



General Assembly

Distr.: General
22 February 2019

Original: English

Seventy-third session

Agenda item 161

Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

Budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali 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 Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) for the period from 1 July 2019 to 30 June 2020, which amounts to \$1,149,778,800.

The proposed budget provides for the deployment of 40 military observers, 13,249 military contingent personnel, 350 United Nations police officers, 1,570 formed police personnel, 821 international and 904 national staff, including 150 National Professional Officers and 2 temporary positions, as well as 197 United Nations Volunteers (191 international and 6 national) and 19 government-provided personnel.

The total resource requirements for MINUSMA 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 components (political reconciliation and institutional reforms implementation in accordance with the peace agreement; security, protection of civilians and implementation of the defence and security measures of the peace agreement; promotion and protection of human rights and reconciliation; return of State authority, stabilization and the rule of law in central and northern Mali; and 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 the Mission's 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	482 778.1	450 604.1	495 313.0	44 708.9	9.9
Civilian personnel	168 295.2	167 294.3	184 254.0	16 959.7	10.1
Operational costs	435 345.5	456 820.5	470 211.8	13 391.3	2.9
Gross requirements	1 086 418.8	1 074 718.9	1 149 778.8	75 059.9	7.0
Staff assessment income	14 525.8	14 694.0	16 298.3	1 604.3	10.9
Net requirements	1 071 893.0	1 060 024.9	1 133 480.5	73 455.6	6.9
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 086 418.8	1 074 718.9	1 149 778.8	75 059.9	7.0

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	—	—	—	—	95	76	—	31	—	202
Proposed 2019/20	—	—	—	—	98	76	—	31	—	205
Components										
Political reconciliation and institutional reforms implementation in accordance with the peace agreement										
Approved 2018/19	—	—	—	—	35	19	—	14	—	68
Proposed 2019/20	—	—	—	—	35	19	—	14	—	68
Security, protection of civilians and implementation of the defence and security measures of the peace agreement										
Approved 2018/19	40	13 249	350	1 570	56	91	—	13	—	15 369
Proposed 2019/20	40	13 249	350	1 570	57	91	—	13	—	15 370
Promotion and protection of human rights and reconciliation										
Approved 2018/19	—	—	—	—	37	39	—	25	—	101
Proposed 2019/20	—	—	—	—	37	39	—	25	—	101
Return of State authority, stabilization and the rule of law in central and northern Mali										
Approved 2018/19	—	—	—	—	32	34	—	16	19	101
Proposed 2019/20	—	—	—	—	32	34	—	16	19	101
Support										
Approved 2018/19	—	—	—	—	555	639	2	90	—	1 286
Proposed 2019/20	—	—	—	—	560	645	2	98	—	1 305
Total										
Approved 2018/19	40	13 249	350	1 570	810	898	2	189	19	17 127
Proposed 2019/20	40	13 249	350	1 570	819	904	2	197	19	17 150
Net change	—	—	—	—	9	6	—	8	—	23

^a Represents highest level of authorized/proposed strength.

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

^c Funded under general temporary assistance.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was established by the Security Council in its resolution 2100 (2013). The most recent extension of the mandate was authorized by the Council in its resolution 2423 (2018), by which the Council extended the mandate of the Mission until 30 June 2019.

2. The Mission is mandated to help the Security Council achieve the overall objective of long-term peace and stability in Mali.

3. Within that overall objective, MINUSMA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are grouped by components: political reconciliation and institutional reforms implementation in accordance with the peace agreement; security, protection of civilians and implementation of the defence and security measures of the peace agreement; promotion and protection of human rights and reconciliation; return of State authority, stabilization and the rule of law in central and northern Mali; and support. The components 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 provide a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSMA 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 budget for the 2018/19 period, including reclassifications, are explained under the respective components.

5. The Mission, with its headquarters established in Bamako, is headed by the Special Representative of the Secretary-General at the level of Under-Secretary-General, assisted by a Deputy Special Representative of the Secretary-General (Political) and a Deputy Special Representative of the Secretary-General for Peace Consolidation (Resident Coordinator/Humanitarian Coordinator), both at the level of Assistant Secretary-General. Military operations are led by a Force Commander at the Assistant Secretary-General level and a Deputy Force Commander at the D-2 level, while a Police Commissioner, also at the D-2 level, heads the civilian police component of the Mission, along with a Deputy Police Commissioner at the D-1 level.

B. Planning assumptions and mission support initiatives

6. Building on the successful holding of the presidential elections as well as the positive momentum created by the conclusion of the Pact for Peace on 15 October 2018, the Mission has achieved some progress during the past year, including the launch, by the National Disarmament, Demobilization and Reintegration Commission and the Commission on Integration, with support from MINUSMA, of the accelerated disarmament, demobilization, reintegration and integration process, and the establishment of a committee of experts on constitutional reform and the creation of a national consultation framework on constitutional reform. In addition, the Government named 288 members, including 14 women, to the interim administrations and *collèges transitoires* in 21 of the 24 districts of the northern regions. Progress was also made in security sector reform, as the signatory parties met in Bamako on

the operationalization of the priority actions in the areas of defence and security outlined in the road map adopted on 22 March 2018 and leading to the signature of an updated action plan towards the implementation of the national security strategy. Progress has also been made in the implementation of the national border strategy, the national policy on preventing and combating violent extremism and terrorism and the action plan for national reconciliation and social cohesion for the period 2018–2020. The Mission has started to implement a strategy in support of the Government's efforts to stabilize the centre, including through the readjustment of its footprint, as well as through a campaign to protect civilians.

7. The continued operationalization of the Operational Coordination Mechanism in Kidal, Timbuktu and Gao have enabled the beginning of the redeployment of the Malian Defence and Security Forces to northern Mali. There has been progress in the implementation of the national security sector reform strategy and the national border strategy. The operationalization of the Truth, Justice and Reconciliation Commission has commenced, making an important contribution to the reconciliation process.

8. It is anticipated that by the beginning of the 2019/20 period, tangible progress in the implementation of the political and security provisions of the peace agreement will have been achieved as a result of increased international pressure and sustained good offices.

9. Regarding the security situation, continuing serious violations of human rights and the lack of sufficient measures to adequately protect civilians remain a serious concern across central and northern Mali. There have been continued attacks and uses of improvised explosive devices against MINUSMA, Malian Defence and Security Forces and international forces; cases of intimidation, kidnappings and targeted assassinations of both civilians and signatory armed group members; and cases of sexual and gender-based violence. The humanitarian situation is expected to remain dire, mainly due to insecurity in the northern and central regions. In addition, intercommunal clashes will continue to create internal displacement, which will require life-saving and protection assistance.

10. The security situation and intercommunal violence will continue to be a major challenge in the north and centre of Mali. In addition to the security situation, the lack of basic infrastructure and the limited capacity of government entities will continue to constrain government-led initiatives on the provision of basic social services to the populations in northern and central Mali. However, achieving progress in ensuring humanitarian access and development is essential. Despite the challenges, the Mission will strengthen its efforts and will continue to commit resources to provide preventive and mitigation security measures to enable the implementation of the mandate and the facilitation of access by MINUSMA partners, including members of the United Nations country team.

11. The Mission will continue to exercise good offices with key Malian institutions and stakeholders, as well as regional and international actors. Those exchanges will continue to play an important role during the 2019/20 period to promote a common approach to ensuring the timely and consistent implementation of institutional reforms and other provisions of the peace agreement, including with respect to truth, justice and reconciliation. Efforts by MINUSMA will aim towards ensuring greater inclusivity in the peace process, in particular by strengthening the participation of civil society organizations, with particular attention to women and youth associations, as highlighted in the Pact for Peace. MINUSMA will provide technical, logistical and security support for the organization of free, fair, transparent, inclusive, credible and peaceful municipal by-elections, and *cercle* and regional elections, taking into consideration the newly created constituencies as well as the senatorial elections in Mali scheduled for December 2019 and June 2020. MINUSMA will continue in its

role as the secretariat of the Agreement Monitoring Committee, support the Independent Observer and the International Commission of Inquiry and assist the Security Council Committee established pursuant to resolution 2374 (2017) concerning Mali and the Panel of Experts established pursuant to resolution 2374 (2017) in the implementation of the sanctions regime against those responsible for obstructing the implementation of the peace agreement.

12. In support of the Government's action plan on national reconciliation and social cohesion for the period 2018–2020, the Mission will intensify its initiatives and engagement with local authorities and civil society, including women and youth and traditional authorities, to strengthen local ownership and address intra- and intercommunal conflicts, promote community dialogue and enhance social cohesion through the strengthening and operationalization of regional reconciliation support teams. That will be undertaken in compliance with provisions of the peace agreement and under the leadership of the Ministry of Social Cohesion, Peace and National Reconciliation. The Mission intends to strengthen early warning mechanisms, in particular through regular human rights monitoring and reporting, and to facilitate conflict prevention and resolution initiatives in the central and northern regions in support of the protection of civilians.

13. MINUSMA will continue to support the Malian Defence and Security Forces, as their capacities are expected to continue to increase. It is assumed that they will progressively deploy throughout the country and improve their capacity to mitigate threats, including with regard to the disposal of explosive ordnance and improvised explosive devices and the management of weapons and ammunition. However, their capacities and those of key government institutions will continue to have significant gaps in terms of their respective abilities to independently reassert State authority in the north and strengthen State authority in the centre, and to prevent a further deterioration of the security, humanitarian, human rights and development situation, particularly in the centre. Support will include logistical, technical, operational and medical assistance, improvements to camp protection, equipment, capacity-building (training and advice) and coordinated patrols and escorts, and will be provided within existing resources. Such support will be provided in line with the memorandums of understanding the Mission signed with both the armed forces and the Malian security forces and will strictly conform to the human rights due diligence policy of the United Nations.

14. Efforts to promote realistic measures to integrate former combatants into the Malian Defence and Security Forces and implement security sector reforms, including progress in the implementation of the national policy on preventing and combating violent extremism and terrorism and practical border management, will continue. The continued strengthening and operationalization of the Operational Coordination Mechanism with mixed patrols through technical, logistical and financial support will provide an opportunity to the elements of the signatory armed movements for their early integration into the Malian Defence and Security Forces, thereby leading to the gradual deployment of the Malian armed forces to the north of the country. Building on the positive results yielded by the accelerated integration of elements into the Operational Coordination Mechanism, supported by MINUSMA during the 2018/19 period, the Mission will continue to support the Government's disarmament, demobilization and reintegration process through the cantonment of the remaining caseload of combatants while continuing, in collaboration with the United Nations country team, their socioeconomic reinsertion. Community violence reduction projects will continue to be used as a political and stabilization instrument for vulnerable communities while serving as a bridge between demobilization and long-term reinsertion.

15. MINUSMA is continuing to reconfigure its military and police posture in accordance with its mandate and priorities and with the recommendations of the military and police capabilities studies conducted during the 2018/19 period. By doing so, it will allow the Mission, *inter alia*, to support the expansion of civilian activities in key zones of intervention. Provided that gaps in military aviation and explosive ordnance disposal capabilities are identified, MINUSMA is expected to reach full operational capability of uniformed personnel during the 2019/20 period. While the focus on the north will remain key for the implementation of the peace agreement, the Mission is increasing its presence in central Mali in order to support the extension of State authority and the protection of civilians. That will include an increased ability to project military presence in Diabali, which is of crucial strategic importance for freedom of movement from Bamako to Timbuktu and the centre. It will also help protect civilians in an area that has seen a worrying increase in the influence of terrorist armed groups, including those active in neighbouring Mauritania and Burkina Faso. MINUSMA also plans to reinforce its force's presence in Douentza. The quick reaction force in the central region will continue operations out of and around the Mopti area and the deployment of the combat convoy units will allow infantry battalions to be shifted from convoy escort missions to patrols throughout the country. The Mission has updated its Statements of Unit Requirements to reflect an increase in the number of mine-protected vehicles in the infantry battalions to be provided by troop-contributing countries. The United Nations police element will also continue to increase its presence in the centre, and carry out community-oriented and intelligence-led policing, as a result of the deployment of a formed police unit to Sévaré. Those adjustments will support stabilization efforts, contribute to the protection of civilians and build trust with the population. The optimization of the deployed military capabilities will enable the Mission to align units to higher-priority tasks while ensuring that the Mission remains within its authorized uniformed personnel ceiling.

16. To facilitate the gradual restoration and extension of State authority and rule of law, the Mission will continue to support existing and new interim administrations through a task force for support to the interim authorities. MINUSMA will provide technical assistance and capacity-building to special advisers in the offices of governors, prefects and sub-prefects, along with members of interim authorities, as well as the newly elected regional and local bodies who will be expected to replace the interim authorities following the holding of local elections. To support the emergence of sustainable regional competencies, the Mission will need, through programmatic activities, to continue to provide capacity-building support, particularly with regard to roles and responsibilities and the implementation of the decentralization process.

17. MINUSMA will continue to prioritize the monitoring, investigation and reporting of human rights violations and abuses across Mali to ensure the respect of human rights and international humanitarian law. The Mission will ensure monitoring and reporting on conflict-related sexual violence and grave violations against children, follow up on the outcomes of commitments signed by parties to the conflict with respect to that subject and build the relevant capacities of national counterparts. MINUSMA will provide technical advice to justice system actors and strengthen their capacity to investigate and prosecute those suspected of serious violations of human rights and those crimes that risk destabilizing the peace process, including terrorism and transnational organized crime, and support, in particular, the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and its investigation brigade. It will also reinforce prison security and measures intended to prevent radicalism and violent extremism and mitigate conflicts and violence factors between communities. The Mission will also continue to support the Government in strengthening the security of the judicial and prison institutions in the centre and in

the north to protect them against forces likely to destabilize the peace process and to enhance the restoration and extension of State authority in accordance with article 46 of the peace agreement. In line with the efforts to stabilize the centre and strengthen State presence therein, MINUSMA will continue to support national strategies such as the integrated security plan for the central regions.

18. MINUSMA will support Malian authorities in the implementation of the provisions of the peace agreement relating to justice and reconciliation, including the effective functioning of transitional justice mechanisms such as the Truth, Justice and Reconciliation Commission, building on the progress towards its establishment and full operationalization by the end of the 2018/19 period, which will include the opening of regional offices across the country, the training of staff and the recording and collection of thousands of witness statements. The Mission will also continue to provide support for the work of the International Commission of Inquiry, which is expected to complete its mandate by the end of 2019. The Mission will support national efforts to enhance traditional justice mechanisms in line with the peace agreement while furthering the extension of State authority and the rule of law.

19. MINUSMA will continue to plan for and implement preventive or mitigation measures regarding identified risks of physical violence against civilians and prepare comprehensive response plans to actual and potential threats jointly with the humanitarian protection community. The Mission will also provide technical advice on the protection of civilians to local authorities and relevant local protection actors.

20. The Mission will continue to implement initiatives related to improving Mission intelligence architecture. Investments in early detection and alert systems in the event of artillery fire, in high-technology surveillance suites with respect to the combined use of long-range, night-capable cameras and ground observation radars and in other protection systems, and further protective measures based on engineering solutions and relevant training will be required for MINUSMA to implement its mandate while ensuring the safety and security of MINUSMA personnel in the face of increasing threats against the United Nations and the international community. Given the nature of the security situation and the fact that the threat posed by mines and improvised explosive devices is expanding and intensifying, particularly in central Mali, the United Nations Mine Action Service will continue to provide critical improvised explosive device threat mitigation support to enable the Mission's freedom of movement, facilitate humanitarian access in a high-threat environment and reduce peacekeeping casualties.

21. Measures to comply with the recommendations set out in the report of Lieutenant General (Retired) Alberto dos Santos Cruz, entitled "Improving security of United Nations peacekeepers: we need to change the way we are doing business" (the Cruz report), and improve the overall security environment will include: (a) the continued provision of both predeployment and in-mission improvised explosive device threat mitigation training and mentorship to explosive ordnance disposal companies and to explosive ordnance disposal detachments integral to combat convoy elements and infantry battalions; (b) the maintenance of mine-protected vehicles of troop-contributing countries, mainly for the use of explosive ordnance disposal companies; (c) the provision of canine explosive-detection teams in Gao, Timbuktu, Kidal, Bamako and Mopti; and (d) the provision of improvised explosive device threat mitigation advisory support as required. Contracted civilian solutions to assure support 24 hours a day, seven days a week, for medical and casualty evacuation timelines will continue, owing to a foreseen lack of military assets with night-vision capabilities. MINUSMA will also advise and assist with the self-certification of troop-contributing countries prior to deployment in order to ensure the security of peacekeepers. It will also continue to strengthen national capacity to investigate and prosecute those responsible for attacks against MINUSMA.

22. The alignment of approved resources with mandated tasks, as well as the consolidation and optimization of the Mission's deployment (civilian, military and police) which began during the 2018/19 period, have improved the Mission's ability to project force and achieve greater impact, lessen the protection requirements of United Nations civilians, military and police, and reduce the exposure of personnel to vulnerabilities. In addition, increased coordination, planning and the use of specific mechanisms to prioritize military operations on the basis of strategic objectives, priority tasks and political goals have allowed for a more targeted and effective use of resources. The prioritization of resources and gradual recalibration of the Mission's posture will continue during the 2019/20 period, based on the priority tasks and set conditions, including in particular the State's capacity to ensure security in areas where MINUSMA presence would be reduced. Those important exercises will have been informed and facilitated by the updated mission concept and the integrated strategic framework, resulting in increased integration and more efficient use of resources and comparative advantages both within MINUSMA and the United Nations country team in Mali.

23. To support the strategic priority and objectives outlined above, the Mission will continue to strengthen its communications and public information outreach towards its various target audiences across the entire country to improve engagement with Malian stakeholders, support the peace process and enhance the Mission's role in supporting the implementation of the peace agreement, the protection of civilians and other mandated priority tasks. Strategic communications efforts will also focus on managing expectations and correcting misperceptions to reinforce the trust of local populations and create conditions conducive to the implementation of the Mission's mandate. Specific outreach to media will continue to work towards enhancing and, when necessary, correcting the image and perception of the Mission and its activities and mandate. As part of those reinforced efforts, MINUSMA aims to increase the dissemination of television documentaries and other video content to media partners throughout Mali and the region to promote and publicize its work. Multimedia products will continue to be produced and disseminated through the Mission's communications channels to enhance public awareness regarding its activities and achievements, with a special focus on regional and national mass media to gain more visibility. The MINUSMA radio station will play a central role in establishing direct communication with populations across the country in their principal national languages and serve as a channel for feedback on public perceptions and concerns. The Mission's updated communication strategy will be tailored to the country's diverse communities, with a particular focus on strengthening outreach and engaging women, youth and other marginalized groups to better understand their perceptions, needs and expectations to enhance their participation in the implementation of the peace process and strengthen the protection of civilians, particularly in the central region.

24. The Mission will continue to have its headquarters in Bamako and its field offices in Mopti, Gao, Timbuktu, Ménaka and Kidal. The Mission will continue to maximize its resources with the aim of achieving a continued gradual increase in its presence in the centre and north, particularly in Ménaka, after the security reinforcement carried out during the 2018/19 period, and in other locations as indicated by a continuous assessment and the consequent realignment of resources in accordance with the priorities necessary to implement the mandate. A civilian presence in those offices to support the substantive work of the Mission will remain key to supporting the implementation of the peace agreement and achieving tangible progress, particularly in the areas of disarmament, demobilization and reintegration, reconciliation related to intercommunal violence and good offices.

25. The proposed budget for the 2019/20 period reflects the reconfiguration of the Mission's posture as described above, and a realignment of its civilian staffing component, including the proposed establishment of 23 posts and positions. The increase in civilian staffing reflects the strengthening of strategic communication and public information activities, integrated strategic analysis and the Mission's supply chain and service delivery architecture.

26. The mission support component will continue to provide services at all mission locations. The focus will be on the enhancement of camp security by providing technological security services solutions, including surveillance capabilities; accommodating the increased deployment of the MINUSMA force, police and civilian staff in line with the changes in mission posture; maintaining equipment and infrastructure; and investing in operational requirements that mainstream environmental management.

27. The mission support component will also continue to maintain all the camps and other United Nations installations, including by rehabilitating physical security structures, replacing defences, replacing damaged premises after attacks, providing cleaning and fumigation services, maintaining airfields and providing waste management and disposal services and vegetation control services, as well as ensuring the maintenance and operation of equipment. MINUSMA will also maintain water provision systems, including boreholes, potable water supplies, water distribution networks, wastewater treatment plants and recycled water distribution networks.

28. During the 2019/20 period there will continue to be major construction works within the camps, including the construction of sufficient accommodations to support the newly deployed military and police units and civilian personnel, particularly in the camps in Kidal, Ménaka and Mopti. The Mission expects the overhead protection construction works to continue into the 2019/20 period in some of the locations. In addition, there are emerging requirements, particularly for airfields and camp security enhancements. In that regard, MINUSMA proposes to contribute to the planned construction by Operation Barkhane of a runway in Kidal as an alternative to the runway that was destroyed in two different attacks and has not been in use since April 2016. MINUSMA is rotating the large number of troops located in Kidal using helicopters from Gao, which have limited passenger capacity and are more costly compared with troop rotations using fixed-wing aircraft.

29. The mainstreaming of environmental management is a Mission priority and will continue for mitigation programmes that include the collection and safe disposal of liquid, solid and biomedical waste and wastewater treatment. The Mission will also ensure the safe disposal of hazardous waste. MINUSMA plans to upgrade the existing waste disposal systems in Bamako and Timbuktu (currently managed by an agency of the Malian Government) by constructing sludge treatment facilities and improving the Malian capacity to assist in managing contamination risks instead of requiring the Government to construct its own installations. The Mission also plans to build sludge management ponds in, or close to, the six integrated camps. MINUSMA will continue to increase its reliance on renewable energy by replacing obsolete generators with renewable energy sources, including solar and hybrid energy systems, and will continue to comply with the Administration's environmental guidelines and standards.

30. The support component will continue providing both air and road transportation across the Mission's area. For air transportation, the Mission has reassessed the fleet composition and reduced two fixed-wing logistical aircraft to achieve right-sized optimal configuration. The Mission will continue to prioritize and focus on the deployment of a combination of civilian and military rotary and fixed-wing aircraft to support the operational and logistical activities of the Mission's passenger and

cargo movement, patrolling and search and rescue capabilities, as well as casualty and medical evacuations. To provide those services, MINUSMA expects to deploy seven fixed-wing aircraft and 29 helicopters.

31. The Mission will continue to use manned and unmanned civilian and military aerial systems/platforms for intelligence-gathering, surveillance and reconnaissance in support of military, police, substantive and logistics operations. To improve intelligence, surveillance and reconnaissance services, the Mission expects to deploy six manned intelligence, surveillance and reconnaissance platforms in addition to the long-endurance short-range and miniature tactical unmanned aerial systems.

32. For ground transport, MINUSMA will continue providing dispatch services, repairs and maintenance for vehicles and vehicular assets, including light passenger vehicles, medium-sized buses, heavy and light trucks and firefighting trucks, and engineering, airfield and material-handling equipment.

