requirements for the replacement of dilapidated

The Advisory Committee notes from information provided to it that an amount of \$16 million is required for 2018/19 for additional mobilization costs related to one new warehouse and two refurbished warehouses for rations. The Committee trusts that the aforementioned activities with respect to the three warehouses will be concluded during the 2018/19 period and stresses that no related resources for that purpose should be requested in the budget for the 2019/20 period (para. 15).

The Committee was also informed that UNMISS is working with the Ministry of Labour of South Sudan to improve gender parity among national staff, and that outreach efforts include the announcement of vacancies on the radio and job fairs. Furthermore, UNMISS encourages female uniformed personnel to attend information sessions on the United Nations recruitment process. The Advisory Committee welcomes these initiatives and looks forward to an update in the context of the budget proposal for the 2019/20 period (para. 33).

The Advisory Committee notes the Mission's environmental initiatives and continues to encourage UNMISS to pursue its efforts to reduce its overall environmental footprint, as requested by the General Assembly in its resolutions [69/307](#) and [70/286](#) and as recommended by the Board of Auditors in its report [A/72/5 \(Vol. II\)](#), and to ensure the implementation of the environmental action plan, in line with the Department of Field Support environmental strategy. Furthermore, the Advisory Committee expects that UNMISS will take advantage of lessons learned with respect to environmental waste management practices from closed missions, for example the United Nations Mission in Liberia and the revised Liquidation Manual (para. 37).

accommodations and ablutions. The outsourcing of the demolition and installation of prefabricated accommodations and the construction of hard-wall ablutions are planned, to ensure their timely installation and replacement.

The construction of the new warehouse in Juba and refurbishment of the warehouses in Malakal and Wau should be concluded during the 2018/19 period. There are no related resources for mobilization costs for warehouses in the 2019/20 period.

The Mission has been working with the Ministry of Labour and held a career and job fair in Juba, to which many local job seekers came. UNMISS provided tutorials and briefings for attendees on the United Nations recruitment system, the application process, completing personal history profiles and interview techniques. Additional events such as these are also being planned for 2019.

All UNMISS national vacancies are announced on the radio and on the Internet and intranet to provide opportunities for external candidates to apply. In all recruitment advertisements, emphasis is placed on encouraging applications by female candidates.

UNMISS held special sessions with uniformed female personnel to encourage them to apply for positions through rostering opportunities, which included discussions and briefings on the recruitment process, applications and completing personal history profiles. UNMISS intends to repeat this event in 2019.

UNMISS has banned the use of plastic shopping bags across the Mission and will continue to implement the Mission's environmental action plan with practical environmental initiatives to reduce its environmental footprint. A joint carbon sink project with the Government of South Sudan is ongoing and involves the planting of 5,000 indigenous trees. The Mission reflects lessons learned in its liquidation practices and has coordinated the environmentally friendly closure of the Melut protection of civilians site. Routine Mission operations take into consideration the continued disposal of materials to avoid their accumulation. Both return cargo flights and road convoys are used to ship scrap and hazardous materials from field locations to Juba for subsequent collection by the contractor for safe disposal in Uganda.

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

The Advisory Committee reiterates the need for comprehensive guidance on: (a) explanations of the types of programmatic activity to be funded by peacekeeping missions; (b) justifications that the activities support the implementation of mandated tasks in each mission; (c) the mission's comparative advantage in the delivery of these activities, as well as those of implementing partners; (d) the contractual arrangements in place with implementing partners; and (e) appropriate oversight, governance and reporting mechanisms. While the Committee notes that the report of the Secretary-General does not provide comprehensive information relating to scope, criteria, governance and accounting procedures for programmatic activities funded from peacekeeping operations, as requested by the General Assembly in its resolution [70/286](#), it does not object to the proposed resources for other programmatic activities at this stage (para. 39).

UNMISS implements the Administration's guidelines on mandated programmatic activities funded through peacekeeping assessed budgets (1 November 2017).