33. MINUSMA will continue to offer medical services through three contingent-owned level II hospitals deployed in Timbuktu, Gao and Kidal, and four clinics already established in Bamako, Timbuktu, Gao and Mopti. There is a fifth clinic planned for deployment in Kidal in the last quarter of the 2018/19 period. MINUSMA medical services will also be provided through the commercially contracted hospital in Mopti, which is a damage control facility with surgical/trauma capabilities. The Mission will also retain existing contracts with the level II hospitals in Bamako and other hospitals outside the country for referral and evacuation purposes. The current two aero-medical teams positioned in Bamako and Mopti, which also provide ground ambulance coverage and emergency training, will be maintained and the casualty evacuation procedures will be further enhanced in response to the prevailing health and security risks, and in line with the recommendations of the Cruz report on improving the security of United Nations peacekeepers. MINUSMA plans to improve on the existing medical services by enhancing the United Nations-owned level I clinic in Bamako to provide 24-hour services with ground ambulance coverage. In addition, the Medical Services Section will be enhanced with dedicated medical and casualty evacuation capacities, owing to the high number of evacuations caused by the regular attacks on MINUSMA and its partners.

34. MINUSMA will also continue to provide information and communications technology (ICT) services in all mission areas of operation. The network infrastructure is spread over 13 main locations in the country. The locations include the Mission's operational base (Bamako); three sector headquarters (Gao, Kidal and Timbuktu); one subsector (Mopti); and eight independent battalion/company camps (Diabali, Ansongo, Douentza, Ménaka, Tessalit, Aguelhok, Ber and Goundam) in the north of Mali. The services will include, inter alia, Internet, radio and phone communications, videoconferencing, printing, geospatial information systems and welfare Wi-Fi, and training and enabling staff to work with ICT services and systems. There will be a need to maintain that infrastructure, and to upgrade network infrastructure and expand bandwidth as needed to accommodate enterprise systems requirements and the increasing number of cloud-based services.

35. It is assumed that the current level of threats will continue, thereby requiring mitigation measures to be in place to reduce the harm and damage to United Nations personnel and installations. Those measures are protective technological security solutions and include camp surveillance and counter rocket, artillery and mortar systems and sense-and-warn systems. To strengthen existing security measures, MINUSMA plans to install camp surveillance technological systems that can provide visibility and early alert in case of attack. The systems are composed of a ground observer radar with a maximum range of 12 km, two electro-optical sensors (long-range cameras) to point at the target detected by the ground observer and a

system that efficiently integrates the two components to provide detection, recognition and identification of any suspicious element near the camp. The systems will be installed in the camps in Timbuktu, Ménaka, Tessalit and Mopti.

36. The Mission's secured network provides a reliable platform for the entire MINUSMA intelligence community to enable the sharing of sensitive information and the use of powerful analytical tools with the ultimate goal of improving the security situation in Mali. It has been operating in Bamako, Timbuktu and Gao. To ensure full data protection in other MINUSMA locations, the Mission plans to expand the network to Kidal and Mopti.

37. MINUSMA will continue to maintain a fully responsive and agile supply chain in support of the Mission's mandate. The Mission will improve the operations of the Logistics Bases in Gao and in Bamako and establish a cargo transshipment hub at Mopti, as Mopti is the farthest location to which commercial freight forwarding companies can safely deliver. Due to the additional deployment of military and civilian personnel, it is proposed that the capacity in some key areas of the supply chain be enhanced to ensure adequate coverage in all regions.

38. The proposed civilian staffing establishment of the Mission would consist of 1,941 personnel, comprising 821 international and 904 national staff, including 150 National Professional Officers and 2 temporary positions, as well as 197 United Nations Volunteers and 19 government-provided personnel. It reflects the establishment of 23 posts and positions (3 P-4, 4 P-3, 2 P-2, 3 National Professional Officer, 3 national General Service and 8 United Nations Volunteer) and the redeployment of 7 posts, as well as the reclassification of 1 P-4 post as a P-5 post.

39. The trust fund in support of peace and security in Mali is supported by voluntary contributions from Member States. Since its inception in 2013, contributions have reached a total of \$73.4 million. As at 12 December 2018, \$64.4 million has been committed to some 156 approved projects. In that regard, 20 per cent of those funds have been used to support the restoration of constitutional order, national unity and elections; 19 per cent to support the return of State authority, the rule of law, disarmament, demobilization and reintegration and security sector reforms; 20 per cent to support Malian Defence and Security Forces; and 41 per cent to support peace dividend and large infrastructure projects, including the rehabilitation of the Gao airstrip.

40. In accordance with its mandate, MINUSMA provides political, logistical, technical and security-related support for the electoral process in Mali. Overall, MINUSMA support contributed to the success of the presidential election despite its political and security challenges. Throughout the process, the good offices of the Special Representative of the Secretary-General, undertaken in coordination with other international stakeholders, such as the African Union, the Economic Community of West African States (ECOWAS) and the International Organization of la Francophonie, were key to maintaining a positive atmosphere and resolving tensions.

41. During the preparations for elections, MINUSMA transported some 200 tons of electoral materials in the northern and central regions and trained and deployed 70 electoral logistics assistants equipped with 49 vehicles to assist local administrative authorities. The Mission transported roughly 700 people, including representatives of the Constitutional Court, international observers, representatives of political parties and delegates of electoral management bodies (the Independent National Electoral Commission, the Ministry of Territorial Administration and Decentralization and the Délégation générale aux élections). MINUSMA, through the United Nations integrated electoral team, contributed to the capacity-building of various stakeholders of the process. Several hundred Malians, including members of electoral management

bodies, civil society, the media, political parties and the Malian security forces, received training for issues such as the prevention and mitigation of electoral-related conflicts, sensitization and civic education, the management of voting operations and the management of electoral disputes.

42. MINUSMA supported the implementation of the national security mechanism before, during and after the two rounds of the presidential election. The United Nations police stepped up its presence alongside the Malian Defence and Security Forces in their deployment zones and conducted some 500 patrols to support the security of the elections. The number of United Nations police and formed police elements deployed for security support during the two rounds of the presidential election amounted to 1,723 elements, constituting 11 units and 133 armoured vehicles. Helicopters were also deployed to support the established security arrangements.

C. Regional mission cooperation

43. Maintaining a common vision with all key international partners, notably the African Union (through the African Union Mission for Mali and the Sahel), the Group of Five for the Sahel, ECOWAS and the European Union, as well as Algeria and States of the subregion, will continue to be of crucial importance to MINUSMA. The Mission will liaise and share relevant intelligence with the Joint Force of the Group of Five for the Sahel. Any support provided by MINUSMA to non-United Nations security forces will be delivered in compliance with the human rights due diligence policy of the United Nations. MINUSMA will also continue to work in complementarity with the European Union Training Mission in Mali and the European Union capacity-building mission in Mali in support of national defence and security forces. Moreover, it will continue working with the United Nations Office for West Africa and the Sahel (UNOWAS) and governments in the region to improve regional political and security analysis and encourage broad cooperation from regional States.

D. Partnerships, country team coordination and integrated missions

44. The integrated strategic framework adopted during the 2018/19 period defining an overall vision, joint priorities and integration to sustain peace in Mali in accordance with Security Council resolution [2423 \(2018\)](#), and the United Nations Peacebuilding and Development Assistance Frameworks for 2015-2019 and 2020-2024, will guide the work with the Government and the United Nations country team. The development, dissemination and implementation of joint United Nations programming and operational plans will be ensured, in conformity with the United Nations Policy on Integrated Assessment and Planning. Building on the efforts made during the 2018/19 period, the Mission will continue to use its senior leadership forum and its working mechanism for decision-making on joint strategic and operational issues, including with regard to strengthening integration and encouraging complementarity between the programmatic activities of MINUSMA and the activities of the United Nations country team in line with the priorities of the integrated strategic framework. The gradual implementation of its transition plan will help ensure complementarity of efforts and allow the Mission to progressively scale down its contributions to the achievement of jointly identified priority objectives, while United Nations agencies are enabled to scale up their own contributions in areas where they have a comparative advantage.

45. Within the framework of a United Nations integrated elections team, MINUSMA will provide integrated support to Mali for the 2019/20 elections in

partnership with the United Nations Development Programme (UNDP) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to complete the ongoing electoral cycle. That support will focus on the improvement of a political environment conducive for peaceful elections, the improvement of security conditions conducive to the organization of elections, the provision of logistical, technical and security support and the promotion of women's participation in electoral processes.

46. The Mission, in coordination with civil society, local authorities and United Nations partners, including the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF), will continue to promote the development of strategies that enhance the protection of women from conflict-related sexual violence and the protection of children in the Malian armed conflict. MINUSMA, in partnership with key stakeholders such as the United Nations country team, bilateral donors and the Government of Mali, will further encourage and support the participation of civil society at the national, regional and *cercle* levels to strengthen meaningful citizen engagement, public accountability and good governance. In addition, the Mission will work with United Nations agencies and the World Bank to mobilize financial and technical expertise to reinforce the capacity of the National Disarmament, Demobilization and Reintegration Commission and support the long-term socioeconomic reintegration of ex-combatants into civilian life. It will also seek to further revitalize the global focal point for police, justice and corrections to strengthen an integrated rule of law approach with United Nations country team actors.

E. Results-based-budgeting frameworks

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

Executive direction and management

48. Overall mission direction and management are to be provided by the immediate 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	—	3	2	2	8	2	—	10
Proposed posts 2019/20	1	—	3	2	2	8	2	—	10
Net change	—	—	—	—	—	—	—	—	—
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2018/19	1	—	2	1	1	5	2	—	7
Proposed posts 2019/20	1	—	2	1	1	5	2	—	7

	<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>			
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2018/19	1	–	2	–	1	4	2	–	6
Proposed posts 2019/20	1	–	2	–	1	4	2	–	6
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2018/19	–	1	5	3	3	12	4	5	21
Proposed posts 2019/20	–	1	6	3	3	13	4	5	22
Net change	–	–	1	–	–	1	–	–	1
Joint Mission Analysis Centre									
Approved posts 2018/19	–	–	3	8	1	12	4	5	21
Proposed posts 2019/20	–	–	4	8	1	13	4	5	22
Net change	–	–	1	–	–	1	–	–	1
Joint Operations Centre									
Approved posts 2018/19	–	–	2	8	1	11	–	10	21
Proposed posts 2019/20	–	–	2	8	1	11	–	10	21
Net change	–	–	–	–	–	–	–	–	–
Strategic Communications and Public Information Division									
Approved posts 2018/19	–	1	4	5	5	15	50	5	70
Proposed posts 2019/20	–	1	4	6	5	16	50	5	71
Net change	–	–	–	1	–	1	–	–	1
Office of Legal Affairs									
Approved posts 2018/19	–	–	2	3	1	6	3	2	11
Proposed posts 2019/20	–	–	2	3	1	6	3	2	11
Net change	–	–	–	–	–	–	–	–	–
Conduct and Discipline Team									
Approved posts 2018/19	–	1	2	2	1	6	1	1	8
Proposed posts 2019/20	–	1	2	2	1	6	1	1	8
Net change	–	–	–	–	–	–	–	–	–
Board of Inquiry Unit									
Approved posts 2018/19	–	–	1	1	2	4	–	1	5
Proposed posts 2019/20	–	–	1	1	2	4	–	1	5
Net change	–	–	–	–	–	–	–	–	–

	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			
Heads of Field Office									
Approved posts 2018/19	–	4	3	–	4	11	8	–	19
Proposed posts 2019/20	–	4	3	–	4	11	8	–	19
Net change	–	–	–	–	–	–	–	–	–
HIV/AIDS Unit									
Approved posts 2018/19	–	–	1	–	–	1	–	2	3
Proposed posts 2019/20	–	–	1	–	–	1	–	2	3
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2018/19	3	7	30	33	22	95	76	31	202
Proposed 2019/20	3	7	32	34	22	98	76	31	205
Net change	–	–	2	1	–	3	–	–	3

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

International staff: increase of 3 posts (establishment of 2 P-4 posts and 1 P-3 post)

Office of the Chief of Staff

International staff: increase of 1 post (establishment of 1 P-4 post)

49. The Security Council, in its resolution [2423 \(2018\)](#), requested that MINUSMA strengthen its efforts to improve coordination between its civil, military and police components, including through an integrated approach to operational planning and intelligence as well as through the establishment of intra-mission dedicated coordination mechanisms. The Council also encouraged the Secretary-General to develop an integrated strategic framework setting out the Organization's overall vision, joint priorities and internal division of labour to sustain peace in Mali, and requested that he ensure an efficient division of tasks and complementarity of efforts between MINUSMA and the United Nations country team. The Council also requested that the Secretary-General seek perspectives from all relevant parties, and include, every six months, in his regular reports, an update on the development and implementation of the integrated strategic framework. The Council encouraged the Secretary-General to include within the integrated strategic framework: (a) a transition plan that focuses on handing over relevant tasks to the United Nations country team on the basis of its mandates and comparative advantages as well as on a mapping of capabilities and gaps; (b) a resource mobilization strategy that involves the full range of multilateral and bilateral partners; and (c) a possible long-term exit strategy for the Mission on the basis of improved security and political conditions as well as progress in the implementation of the peace agreement. The Office of the Chief of Staff, with its current civilian establishment of 21 posts and positions (1 D-2, 2 P-5, 3 P-4, 2 P-3, 1 P-2, 3 Field Service, 3 National Professional Officer, 1 national General Service and 5 United Nations Volunteer), includes a Strategic Planning Unit with a Senior Planning Officer (P-5), and three Planning Officers (1 P-3 and 2 United Nations Volunteer). The Strategic Planning Unit supports Mission leadership in defining and implementing strategic objectives and priorities through the provision of strategic advice, including priority-setting and strategic decision-making. As an integral part of its work, the Strategic Planning Unit leads the drafting of key guidance

and policy documents, such as the mission concept, and leads the elaboration, implementation and evaluation of the Mission's results-based budgeting frameworks. The Strategic Planning Unit also plays a leading and catalytic role in supporting integrated coordination and planning both within MINUSMA and with the United Nations country team, contributes to defining the Mission's strategic objectives and priorities and follows up on the elaboration, implementation and evaluation of the Mission's results-based budgeting frameworks. In the context of the additional mandated tasks entrusted to the Mission under the terms of Council resolution [2423 \(2018\)](#), it is proposed that the Strategic Planning Unit be strengthened through the establishment of one post of Strategic Planning Officer (P-4). The incumbent would provide support for the preparation of the new United Nations Peacebuilding and Development Assistance Framework cycle for 2024 and support the Mission in coordinating its actions in line with the upcoming integrated strategic framework and associated transition plans while at the same time assisting with the Mission's participation in the incremental roll-out of the comprehensive performance assessment system (a new, much-needed methodology to assess performance and impact). The Strategic Planning Officer would also support the operationalization of strengthened integrated coordination bodies to help bridge the gap between longer-term (through a strengthened senior leadership forum), medium-term (through the establishment of a joint mission operational planning cell) and short-term planning. An increased workload would also stem from the additional focus placed on Mission-wide integration, which entails extended and strengthened collaboration with mission support, United Nations police and force components. Moreover, the Strategic Planning Officer would help implement the MINUSMA mandate on integrated planning and coordination as well as increase the coherence of efforts both within MINUSMA and the United Nations country team, supporting the development of overall guidance and frameworks and actions on the ground in support of peace and security as well as the move towards the transition of tasks to the United Nations country team. The strengthened integration, and support for the implementation and close monitoring of the integrated strategic framework and the United Nations Peacebuilding and Development Framework cycle for 2024, would improve the efficiency and performance of the Mission, leading to a more efficient use of resources based on priority tasks and operational requirements.

Joint Mission Analysis Centre

International staff: increase of 1 post (establishment of 1 P-4 post)

50. The Joint Mission Analysis Centre, with its current authorized civilian staffing establishment of 21 posts and positions (1 P-5, 2 P-4, 5 P-3, 3 P-2, 1 Field Service, 4 National Professional Officer and 5 United Nations Volunteer), generates integrated analytical reports to support the Mission leadership's decision-making and enhance strategic, operational and contingency planning. The Centre provides assessments of cross-cutting issues and threats that may affect the implementation of the Mission's mandate. In accordance with the Department of Peacekeeping Operations-Department of Field Support policy on Joint Mission Analysis Centres, the Centre also serves as the secretariat of the Mission intelligence coordination structure. The Joint Mission Analysis Centre is headed by a Chief (P-5) who is responsible for managing and overseeing the work of the Centre and engaging with senior Mission leaders and other high-level actors and officials to provide advice and assist them with prioritizing their information and assessment needs. Following a mapping exercise of the Mission's intelligence architecture in March 2017, which was led by the Department of Peacekeeping Operations, the Department of Field Support and the Department of Safety and Security, it was recommended that a coordination branch within the Joint Mission Analysis Centre be established in order to strengthen the Centre's capacity to serve as the secretariat of the Mission intelligence coordination structure.

Specifically, the creation of a coordination branch in the Joint Mission Analysis Centre would enable the Mission to create, update and execute a common Mission-wide intelligence acquisition plan that directs and coordinates the tasking of acquisition assets. In that context, it is proposed that the Joint Mission Analysis Centre be strengthened through the establishment of a coordination branch and the establishment of one post of Information Analyst (P-4), who would be Chief of the coordination branch and have the overall task of leading the implementation of the intelligence architecture process in MINUSMA. The incumbent would lead the coordination and gathering of intelligence requirements, based on the priority information requirements identified by the Mission's leadership and the heads of office. The incumbent would also lead the development, updating and implementation of the Mission's intelligence acquisition plan. The Information Analyst would organize the intelligence information acquired by all components in the Mission and lead the preparation of analysis/decision briefings for consideration and decision by the Mission's leadership, and would follow up on the implementation of those decisions. The incumbent would respond to the guidance received from Headquarters to implement the Mission's intelligence architecture in order to strengthen its intelligence-gathering and coordination to prevent attacks against MINUSMA. The new coordination branch would also comprise two military staff officers and two United Nations police officers.

51. Terrorism represents one of the main challenges to the implementation of the peace agreement and the return of peace and security in Mali. After the establishment of the Mission in July 2013, three terrorist groups started to operate in the Mission's area of responsibility (Al-Qaida in the Islamic Maghreb in the Timbuktu region, Al Mourabitoun in the Gao region and Ansar Eddine in the Kidal region). In 2015, an additional group (Front de libération du Macina) started to operate in Mopti region. Besides those four groups, who are now in an alliance created in March 2017 (Jama'at Nusrat ul-Islam wa al-Muslimin), two new groups started to conduct terrorist operations in Mali in 2018, namely, Islamic State in the Greater Sahara and Ansar al-Islam (along the borders with the Niger and Burkina Faso, respectively). Through complex attacks, those terrorist groups have systematically targeted United Nations personnel, the Malian Defence and Security Forces and the Malian Administration, exploiting the limited State authority, particularly in the north, and jeopardizing the implementation of the peace agreement, including by trying to derail the engagement of the signatory groups or threatening them to obtain their support. In that context, an improved information system and the increased coordination of intelligence-related activities are key to the implementation of the Mission's mandate, the understanding of the intent of the terrorist groups and the prevention of terrorist attacks linking intelligence to early warning and operations.

52. The establishment of the post of Information Analyst (P-4) would allow the Joint Mission Analysis Centre to implement the intelligence architecture to better coordinate the requirements of intelligence, the intelligence product and the exploitation of the intelligence and anticipate attacks against MINUSMA. That would contribute to the protection of peacekeepers and civilian staff in MINUSMA, which is fundamental to their ability to implement the Mission's mandate. In addition, the implementation of the intelligence architecture is part of the ongoing necessary efforts towards the implementation of the recommendations set out in the Cruz report on improving the security of United Nations peacekeepers. The fundamental purpose of the intelligence architecture process within the Mission is to enable the senior leadership to take decisions on appropriate actions in order to anticipate attacks against MINUSMA and decrease casualties. That process is intended, through a common operational picture, to provide early warning of imminent threats and identify risks and opportunities. Given the complex and fluctuating environment in which MINUSMA operates, the implementation of an effective and efficient

intelligence architecture, able to address the above-mentioned requirements, is an additional task for the Joint Mission Analysis Centre that requires a new, fully dedicated position.

Strategic Communications and Public Information Division

International staff: increase of 1 post (establishment of 1 P-3 post)

53. In its resolution [2423 \(2018\)](#), the Security Council set forth the priority tasks for the Mission, which includes the protection of civilians and stabilization, including against asymmetric threats. The Council called upon MINUSMA to protect, without prejudice to the primary responsibility of the Malian authorities, civilians under threat of physical violence, including through public information, community outreach, dialogue and direct engagement. In the same resolution, the Council requested that MINUSMA strengthen its strategic communications towards all stakeholders and towards the local population, with the objective of enhancing awareness and understanding of the nature, impact and specificities of its mandate and activities. The Strategic Communications and Public Information Division, with its currently authorized civilian establishment of 70 posts and positions (1 D-1, 1 P-5, 3 P-4, 5 P-3, 5 Field Service, 15 National Professional Officer, 35 national General Service and 5 United Nations Volunteer), supports the implementation of the Mission's mandate by acting as a centre for strategic communications between the Mission and the population of Mali, advancing the key political and programme advocacy objectives of the Mission and ensuring public understanding of the Mission's role and shaping its public image locally, regionally and internationally. The Division also supports the dissemination of accurate information to the population, with a view to mitigating conflict, promoting the protection of civilians and contributing to the promotion of a national dialogue through increased public awareness and participation. The Division assists in promoting a viable environment that is conducive to the implementation of the peace agreement by sensitizing communities on the peace agreement and its implementation process. In order to enable the Division to more effectively implement its communications strategy, in particular its outreach programmes, and to actively and consistently support the Mission's activities and mandate implementation in the centre of the country, it is proposed that the Strategic Communications and Public Information Division be strengthened through the establishment of one post of Public Information Officer (P-3), to be based in Mopti, with the aim of leading, on the basis of guidance received from the Head of Outreach (P-4), outreach efforts in the centre of the country, with a focus on the implementation of the United Nations-wide strategy for the central region aimed at supporting the extension of State authority and the protection of civilians. Such efforts would require a considerable expansion of outreach activities in the centre of the country, including through the execution of a plan comprising systematic, mutually reinforcing awareness-raising projects; an increase in consistent outreach proximity, reach and impact with/on communities in the centre; and an increase in the quality and quantity of projects and awareness-raising activities on the Mission's mandate through a full-time outreach presence in the centre. That would allow the Mission to enhance communities' knowledge about the Mission's mandate, activities and priorities; contribute to enhancing the Mission's positive visibility to communities in the centre; reinforce and consolidate partnerships and capacity-building with outreach partners; and provide an increased number of opportunities for the Mission to capitalize on in various ways to support mandate implementation. The proposed Public Information Officer would also take on the duties of the Head of Outreach in her or his absence. The proposed establishment of the post of Public Information Officer (P-3) would ensure a minimal and necessary outreach capacity in the central region of Mali to support the Mission's mandate by implementing vast numbers of sensitization activities in the centre in order to inform local populations,

including leaders, media and influential personalities, of the Mission's mandate and the implementation of a specific strategy for the centre in line with the Mission's mandate. Proximity communication would enable the creation of a conducive environment in which the Mission could operate, fill the gaps in institutional top-down communications by engaging in interactive exchanges with the stakeholders, aid understanding of the Mission's mandate and correct rumours with credible information, and reinforce proximity between the Mission and local communities and, in so doing, enhance links of trust and information-sharing.

Component 1: political reconciliation and institutional reforms implementation in accordance with the peace agreement

54. As described in the framework below, and in accordance with its strategic objective and the priority tasks set out by the Security Council in its resolution [2423 \(2018\)](#), MINUSMA will continue to focus its efforts on political reconciliation and engage Malian institutions and organizations in support of the full, effective and inclusive implementation of the Agreement on Peace and Reconciliation in Mali.

55. Building on progress made to date with respect to the implementation of the peace agreement and the momentum created by the conclusion of the Pact for Peace on 15 October 2018, the Mission will focus its efforts on supporting the implementation of the peace agreement, including with respect to governance, the electoral process, decentralization and the monitoring of its implementation.

56. MINUSMA will remain committed to ensuring the full and effective participation of the National Assembly, political parties, signatory movements and civil society organizations, particularly youth and women's associations, including religious leaders and labour unions, in the implementation and ownership of the peace agreement. MINUSMA will support the Government, opposition parties and the signatory movements in forging consensus on contentious issues, thereby creating a political environment conducive to the implementation of the peace agreement. Moreover, it will include the implementation of the Secretary-General's seven-point action plan for gender-responsive peacebuilding (see [A/65/354-S/2010/466](#)), the mainstreaming of a gender perspective throughout the Mission and advocacy for the implementation of Malian law No. 2015-052 of 18 December 2015, which mandates a quota of 30 per cent women in elective and nominative positions, in the various activities carried out by MINUSMA. The Mission will continue to ensure that the rights of children, their protection and their well-being are a priority throughout the process of consolidating peace and rebuilding the country. MINUSMA will coordinate with United Nations entities on the implementation of the United Nations integrated strategy for the Sahel, supporting cooperation and coherence among various partners and strategies.

57. MINUSMA will continue to support the Malian authorities during the electoral cycle, in particular the senatorial, municipal, *cercle* and regional elections anticipated to occur during the 2019/20 budget period, building on the successful conclusion of the presidential election. The Mission will also continue to support the constitutional referendum and legislative elections expected to be held in the 2018–2019 electoral cycle. That will include the provision of logistical and technical advice and support, advocacy and capacity-building initiatives, which will notably take the form of sensitization and capacity-building activities, as well as the promotion of and support for dialogue and confidence-building measures. The electoral support will be provided in complementarity with and following the division of labour as agreed in the integrated strategic framework.

58. The Mission will continue to play the role of secretariat of the Agreement Monitoring Committee, act as Co-Chair of the Agreement Monitoring Committee's

defence and security subcommittee and actively participate in its three other subcommittees. In the same capacity, MINUSMA will also provide logistical and technical support for the work of the Independent Observer.

59. The Mission will support the Government's efforts towards decentralization through technical support for the Government of Mali with regard to structuring and implementing its decentralization process. That important institutional reform, based on the 2012 law on decentralization, led to the creation of regions and is intended to bring local administration and service delivery closer to the population, focusing on participatory decision-making at the local level. MINUSMA has been supporting the operationalization of the newly created regions of Ménaka and Taoudenni by sponsoring local consultations on territorial delimitation, which led to the creation of 10 *cercles*, 39 *arrondissements* and 51 communes. The Mission will support those newly established structures during the 2019/20 budget period in line with the Government's review of the country's configuration of *cercles*, *arrondissements* and communes. Regional consultations were initiated in November 2018 to enable local authorities and civil society representatives to discuss the administrative and territorial restructuring to be implemented in Mali as outlined by the law establishing the administrative districts (No. 2012-017 of 2 March 2012) and the law establishing the *cercles* and *arrondissements* in the regions of Timbuktu, Taoudenni, Gao, Ménaka and Kidal (No. 2012-018 of 2 March 2012). The Mission will strengthen the capacity of civil society organizations (including women and youth organizations) to participate in the decision-making process of all levels of governance, including the newly established *cercles*, *arrondissements* and communes.

60. The Mission's performance of those tasks will be assessed through a core set of indicators of achievement that will measure the support of MINUSMA for political reconciliation and the implementation of the peace agreement.

Expected accomplishment

Indicators of achievement

1.1 Progress towards improved democratic and inclusive governance

1.1.1 Strengthened capacity of civil society organizations (including women and youth) in support of a more meaningful participation in the monitoring and implementation of the peace agreement (2017/18: 80 civil society organizations provided with support through capacity-building sessions; 2018/19: 140; 2019/20: 150)

1.1.2 Increase in the engagement and participation of women in the peace process, through representatives of women's associations (including those representing female youth) and female leaders (number of participants: 2017/18: 500; 2018/19: 600; 2019/20: 650)

1.1.3 Increased number of laws and position statements by the National Assembly, political parties, signatory movements and civil society organizations on the implementation of the peace agreement (2017/18: 3; 2018/19: 4; 2019/20: 8)

1.1.4 Increased number of technical notes prepared by political parties, signatory movements, academics and civil society organizations on institutional reforms (constitutional review process) (2017/18: 3; 2018/19: 3; 2019/20: 5)

*Expected accomplishment**Indicators of achievement*

1.1.5 Steps taken by armed movements to transform into political entities as called for by the Pact for Peace (2017/18: not applicable; 2018/19: demilitarization initiated; 2019/20: registration as political parties or merge with existing political parties started)

Outputs

- 16 workshops to strengthen the advocacy capacity of civil society organizations, including women and youth groups, and the capacity of civil society observatories to play an effective role in the implementation of the peace agreement in Kidal, Ménaka, Tessalit, Timbuktu, Taoudenni, Mopti, Gao and Bamako
- Quarterly meetings and monthly awareness-raising sessions with civil society organizations, including women and youth groups, to strengthen their networks and build capacity for transparency, accountability and citizen engagement in Bamako, Mopti, Ségou, Ménaka, Gao, Kidal, Taoudenni, Tessalit and Timbuktu
- Monthly meetings and support for the implementation in Mali of Security Council resolution [1325 \(2000\)](#) on women and peace and security, including through 3 workshops to capitalize on the achievements of the Open Day on the implementation of resolution [1325 \(2000\)](#), as well as the translation of the resolution into 5 local languages
- Bimonthly meetings with the Ministry of Women's Affairs to enhance its capacity to promote and boost the full and effective participation, involvement and representation of women in the peace process, including advice for the development of an interactive campaign to inspire and empower rural and young women, in particular, to play their role in the peace process
- Bimonthly experience-sharing meetings between women and young women in Mali and those of the subregion of West Africa and the Sahel on their inclusion in the peace and reconciliation process
- 6 coordination meetings and 3 workshops to strengthen the capacity of Malian women to contribute fully and effectively to the implementation of the peace agreement and raise awareness on the role of women in the peace process
- Provision of support for the organization of 6 meetings with the National Assembly and political parties within the framework of the established parliamentary working group on the implementation of the peace agreement, 2 workshops with signatory movements, 1 with unions
- Provision of technical support for a committee on constitutional review comprising the Government, political parties and civil society organizations on the implementation of the peace agreement provisions with regard to constitutional reform
- Provision of technical and logistical support (transportation, conference facilities) to the Government's partners and the committee on central Mali policy established by the Office of the Prime Minister
- Provision of expert advice to assist the armed movements in the drafting of legal documents related to their transformation into political entities
- Provision of technical assistance (policy and operational advice) to and organization of 6 workshops to support the Ministry of Social Cohesion, Peace and National Reconciliation and its regional reconciliation support teams in northern and central Mali, as well as the provision of technical advice to the Ministries of Employment and Vocational Training, Decentralization and Local Taxation, and Women's Affairs, in support of reconciliation, socioeconomic reinsertion and the promotion of the effective participation, involvement and representation of women in the peace process

- Organization and coverage of an outreach campaign on the Mission's mandate and the progress in the implementation of the peace agreement, including 90 sensitization sessions with local communities and key target audiences in Bamako, central and northern Mali, supported by information and visibility materials; community sensitization and awareness-raising through the organization of Peace Day and the International Day of United Nations Peacekeepers, 10 radio products and 6 multimedia products

*Expected accomplishment**Indicators of achievement*

1.2 Free, fair, transparent, inclusive, credible and peaceful senatorial, municipal, *cercle* and regional elections

1.2.1 The electoral code is fully aligned with the provisions of the peace agreement and is in conformity with international standards on elections (2017/18: 0; 2018/19: 1; 2019/20: 1)

1.2.2 All relevant national election stakeholders (electoral management bodies, political parties and civil society organizations (including women and youth), media, local authorities, religious leaders, defence and security forces and signatory movements) are endowed with technical tools and information to facilitate the organization of peaceful, open, inclusive and accountable elections (2017/18: all 8 groups of stakeholders; 2018/19: 8; 2019/20: 8)

1.2.3 Sustained participation of female candidates for the general elections (percentage of female candidates elected: 2017/18: 30 per cent; 2018/19: 30 per cent; 2019/20: 30 per cent)

1.2.4 Number of communes provided with logistical and security support, including the transportation of electoral materials from Bamako to communes and the securing of the electoral process in collaboration with UNDP (2017/18: 703/703 communes; 2018/19: 703/703 communes; 2019/20: 703/703 communes)

1.2.5 Establishment and monitoring of an effective and efficient electoral tabulation system that would allow for the release of provisional election results within the legally mandated time frame (2017/18: established; 2018/19: monitored; 2019/20: in use throughout the country)

Outputs

- Provision of technical support and the organization of 2 round table meetings and 2 training sessions aimed at enabling the Malian Government to carry out required legislative and electoral reforms, including the setting-up of a single elections management body, in compliance with international standards and consistent with provisions of the Peace and Reconciliation Agreement in Mali
- Organization of 11 workshops with political stakeholders, civil society organizations (including women's groups), State authorities and armed groups on key required legislative and institutional reforms, particularly those related to the electoral process, recommended by the peace agreement
- Provision of support for the election management bodies, civil society organizations and the media through 5 capacity-building workshops and the provision of technical advice to enable them to implement civic education, voter sensitization and outreach programmes ahead of major events of the electoral process, including voter registration, elections and election-related conflict prevention

- Provision of advice and support through monthly meetings and the organization of 1 workshop with the Malian electoral management bodies, local authorities, the Ministry of Justice and the Constitutional Court on how to ensure the successful management of electoral disputes
- Organization of 15 workshops on the prevention and mitigation of election-related conflicts for electoral management bodies, civil society organizations, women's organizations, local authorities, political parties, Malian security forces, signatory groups and the media in Bamako, Mopti, Timbuktu, Gao and Kidal (3 workshops in each location)
- Organization of 5 workshops for civil society organizations, women and youth groups, community and religious leaders and political actors for a participatory evaluation of the compliance with law No. 2015-052 of 18 December 2015, which mandated a quota of 30 per cent women in elective and nominative positions, and of the rate of women and youth participation in the 2019/20 elections
- Organization of 2 round table meetings to brainstorm with various stakeholders of the electoral process (senatorial, municipal, *cercle* and regional elections) and the conduct of 2 training sessions to facilitate the work on the electoral system review as well as the design structure of the single electoral management body
- Provision of technical, logistical and security support for the 2019/20 electoral process (senatorial, municipal, *cercle* and regional elections) in Mali through the transportation of 200 tons of electoral materials and 500 national electoral officials and agents; the recruitment, training and deployment of 73 local individual contractors; the contracting and fuelling of 60 vehicles; the provision of support for the implementation of electoral results management software; and the production of 80 stationery kits
- 6 workshops with members of the Ministry of Women's Affairs, Malian civil society organizations and political parties in Bamako, Mopti, Timbuktu, Gao, Ménaka and Kidal to help identify potential candidates for elections and advocacy mechanisms to ensure that the perspectives, needs, concerns and priorities of women and youth are taken into account at all levels of the electoral process, and that Malian law No. 2015-052 of 18 December 2015, which mandated a quota of 30 per cent women in elective and nominative positions, will be respected
- Public information campaigns on the electoral cycle process, based on the scope of the Mission's mandate, aimed at informing Malian citizens and voters about the electoral procedures to prevent conflicts triggered by the electoral process through 51 radio products, 4 multimedia products, 2 dedicated briefings and press tours to regions

Expected accomplishment	Indicators of achievement
1.3 Progress towards decentralization	<p>1.3.1 Increased participation of civil society organizations in the decision-making process of territorial collectivities through meetings with the regional councils (2017/18: 0; 2018/19: 1; 2019/20: 2)</p> <p>1.3.2 Increased implementation of the decentralization policy by regional council and <i>cercle</i> leaders (2017/18: 0 commitments and decisions; 2018/19: 2 commitments and decisions; 2019/20: 3 commitments and decisions)</p> <p>1.3.3 Functioning of interim administrations and/or newly elected members of the regions, <i>cercles</i> and communes (2017/18: regional level; 2018/19: regional and <i>cercle</i> level; 2019/20: regional, <i>cercle</i> and communal level)</p>

*Expected accomplishment**Indicators of achievement**Outputs*

- Provision of expert advice to interim authorities for the implementation of the regionalization policy
- 2 capacity-building training sessions in Bamako for 125 prefects, sub-prefects, mayors, heads of regional line ministries, local government representatives and interim administrators to build their capacity on reconciliation, local governance, public procurement policies, gender mainstreaming in public administration and decentralization (once decentralization laws are approved)
- 1 training-of-trainers session on decentralization and local development organized for interim authorities, special advisers and/or newly elected members of the regions, *cercles* and communes at the capital level in Bamako, and 10 training sessions at the regional level (2 per region in Gao, Kidal, Ménaka, Taoudenni and Timbuktu) on access to public funding, tax collection policy, public procurement and administrative litigation to increase effectiveness in the functioning of local councils

*Expected accomplishment**Indicators of achievement*

1.4 The implementation of the peace agreement and Pact for Peace is supported and monitored, including through the secretariat of the Agreement Monitoring Committee

1.4.1 Monthly plenary sessions of the Agreement Monitoring Committee are convened on issues related to the implementation of the peace agreement and reports are drafted (2017/18: 8; 2018/19: 12; 2019/20: 11)

1.4.2 Monthly plenary sessions of the 4 thematic subcommittees of the Agreement Monitoring Committee are convened and reports are drafted (sessions per committee: 2017/18: 7; 2018/19: 12; 2019/20: 12)

1.4.3 The Independent Observer, mandated by the peace agreement to assess and report on the progress in the implementation of the peace agreement, provides regular reports and contributes to the sustained engagement of signatory parties (2017/18: 4; 2018/19: 3; 2019/20: 11)

1.4.4 The High Representative of the President for the implementation of the peace agreement, the Ministry of Social Cohesion, Peace and National Reconciliation and other government institutions in charge of the implementation of the peace agreement take charge of the coordination of international support (2017/18: 12 coordination meetings; 2018/19: 12 coordination meetings; 2019/20: 12 coordination meetings)

1.4.5 Good offices by the Special Representative of the Secretary-General and the international mediation, including through support for the High Representative of the President for the implementation of the peace agreement and other government institutions in charge of the implementation of the peace agreement, help resolve points of contention

*Expected accomplishment**Indicators of achievement*

1.4.6 Sustained cooperation and coherence through initiatives among various partners/actors contribute to the implementation of the peace process, notably within the framework of the United Nations integrated strategy for the Sahel (2017/18: 2; 2018/19: 4; 2019/20: 4)

Outputs

- Organization of, participation in and provision of technical assistance to the monthly sessions of the Agreement Monitoring Committee and the monthly sessions of its 4 thematic subcommittees, including the coordination of preparatory meetings, along with the dissemination of the reports on their respective monthly sessions, and management of documents related to the implementation of the peace agreement
- Facilitation of transport for delegates of the parties to the peace agreement from central and northern Mali to Bamako to participate in the meetings of the Agreement Monitoring Committee and its 4 subcommittees
- Co-chairing and provision of technical expertise to the subcommittee for defence and security
- Provision of organizational, substantive and logistical support, including internal travel, meeting set-up and sharing of information, to the Independent Observer
- Organization of regular coordination meetings with the High Representative of the President for the implementation of the peace agreement and other relevant government commissions and institutions in charge of the implementation of the peace agreement
- Organization of monthly coordination meetings with the international mediation and with the international community and production of reports
- Provision of technical expertise (contextual analysis) for the actors of the Nouakchott Process and the Ministerial Coordination Platform for the Sahel, bringing together Sahel member States, regional organizations and international partners
- Logistical support for 1 meeting on inter-mission cooperation between MINUSMA and UNOWAS in support of the peace process and its regional dynamics

External factors

Changes in the political, security, economic and humanitarian contexts not foreseen in the planning assumptions; other instances of force majeure; changes in mandate during the reporting period; changes in the financial and political support of the international community for the peace process; changes in the electoral calendar for 2019/20; the level of commitment of the parties to the political reconciliation process and the implementation of the peace agreement

Table 2

Human resources: component 1, political reconciliation and institutional reforms implementation in accordance with the peace agreement

	International staff							United Nations Volunteers	
Civilian staff	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal	National staff ^a		Total
Political Affairs Division									
Approved posts 2018/19	–	3	9	11	4	27	14	9	50
Proposed posts 2019/20	–	3	9	11	4	27	14	9	50
Net change	–	–	–	–	–	–	–	–	–
Electoral Affairs Section									
Approved posts 2018/19	–	1	3	3	1	8	5	5	18
Proposed posts 2019/20	–	1	3	3	1	8	5	5	18
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2018/19	–	4	12	14	5	35	19	14	68
Proposed 2019/20	–	4	12	14	5	35	19	14	68
Net change	–	–	–	–	–	–	–	–	–

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

Component 2: security, protection of civilians and implementation of the defence and security measures of the peace agreement

61. As described in the framework below, and in accordance with the priority tasks mandated by the Security Council in its resolution [2423 \(2018\)](#), MINUSMA will continue to take on a more robust posture in assisting the Malian authorities in areas where civilians are at risk of physical violence, preventing the return of armed elements that are hostile to the stabilization of the country and establishing a security environment conducive to the restoration and extension of State authority and the deployment of the Malian Defence and Security Forces.

62. MINUSMA will continue to support the efforts of the Malian State to protect its civilian population and reduce the capability of potential perpetrators to commit physical violence against civilians. The Mission will enhance community-level capacities to prevent and mitigate physical violence and reinforce early warning systems for the monitoring of and response to emerging threats of physical violence to civilians, notably through close cooperation with the regional reconciliation support teams established by the Ministry of Social Cohesion, Peace and National Reconciliation. Moreover, without prejudice to the primary responsibility of the Malian authorities, MINUSMA will continue to protect civilians through the good offices of the Special Representative of the Secretary-General and the Heads of Field Office, the provision of physical protection by the MINUSMA force and United Nations police and the reinforcement of the protective environment in close coordination with the United Nations country team and humanitarian partners. In support of the Malian authorities, MINUSMA will, jointly with the humanitarian protection community, plan measures to prevent or mitigate identified risks of physical violence against civilians and create response plans to actual threats. The Mission will continue to provide technical advice to local authorities and regional

protection actors on methods of improving the performance of all actors who share a stake in protecting civilians from violence.

63. The Mission will continue to focus its efforts on providing security in the northern regions as well as in the centre of the country, where it has begun to reinforce its efforts in response to the deterioration of the security situation and the resulting challenges to the protection of civilians. In accordance with the signed memorandums of understanding among MINUSMA, the Malian armed forces and the Government of Mali, the force will continue to support the operations and capabilities of the Malian Defence and Security Forces and facilitate their deployment to the northern part of the country. The force will also continue to conduct coordinated patrols with the Operational Coordination Mechanism in Gao, Kidal and Timbuktu. In that respect, MINUSMA handed over the camp in Gossi to the Malian armed forces on 24 August 2018, after the transfer of the former MINUSMA camp in Léré in September 2017. MINUSMA continues to monitor the evolution of the conditions (political, security, operational and logistical) with regard to the possible transfer of the next camps (Ber and Goundam) during the 2019/20 period. MINUSMA will also continue to enhance the exchange of information through the provision of relevant intelligence to support the efforts of the Joint Force of the Group of Five for the Sahel in its areas of operation along the border areas between Mali and Burkina Faso, Mauritania and the Niger, and through liaison efforts with the headquarters office of the Group of Five for the Sahel. MINUSMA support for the Joint Force of the Group of Five for the Sahel was formalized in a technical agreement signed on 18 February 2018 between the United Nations, the Group of Five for the Sahel and the European Commission, as called for by Security Council resolution 2391 (2017).

64. MINUSMA police will continue to support capacity-building through training, mentoring, technical support, joint operations aimed at the protection of civilians and projects promoting the deployment of restructured and well-trained and -equipped security forces to the north and centre of the country.

65. MINUSMA will continue to support the Government of Mali and the National Council for Security Sector Reform and its Commissariat with the implementation of the national security sector reform strategy and its action plan, including the defence and security measures of the peace agreement, the concept for the reconstitution of the new army and security forces, the integration of combatants into uniformed services and the establishment of the territorial police and the local consultative security committees. The Mission will also coordinate international assistance for security sector reform to ensure the coherence of international efforts to rebuild the Malian security sector, within the framework set out by the peace agreement. The Mission will support the Government's efforts to implement the national policy on preventing and combating violent extremism and terrorism for 2018–2020, the national policy on border management and the national policy on the counter-proliferation of small arms and light weapons.

66. MINUSMA will continue to provide strategic and policy advice to the Government and the National Assembly on aligning the military and security planning laws with the peace agreement. The Mission will also support strengthening the democratic governance and oversight of the security sector through building the capacities of parliamentarians, parliamentary assistants and civil society organizations, as well as of women and youth groups. In addition, the Mission will enhance the accountability of the Malian Defence and Security Forces through the provision of support for the military and police inspectors of the Inspectorate General of Defence and Armed Services and the Inspectorate General of Security and Civilian Protection Services. The Mission will continue to support border security by strengthening the implementation of the action plan to counter the proliferation of small arms and light weapons.

67. MINUSMA will also continue to support the Malian Government in the implementation of the cantonment, disarmament, demobilization and socioeconomic reinsertion of combatants. The Government will determine the caseload of combatants to be processed in the disarmament, demobilization and reintegration programme on the basis of the pre-registration exercise conducted by the National Commission on Disarmament, Demobilization and Reintegration with the support of the Mission. The operationalization of the Operational Coordination Mechanism in the northern regions of the country and the accelerated disarmament, demobilization and reintegration process were successful landmarks in the peace process and are expected to contribute to the larger cantonment and disarmament, demobilization and reintegration process.

68. The implementation of community violence reduction projects in northern and central Mali, in cooperation with local and international partners, will continue to facilitate the prevention of the recruitment of youth in vulnerable communities who are at risk of recruitment by terrorist and jihadist groups, while providing short-term reinsertion opportunities for the ex-combatants who have yet to be included in the long-term socioeconomic reintegration programme.

69. As the threat posed to the civilian population and to United Nations personnel by explosive hazards is expanding and intensifying, particularly in central Mali, the United Nations Mine Action Service will continue to provide critical improvised explosive device threat mitigation support to enable the Mission's freedom of movement in a high-threat environment and reduce peacekeeping casualties. Efforts will continue to focus on increasing the preparedness of uniformed units and on building sustainability through training-of-trainers sessions. To facilitate and enable their work in dangerous locations, activities to ensure that all military, police and civilian personnel are aware of the risks of explosive hazards and the mechanisms and procedures to mitigate them will continue. The programme will provide support, equipment, training and mentorship to MINUSMA military contingents and explosive ordnance disposal companies, as well as awareness and response training on improvised explosive devices, in both predeployment and in-mission situations, which will improve the safety and freedom of movement of civilians and United Nations personnel operating in high-threat locations. Those activities will be key to ensuring the implementation of the recommendations of the Cruz report on improving the security of United Nations peacekeepers. The Mission will also increase its efforts towards the full implementation of the intelligence architecture in order to increase situational awareness, inform decision-making and drive operational planning of operations and activities to effectively implement the mandate, as well as design measures to prevent attacks against United Nations personnel and premises.