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

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

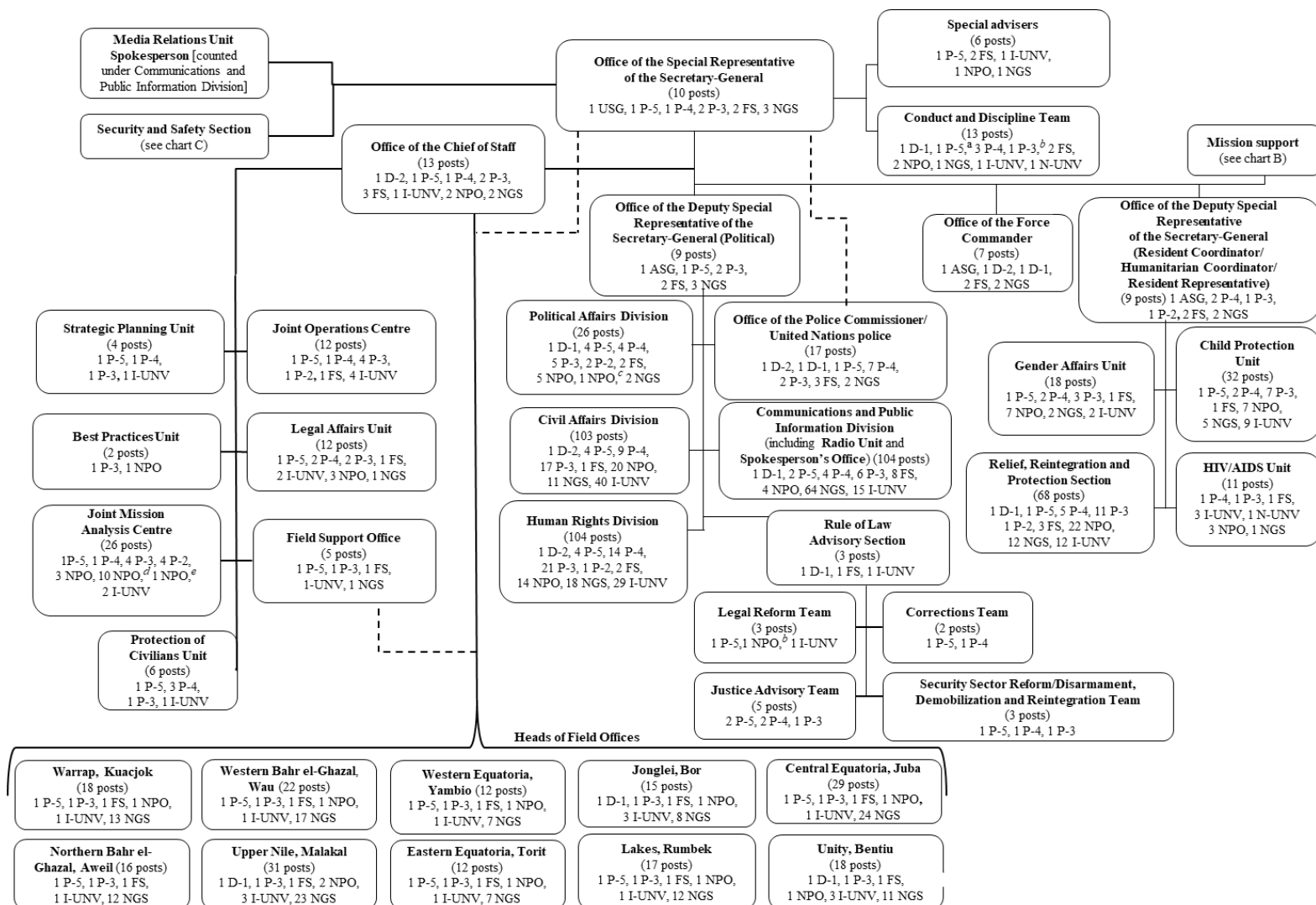
- **Mandate:** variances caused by changes in the scale or scope of the mandate or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