70. In order to protect civilians, the Mine Action Service will continue to use a community-based approach to implement, support and coordinate risk education on explosive threats and small arms and light weapons, provide a rapid response mechanism to assist survivors of explosive hazards and conduct activities aimed at reducing armed violence. The Mission will also advocate for and provide institutional support for the Malian Government with regard to the operationalization of a national mine action governance structure. Critical capacity-building activities, such as explosive hazard disposal training courses for the Malian Defence and Security Forces, will continue to take place through the Centre for the Development of Post-Conflict Demining and Decontamination Actions in Benin, as well as at the national explosive ordnance disposal training facility in Bamako, prior to deployment.

71. In addition, in order to enhance the Government's long-term capacity to respond to explosive threats, training-of-trainers courses will continue to be provided to prepare the Malian Defence and Security Forces for deployment, first with

mentorship support and then, over time, independently. The Mission's explosive threat mitigation programme will also aim at building their capacity to secure stockpiles of weapons and ammunition.

72. In support of the implementation of the peace agreement, MINUSMA will also continue to provide specific support for the operationalization of the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and the capacity of national authorities to prosecute those suspected of crimes that risk destabilizing the peace process, particularly terrorism-related and transnational organized crimes. Effective capacity to investigate, prosecute and securely detain those involved in terrorism and organized crime will not only boost the rule of law, but also enhance human-rights-centred approaches to pursuing accountability for those destabilizing crimes.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.1 Improved capacity to sustain security in the centre and north of Mali	<p>2.1.1 Improved ability of the United Nations and Malian Defence and Security Forces to deter attacks on units, bases and facilities (reduction in number of attacks: 2017/18: 92; 2018/19: 85; 2019/20: 80)</p> <p>2.1.2 Improvement in the ability of MINUSMA and Malian Defence and Security Forces to secure and defend convoys and vehicle movements from extremist armed groups along key main supply routes (reduction in the number of attacks: 2017/18: 202; 2018/19: 75; 2019/20: 175)</p> <p>2.1.3 Increase in the number of Malian Defence and Security Forces garrisons that reopened and/or resumed their activities in central and northern Mali, including shared bases with MINUSMA (2017/18: 1; 2018/19: 8; 2019/20: 11)</p> <p>2.1.4 Increase in the number of restructured, well-trained and -equipped Malian security forces (police, gendarmerie, national guard and civilian protection) deployed in central and northern Mali (2017/18: 2,147; 2018/19: 3,000; 2019/20: 3,400)</p> <p>2.1.5 Increase in the number of Malian Defence and Security Forces teams trained and equipped to respond to explosive threats in central and northern Mali (2017/18: 16; 2018/19: 24; 2019/20: 28)</p>

Outputs

- 1 coordination meeting per month to improve the ability of the Technical Commission on Security to monitor ceasefire and investigate violations, update security arrangements and monitor and support the cantonment and disarmament, demobilization and reintegration processes
- 75 mixed patrols coordinated by the Operational Coordination Mechanism
- 700 military foot patrols in each key population centre (including those in coordination with the mixed patrols of the Operational Coordination Mechanism)
- Planning and implementation of at least 8 force-led operations and at least 24 mission-integrated operations, including 12 coordinated operations with Malian armed forces and/or Operation Barkhane

- Provision of security for 36 humanitarian assistance missions scheduled and coordinated by United Nations agencies in coordination with the Office for the Coordination of Humanitarian Affairs
- Provision of 1,050 close air support missions and 930 military utility helicopter field supply and armed troop transportation missions to act as a force multiplier to maximize the potential to protect civilians and assure the security of peacekeepers, and 480 military transport aviation missions to maximize prompt military enabling operations
- Provision of 2,000 manned and unmanned aerial surveillance missions (intelligence and escort missions for an average of 166 missions per month, based on operational needs and capabilities) that will generate actionable intelligence to drive operations
- Provision of support for the Malian armed forces in accordance with the memorandum of understanding signed in November 2017, including meetings, coordinated operations, operational and logistical support, mentoring and strengthened information-sharing, medical evacuation, transportation and planning
- Organization of key leader engagement and information operations activities on a monthly basis in all sectors in order to inform and influence the local population and deter their support for terrorist activity
- 6,480 United Nations police patrol days in unstable areas in support of the Malian security forces (2 patrols x 360 days x 9 team sites)
- 7,250 advising activities, including mentoring, monitoring and capacity-building activities that include a gender perspective, such as on-the-job training, co-location, operational support and projects, provided to the Malian security forces (police, gendarmerie, national guard and civilian protection) through co-location in the regions of Gao, Timbuktu, Mopti, Kidal and Ménaka, at the 2 national training academies and national specialized units in Bamako involved in the fight against serious and organized crime and terrorism (2 Malian security forces sites x 9 team sites x 5 days x 50 weeks) + (2 national training academies + 9 national specialized units x 5 days x 50 weeks)
- Provision of mentoring and training assistance upon request, both prior to deployment and when in-mission, to all infantry troop-contributing countries with improvised explosive device awareness training capacity (basic improvised explosive device awareness and avoidance skills)
- Provision of specialist training in the identification and detection of explosive threats and tactics to each infantry battalion, combat convoy company and formed police unit deployed to central and northern Mali, and dedicated training for tactical commanders on planning and response, unless waived
- Provision of context-specific training and mentoring in accordance with United Nations standards with respect to the explosive ordnance disposal companies of 2 troop-contributing countries to ensure they are qualified to conduct basic improvised explosive device response tasks prior to deployment, and their skills and those of the explosive ordnance disposal teams of combat convoy companies are strengthened once in-mission
- Provision of an explosive ordnance disposal team to cover operational gaps in Timbuktu and an explosives-detecting dog capacity to help secure MINUSMA premises and enhance MINUSMA explosive threat management capacity
- Provision of basic improvised explosive device awareness training, including on how to operate in a complex security environment, to all MINUSMA military, police and civilian components
- Provision of support and technical advice on explosive threat mitigation to the Mission's leadership and enabling units as well as to United Nations Headquarters, in response to 100 per cent of requests
- Provision of improvised explosive device threat mitigation training to 4 additional response teams and advanced explosive ordnance disposal training, refresher courses and mentorship to the previously trained teams to strengthen and sustain the explosive threat mitigation training capability of the Malian Defence and Security Forces, as well as their capacity to respond to explosive threats countrywide

- Provision of security enhancement for 1 strategic ammunition depot and 10 additional storage areas in central and northern Mali, as well as assistance with stockpile destruction, to enhance the training capabilities and technical capacities of Malian authorities to safely and efficiently store and manage State-owned weapons and ammunition, including national stockpiles
- Production of daily radio programmes that encourage listeners to discuss security concerns, increase awareness of security issues and the Mission's work to address them and aim to ease related tensions

*Expected accomplishment**Indicators of achievement*

2.2 Progress towards the protection of civilians and social cohesion, particularly in the central region of Mali

2.2.1 Decrease in the number of recorded casualties (violent deaths and injuries) among civilians (2017/18: 600; 2018/19: 400; 2019/20: 300)

2.2.2 Decrease in the number of incidents of direct violence or threats of direct violence against civilians (2017/18: 850; 2018/19: 700; 2019/20: 600)

2.2.3 Progressive return of internally displaced persons and refugees (2017/18: 80,000; 2018/19: 50,000; 2019/20: 50,000)

2.2.4 Increase in the number of municipalities where effective community-based mechanisms for early warning and protection of civilians are in place (2017/18: 20; 2018/19: 40; 2019/20: 50)

2.2.5 Establishment of municipal reconciliation committees (2017/18: 0; 2018/19: 0; 2019/20: 32)

2.2.6 Reduction of risks of HIV infection among women and girls in conflict zones by facilitating access to HIV information, treatment, care and support services (number of women and girls sensitized and provided with HIV voluntary and confidential counselling and testing: 2017/18: 1,500; 2018/19: 1,600; 2019/20: 2,000)

Outputs

- 48 sessions of awareness-raising and advocacy with local authorities, influencers (such as religious bodies and prominent individuals) and civil society (including women and youth associations) to support community-oriented policing in 5 regions and in Bamako
- 36 mentoring workshops with the Government to follow up with the Malian security forces on the joint regional strategic and operational plans
- 36 meetings on technical advice to the Ministry of Security and Civil Protection as well as general and regional directorates of the Malian security forces on the development of training programmes and a strategy for addressing transnational and serious organized crime, the rule of law and gender mainstreaming, sensitization on the human rights due diligence policy and investigations of war crimes and crimes against humanity
- Implementation of a qualitative mine action response in Mali to protect the civilian population from explosive hazards through the coordination of the mine action working group and the provision of technical advice and support for Malian institutions to progress towards the operationalization of a national governance structure for mine action

- Provision of risk education training and mentoring for Malian civil society organizations, the delivery of reinforced awareness to 30,000 people in affected regions and the coordination and provision of appropriate assistance for survivors and their families in order to prevent and respond to explosive threats posed to the civilian population
- Capacity development of 4 Malian civil society organizations and 80 community focal points on risk education and the development of community-based conflict-mitigation strategies in order to increase the sustainability of the mine action response in Mali and strengthen community resilience to explosive threats and small arms and light weapons
- Organization of 32 dialogues in mapped priority areas to prevent, manage and address violent or emerging conflicts at the community level in the regions of Mopti, Ségou, Gao, Ménaka, Tessalit, Timbuktu and Kidal, in cooperation with the regional reconciliation support teams of the Ministry of Social Cohesion, Peace and National Reconciliation
- 8 training-of-trainers sessions organized for members of 32 municipal reconciliation committees to strengthen their capacity to promote social cohesion and reduce local inter- and intracommunal conflicts
- Organization of 1 awareness-raising campaign in Bamako to increase the participation of youth and women from civil society organizations in the prevention and settlement of conflicts
- Provision of advice and technical support for the training institutions of the Malian Defence and Security Forces and to the European Union Training Mission in Mali to ensure the integration and mainstreaming of protection of civilians matters, with a focus on gender, into their training sessions
- 6 capacity-building activities for local government actors in Gao, Ménaka, Mopti, Timbuktu/Taoudenni and Kidal, including the special advisers of regional governors on reconciliation, disarmament, demobilization and reintegration and the regional directorates of the Ministry of Women's Affairs, in order to enhance their awareness and actions with regard to integrating a gender perspective into protection of civilians matters
- 5,500 United Nations–Malian security forces joint day patrols, notably in northern and central Mali (2 patrols per formed police unit x 11 formed police units x 5 days x 50 weeks)
- 1,100 long-range patrols by United Nations police personnel (11 formed police units x 2 long-range patrols x 50 weeks)
- Sensitization of 2,000 women and girls in conflict zones on HIV/AIDS and conflict-related sexual violence prevention, and the provision of voluntary and confidential counselling and testing, care and support services
- 2 outreach campaigns to increase awareness of the fight against HIV-related stigma and discrimination among people living with HIV and key populations in conflict zones
- 2 public information campaigns in support of security stabilization and the protection of civilians, comprising 20 community sensitization sessions, at least 5 media briefings, 10 multimedia products, 50 radio products and coverage of MINUSMA activities in the regions concerned, in order to strengthen public information activities, including through community outreach, in particular in the central region, to contribute to the Mission's efforts related to the protection of civilians
- Community outreach and direct dialogue and direct engagement to reinforce the capacity of a radio broadcast facility (studio) in the central region to contribute to the Mission's efforts related to the protection of civilians
- 3 workshops to support the Malian police in designing and integrating modules on conflict-related sexual violence into the curriculum of the National Police Academy

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.3 Disarmament, demobilization and reintegration of armed groups	<p>2.3.1 Number of ex-combatants of armed movements, including women and children, identified, verified, profiled and registered with demobilization cards (2017/18: 0; 2018/19: 3,000; 2019/20: 7,000)</p> <p>2.3.2 Increase in the number of former combatants of the armed movements, including women, benefiting from short-term socioeconomic reinsertion projects (2017/18: 0; 2018/19: 3,000; 2019/20: 7,000)</p> <p>2.3.3 Number of direct beneficiaries (youth at risk, women, special needs groups, people associated with ex-combatants and community members) benefiting from community violence reduction programmes (2017/18: 20,600 direct beneficiaries; 2018/19: 20,000 direct beneficiaries; 2019/20: 20,000 direct beneficiaries)</p>

Outputs

- Provision of food, non-food items and medical support at the cantonment camps and other predesignated locations for up to 7,000 combatants of the signatory armed groups
- Identification, verification, profiling, registration and sensitization on psychosocial education, civic reconciliation and orientation activities in the cantonment camps and other predesignated locations for up to 7,000 ex-combatants
- Provision of socioeconomic reinsertion for up to 7,000 former combatants
- 5 capacity-building workshops on advocacy and technical advice for national institutions regarding the implementation of the disarmament, demobilization and reintegration programme in order to strengthen the capacity of national disarmament, demobilization and reintegration institutions
- 5 capacity-building workshops to empower civil society, including women's organizations and community leaders, to advocate for the implementation of the disarmament, demobilization and reintegration programme
- Implementation of 30 community violence reduction projects targeting up to 20,000 direct beneficiaries comprising youth at risk, women, special needs groups, people associated with ex-combatants and community members
- 8 workshops to sensitize host communities on the return/presence of ex-combatants within the communities
- 4 capacity-building workshops for community violence reduction and community-based reinsertion implementing partners and other stakeholders in the regions
- 8 visits to the 8 cantonment sites (1 visit each) to verify and advocate for the release of children associated with armed groups and for the integration of a gender perspective, to raise awareness on conflict-related sexual violence and to train members of armed movements on child protection and child rights in coordination with UNICEF, UN-Women and UNFPA
- Broadcast of 24 new radio programmes on issues related to the cantonment, disarmament, demobilization and reintegration and community violence reduction projects

*Expected accomplishment**Indicators of achievement*

2.4 Reform of security institutions, including the implementation of the security provisions of the peace agreement

2.4.1 Implementation of a security sector reform strategy, national border policy and national counter-terrorism and extreme violence strategy by the Government (2017/18: security sector reform strategy elaborated; 2018/19: 1 security sector reform strategy, 1 national border policy and 1 national counter-terrorism and extreme violence strategy adopted; 2019/20: 1 security sector reform strategy, 1 national border policy and 1 national counter-terrorism and extreme violence strategy implemented)

2.4.2 Drafting and adoption of a security sector strategy action plan and 2 complementary strategies (border and defence) (2017/18: not applicable; 2018/19: 1 action plan and 2 complementary strategies elaborated; 2019/20: 1 action plan and 2 complementary strategies adopted)

2.4.3 Increase in the percentage of women employed by the Malian Defence and Security Forces (police: 2017/18: 14 per cent; 2018/19: 18 per cent; 2019/20: 25 per cent; gendarmerie: 2017/18: 5 per cent; 2018/19: 7 per cent; 2019/20: 9 per cent; national guard: 2017/18: 6.5 per cent; 2018/19: 9 per cent; 2019/20: 9.5 per cent; armed forces: 2017/18: 9 per cent; 2018/19: 9.5 per cent; 2019/20: 10 per cent)

2.4.4 The Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and its specialized investigation brigade benefit from infrastructure, equipment and capacity-building efforts (2017/18: 75 per cent of officers are trained on the legal framework and the rehabilitation of detention cells is finalized; 2018/19: 100 per cent of officers are trained on the legal framework and investigative skills, the brigade is equipped with criminal investigation equipment and construction or rehabilitation of buildings for regional satellite offices in Mopti, Gao and Timbuktu begins; 2019/20: 100 per cent of officers are mentored and/or trained on criminal investigation and prosecution of complex crimes and regional satellite offices in the centre and north are provided with infrastructure and equipment)

Outputs

- Provision of technical assistance on and support for the operationalization of the Specialized Judicial Unit and its investigative brigade in Bamako to fight against impunity for serious and destabilizing crimes through the delivery of infrastructure and equipment and advice on draft laws and regulations, as well as monthly mentoring and capacity-building activities aimed at improving case management, criminal analysis and proactive investigations for 50 investigators and 10 magistrates

- Provision of technical assistance on and support for the establishment and operationalization of 3 regional offices of the Specialized Judicial Unit and its investigative brigade in Gao, Mopti and Timbuktu through the delivery of infrastructure and equipment, as well as mentoring and capacity-building activities for newly deployed investigators and prosecutors aimed at improving evidence collection and proactive investigations
- Provision of technical assistance to improve cooperation between Malian Defence and Security Forces and the Specialized Judicial Unit with regard to the collection and transmission of evidence from the battlefield through quarterly sensitization activities, as well as support and advocacy for the formalization of a cooperation framework
- Technical support for the implementation of the national policy on preventing and combating violent extremism and terrorism and the related action plan
- Sensitization of 2,500 members of the Malian Defence and Security Forces and their dependants on HIV/AIDS and sexual violence prevention and the provision of access to treatment, care and support services
- Technical and practical training sessions for 6,800 Malian security forces students on various modules, in areas including general policing skills, community policing, the fight against organized crime and terrorism, deontology, human rights and gender
- Provision of technical and advice support for schools and academies of the Malian Defence and Security Forces to ensure the integration of gender mainstreaming into their curricula and training programmes
- Provision of 2 training workshops and 10 advisory meetings with the National Council for Security Sector Reform and its Commissariat in support of the security sector reform process
- Bimonthly international coordination meetings on security sector reform in coordination with the African Union Mission for Mali and the Sahel, ECOWAS, the European delegation, the European Union Training Mission in Mali, the European Union capacity-building mission in Mali and MINUSMA substantive sections (6 security sector reform meetings organized to facilitate the coordination of international assistance for security sector reform)
- 12 control visits to the Inspectorates General of Defence and Armed Services and of Security and Civilian Protection Services, 1 training workshop for parliamentarians and parliamentary assistants and 3 workshops with civil society organizations, including women and youth platforms, on the democratic governance and oversight of the Malian Defence and Security Forces
- 1 capacity-building workshop for 100 women in the Malian Defence and Security Forces and 2 sensitization workshops for civil society organizations on gender-sensitive security sector reform to increase awareness and mainstream gender in the implementation of the national defence and security strategy
- 2 training workshops on countering/preventing violent extremism for the Ministry of Religious Affairs and Cults as well as 2 sensitization workshops for civil society organizations, including women and youth groups, religious leaders and members of the media, to support the implementation of the national policy on preventing and combating violent extremism
- 5 workshops and 2 forums for border patrol agents and the national directorate for border security and national directorate on water, forests and the environment to support the implementation of national border security, a border sectorial security strategy and small arms and light weapons counter-proliferation policies, as well as 3 field visits in the central region

Table 3

Category	Total
<i>I. Military observers</i>	
Approved 2018/19	40
Proposed 2019/20	40
Net change	–
<i>II. Military contingents</i>	
Approved 2018/19	13 249
Proposed 2019/20	13 249
Net change	–
<i>III. United Nations police</i>	
Approved 2018/19	350
Proposed 2019/20	350
Net change	–
<i>IV. Formed police units</i>	
Approved 2018/19	1 570
Proposed 2019/20	1 570
Net change	–

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V. Civilian staff	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 United Nations Police Commissioner									
Approved posts 2018/19	–	2	7	1	1	11	13	–	24
Proposed posts 2019/20	–	2	7	1	1	11	13	–	24
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Division									
Approved posts 2018/19	–	1	6	13	1	21	47	5	73
Proposed posts 2019/20	–	1	6	14	1	22	47	5	74
Net change	–	–	–	1	–	1	–	–	1
Security Sector Reform and Disarmament, Demobilization and Reintegration Section									
Approved posts 2018/19	–	1	8	10	2	21	17	8	46
Proposed posts 2019/20	–	1	8	10	2	21	17	8	46
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2018/19	1	5	21	24	5	56	91	13	160
Proposed posts 2019/20	1	5	21	25	5	57	91	13	161
Net change	–	–	–	1	–	1	–	–	1
Total (I-V)									
Approved 2018/19									15 369
Proposed 2019/20									15 370
Net change									1

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

Civil Affairs Division

International staff: increase of 1 post (establishment of 1 P-3 post)

73. The Civil Affairs Division, with its currently authorized civilian establishment of 73 posts and positions (1 D-1, 4 P-5, 2 P-4, 5 P-3, 8 P-2, 1 Field Service, 7 National Professional Officer, 40 national General Service and 5 United Nations Volunteer), plays an essential role in the fulfilment of the priority tasks of the mandate of the Mission, including supporting the implementation of the peace agreement and the extension of State authority in the centre of the country. The Civil Affairs Division works with communities, local authorities and civil society to prevent, transform and address local conflicts and support the Government's efforts for the effective restoration and extension of State authority at the local level. In its work to address local conflicts and support efforts to reduce intercommunal tensions, the Division also contributes to the protection of civilians by working with communities and authorities to strengthen community engagement and protection mechanisms, including through the provision of reconciliation and mediation services and support for the resolution of local conflicts. The Division also supports activities to promote the meaningful

participation of civil society, including women and youth organizations. The Civil Affairs Division communicates information related to the protection of civilians received from different actors to other mission components. By establishing and maintaining relations with community stakeholders, the Division gauges community perceptions on the peace and security process in Mali and contributes with community perspectives to the issues at hand within the Mission. Through its various activities and contacts at the community level, the Division not only transforms conflicts but also creates a link with the population and enhances their understanding of the Mission and its work. The Division is often the population's first point of contact with the Mission and refers individuals to the appropriate division to answer their queries. When working with communities, the Civil Affairs Division applies an inclusive approach targeting a wide range of actors, particularly by ensuring the participation of women and youth. In addition to being present in the regional offices of Kidal, Gao, Ménaka, Timbuktu and Mopti, the Civil Affairs Division, through its Community Liaison Assistants, has staff deployed to Douentza, Goundam, Ansongo, Tessalit and Aguelhok, where the Community Liaison Assistants are the only substantive personnel present. The Community Liaison Assistants play a key role in the Mission's community engagement work and contribute to the protection of civilians, including through their collaboration with the force and the police. In the context of the newly established MINUSMA office in Ménaka, it is proposed that the Civil Affairs Division be strengthened through the establishment of one post of Civil Affairs Officer (P-3) to serve as leader of a Civil Affairs Team there. The Civil Affairs Officer in Ménaka would supervise and provide guidance to the Team as well as be responsible for the overall supervision of the Civil Affairs Division activities in the area, which would focus in particular on decreasing intercommunal tensions and violence in a highly volatile environment and in the sensitive area bordering the Niger, which is characterized by issues such as transhumance and violence between different ethnic groups. The presence of a small Civil Affairs Team in Ménaka would be indispensable to ensuring that the Division is able to implement its priority mandated tasks in support of social cohesion, the protection of civilians and the restoration of State authority. As the Government of Mali recently created the Ménaka region, the Civil Affairs Division needs to have a satisfactory presence there to support newly deployed interim authorities and elected officials, as well as the newly created regional reconciliation support team for Ménaka, under the Ministry of Social Cohesion, Peace and National Reconciliation.

74. The Civil Affairs Division intends, by having a limited satisfactory presence on the ground, to be in a better position to implement its mandate to support social cohesion, the protection of civilians and the restoration of State authority in the Ménaka region. The incumbent would assume the responsibility of Team Leader, supervise and monitor the work of officers under his or her responsibility and design and coordinate civil affairs projects and activities, financed by programmatic activities, including joint programmes with the United Nations country team and other actors where appropriate, with the aim of achieving the overall objectives of the Division. The Team Leader would develop local strategies to enhance effective cooperation between the Civil Affairs Division and relevant State institutions with a view towards strengthening local ownership of the peace process, building capacity and promoting cooperation between authorities and relevant community and social actors. He or she would also manage civil affairs support for local actors with regard to designing strategies and processes for conflict management and resolution, and advocate for the protection and empowerment of excluded and/or threatened groups in full respect of humanitarian and international law, including mechanisms for information-sharing, crisis response and the protection of civilians as needed. The Team Leader would also ensure consistent and appropriate Civil Affairs Division support for dialogue and cooperation between authorities and relevant community and

social actors and encourage the development of structures of accountability and transparency in the Ménaka region. The Mission would be able to adequately strengthen the capacities of local authorities, including newly elected regional and local bodies, thereby supporting the emergence of lasting regional competencies and citizen engagement. The Mission would have capacity to engage with government counterparts to support the development of national policy and legislative proposals that promote complementarity between the formal justice system and traditional dispute resolution and justice mechanisms with a view to advancing the peace process.

Component 3: promotion and protection of human rights and reconciliation

75. As described in the framework below, and in accordance with the priority tasks mandated by the Security Council in its resolution [2423 \(2018\)](#), the Mission will support the Malian authorities in implementing the provisions of the peace agreement related to justice and reconciliation, including the effective functioning of transitional justice mechanisms such as the Truth, Justice and Reconciliation Commission. MINUSMA will continue to assist the Malian authorities and civil society organizations in their efforts to promote and protect human rights across Mali and implement the human rights-related provisions of the peace agreement. In that respect, the Mission will assist the Government in fulfilling its international obligations by reinforcing its engagement with United Nations human rights mechanisms. The Mission will continue to refer documented cases of human rights violations, including against women and children, to competent State authorities and will provide the necessary technical advice to relevant entities, including the judiciary, so as to ensure that proper remedial measures are taken, and support the internal oversight bodies of the Malian Defence and Security Forces to ensure the accountability of perpetrators of human rights violations. The Mission will also support the implementation of an effective protection system for victims, witnesses and judicial personnel.

76. The Mission will continue to monitor the human rights situation and investigate abuses and violations of human rights and violations of international humanitarian law (including conflict-related sexual violence and grave violations against children and relevant monitoring and reporting mechanisms), in the context of the fight against terrorism led by national, regional and international forces. MINUSMA will continue to report publicly and regularly to the Security Council on such abuses and violations.

77. As part of its support for the redeployment of the reformed and reconstituted Malian Defence and Security Forces in the central and northern parts of the country, MINUSMA will continue to systematically implement the human rights due diligence policy to guarantee that any support for non-United Nations forces undergoes a human rights risk assessment and ensure follow-up on recommended mitigatory measures. That will also apply to the support provided to the Group of Five for the Sahel, in line with Security Council resolution [2423 \(2018\)](#).

78. The Mission will continue to prioritize the promotion and protection of human rights, including the rights of vulnerable groups, particularly women and children, through, inter alia, monitoring, reporting and advocacy. MINUSMA will continue to monitor incidents of conflict-related sexual violence and grave violations against children in situations of armed conflict as well as other violations of the rights of women, children, internally displaced persons and other vulnerable groups. MINUSMA will contribute to the implementation of Security Council resolutions on children in armed conflict and conflict-related sexual violence, including by maintaining the monitoring and reporting mechanisms on conflict-related sexual violence and grave violations against children. The Mission will maintain a regular dialogue with the national armed forces and armed groups, through meetings and during field missions and outreach events, to advocate that they comply with human

rights and international humanitarian law and follow through on their commitments and action plans to end and prevent grave violations against children, including the recruitment and use of child soldiers, and prevent and address conflict-related sexual violence. The Mission will provide technical support, training and capacity-building to Malian Defence and Security Forces to adequately prevent, investigate and respond to conflict-related sexual violence and grave violations against children.

79. MINUSMA will continue to support the National Human Rights Commission in promoting respect for international human rights standards and fundamental rights and freedoms. In addition, MINUSMA will continue providing assistance to civil society organizations through capacity-building on monitoring, reporting and advocacy, so that they play an effective role in promoting fundamental rights and freedoms. In addition, the Mission will support vulnerable youth by providing vocational training and sensitization sessions on human rights and democracy programmes.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.1 Mechanisms and initiatives adopted and strengthened to increase human rights promotion and protection in the post-conflict environment, including on grave violations against children and conflict-related sexual violence	<p>3.1.1 1 periodic report submitted by the State to the United Nations human rights treaty bodies. (2017/18: not applicable; 2018/19: not applicable; 2019/20: 1)</p> <p>3.1.2 Increased number of investigations/disciplinary proceedings opened by State authorities on alleged abuses and violations transmitted by MINUSMA, including cases of conflict-related sexual violence and serious violations of children's rights (2017/18: not applicable; 2018/19: not applicable; 2019/20: 10)</p> <p>3.1.3 National legislation and regional initiatives adopted to strengthen national child protection system mechanisms and initiatives (2017/18: none; 2018/19: national law drafted and at least 2 strategies adopted; 2019/20: national law passed by the parliament and at least 2 strategies implemented)</p> <p>3.1.4 Increased number of measures adopted by armed groups to respond to and prevent human rights abuses committed by their members (2017/18: not applicable; 2018/19: not applicable; 2019/20: 10)</p> <p>3.1.5 Implementation of action plans signed by signatory armed groups (Coordination des mouvements de l'Azawad and Platform coalition of armed groups) to end grave violations against children and prevent and respond to conflict-related sexual violence (2017/18: 1 signed by the Coordination des mouvements de l'Azawad; 2018/19: 1 signed by the Platform; 2019/20: implementation of both action plans) and (2017/18: 2 plans established but none carried out; 2018/19: 2 implementation plans established, 1 carried out at 20 per cent; 2019/20: 2 implementation plans signed and 2 carried out at 50 per cent)</p>

3.1.6 Increased knowledge of State agents on human rights obtained through training provided by MINUSMA (2017/18: not applicable; 2018/19: not applicable; 2019/20: 15 training sessions)

3.1.7 Systematic assessment and follow-up on mitigatory measures of United Nations human rights due diligence policy in cases of support for non-United Nations security forces supported by the Mission (2017/18: not applicable; 2018/19: not applicable; 2019/20: 100 per cent)

Outputs

- Provision of advice through 3 sensitization sessions and the recruitment of an international expert in order to assist Malian authorities in the preparation, drafting and submission to relevant treaty bodies of 1 periodic report with a view to strengthening engagement of Malian authorities with United Nations human rights mechanisms (i.e., treaty bodies)
- Conduct of weekly human rights missions, including monitoring and investigations missions, regular visits to detention facilities and assessment visits of all projects supporting non-United Nations forces, and the monitoring of the implementation of recommended mitigatory measures for those projects in order to strengthen the monitoring of Malian authorities' compliance with international human rights standards
- Provision of technical advice to the Ministry of Justice and the Ministry of Defence through the regular transfer of cases of violations and abuses of human rights, including conflict-related sexual violence and serious child rights violations, as part of the joint mechanism established in April 2016, and through the recruitment of an expert to review the legal framework of internal oversight mechanisms against human rights standards
- 1 week-long seminar in collaboration with Malian judicial authorities and the International Institute of Human Rights on international criminal law to share experiences on the protection of human rights for 50 high-ranking magistrates, government officials and civil society leaders
- Organization of 3 training sessions on human rights standards to increase human rights mainstreaming in the oversight mechanisms of the Malian Defence and Security Forces
- Organization of 6 sensitization sessions for national counterparts, including signatory armed groups, on the implementation of the human rights due diligence policy
- Provision of technical advice on gender mainstreaming in the area of human rights to the penal chain (police-justice-prison) in Bamako, Timbuktu, Gao, Mopti, Ménaka and Kidal
- Provision of advocacy, capacity-building and technical support to promote the strengthening of the national child protection framework through workshops in Bamako with the Government (1), the national parliament (1), the judicial authorities (1), the youth network for the defence of children's rights (1) and regional workshops with local stakeholders (4)
- Follow up with parties to the conflict to negotiate and solicit commitments for the development of time-bound action plans to end and prevent the six grave violations against children, including the recruitment and use of children within armed forces and groups, through 2 workshops with signatory armed groups; 4 meetings of the United Nations-Government-Coordination des mouvements de l'Azawad joint technical working group; and 5 regional training sessions
- 3 quick-impact projects supporting the actions of State institutions and civil society organizations, including youth associations, in preventing and responding to grave violations against children

- 12 workshops (5 for national institutions; 5 for gender-based violence victims' associations, members of the Truth, Justice and Reconciliation Commission and the Coordination des mouvements de l'Azawad and the Platform; 2 to assist national authorities with resource mobilization) to provide advocacy and technical assistance on conflict-related sexual violence, including mainstreaming reparations for victims in the reconciliation process
- 8 awareness-raising sessions with communities in 4 regions to reinforce their early warning capacity and mechanisms on conflict-related sexual violence
- 5 field visits to support the Coordination des mouvements de l'Azawad and the Platform in the implementation of conflict-related sexual violence plans, and 5 dialogue sessions for members of the Malian Defence and Security Forces to increase their capacity to prevent and respond to conflict-related sexual violence
- Media coverage of MINUSMA activities and workshops, and outreach support for the organization of key human rights days such as Universal Children's Day, the 16 Days of Activism against Gender-based Violence campaign, International Day for the Elimination of Sexual Violence in Conflict and International Women's Day, through 50 radio products, 5 multimedia products and at least 2 dedicated press briefings

*Expected accomplishment**Indicators of achievement*

3.2 Improved capacity of the National Human Rights Commission, civil society organizations and vulnerable populations with regard to respecting and protecting human rights

3.2.1 1 annual National Human Rights Commission report is produced (2017/18: not applicable; 2018/19: not applicable; 2019/20: 1)

3.2.2 1 National Human Rights Commission strategic plan (2018–2020) is released (2017/18: not applicable; 2018/19: not applicable; 2019/20: 1)

3.2.3 Civil society organizations are organized in a structured network and issue joint ad hoc statements on human rights issues (2017/18: not applicable; 2018/19: not applicable; 2019/20: network created and 1 statement issued)

3.2.4 Number of vulnerable young men and women provided with vocational training and sensitization on human rights, democracy and citizenship (2017/18: not established; 2018/19: not established; 2019/20: 120)

3.2.5 Gradual implementation of the national law on gender-based violence (2017/18: not applicable; 2018/19: finalization of the draft law; 2019/20: adoption and implementation of the law)

Outputs

- Strengthened capacity of the National Human Rights Commission to fulfil its mandate through participation in technical meetings and the organization of 2 training sessions targeting the Commissioners and the staff of the Commission
- Strengthened capacity of civil society to promote accountability for human rights violations by MINUSMA through the provision of 6 sensitization sessions and 6 training sessions targeting civil society organizations
- Enhanced economic opportunity for 250 vulnerable young women and men at risk of being recruited by extremist groups through the implementation by MINUSMA and partners of programmes combining vocational training and sensitization on human rights, democracy and citizenship

- 3 workshops for key ministries and parliamentarians to support the drafting and adoption of the law on gender-based violence
- Maintenance of a sexual and gender-based-violence hotline and standard operating procedures for an appropriate response to conflict-related sexual violence/sexual violence

*Expected accomplishment**Indicators of achievement*

3.3 The Malian transitional justice mechanism and process operate in accordance with human rights standards

3.3.1 Number of missions led by the Truth, Justice and Reconciliation Commission's mobile teams to collect statements of witnesses and victims, including women and children (2017/18: not established; 2018/19: operationalization of 6 mobile teams; 2019/20: 30)

3.3.2 Increased number of witness statements received by the Truth, Justice and Reconciliation Commission (2017/18: not applicable; 2018/19: 10,000; 2019/20: 13,000)

3.3.3 Increased number of cases investigated by the Truth, Justice and Reconciliation Commission (2017/18: not applicable; 2018/19: not applicable; 2019/20: 30)

3.3.4 Number of victims who participate in the public hearings of the Truth, Justice and Reconciliation Commission (2017/18: not applicable; 2018/19: not applicable; 2019/20: 48)

3.3.5 Increase in the percentage of women working for the Truth, Justice and Reconciliation Commission (2017/18: 27 per cent; 2018/19: 35 per cent; 2019/20: 40 per cent)

Outputs

- Provision of support for the implementation of the mandate of the Truth, Justice and Reconciliation Commission, in line with international norms and in complementarity with the national judiciary system and other investigations mechanisms, through technical guidance and 6 training sessions organized for the Commissioners and the staff of the Commission
- Improvement in the access and participation of victims and civil society organizations in the transitional justice process, including in the Truth, Justice and Reconciliation Commission, through 6 capacity-building activities for civil society organizations to encourage them to participate in and monitor the process, in order to increase the number of statements and the participation of victims in public hearings
- Provision of technical advice to the Truth, Justice and Reconciliation Commission on their activities in Bamako and in the field with regard to gender concerns, including gender mainstreaming

External factors

A further deterioration of the security situation and continuous asymmetrical attacks in the northern and central regions of Mali could hinder the fulfilment of the planned activities, and a lack of engagement and dialogue from the parties to the peace agreement could affect the objectives set

Table 4

Human resources: component 3, promotion and protection of human rights and reconciliation

Civilian staff	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			
Protection of Civilians Unit									
Approved posts 2018/19	–	–	2	2	–	4	–	2	6
Proposed posts 2019/20	–	–	2	2	–	4	–	2	6
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2018/19	–	–	1	2	–	3	3	1	7
Proposed posts 2019/20	–	–	1	2	–	3	3	1	7
Net change	–	–	–	–	–	–	–	–	–
Gender Affairs Advisory Unit									
Approved posts 2018/19	–	–	1	1	–	2	3	2	7
Proposed posts 2019/20	–	–	1	1	–	2	3	2	7
Net change	–	–	–	–	–	–	–	–	–
Human Rights Division									
Approved posts 2018/19	–	1	8	16	1	26	31	19	76
Proposed posts 2019/20	–	1	8	16	1	26	31	19	76
Net change	–	–	–	–	–	–	–	–	–
Office of the Women’s Protection Adviser									
Approved posts 2018/19	–	–	1	1	–	2	2	1	5
Proposed posts 2019/20	–	–	1	1	–	2	2	1	5
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2018/19	–	1	13	22	1	37	39	25	101
Proposed posts 2019/20	–	1	13	22	1	37	39	25	101
Net change	–	–	–	–	–	–	–	–	–

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

Component 4: return of State authority, stabilization and the rule of law in central and northern Mali

80. As described in the framework below, and in accordance with the priority tasks mandated by the Security Council as set out in its resolution [2423 \(2018\)](#), MINUSMA will continue to support the implementation of the core provisions of the peace agreement, with a focus on supporting the functioning and restoration of State authority, including the interim authorities, at the regional, *cercle* and municipal levels in close cooperation with the Ministry of Territorial Administration and Decentralization. That will be achieved by providing technical and logistical assistance, in particular through capacity-building and advisory activities with a special focus on newly established regions such as Ménaka as well as those most affected by threats to the protection of civilians. In addition, MINUSMA will support

the development of sustainable technical and administrative capacities of local and regional authorities to deliver inclusive governance and provide for the basic needs of populations in the medium term. To that end, more recovery activities will be designed and implemented in close collaboration with regional authorities and regional development agencies, and in consultation with United Nations agencies working in the field. That is expected to improve the Mission's ability to better shape its response to the evolving context on the ground and strengthen its contribution to enabling visible and coherent United Nations-wide initiatives in the centre and north of the country.

81. Particular focus will be given to collaboration with authorities to strengthen the delivery of criminal justice throughout the criminal justice chain. In order to build the population's confidence, MINUSMA will continue to reinforce core justice capacity in conflict-affected regions, including with regard to criminal justice and disputes that drive conflict; conduct training and mentoring of national prosecutorial, judicial and corrections staff; provide support through quick-impact projects; and mobilize the United Nations country team and international donors to support the justice and prison institutions across Mali. MINUSMA will further support the global reform of justice in Mali. In line with the peace agreement, the Mission will continue its support for the development of the complementarity between the formal justice system and the traditional justice mechanisms to increase access to justice while extending State authority and the rule of law, including through the mitigation of intercommunal violence. More specifically, it will encourage the Malian authorities to deploy national prosecutors, judges and corrections officers to central and northern Mali, and ensure that justice institutions are accessible to all segments of the population. The Mission will continue to support nationally led mechanisms such as the criminal justice chain coordination framework and the judicial inspections in northern Mali, which are two crucial components of the sustainable development of the rule of law.

82. MINUSMA will seek to align interventions supported through the three financial mechanisms (quick-impact projects, the trust fund in support of peace and security in Mali and the Peacebuilding Fund) with the key priorities identified through the integrated strategic framework and in line with the strategic framework for economic growth and sustainable development for 2019–2023 of the Government of Mali and the United Nations Peacebuilding and Development Assistance Frameworks for 2015–2019 and 2020–2024. Moreover, pursuant to Security Council resolution [2423 \(2018\)](#), and in line with the transition plan set forth in the integrated strategic framework, enhanced integration with the United Nations country team will enable a gradual transition of responsibilities from the Mission to members of the United Nations country team in areas where the latter possesses a comparative advantage and where prevailing conditions allow it to assume a greater role in contributing to shared priority objectives. Through continued participation in forums involving the technical and financial partners of Mali, the Mission will play a coordinating and pivotal role in advancing the prioritization and coherence of efforts among the national government, regional authorities, bilateral donors and the wider United Nations system.

Expected accomplishment

Indicators of achievement

4.1 Restoration of State authority, stabilization and decentralized services in central and northern Mali

4.1.1 Number of State officials who have returned to their respective duty stations, at the regional, *cercle* and *arrondissement* levels, in the central and northern regions (of a total of 195 positions: 2017/18: 32 per cent filled; 2018/19: 40 per cent; 2019/20: 55 per cent)

4.1.2 Number of validated integrated regional stabilization strategies through functional regional councils (2017/18: 1; 2018/19: 4; 2019/20: 6)

4.1.3 Number of implemented peace dividend projects, including confidence-building towards the Mission and mandated tasks, social cohesion and inter- and intracommunal conflict resolution, security institutions and the rule of law, operationalization and effectiveness of State authorities and support for the peace process (2017/18: 150; 2018/19: 150; 2019/20: 150)

Outputs

- 1 capacity-building training session for prefects, sub-prefects, mayors, heads of regional line ministries, local government representatives and interim administrators to build their capacity on reconciliation, local governance, disarmament, demobilization and reintegration and gender mainstreaming in public administration
- 5 rehearsal training sessions for district interim authorities and affiliates on public policies, including on public procurement, local authority income and expenditure, local budget processing and administrative litigation
- 6 workshops in Gao, Ménaka, Taoudenni, Kidal, Timbuktu and Mopti to support the capacity of returned officials on regionalization and public administration
- Provision of technical advice through quarterly meetings with the Ministry of Territorial Administration and Decentralization to review progress in the restoration and extension of State authority in northern and central Mali and review the baseline strategic documents on local development frameworks
- Implementation and coordination of approximately 110 quick-impact projects funded by the Mission in support of confidence-building of the local population in the areas of training and capacity-building, in line with the Malian regional and national priorities and plans and the integrated strategic framework
- Provision of good offices and strategic advice through monthly coordination meetings with national and regional authorities, the United Nations country team, technical and financial partners and civil society for the implementation of peace dividend projects that are aligned with the 6 regional stabilization strategies and aid effectiveness, including the identification of opportunities for joint MINUSMA-United Nations country team initiatives, in consultation with the national authorities, taking into consideration conflict sensitivity and gender concerns
- 20 working groups with Government, development and humanitarian partners on the implementation of socioeconomic components of the peace agreement, including to facilitate joint mapping through the rehabilitation commission for post-conflict zones, as well as needs assessments and missions in northern and central Mali, including technical and financial partners when relevant, to jointly review recovery and development needs in the north and centre of Mali in order to ensure a harmonized understanding and foster programmatic synergies
- Mobilization of funding for the trust fund in support of peace and security in Mali, in line with the integrated strategic framework and through regular liaison with donors to continue supporting the implementation of the peace agreement, the redeployment of State authority and the consolidation of sustainable peace and social cohesion through multidimensional stabilization activities
- Provision of support through the organization of 6 capacity-building workshops for the inclusive and coordinated development and readjustment by the regional governmental technical institutions of Ménaka, Taoudenni, Kidal, Gao, Timbuktu and Mopti of regional stabilization plans for the respective regions, taking into consideration conflict sensitivity and gender concerns

- 8 outreach sensitization events to support the Mission's strategy in the centre and north, at least 4 multimedia products to increase awareness among a wide range of stakeholders, such as national and regional authorities, technical and financial partners, local populations and communities, about MINUSMA-supported projects in the area of stabilization and recovery in central and northern Mali, and 53 radio productions and 2 dedicated press briefings

*Expected accomplishment**Indicators of achievement*

4.2 Reformed justice institutions are strengthened to deliver basic justice services, uphold the rule of law and apply international human rights standards

4.2.1 Implementation by the Ministry of Justice of a national strategy to increase access to justice and legal representation (2017/18: no strategy drafted; 2018/19: strategy drafted; 2019/20: strategy implemented)

4.2.2 Progress towards the implementation of the national justice reform strategy (2017/18: all activities supporting the emergency programme are implemented; 2018/19: all activities implemented; 2019/20: 33 per cent of activities under the follow-on programme to the emergency programme are implemented)

4.2.3 Establishment of a framework on the role of and the relationship between traditional justice practices (cadi system) and the formal justice system (2017/18: framework established; 2018/19: framework legislation adopted; 2019/20: framework implemented)

4.2.4 Increased awareness of fundamental rights and legal obligations under the formal justice system and ease of availability of international and national legal texts (2017/18: 0; 2018/19: 80 national legal texts featured on the public website of the Ministry of Justice; 2019/20: 80 existing national legal texts and 100 per cent of new legal texts featured on the public website of the Ministry of Justice)

Outputs

- Provision of advice and technical support to the Ministry of Justice for the implementation of the national justice reform strategy
- Provision of capacity-building assistance to strengthen access to justice to fight against impunity for serious and destabilizing crimes, including through the organization, together with United Nations police, of 3 sensitization workshops on the fight against impunity for terrorism-related crimes and transnational organized crime, including for citizens as witnesses and in relation to the work of the National Financial Information Processing Unit and the Central Office of Narcotics
- Provision of technical support to traditional justice mechanisms, including the implementation of a legislative framework to harmonize the roles of traditional and formal justice systems, capacity-building activities for traditional justice actors, support for the operationalization of the function of traditional justice actors and awareness-raising capacity-building activities in Bamako and in the regions (12 awareness-raising sessions, 5 training sessions, 4 workshops and 4 interregional study trips) for Government counterparts, traditional and formal actors and civil society with regard to the roles of traditional and formal justice systems