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

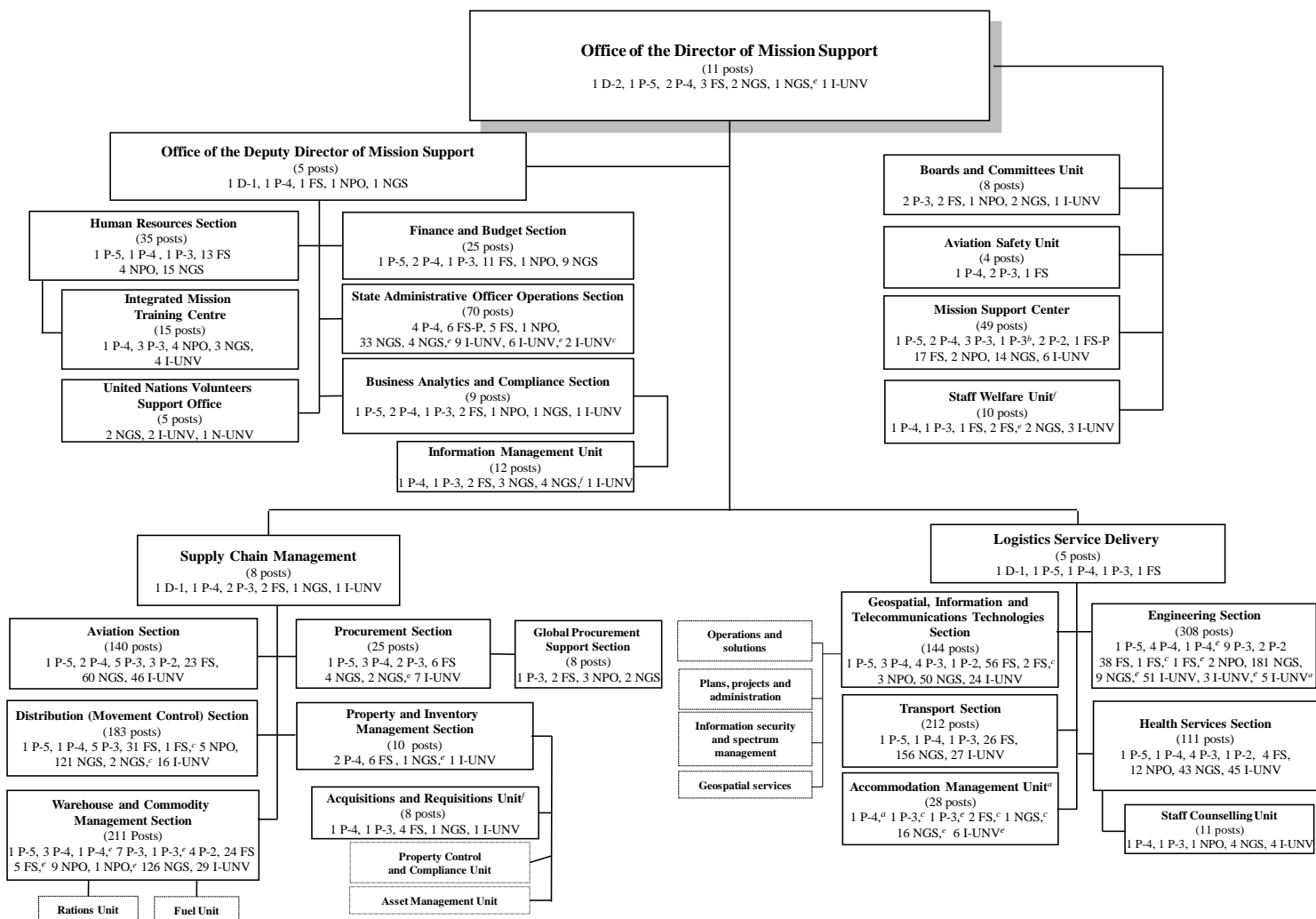
Annex II

Organization charts

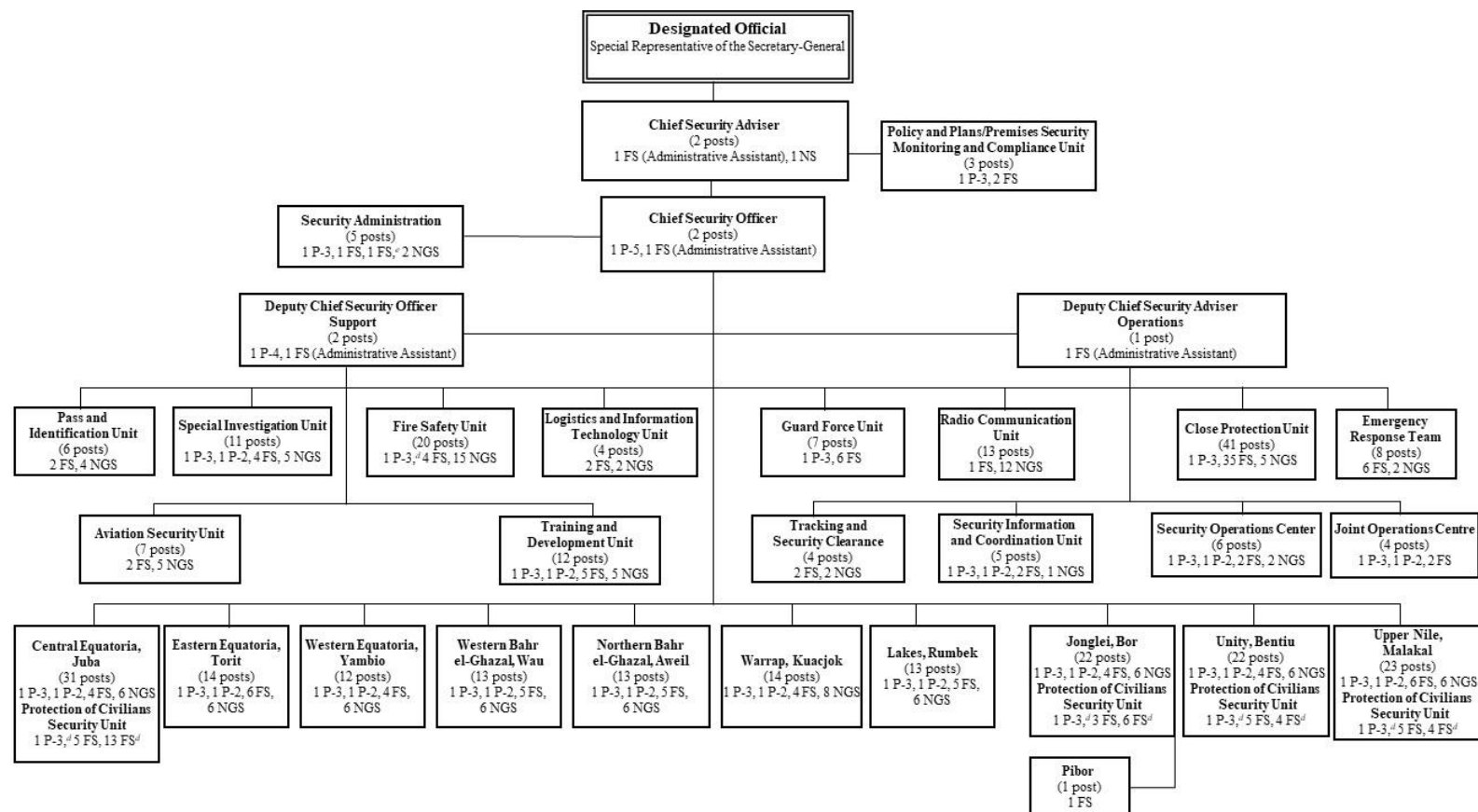
A. Substantive



B. Mission support



C. Security and Safety Section



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

^a Establishment.

^b Reclassification.

^c Redeployment.

^d Conversion.

^e Reassignment.

^f Realignment.

Map