- Conduct of advisory sessions for judges, prosecutors and other judicial/court staff on national and international criminal justice standards, techniques and best practices, in Bamako and the northern and central regions
- Provision of 6 training sessions to support the training centre for prison staff and implement the curriculum for corrections officers and prison officials, including the United Nations Standard Minimum Rules for the Treatment of Prisoners and the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders
- Provision of support for lawyers with regard to providing free legal assistance, including 1 round table to discuss the draft strategy on the provision of pro bono legal services
- 10 public awareness-raising events and radio programmes, including debates and interviews with relevant actors on national laws and international standards applicable to justice
- 1 workshop to discuss and issue recommendations on the prosecution of war crimes cases by Malian courts from 2012 to 2017 and the monitoring of an estimated 10 criminal cases pertaining to serious crimes

*Expected accomplishment**Indicators of achievement*

4.3 Strengthening of judicial authority and presence in central and northern Mali

4.3.1 Progress towards reinforcing the security of prisons that detain accused and/or convicted terrorists and perpetrators involved in organized crime through improved physical security measures and increased capacities and awareness of national and local authorities and prison officials (2017/18: 1 prison reinforced for protection from internal and external security incidents; 2018/19: 2 prisons reinforced; 2019/20: 4 prisons in the centre and the north reinforced)

4.3.2 Progress towards the provision of security for courts and court staff (2017/18: not applicable; 2018/19: a national policy on the protection of courts and court staff is adopted and security measures are progressively implemented in the centre and the north; 2019/20: security measures are implemented in 5 courts in the centre and the north)

4.3.3 Tribunals in the regions of Gao, Timbuktu and Kidal and the districts of Mopti are fully operational (buildings open, staff present, cases being processed) (2017/18: 10; 2018/19: 13; 2019/20: 15)

4.3.4 Prisons remain fully operational (buildings open, staff and inmates present) in the regions of Gao, Timbuktu and Kidal and the districts of Mopti (2017/18: 6; 2018/19: 13; 2019/20: 15)

Outputs

- Provision of support for court and prison security, including through advice, technical and material support (video surveillance and alarm systems), capacity-building and awareness-raising, for national and local authorities and prison officials, especially in connection with the detention of accused and convicted terrorists and perpetrators involved in organized crime
- Strengthening of the coordination framework for criminal justice stakeholders in the regions of Gao, Mopti and Timbuktu, including through advice and technical support

- Provision of support to the Ministry of Justice and justice and corrections actors for the full operationalization of 15 tribunals and 15 prisons through advice, advocacy and the provision of expertise, technical support and capacity-building (including 10 training sessions to increase the ability to store and analyse statistics pertaining to prisoners and 5 regional round tables for actors in the justice system)
- Provision of technical support and advice to the Ministry of Justice and stakeholders in the coordination framework for criminal justice in Bamako and in the regions of Gao, Mopti and Timbuktu, through 2 sensitization sessions on gender mainstreaming to be implemented in their areas of responsibility and on the implementation of the national justice reform strategy

External factors

Disagreements between the signatory parties to the peace agreement, insecurity and the presence and activities of non-compliant armed groups. Lack of extrabudgetary funding

Table 5

Human resources: component 4, return of State authority, stabilization and the rule of law in central and northern Mali

Category									Total
I. Government-provided personnel									
Approved 2018/19									19
Proposed 2019/20									19
Net change									–
International staff									
USG–ASG D-2–D-1 P-5–P-4 P-3–P-2 Field Service Subtotal National staff ^a United Nations Volunteers									Total
II. Civilian staff									
Office of Stabilization and Early Recovery									
Approved posts 2018/19									– 1 11 – 2 14 22 8 44
Proposed posts 2019/20									– 1 11 – 2 14 22 8 44
Net change									– – – – – – – – –
Justice and Corrections Section									
Approved posts 2018/19									– 1 9 7 1 18 12 8 38
Proposed posts 2019/20									– 1 9 7 1 18 12 8 38
Net change									– – – – – – – – –
Subtotal									
Approved posts 2018/19									– 2 20 7 3 32 34 16 82
Proposed posts 2019/20									– 2 20 7 3 32 34 16 82
Net change									– – – – – – – – –
Total (I and II)									
Approved 2018/19									101
Proposed 2019/20									101
Net change									– – – – – – – – –

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

Component 5: support

83. The support component is tasked with providing rapid, effective, efficient and responsible services to support mandate implementation through the delivery of related outputs, service improvements and efficiency gains. A total of 15,209 military and police personnel and 1,941 civilian personnel will be provided with effective and efficient logistical, managerial, administrative and technical services in support of mandate implementation. That includes personnel administration, the establishment and maintenance of office and accommodation facilities, communications and information technology, air and surface transport operations, medical services, property management, camp services, supply and resupply operations and security services, as well as the administration of the Mission's trust funds.

84. Wherever possible, the Mission will manage its resources and operations in ways that sustainably build national capacities, including through the provision of an intensive training and empowerment programme for national staff. The Mission will also seek to procure locally to foster the development of a local private sector and to stimulate employment, where feasible.

85. To improve comparability and accountability for the provision of such services, the component has strengthened its results-based-budgeting framework for the 2019/20 period.

<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 (2017/18: 75 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: 17.5 per cent; 2018/19: 17.4 per cent ± 3 per cent; 2019/20: 15 per cent ± 3 per cent)</p> <p>5.1.3 Average annual percentage of female international civilian staff (2017/18: 25 per cent; 2018/19: ≥ 36 per cent; 2019/20: ≥ 30 per cent)</p> <p>5.1.4 Average number of days for roster recruitments to candidate selection for international candidates (2017/18: not applicable; 2018/19: ≤ 45 working days from closing of job opening; 2019/20: ≤ 45 calendar days from posting of job openings for P-3 to D-1 posts and Field Service posts)</p> <p>5.1.5 Average number of days for post-specific recruitments, from closing of job opening to candidate selection, for international candidates (2017/18: not applicable; 2018/19: ≤ 130 working days from closing of job opening; 2019/20: ≤ 130 calendar days from posting of job openings for P-3 to D-1 posts and Field Service posts)</p> <p>5.1.6 Overall score on the Administration's environmental management scorecard (2017/18: 57; 2018/19: 100; 2019/20: 100)</p>

5.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2017/18: 91.8 per cent; 2018/19: ≥ 85 per cent; 2019/20: ≥ 95 per cent)

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

5.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2017/18: 1,388; 2018/19: $\geq 1,800$; 2019/20: ≥ 1800)

5.1.10 Deviation from the demand plan in terms of planned quantities and 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 standards-compliant United Nations accommodations at 30 June, in accordance with memorandum of understanding (2017/18: 92 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: 98.1 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 environmental strategy for field missions
- Provision of support for the implementation of the Administration's supply chain management strategy and blueprint
- Implementation of standardized mission accommodation structures

Aviation services

- Operation and maintenance of a total of 70 aircraft (7 fixed-wing and 29 rotary-wing, 6 manned intelligence, surveillance and reconnaissance platforms and 28 unmanned aerial systems)
- Provision of a total of 19,488 planned flight hours (11,596 from commercial providers and 7,892 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, casualty and medical evacuation
- Oversight of aviation safety standards for 70 aircraft and 17 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance, and accounting services for a budget of \$1,149.8 million, in line with delegated authority

Civilian personnel services

- Provision of human resource services to a maximum strength of 1,922 authorized civilian personnel (819 international staff, 904 national staff, 2 temporary positions and 197 United Nations Volunteers) including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management in line with delegated authority
- Provision of in-mission training courses to 3,852 civilian personnel, and support for out-of-mission training for 204 civilian personnel
- Provision of support for the processing of 3,966 in-mission and 198 outside-mission travel requests for non-training purposes and 320 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for a total of 19 mission sites (excluding 6 minor sites in Bamako) in 13 locations
- Implementation of 13 construction, renovation and alteration projects
- Operation and maintenance of 325 United Nations-owned generators in 12 locations, 2 electrical transformers in 2 locations and 26 solar power panels/plants, in addition to electricity services contracted from local providers
- Operation and maintenance of United Nations-owned water supply and treatment facilities comprising 37 wells/boreholes and 24 water treatment and purification plants in 13 locations
- Provision of waste management services, including liquid and solid waste collection and disposal, in 13 locations
- Provision of cleaning, ground maintenance, pest control and laundry services in 13 locations, as well as catering services in 6 locations

Fuel management services

- Management of the supply and storage of 49.7 million litres of fuel, comprising 13,556,953 litres for air operations, 10,625,270 litres for ground transportation and 25,554,162 litres for generators and other facilities as well as oil and lubricants across distribution points and storage facilities in 13 locations

Geospatial information and telecommunications technology services

- Provision and support of 3,031 handheld portable radios, 887 mobile radios for vehicles and 327 base station radios
- Operation and maintenance of 11 FM radio broadcast stations and 8 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communications, including 40 very small aperture terminals, 28 phone exchanges and 73 microwave links, as well as provision of satellite and mobile phone service plans
- Provision of and support for 2,680 computing devices and 436 printers for an average strength of 2,803 civilian and uniformed end users, in addition to 555 computing devices and 32 printers for the connectivity of contingent personnel, as well as other common services
- Support and maintenance of 75 local area networks and wide area networks at 18 sites
- Analysis of geospatial data covering 1.2 million km², maintenance of topographic and thematic layers and production of 4,000 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (5 level I clinics) and support for contingent-owned medical facilities (37 level I clinics in 11 locations and 3 level II hospitals in 3 locations), as well as maintenance of contractual arrangements with 2 level II hospitals/clinics in Bamako and Niamey and 1 damage control facility with surgical capabilities in Mopti
- Maintenance of medical evacuation arrangements to 3 medical facilities (1 level III and 2 level IV) in 3 locations outside the Mission area in Dakar, Cairo and Nairobi

Supply chain management services

- Provision of planning and sourcing support for the acquisition of an estimated \$99.6 million in goods and commodities in line with delegated authority
- Receipt, management and onward distribution of up to 23,000 tons of cargo within the Mission area
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories, as well as equipment below threshold with a total historical cost of \$572.0 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 15,209 authorized military and police personnel (40 military observers, 486 military staff officers, 12,763 contingent personnel, 350 United Nations police officers and 1,570 formed police personnel), in addition to 19 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 51 military and formed police units in 13 locations
- Supply and storage of rations, combat rations and water for an average strength of 13,824 military contingents and formed police personnel
- Provision of support for the processing of claims and entitlements for an average strength of 876 military and police personnel and 19 government-provided personnel
- Provision of support for the processing of 638 in-mission and 52 outside-mission travel requests for non-training purposes and 2,794 travel requests for training purposes

Vehicle management and ground transport services

- Operation and maintenance of 996 United Nations-owned vehicles (430 light passenger vehicles, 172 special-purpose vehicles, 11 ambulances (including 3 armoured), 12 armoured personnel carriers and 170 armoured vehicles, as well as 201 other specialized vehicles, trailers or attachments), 3,918 contingent-owned vehicles and 7 workshop and repair facilities for United Nations-owned equipment, as well as provision of transport and shuttle services

Security services

- Provision of security services through an emergency communications system 24 hours a day, 7 days a week, throughout the Mission area, comprising 16 locations
- Provision of 24-hour close protection services for 3 senior Mission staff and all visiting high-level officials
- Mission-wide site security assessment/reassessment, including residential surveys in Bamako
- Conduct of a total of 311 information sessions on security awareness and contingency plans for all Mission staff and 30 security briefings for visitors and delegations
- Conduct of 45 Safe and Secure Approaches in Field Environments training sessions for all new personnel
- Conduct of security investigations on 100 per cent of cases involving incidents and accidents reported by various offices/personnel

- Provision of security assessments and escorts to enable civilian staff from MINUSMA and United Nations agencies, funds and programmes to deliver their services and programmes all year long from 4 main regional capital cities, throughout all mandated regions

Conduct and discipline

- Implementation of the three-pronged strategy on conduct and discipline, including:

Prevention: ensure that all MINUSMA personnel, civilians and uniformed personnel have received training and refresher sessions on sexual exploitation and abuse. In addition, the Conduct and Discipline Team conducts risk assessment visits to all MINUSMA military, police and civilian camps twice a year to identify potential or actual risks, analyse them and suggest solutions in order to prevent misconduct

Enforcement: create a reliable reporting mechanism, monitor investigations and ensure that all reported allegations are dealt with in a timely manner and appropriate measures are taken in accordance with established procedures

Remedial action: in line with the Secretary-General's policy on victim assistance, the Conduct and Discipline Team makes sure that all victims of sexual exploitation and abuse are provided with the needed assistance and all possible remedial actions are in place

HIV/AIDS

- Sensitization of up to 7,000 ex-combatants on the risk of HIV and AIDS, and provision of voluntary and confidential counselling and testing, treatment, care and support services
- Organization of 25 induction training sessions for new arrivals within 6 weeks of their deployment, 5 mandatory awareness sessions on HIV/AIDS for 100 civilian Mission personnel, 30 mass sensitization programmes for 7,000 military and police personnel, 3 refresher training sessions for 200 uniformed personnel, 3 peer education training sessions at 3 Mission locations, 3 voluntary and confidential counselling and testing training sessions for 60 HIV counsellors and 4 post-exposure prophylaxis workshops for 80 post-exposure prophylaxis custodians
- Organization of a voluntary and confidential counselling and testing promotional campaign each quarter at different Mission locations, maintenance of 5 functional static voluntary and confidential counselling and testing facilities in the Mission, organization of 1 UN Cares session in Bamako and organization of a World AIDS Day commemoration at all Mission locations

External factors

Security conditions, particularly in central and northern Mali, permit the uninterrupted movement of staff and the deployment of operational resources; vendors, contractors and suppliers deliver goods and services as contracted

Table 6
Human resources: component 5, support

Civilian staff	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					
Mission Support Division											
Office of the Director of Mission Support											
Approved posts 2018/19	–	1	6	5	8	20	11	2	33		
Proposed posts 2019/20	–	1	6	5	8	20	11	2	33		
Net change	–	–	–	–	–	–	–	–	–		
Operations and Resource Management											
Approved posts 2018/19	–	1	20	20	80	121	101	36	258		
Proposed posts 2019/20	–	1	21	20	80	122	101	36	259		
Net change	–	–	1	–	–	1	–	–	1		

<i>Civilian staff</i>	<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>			
Approved temporary positions ^b 2018/19	–	–	–	1	1	2	–	–	2
Proposed temporary positions ^b 2019/20	–	–	–	1	1	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2018/19	–	1	20	21	81	123	101	36	260
Proposed 2019/20	–	1	21	21	81	124	101	36	261
Net change	–	–	1	–	–	1	–	–	1
Supply Chain Management									
Approved posts 2018/19	–	1	10	10	51	72	107	24	203
Proposed posts 2019/20	–	1	10	11	55	77	113	26	216
Net change	–	–	–	1	4	5	6	2	13
Service Delivery Management									
Approved posts 2018/19	–	1	19	33	135	188	245	28	461
Proposed posts 2019/20	–	1	19	34	133	187	245	34	466
Net change	–	–	–	1	(2)	(1)	–	6	5
Subtotal, Mission Support Division									
Approved posts 2018/19	–	4	55	68	274	401	464	90	955
Proposed posts 2019/20	–	4	56	70	276	406	470	98	974
Net change	–	–	1	2	2	5	6	8	19
Approved temporary positions ^b 2018/19	–	–	–	1	1	2	–	–	2
Proposed temporary positions ^b 2019/20	–	–	–	1	1	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Total, Mission Support Division									
Approved 2018/19	–	4	55	69	275	403	464	90	957
Proposed 2019/20	–	4	56	71	277	408	470	98	976
Net change	–	–	1	2	2	5	6	8	19
Security and Safety Section									
Approved posts 2018/19	–	–	5	11	138	154	175	–	329
Proposed posts 2019/20	–	–	5	11	138	154	175	–	329
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2018/19	–	4	60	80	413	557	639	90	1 286
Proposed 2019/20	–	4	61	82	415	562	645	98	1 305
Net change	–	–	1	2	2	5	6	8	19

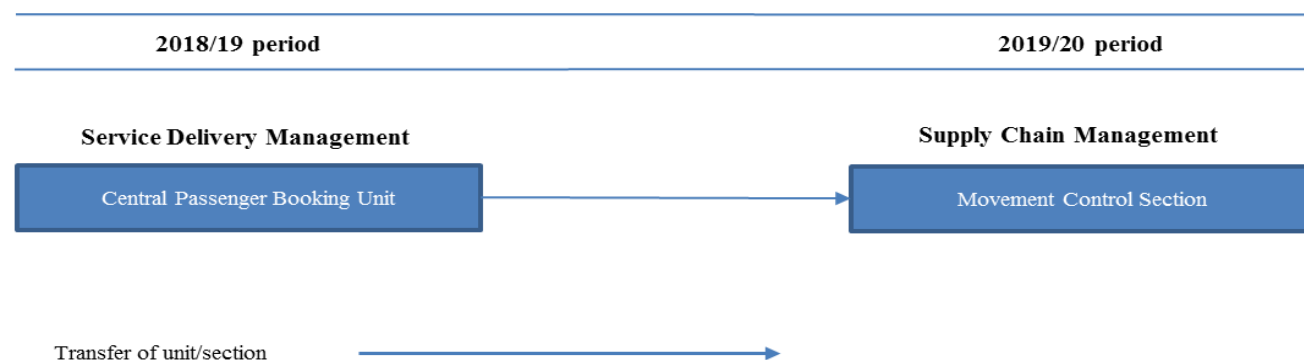
^a Includes National Professional Officers and national General Service staff.

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

Mission Support Division

86. In the context of its civilian staffing review in 2016, MINUSMA had redeployed its Central Passenger Booking Unit from the Movement Control Section under the Supply Chain Management pillar to the Service Delivery Management pillar, as the Unit is service-oriented. Indeed, the Unit was redeployed to the Service Delivery Management pillar with a direct reporting line to the Chief of Service Delivery Management. The Unit, headed by a Movement Control Officer at the Field Service level, requires day-to-day managerial oversight and guidance, which the Chief of Service Delivery Management is not able to provide, owing to exigencies of appointments and commitments. It is therefore proposed that the Central Passenger Booking Unit be redeployed to the Movement Control Section under the Supply Chain Management pillar. The figure below illustrates the proposed changes to offices within the support component.

Proposed changes to offices within the support component



International staff: net increase of 5 posts

National staff: net increase of 6 posts

United Nations Volunteers: net increase of 8 positions

Operations and Resource Management

International staff: increase of 1 post

Finance and Budget Section

International staff: increase of 1 post (establishment of 1 P-4 post)

87. As with other field missions, the Secretary-General intends that MINUSMA will benefit from an added commitment to decentralize authorities as at 1 January 2019. In line with this 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 this 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 MINUSMA will allow the Mission to both realize the benefits of those efforts to better empower field missions and maintain stewardship over its resources.

Service Delivery Management

International staff: net decrease of 1 post (establishment of 1 P-3 post, reclassification of 1 P-4 post as a P-5 post and redeployment of 2 Field Service posts)

National staff: no net change (establishment of 3 National Professional Officer posts, 1 national General Service post and redeployment of 4 national General Service posts)

United Nations Volunteers: net increase of 6 positions (establishment of 7 United Nations Volunteer positions and redeployment of 1 United Nations Volunteer position)

Medical Services Section

International staff: increase of 1 post (establishment of 1 P-3 post)

88. The Medical Services Section, with its currently authorized civilian staffing establishment of 59 posts and positions (1 P-5, 2 P-4, 7 P-3, 5 Field Service, 7 National Professional Officer, 24 national General Service and 13 United Nations Volunteer), delivers United Nations standard routine and emergency medical care, provides timely and appropriate casualty evacuation services and supports the medico-administrative needs of MINUSMA personnel by ensuring that health maintenance and preventive services are provided, medical and casualty evacuations within and outside the Mission area are well coordinated and medical contingencies are well planned for and managed. Since its inception, MINUSMA has faced recurrent, multiple and complex terrorist and armed group attacks as well as other major security incidents in its diverse areas of operation with respect to convoys, patrols, airports and camps. Such attacks and incidents often result in many casualties, who require timely but complex care in terms of planning, analysis and the execution of aero-medical evacuations. This also forms a core obligation with regard to duty of care, which is a United Nations standard requirement, in addition to being one of the recommendations of the Cruz report on improving the security of United Nations peacekeepers. To date, the Medical Services Section has conducted almost 2,000 such procedures, mainly supported by the Office of the Chief Medical Officer. The provision of quality and life- and limb-saving timely medical support in this high-risk Mission is a critical priority, particularly when providing emergency care and casualty evacuation in a country with minimal health and infrastructural support and a highly dangerous and poorly controlled airspace. Though there has been quite a remarkable improvement in the conduct of casualty and medical evacuations in MINUSMA, a number of gaps have been highlighted in the audit reports of the Office of Internal Oversight Services and are related to a lack of adequate personnel able to make decisions and chart appropriate courses of action at all times. It is therefore proposed that the capacity of the Medical Evacuation and Emergency Coordination Unit of the Mission be strengthened through the establishment of one post of Medical Officer (P-3) in order to cope with the high demand and effectively perform this critical function in compliance with United Nations standards, international standards and the new United Nations policy on casualty evacuation in the field, published in 2018. The Unit needs coverage 24 hours a day, 7 days a week, 365 days a year, to coordinate and respond appropriately to all incoming emergency incidents. Since the Mission's inception, the Office of the Chief Medical Officer, supported by one Field Service staff member, has coordinated and developed the performance strategy of all casualty and medical evacuations as well as handled repatriations of the sick and injured. That represents 40 per cent of the Chief Medical Officer's working time, leaving little time for the day-to-day management of the Medical Services Section. The incumbent would coordinate the casualty and medical evacuations and manage on-site emergency response operations. The incumbent would also be responsible for heading the Medical Evacuation and Emergency Coordination Unit, taking timely, limb-

saving decisions to ensure medical support, ensuring casualty evacuation with respect to the 10-1-2 casualty response recommended by the Cruz report, ensuring the proper and timely coordination of transportation, handling technical aspects, and liaising with different parts of the Mission (air operations, the Movement Control Section) and with commercial and troop-contributing countries' aero-medical teams to ensure timely, efficient and effective medical and casualty evacuations and repatriations. The incumbent would also contact the referral hospitals, coordinate patient handovers and further consult with and manage patients to limit long stays on sick leave as well as monitor and report on all expenses related to medical and casualty evacuations.

Transport Section

International staff: no net change (reclassification of 1 P-4 post as a P-5 post)

89. The Transport Section, with its currently authorized civilian staffing establishment of 109 posts and positions (1 P-4, 23 Field Service, 2 National Professional Officer, 78 national General Service and 5 United Nations Volunteer), manages the Mission's fleet of vehicles and specialized equipment, and has offices in Bamako and six regional locations. The sphere of transport activities comprises the acquisition of vehicles and their maintenance through several Mission-operated workshops, and the management of outsourced service contracts. In addition, the Section provides driving tests for all categories of Mission personnel and Mission-wide dispatch shuttle services, conducts road safety and environmental awareness campaigns, monitors staff adherence to administrative instructions and circulars related to driving and transportation and provides training to Mission staff where required for specialist vehicles, including mechanical handling equipment, heavy-duty machinery, armoured cars and mine-protected vehicles. MINUSMA is one of the largest and most complex United Nations peace operations, deployed in a country that has a fragile security situation and an adverse terrain and climate, as well as a poor road network in the north of the country. In the context of the implementation of its mandate under those circumstances, the Mission maintains a large and diverse surface fleet comprising vehicles and vehicular equipment. The serviceability of the fleet is at times the only guarantee of survival. Therefore, concerted efforts are required to keep it in peak condition through perpetual maintenance, repairs and the acquisition of spare parts from more than 30 systems contracts and numerous local contractors. The Transport Section is currently deployed in seven locations, including its headquarters in Bamako and regional workshops in six forward locations in the regions of Mali (Mopti, Gao, Timbuktu, Kidal, Ménaka and Tessalit). The operational and geographical configuration of the given terrain poses serious challenges to fleet maintenance, the operability of equipment and personnel management, and involves the frequent utility of assets beyond the recommended usage/tolerance levels. Furthermore, there is a critical need to ensure that adequate technical staff and logistical resources are available at all locations, ensuring technical and logistical support. The management of those activities and resources requires a Chief Transport Officer who has exceptional managerial skills, technical competence, personnel management skills and experience with optimizing returns for the Organization, and as such the reclassification of the post of Chief Transport Officer from the P-4 level to the P-5 level is proposed. The incumbent would develop the vehicle establishment and manage it in accordance with existing United Nations policies and directives, oversee the acquisition, receipt, distribution, maintenance, utilization and disposal of the vehicle fleet, provide advice on technical and operational surface transportation matters to the military and police components and supervise the formulation of the surface transport budget (averaging over \$18 million annually), which necessitates an in-depth understanding of the relevant procedures, technical expertise and accountability of the process. The incumbent would also be responsible for overseeing the formulation of various contracts for the transport of goods and

services, contributing to the formulation of projects supported by the trust fund in support of peace and security in Mali and the acquisition of transport-related goods and services. The Chief Transport Officer would report to the Chief of Service Delivery Management (D-1) and interact with various senior management officials, including officials in the military and police components of the Mission. The proposed reclassification of the post of Chief Transport Officer must be viewed in the context of the greater responsibilities required in terms of operations, logistics, personnel management, resources and finance, as well as Mission-specific challenges related to security imperatives, the hostile prevalent environment, an excessive equipment load of more than 1,000 assets and an advisory role on surface transportation matters to military and police elements of the Mission.

Engineering and Facility Maintenance Section

National staff: increase of 3 posts (establishment of 3 National Professional Officer posts)

United Nations Volunteers: increase of 6 positions (establishment of 6 national United Nations Volunteers)

90. The Engineering and Facility Management Section, with its currently authorized civilian staffing establishment of 133 posts and positions (1 P-5, 6 P-4, 6 P-3, 29 Field Service, 13 National Professional Officer, 72 national General Service and 6 United Nations Volunteer), is responsible for the planning, construction and commissioning of Mission facilities and infrastructure, including camps and office, living and workplace accommodations, physical security infrastructure and field defences, airstrips, helicopter ports and road infrastructure. The Section also maintains all premises, which includes repair and refurbishment works as well as operating and maintaining various equipment, including air conditioners, generators, water treatment plants and wastewater treatment plants. The Mission's Environmental Action Plan requires the appropriate management of water supply and wastewater management facilities in line with the Department of Operational Support's environmental strategy for field missions and United Nations environmental policies and procedures. As MINUSMA reaches a mature stage of deployment, there is more focus on ensuring that the environmental footprint of the Mission is reduced through various environmental mitigation measures. One of the areas that requires greater attention is the management of water resources and wastewater management. MINUSMA does not have adequate capacity to provide service to all Mission locations without disruption. The current water and sanitation workload cannot be effectively accomplished using the available human resources. That gap in personnel has been identified in various locations across the Mission. It is therefore proposed that the Engineering and Facility Maintenance Section be strengthened through the establishment of three posts of Associate Water and Sanitation Engineer (National Professional Officer), with one each to be located in Gao, Kidal and Timbuktu, and three positions of Water and Sanitation Engineer (national United Nations Volunteer), with one each to be located in Ménaka, Mopti and Tessalit. MINUSMA envisions that the six proposed posts and positions for water and sanitation will strengthen the Section while ensuring services are provided seamlessly to all Mission personnel. MINUSMA expects it will be able to build the capacity of the proposed national United Nations Volunteers as they contribute to the operations of the Mission. The Mission also expects that it will be able to attract National Professional Officers with the requisite skills to manage ground water (boreholes) and wastewater treatment plants.

91. Moreover, the existing capacity for the maintenance of electrical, generator and air conditioning services is inadequate, as available staff members must travel from Bamako to provide support to some locations. As MINUSMA transitions from the

construction to the maintenance phase, the Mission would like to strengthen its regional locations so that they are self-sustaining with regard to maintenance. It is therefore proposed that the Engineering and Facility Maintenance Section be strengthened through the establishment of one national United Nations Volunteer position, to be located in Tessalit, where there is currently one post of Generator Mechanic (national General Service). MINUSMA relies heavily on generator power for most of its operations and requires power provision 24 hours a day, seven days a week. For seamless services, there is a need to provide backup for the existing Generator Mechanic and at the same time a need to perform other facilities maintenance functions. Apart from the routine repairs, there is a mandatory requirement to complete the overhaul of the generators based on the number of hours they have operated. In addition, one position of Electrical Technician (national United Nations Volunteer), to be located in Ménaka, is proposed. Ménaka is a new regional centre that is still being expanded to accommodate additional civilian and uniformed personnel. MINUSMA needs to ensure there are adequate personnel to provide services in the camp. The functions of the incumbent would include regular repairs of electrical equipment and infrastructure as well as the installation, service, maintenance and repair of all types of low-voltage interior electrical systems, parts and equipment, including electrical circuits, distribution panels, conduits, light fixtures, appliances, control devices, fire alarms, electrical motors and pumps and substation power distributions networks, as well as soldering equipment and other tools. Finally, one position of Heating, Ventilation and Air Conditioning Assistant (national United Nations Volunteer), to be located in Timbuktu, is proposed. MINUSMA has only one national General Service staff post in Timbuktu for the maintenance of air conditioners. The camp is large and has more than 1,000 air conditioners. Taking into account the dusty and hot weather conditions year-round, there is a need for routine maintenance and cleaning. To ensure services are provided in a timely manner it is critical for MINUSMA to have the proposed capacity. The incumbent would be responsible for servicing, maintaining and repairing air-conditioning equipment, which includes window air conditioners and central air-conditioning plants, boilers and air circulation systems and their controls, and for maintaining and repairing refrigerated transport containers and kitchen equipment, including diesel/electric power units and walk-in cold storage/freezer units.

Life Support Unit

National staff: increase of 1 post (establishment of 1 national General Service post)

United Nations Volunteers: increase of 1 position (establishment of 1 United Nations Volunteer)

92. The Life Support Unit, with its currently authorized civilian staffing establishment of 36 posts and positions (1 P-4, 2 P-3, 13 Field Service, 17 national General Service and 3 United Nations Volunteer), is responsible for the provision of services and management of contracts for food rations, catering, all types of fuel and lubricants and general goods and supply services. The Unit comprises the Rations Unit, the Fuel Unit and General Supply. With the increased operational activities in Ménaka, which is now a regional hub, it is proposed that the Fuel Unit be strengthened in that location through the establishment of one post of Fuel Assistant (national General Service) and one position of Fuel Assistant (United Nations Volunteer). Currently, Ménaka has no civilian fuel personnel and the oversight of the contract is provided by personnel based in Gao. That presents a risk to the Organization, as constant monitoring is required which cannot be achieved by personnel who are available only part of the time. Therefore, for the continuous monitoring of the fuel operations, MINUSMA requires the proposed post and position. It should be noted that Ménaka will be supporting additional troops based in that region.

Central Passenger Booking Unit

International staff: decrease of 2 posts (redeployment of 2 Field Service posts)

National staff: decrease of 4 posts (redeployment of 4 national General Service posts)

United Nations Volunteers: decrease of 1 position (redeployment of 1 United Nations Volunteer position)

93. The Central Passenger Booking Unit, with its current civilian staffing establishment of seven posts and positions (2 Field Service, 4 national General Service and 1 United Nations Volunteer), supports Mission priorities by establishing an effective system that can utilize all available air transportation assets for the booking of MINUSMA military and civilian personnel. The Unit plans and runs all passenger movements throughout the MINUSMA areas of operation, including the reception, management and onward movement of passengers who are deployed strategically and through inter-mission arrangements. MINUSMA, with assistance from the Field Personnel Division, undertook a civilian staffing review in 2016 which informed the 2017/18 budget. The review recommended a redeployment of the Central Passenger Booking Unit from the Movement Control Section under the Supply Chain Management pillar to the Service Delivery Management pillar, as the Unit is service-oriented. Therefore, the Unit was redeployed to the Service Delivery Management pillar with a direct reporting line to the Chief of Service Delivery Management. The Unit is headed by a Movement Control Officer at the Field Service level and requires day-to-day managerial oversight and guidance, which the Chief of Service Delivery Management is not able to provide owing to exigencies of appointments and commitments. It is therefore proposed that the Central Passenger Booking Unit, including its seven posts and positions, comprising two posts of Movement Control Officer (Field Service) and one post of Movement Control Assistant (Field Service), four posts of Movement Control Assistant (national General Service) and one position of Movement Control Assistant (United Nations Volunteer), be redeployed to the Movement Control Section under the Supply Chain Management pillar.

Supply Chain Management

International staff: net increase of 5 posts

National staff: net increase of 6 posts

United Nations Volunteers: net increase of 2 positions

Supply Chain Performance Section

International staff: increase of 1 post (establishment of 1 P-3 post)

National staff: increase of 1 post (establishment of 1 national General Service post)

94. The Supply Chain Performance Section, with its currently authorized civilian staffing establishment of 20 posts and positions (1 P-4, 3 P-3, 6 Field Service, 9 national General Service and 1 United Nations Volunteer), is responsible for analysing and reporting on the performance of the end-to-end supply chain process in terms of the achievement of the overall mandate of the Mission. The Section also has the key responsibility of ensuring compliance with the Financial Regulations and Rules of the United Nations and other policies and procedures for property and fixed-asset management. The Section must ensure practical compliance with the International Public Sector Accounting Standards (IPSAS) with regard to accounting and reporting on property and equipment and inventories. Although the Section is tasked with providing business intelligence reports to support the performance of all

other supply chain sections, MINUSMA has had difficulties in setting up that function in accordance with overarching guidance on mission support structures owing to a lack of personnel and the commensurate classifications of new job families. Within that context, it is proposed that a Business Intelligence Unit be established within the Supply Chain Performance Section. The establishment of one post of Business Intelligence Officer (P-3) and one national General Service post is also proposed. With the creation of a Business Intelligence Unit that has dedicated personnel, the Mission would be able to improve on the accountability and stewardship of United Nations-owned property, plant and equipment and inventories and, above all, have the capacity, pointed out as essential by the Board of Auditors in August 2018, to address the mandated and increasing business intelligence and supply chain performance requirements. That is in line with the policies of both the Financial Regulations and Rules and IPSAS. The Unit will also serve as the monitoring unit for the performance of different indicators and inform management of any underperforming areas that require attention on a real-time basis. The establishment of the Unit would consequently lead to better stewardship of United Nations equipment while improving the responsiveness and agility of the Supply Chain Management pillar. The establishment of the Unit is also part of the recommended supply chain management performance framework. The Business Intelligence Unit would perform the analysis of supply chain integrated end-to-end business processes to identify the root causes of performance gaps for remedial action by management.

95. The Property Management Unit of the Supply Chain Performance Section ensures compliance with IPSAS accounting and reporting on property and equipment and inventories practices, and oversees the execution of the delegation of authority for property management. The Property Management Unit comprises Property Management Officers as well as Claims and Property Management Assistants. None of the current 20 staff members of the Supply Chain Performance Section are deployed at locations in northern and western Mali. It is in that context that the Mission will redeploy one post of Property Management Officer (P-3) from Bamako to Gao, one post of Property Management Assistant (Field Service) from Bamako to Timbuktu, one post of Property Management Assistant (Field Service) from Bamako to Mopti and three posts of Property Control and Inventory Assistant (national General Service) from Bamako to Timbuktu, Gao and Mopti, respectively. The redeployment of staff from Bamako to the other regional field locations of Mali will enable the Section to cover all Mission locations to undertake the physical verification of United Nations property, plant and equipment and inventories in accordance with the Financial Regulations and Rules and IPSAS.

Acquisition Management Section

International staff: increase of 1 post (establishment of 1 Field Service post)

United Nations Volunteers: increase of 1 position (establishment of 1 United Nations Volunteer position)

96. The main role and responsibilities of the Acquisition Management Section, with its currently authorized civilian staffing establishment of 15 posts (1 P-5, 1 P-4, 2 P-3, 5 Field Service, 2 National Professional Officer and 4 national General Service), are underpinned by the mandate of the Supply Chain Management pillar with respect to delivering world-class support in all the multiple facets of supply chain operations and are based on the supply chain operations reference model of “plan, source, deliver, enable and return”, principles to which the Section adheres. The Acquisition Management Section comprises two main units, namely, the Contract Management Performance Evaluation Unit and the Acquisition Planning and Requisition Unit, in addition to several subunits.

97. The Contract Management Performance Evaluation Unit performs contract monitoring and performance evaluation and assists responsible technical units and Procurement Officers in managing contracts in accordance with the Financial Regulations and Rules of the United Nations, so the structure can be responsive and provide the required leverage for the planned implementation of Umoja Extension 2 and its integrated business planning technology. The Unit is now an integral part of the Acquisition Management Section in accordance with the Administration's issued guidance on mission support structures. The Unit is mandated to monitor and provide advice to management on the performance of all contracts, including upstream or pre-award activities such as preparing business cases and securing management approval, assembling project teams, developing contract strategies, assessing contractual risks, developing contract exit strategies, developing contract management plans and assisting in the drafting of specifications and requirements, and downstream or post-award activities such as contract management and contractor appraisal.

98. The Acquisition Planning and Requisition Unit is responsible for acquisition planning with respect to the planning, development and management of the acquisition process for various services and commodities of an approximate value of \$100 million, forecasting, the management of in situ inventory holdings and supply schedules and the ongoing assessment and prioritization of operational supply chain requirements. At the same time, the Unit also takes into account non-commercial sourcing options, including strategic deployment stocks, IPSAS reserve stocks, the United Nations reserve and/or other sourcing options from locations under the Administration's management (surplus stocks from other missions and/or liquidating missions), and commercial sourcing through global and regional systems contracts, local and international competitive solicitations based on the market conditions, and logistics. The planning aspect includes ensuring strict compliance with the Umoja inventory/equipment management system. The requisitioning processes for the acquisition of various projects related to the procurement of diverse services and commodities are carried out in accordance with the Mission's acquisition plan. Requisitioning involves the creation of more than 2,750 "shopping carts" and requests for stock transfers of 20,000 line items valued at approximately \$100 million per annum in Umoja, and follow-up with technical units regarding the distribution and technical specifications for the requirements (statements of work and terms of reference) for services to ensure that resources are used to meet customer requirements in an optimal way. The delivery processes for the acquisition of various services related to diverse services are also carried out in accordance with the Mission's acquisition plan. Delivery involves raising approximately 500 low-value acquisition purchase orders and approximately 600 service entry sheets, and following up with the Finance and Budget Section and the Regional Service Centre in Entebbe, Uganda, on the payment process.

99. The Acquisition Management Section's main effort with regard to the MINUSMA supply chain focuses on the requisition and planning processes, particularly Mission-wide demand, sourcing and the delivery of goods and services. Acquisition management provides a supporting role to the acquisition process in terms of planning for rolling demands and acquisitions, requisitioning (i.e., creating shopping carts), delivery and enabling, and the evaluation of contract performance. Owing to its key role in the Mission, the Acquisition Management Section also provides a central focal point for acquisition planning, requisitioning, delivery and enabling, and the evaluation of contract performance that facilitates communication among the Mission, the Global Service Centre and United Nations Headquarters. The Section is one of the key interlocutors for the Mission's Strategic Planning Unit. It is proposed that the Acquisition Management Section be strengthened through the establishment of one post of Acquisition Planning and Requisitioning Officer (Field

Service) in order to bridge the supervisory gap between the Chief of the Acquisition Management Section and the three team leaders of the subunits. An Acquisition Planning and Requisitioning Officer with the requisite skills, knowledge and experience to directly oversee the work of the units/subunits that handle acquisition planning and requisitioning would allow for an appropriate level of hands-on management monitoring and oversight of acquisition case activity across all units in the Acquisition Management Section, which would free up and better enable the Chief Acquisition Management Officer to focus more effectively on key roles and responsibilities. The incumbent would supervise others, which entails everything from supporting day-to-day operations to ensuring entry-level team members are abiding by client service best practices and directives from the Chief of Supply Chain Management and the Chief Acquisition Management Officer. The establishment of one international United Nations Volunteer position in Bamako is also proposed to allow the Section to respond to the planned implementation of Umoja Extension 2 and its integrated business planning technology, which will require additional staffing.

Movement Control Section

International staff: increase of 3 posts (establishment of 1 Field Service post and redeployment of 2 Field Service posts)

National staff: increase of 5 posts (establishment of 1 national General Service post and redeployment of 4 national General Service posts)

United Nations Volunteers: increase of 1 position (redeployment of 1 United Nations Volunteer position)

100. The Movement Control Section, with its currently authorized civilian staffing establishment of 78 posts and positions (1 P-5, 1 P-4, 1 P-3, 18 Field Service, 45 national General Service and 12 United Nations Volunteer), provides services related to the planning and movement of cargo and personnel, including rotations of uniformed personnel. The Movement Control Section supports Mission activities by providing the cost-effective, efficient utilization of transportation resources and developing systems and infrastructure to facilitate the movement of Mission personnel, United Nations-owned equipment, contingent-owned equipment and other materials and cargo as tasked. It is proposed that the Movement Control Section be strengthened through the establishment of one post of Movement Control Logistics Officer (Field Service) and one post of Movement Control Logistics Assistant (national General Service), both of whom would be tasked with performing inbound coordination, as required by the supply chain management strategy, and customs clearance. The functions would need to be filled by staff who have the necessary grade level required by protocol to work with Government officials and ministries from both Mali and the neighbouring countries, and to ensure all internal coordination between procurement staff, vendors, personnel at centralized warehousing facilities and freight forwarders. In particular, the more specific tasks associated with inbound coordination include: contacting the goods vendor and requesting initial cargo shipment details, and updating and uploading those details to the inbound delivery document in Umoja; providing, after consultation with the relevant senior inventory user, a statement of requirement to the buyer for freight solicitation, if required; introducing the freight forwarder to the goods vendor upon issuance of the freight purchase order; receiving the many types of shipping documents from the goods vendor and/or the freight forwarder and uploading them to the inbound delivery document in Umoja upon handover of the goods from the vendor to the freight forwarder; taking over the physical control of the goods from the freight forwarder upon delivery at the final destination, in accordance with the purchase order; notifying

the receiver of the date of delivery to the Mission; and handing over the shipment to the receiver at the agreed site.

101. It is also proposed that the Central Passenger Booking Unit, including its seven posts and positions, comprising two posts of Movement Control Officer (Field Service) and one post of Movement Control Assistant (Field Service), four posts of Movement Control Assistant (national General Service) and one position of Movement Control Assistant (United Nations Volunteer), be redeployed to the Movement Control Section under the Supply Chain Management pillar (see paragraph 93 above).

II. Financial resources

A. Overall

(Thousands of United States dollars; budget year is 1 July 2019 to 30 June 2020)

Category	Expenditure (2017/18) (1)	Apportionment (2018/19) (2)	Cost estimates (2019/20) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	1 590.5	1 818.0	2 186.6	368.6	20.3
Military contingents	416 748.3	384 927.5	427 173.7	42 246.2	11.0
United Nations police	15 740.3	15 654.3	17 274.4	1 620.1	10.3
Formed police units	48 699.0	48 204.3	48 678.3	474.0	1.0
Subtotal	482 778.1	450 604.1	495 313.0	44 708.9	9.9
Civilian personnel					
International staff	135 323.8	137 412.1	149 707.7	12 295.6	8.9
National staff	22 829.4	21 763.2	24 042.3	2 279.1	10.5
United Nations Volunteers	8 744.7	7 589.1	8 716.1	1 127.0	14.9
General temporary assistance	1 071.3	171.0	1 375.6	1 204.6	704.4
Government-provided personnel	326.0	358.9	412.3	53.4	14.9
Subtotal	168 295.2	167 294.3	184 254.0	16 959.7	10.1
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	379.5	810.6	640.9	(169.7)	(20.9)
Official travel	5 589.8	3 946.5	4 088.5	142.0	3.6
Facilities and infrastructure	115 589.8 ^a	91 482.6	99 087.3	7 604.7	8.3
Ground transportation	17 065.3	11 839.7	15 649.7	3 810.0	32.2
Air operations	136,826.3	165 422.1	152 468.3	(12 953.8)	(7.8)
Marine operations	1 062.8	1 699.4	1 224.8	(474.6)	(27.9)
Communications and information technology	60 097.8 ^b	79 718.4	93 860.8	14 142.4	17.7
Medical	6 028.8	9 929.0	9 351.6	(577.4)	(5.8)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	88 723.1 ^c	87 972.2	89 839.9	1 867.7	2.1
Quick-impact projects	3 982.3	4 000.0	4 000.0	—	—
Subtotal	435 345.5	456 820.5	470 211.8	13 391.3	2.9
Gross requirements	1 086 418.8	1 074 718.9	1 149 778.8	75 059.9	7.0
Staff assessment income	14 525.8	14 694.0	16 298.3	1 604.3	10.9
Net requirements	1 071 893.0	1 060 024.9	1 133 480.5	73 455.6	6.9
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 086 418.8	1 074 718.9	1 149 778.8	75 059.9	7.0

^a The expenditure reported for facilities and infrastructure was \$114,747,900. The figure includes an amount of \$841,900 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 (\$19,217,500) and information technology (\$40,880,300) 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 \$89,565,000. The figure excludes an amount of \$841,900 so as to ensure comparability between the approved resources for 2018/19 and the estimates for 2019/20.

B. Non-budgeted contributions

102. 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	25 399.0
Voluntary contributions in kind (non-budgeted)	—
Total	25 399.0

^a Inclusive of the rental value of government-provided land and buildings, as well as airport fees and charges and radio fees.

C. Efficiency gains

103. 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>
Air operations	10 749.6	Optimization of fleet composition by reducing two fixed-wing logistics aircraft. MINUSMA expects to provide services to an increased number of personnel with the full deployment of troops with fewer air assets.
Total	10 749.6	

D. Vacancy factors

104. 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	12.5	20.0	3.0
Military contingents	11.8	11.9	3.0
United Nations police	12.6	16.6	8.0
Formed police units	9.3	8.7	8.0
Civilian personnel			
International staff	17.5	17.4	10.3
National staff			
National Professional Officers	17.7	17.7	16.0
National General Service staff	20.1	19.8	16.0
United Nations Volunteers			
International	18.5	17.5	17.8
National	—	—	10.0

<i>Category</i>	<i>Actual 2017/18</i>	<i>Budgeted 2018/19</i>	<i>Projected 2019/20</i>
Temporary positions ^a			
International staff	—	50.0	14.0
National staff	—	—	—
Government-provided personnel	63.2	63.2	58.0

^a Funded under general temporary assistance.

105. The application of delayed deployment factors for military and police personnel and the proposed vacancy rates for civilian personnel are based on actual personnel deployment for the 2017/18 financial period and the first half of the 2018/19 period, as well as historical patterns and projected deployments based on planning for the 2019/20 period.

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

106. Requirements for the period from 1 July 2019 to 30 June 2020 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of \$155,626,600, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>		<i>Total</i>
	<i>Military contingents</i>	<i>Formed police units</i>	
Major equipment	85 445.6	13 204.3	98 649.9
Self-sustainment	52 332.4	4 644.3	56 976.7
Total	137 778.0	17 848.6	155 626.6

<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	2.4	1 October 2016	1 May 2016
Intensified operational condition factor	3.3	1 October 2016	1 May 2016
Hostile action/forced abandonment factor	5.4	1 October 2016	1 May 2016
B. Applicable to home country			
Incremental transportation factor	0.0–5.0		

F. Training

107. 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	—

<i>Category</i>	<i>Estimated amount</i>
Official travel	
Official travel, training	1 245.7
Other supplies, services and equipment	
Training fees, supplies and services	1 043.6
Total	2 289.3

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

(Number of participants)

	<i>International staff</i>			<i>National staff</i>			<i>Military and police personnel</i>		
	<i>Actual 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	1 846	5 082	2 040	1 455	3 970	1 812	1 810	2 651	3 005
External ^a	121	254	180	32	58	24	31	44	29
Total	1 967	5 336	2 220	1 487	4 028	1 836	1 841	2 695	3 034

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

109. The Mission's training programme for the 2019/20 period is geared towards the development of the leadership, management, organizational and administrative skills of Mission personnel through 371 courses with 7,090 participants. The main focus of the Mission's training programme is on strengthening the substantive and technical capacity of Mission staff in the fields of air operations, communications, disarmament, demobilization, reintegration, resettlement and reinsertion, electoral support, engineering, ground transportation, human resources management and development, budget and finance, human rights, gender, information technology, humanitarian issues, conduct and discipline, sexual exploitation and abuse prevention, medical services, the peace process, political and civil affairs, the protection of civilians, procurement and contract management, safety and security, the rule of law, supply and property management and environmental awareness.

G. Disarmament, demobilization and reintegration

110. The estimated resource requirements for disarmament, demobilization and reintegration 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	
Implementing partners and grants	7 029.0
Total	7 029.0

111. In accordance with Security Council resolution [2423 \(2018\)](#), MINUSMA will continue to support the implementation of the peace agreement, particularly the progress in the cantonment and disarmament, demobilization and reintegration

processes, as well as inclusive and consensual security sector reform, with a view to the progressive redeployment of the reconstituted and reformed defence and security forces in Mali through the registration of all combatants eligible for the disarmament, demobilization and reintegration process, the effective launch of an accelerated cantonment process, the completed reinsertion/reintegration of up to 7,000 members of the signatory armed groups in the Malian Defence and Security Forces and the start of the socioeconomic reintegration of unintegrated members of the signatory armed groups with the support of international partners, including the World Bank. The Mission plans to implement 30 community violence reduction/community-based reinsertion projects for 26,000 beneficiaries, up to 10,000 of whom are former combatants and associate members, and 16,000 community members, including women, youth at risk and special needs groups. The community violence reduction projects are used to mitigate the impacts of the disarmament, demobilization and reintegration process as well as strengthen and promote dialogue, confidence and reconciliation between returning ex-combatants and community members. Moreover, community violence reduction projects will continue to facilitate the prevention of the recruitment of youth at risk by terrorist and jihadist groups. The community violence reduction projects will be implemented through local non-governmental organizations and other community-based structures/organizations, thereby financially empowering the local communities and building the capacity of local non-governmental organizations with regard to project management.

H. Mine detection and mine-clearing services

112. 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>
Special equipment	
Mine detection and mine-clearing equipment	—
Other supplies, services and equipment	
Mine detection and mine-clearing services	47 500.0
Mine detection and mine-clearing supplies	—

113. The Mission's mine detection and mine-clearing programme is geared towards the provision of basic awareness training on improvised explosive devices to all MINUSMA military, police and civilian components with respect to operating in a complex security environment, as well as the implementation of a qualitative mine action response in Mali to protect the civilian population from explosive hazards through the coordination of the mine action working group and the provision of technical advice and support to Malian institutions with regard to making progress towards the operationalization of a national governance structure for mine action. All infantry troop-contributing countries with improvised explosive device awareness training capacity (basic improvised explosive device awareness and avoidance skills) will be provided with mentoring and training assistance upon request, both prior to deployment and once in-mission. Explosive ordnance disposal companies will be qualified to conduct explosive device response tasks prior to deployment, and their skills will be strengthened once in-mission through context-specific training and mentoring in accordance with United Nations standards. In addition, each infantry battalion, combat convoy company and formed police unit deployed to central and northern Mali will be provided with specialist training on identifying and detecting

explosive threats and tactical commanders will be provided with dedicated planning and response training, unless waived. The explosive threat mitigation training capability of the Malian Defence and Security Forces, as well as their capacity to respond to explosive threats countrywide, will be strengthened and sustained through the provision of improvised explosive device threat mitigation training to four additional response teams and the provision of advanced explosive ordnance disposal training, refresher courses and mentorship to the previously trained teams. Moreover, the training capability as well as the technical capacity of Malian authorities to safely and efficiently store and manage State-owned weapons and ammunition, including national stockpiles, will be enhanced through the security of one strategic ammunition depot and 10 additional storage areas in central and northern Mali, as well as through stockpile destruction assistance.

I. Quick-impact projects

114. 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 2017 (actual)	3 982.3	95
1 July 2018 to 30 June 2019 (approved)	4 000.0	80
1 July 2019 to 30 June 2020 (proposed)		
Rehabilitation/construction of small-scale and community-based infrastructure/equipment to support access to basic services in central and northern Mali	2 500.0	60
Livelihood and income-generation projects in central and northern Mali in consultation with the United Nations country team	1 000.0	35
Training/awareness and capacity-building workshops aimed at strengthening local and regional (region, <i>cercle</i> and commune level) government technical institutions	500.0	15
Total	4 000.0	110

115. The Mission will continue to use quick-impact projects as a strategic tool to address the immediate needs of the population in the central and northern regions of Mali with a view to promoting the acceptance of the Mission's mandate and establishing a climate of confidence in the peace process and the peace agreement and its dividends. Quick-impact projects will also be utilized as a mechanism for effectively responding to the population's needs and supporting community-based projects essential to ensuring the acceptance of the Mission by the local communities. In close coordination with the humanitarian country team and, when possible, in partnership with the United Nations country team, the Mission will continue to utilize quick-impact projects to reinforce the population's confidence in the stabilization process and the recovery efforts of local actors and support the restoration of State authority in the north, including the effective functioning of the interim authorities and regional development agencies. The projects are divided into three broad categories and priorities, comprising 60 projects for the rehabilitation/construction of small-scale and community-based infrastructure/equipment to support access to basic services in central and northern Mali; 35 projects for livelihoods and income generation projects in central and northern Mali in consultation with the United Nations country team; and 15 projects in the area of training/awareness and capacity-

building workshops aimed at strengthening local and regional (region, *cercle* and commune level) government technical institutions.

J. Other programmatic activities

116. The estimated resource requirements for other programmatic activities for the period from 1 July 2019 to 30 June 2020 compared with previous periods, are as follows:

(Thousands of United States dollars)

<i>Description</i>	<i>Proposed amount</i>
Security sector reform	796.6
Electoral support	250.0
Strengthening the advocacy capacity of civil society organizations	995.2
Gender affairs and prevention of and response to conflict-related sexual violence	158.4
Stabilization and recovery	450.0
Human rights and protection	900.0
Justice and corrections	1 269.1
Total	4 819.3

117. MINUSMA programmatic activities are key to the implementation of the Mission's mandate. They support the priority tasks highlighted by the Security Council in resolution 2423 (2018) and are aimed at the implementation of the peace agreement and strengthening presence in the centre, including by providing support for increased inclusivity in the peace process, particularly with regard to civil society, including women and youth. The Mission has adopted the Administration's guidelines on mandated programmatic activities in order to provide direction on planning, implementation, management, monitoring and evaluation as a tool for mandate implementation. The Mission has improved its analysis of results-based planning, focusing upon selected programmatic activities linked to the Mission's mandate. The Mission uses implementing partners in the delivery of the programmatic activities, as well as in-house capabilities to undertake those programmatic activities where it has a comparative advantage, in accordance with the integrated strategic framework. The Mission has memorandums of understanding in place with the implementing partners that serve as a basis for each party's contractual obligation. Efforts are under way to strengthen oversight, governance and reporting functions by the implementing partners. The following are the critical aspects of the Mission's proposed programmatic activities for the 2019/20 period:

(a) Security sector reform projects are aimed at supporting the adoption and implementation of a national defence and security strategy as well as the implementation of the action plan of the national security sector reform strategy and supporting the development of effective civil society and parliamentary oversight on security sector reform. They will also support the implementation of national policies on counter-terrorism and violent extremism as well as practical border security and small arms and light weapons countermeasures;

(b) Electoral support includes the provision of technical, logistical and security support to the 2019/20 electoral process in Mali through the transportation of 200 tons of electoral materials and 500 national electoral officials and agents; the recruitment, training and deployment of 73 local individual contractors; the contracting and fuelling of 60 vehicles; support for the implementation of electoral

results management software; and the production of 80 stationery kits. Building on the lessons learned from the preparation and implementation of the parliamentary elections, MINUSMA will continue to use the coordination mechanisms already in place with the Government, United Nations and national partners to ensure coordination, the monitoring of activities and expenditures and oversight;

(c) Projects to strengthen the advocacy capacity of civil society organizations and the capacity of civil society observatories are aimed at enabling those entities to play an effective role in the implementation of the peace agreement. The projects will also support the Ministry of Social Cohesion, Peace and National Reconciliation and its regional reconciliation support teams in their efforts to reduce inter- and intracommunal conflicts in identified priority areas of central and northern Mali through the establishment of municipal reconciliation committees and the conduct of community dialogues, and support interim authorities at the municipal level;

(d) Projects on gender affairs and the prevention of and response to conflict-related sexual violence are aimed at supporting the implementation of the third national action plan on Security Council resolution 1325 (2000) and the implementation of the women and peace and security agenda, and include an awareness-raising campaign on Council resolution 2250 (2015). They are also aimed at establishing a dialogue with parties to the conflict regarding a commitment to prevent and respond to conflict-related sexual violence, increasing awareness of gender-based violence and conflict-related sexual violence and promoting the law addressing gender-based violence and conflict-related sexual violence in Mali. The projects are intended to promote the commemoration of key events related to gender-based violence and conflict-related sexual violence, advocacy and activities for the adoption of and dissemination of information on the gender-based violence law and the production of outreach materials;

(e) Stabilization and recovery projects are aimed at strengthening decentralized governance through support for regional authorities in project and programme planning and implementation and the mapping of development interventions;

(f) Human rights and protection projects are aimed at providing support to State authorities and civil society in the fight against terrorism and the prevention of violent extremism through the promotion and protection of human rights, as well as supporting State and non-State actors in the consolidation of the democratic space and paving the way to national ownership through strengthening the National Human Rights Commission;

(g) Justice and corrections projects are aimed at supporting the operationalization of the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and its regional offices in Gao, Mopti and Timbuktu, strengthening the security of corrections infrastructures with respect to supporting the full operationalization of nine prisons in the north and enhancing the restoration and extension of State authority and the rule of law. They are also aimed at supporting the implementation of article 46 of the peace agreement relating to the training of all justice actors (traditional and formal) to operationalize the new-found complementarity between traditional justice and formal justice.

III. Analysis of variances¹

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

	<i>Variance</i>	
Military observers	\$368.6	20.3%

- **Management: changes in deployment**

119. The main factor contributing to the variance under this heading is the application of the lower delayed deployment factor of 3.0 per cent in the computation of military observers costs compared with the rate of 20.0 per cent applied in the 2018/19 period.

	<i>Variance</i>	
Military contingents	\$42 246.2	11.0%

- **Management: changes in deployment**

120. The main factors contributing to the variance under this heading are: (a) the application of the lower delayed deployment factor of 3.0 per cent in the computation of military contingent personnel costs compared with the rate of 11.9 per cent applied in the 2018/19 period; and (b) the higher rate of reimbursement of \$1,428 (from \$1,410) per person per month approved by the General Assembly in its resolution [72/285](#). The impact on resource requirements for the 2018/19 period was absorbed within the approved overall budget for the period. For the 2019/20 period, the related resource requirements are reflected appropriately under standard troop costs.

121. The overall increase in requirements is offset in part by reduced requirements with respect to death and disability compensation, owing to a significant reduction in claims over the past three years in the context of enhanced security measures implemented by the Mission, and by reduced requirements with respect to freight and the deployment of contingent-owned equipment in the context of the anticipated deployment of most military units and their related contingent-owned equipment by 1 July 2019.

	<i>Variance</i>	
United Nations police	\$1 620.1	10.3%

- **Management: changes in deployment**

122. The main factor contributing to the variance under this heading is the application of the lower delayed deployment factor of 8.0 per cent in the computation of United Nations police officers costs compared with the rate of 16.6 per cent applied in the 2018/19 period.

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	\$474.0	1.0%

- **Cost parameters: increase in the rate of reimbursement**

123. The main factor contributing to the variance under this heading is the higher rate of reimbursement of \$1,428 (from \$1,410) per person per month approved by the General Assembly in its resolution [72/285](#). The impact on resource requirements for the 2018/19 period was absorbed within the approved overall budget for the period. For the 2019/20 period, the related resource requirements are reflected appropriately under standard formed police personnel costs.

124. The overall increase in resource requirements is offset in part by the reduction in requirements with respect to rations, owing to lower warehousing and transportation costs and freight, and the deployment of contingent-owned equipment in the context of the anticipated deployment of all formed police units by 1 July 2019.

	<i>Variance</i>	
International staff	\$12 295.6	8.9%

- **Management: changes in vacancy rates**

125. The main factor contributing to the variance under this heading is the application of the lower vacancy rate of 10.3 per cent in the computation of international staff costs compared with the rate of 17.4 per cent applied in the 2018/19 period, combined with the proposed increase in the civilian staffing establishment of the Mission by nine international posts, from 810 to 819 personnel.

	<i>Variance</i>	
National staff	\$2 279.1	10.5%

- **Management: changes in vacancy rates**

126. The main factors contributing to the variance under this heading are the application of the lower vacancy rate of 16.0 per cent in the computation of national staff costs with respect to both National Professional Officers and national General Service staff compared with vacancy rates of 17.7 per cent for National Professional Officers and 19.8 per cent for national General Service staff applied in the 2018/19 period, combined with the new local salary scales promulgated effective 1 December 2017, as well as the proposed increase in the civilian staffing establishment of the Mission by three National Professional Officer posts and three national General Service posts.

	<i>Variance</i>	
United Nations Volunteers	\$1 127.0	14.9%

- **Cost parameters: change in rates of allowance**

127. The main factor contributing to the variance under this heading is the full provision for wellness allowance in the 2019/20 period rather than on a prorated basis in line with a staff member's actual presence in the duty station in the 2018/19 period, combined with the proposed increase in the civilian staffing establishment of the Mission by two international and six national United Nations Volunteer positions.

	<i>Variance</i>	
General temporary assistance	\$1 204.6	704.4%

• **Management: changes in vacancy rates**

128. The main factor contributing to the variance under this heading is the application of the lower vacancy rate of 14.0 per cent in the computation of general temporary assistance costs compared with the rate of 50.0 per cent applied in the 2018/19 period, as well as the provision of the Mission's share of general temporary assistance related to the support activities for Umoja Extension 2 and other cross-cutting initiatives.

	<i>Variance</i>	
Government-provided personnel	\$53.4	14.9%

• **Management: changes in vacancy rates**

129. The main factor contributing to the variance under this heading is the application of the lower vacancy rate of 58.4 per cent in the computation of government-provided personnel costs compared with the rate of 63.2 per cent applied in the 2018/19 period.

	<i>Variance</i>	
Consultants and consulting services	(\$169.7)	(20.9%)

• **Management: reduced inputs and outputs**

130. The main factor contributing to the variance under this heading is that the requirements for the globally managed Rapid Environment and Climate Technical Assistance team are now budgeted under the facilities and infrastructure budget class of expenditure.

	<i>Variance</i>	
Official travel	\$142.0	3.6%

• **Management: increased inputs and outputs**

131. The main factor contributing to the variance under this heading is the Mission's share of prorated costs of cross-cutting initiatives.

	<i>Variance</i>	
Facilities and infrastructure	\$7 604.7	8.3%

• **Management: increased inputs and outputs**

132. The main factor contributing to the variance under this heading is the increase in requirements with respect to: (a) petrol, oil and lubricants, owing to increases in both average fuel prices and projected fuel consumption levels; (b) maintenance services, owing to the provision for airfield maintenance under letter-of-assist arrangements; (c) the maintenance of the Mission's ageing equipment and infrastructure, particularly the need for the Mission to maintain acceptable levels of specialized spare parts required for water treatment plants and wastewater treatment plants; (d) construction works in new camps in Diabali/Douentza and Mopti to accommodate additional troops, the MINUSMA contribution to the construction of the Kidal runway and the construction of accommodation catering facilities and sludge management ponds at six of the Mission's major camps; (e) the acquisition of solar street lights to reduce the Mission's carbon footprint, as well as the replacement of generators that have reached the end of their useful life cycle; (f) the acquisition

of water treatment and fuel distribution equipment for both water and the management of treated water; and (g) the acquisition of engineering supplies to enhance the physical security in camps to ensure that premises have minimum operating security standards at all times, as MINUSMA camps and other installations have been continually attacked.

133. The overall increase in resource requirements is offset in part by the reduction in requirements with respect to the rental of premises, as the Mission will move most of its personnel to Mission-constructed camps and the Mission's operational base in Bamako; construction material and field defence supplies, since MINUSMA already has in place the main physical security structures and will only require materials for their refurbishment and the repair of damaged infrastructure and protective structures for any minor camp extensions that may arise; and security services, owing to a reduction in requirements for residential security for uniformed personnel due to the completion of most of the camps in the north, where all personnel are accommodated in United Nations compounds, which are protected through common services.

	<i>Variance</i>	
Ground transportation	\$3 810.0	32.2%

• **Management: increased inputs and outputs**

134. The main factor contributing to the variance under this heading is the increase in requirements with respect to: petrol, oil and lubricants, owing to the increase in the Mission's vehicle fleet, particularly with respect to contingent-owned vehicles included in the memorandums of understanding, and the consequent increase in fuel consumption levels as well as higher fuel prices; the rental of vehicles in connection with mission support for the Malian electoral process; the acquisition of vehicle workshop equipment in order to ensure that MINUSMA workshops are adequately equipped, as most of the Mission's maintenance work is conducted in-house; and spare parts for the maintenance of the Mission's fleet of vehicles, due to unprecedented wear and tear owing to the severe road conditions in the Mission's areas of operation, particularly in the north of the country.

135. The overall increase in resource requirements is offset in part by a reduction in requirements with respect to the acquisition of vehicles, as the Mission plans to replace one fuel truck within its vehicle fleet.

	<i>Variance</i>	
Air operations	(\$12 953.8)	(7.8%)

• **Cost parameters: lower guaranteed fleet costs**

136. The main factor contributing to the variance under this heading is the lower guaranteed fleet costs with respect to the rental and operation of the Mission's fleet of 42 aircraft, comprising 7 fixed-wing aircraft, 6 manned intelligence, surveillance and reconnaissance platforms and 29 rotary-wing aircraft, as some fixed-wing aircraft were contracted without guaranteed fleet costs under letter-of-assist arrangements, combined with changes in the configuration of the Mission's fleet of aircraft which reflects the use of lightly armed helicopters at a lower cost, given the unavailability of tactical helicopters from Member States.

137. The overall reduction in the costs of air operations is offset in part by the increase in resource requirements for air operations services with respect to the Mission's fleet of 10 unmanned aerial systems, following the conclusion of pro bono arrangements.

	<i>Variance</i>	
Marine operations	(\$474.6)	(27.9%)

• **Cost parameters: lower acquisition costs**

138. The main factor contributing to the variance under this heading is the acquisition of sea containers at lower prices than during the 2018/19 period.

	<i>Variance</i>	
Communications and information technology	\$14 142.4	17.7%

• **Management: increased inputs and outputs**

139. The main factors contributing to the variance under this heading are: (a) the increase in requirements with respect to costs associated with increasing the Internet bandwidth of the Mission's ICT infrastructure in order to support the deployment of new technologies related to camp security at various locations in Mali, closed-circuit television systems, live video streaming from unmanned aerial systems, radio interoperability systems and ground-to-air centralized communication systems; (b) the maintenance of communications and information technology equipment and support services with respect to the deployment of additional protection systems in Timbuktu, Ménaka and Tessalit, as well as the expansion of the Mission's secured network to support its intelligence community deployed in various locations across its areas of operation; (c) software, licenses and fees with respect to new licenses to support the Mission's secured network, which protects military data and information; and (d) spare parts for specialized military standard equipment.

	<i>Variance</i>	
Medical	(\$577.4)	(5.8%)

• **Cost parameters: lower contractual costs**

140. The main factor contributing to the variance under this heading is the reduction in requirements resulting from lower contractual costs for the Mission's two aero-medical teams and the hospital in Mopti, which is offset in part by the increase in requirements for the replacement of ageing equipment and expendable equipment inventory.

	<i>Variance</i>	
Other supplies, services and equipment	\$1 867.7	2.1%

• **Management: increased inputs and outputs**

141. The main factor contributing to the variance under this heading is the increase in requirements for local individual contractors used by MINUSMA for the construction and maintenance of camps and work such as plumbing, wastewater management and warehouse services, and for international individual contractors to support convoys, engineering projects and the supply chain; and other freight and related costs associated with the acquisition of facilities and infrastructure for equipment, supplies and spare parts to support mission operations.

142. The overall increase in resource requirements is offset in part by the reduction in requirements with respect to implementing partners and grants, owing to reduced requirements for electoral support; welfare, owing to the completion of welfare facilities by the start of the 2019/20 period; mine detection and mine-clearing services, owing to the closure of leased premises by the United Nations Office for

Project Services, who are now located at the Mission's operational base; and training fees, supplies and services, owing to lower costs for a number of training programmes.

IV. Actions to be taken by the General Assembly

143. The actions to be taken by the General Assembly in connection with the financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali are:

(a) Appropriation of the amount of \$1,149,778,800 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 \$95,814,900 should the Security Council decide to continue the mandate of the Mission.

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/286, 72/290 and 72/297, and 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 ensure that the results-based budget framework adequately permits consideration of each mission's progress towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the mission (para. 15).	MINUSMA has reviewed the results-based budgeting framework with particular attention to what is requested in Security Council resolution 2423 (2018), notably in terms of priority tasks. Some elements, such as expected accomplishments, indicators and outputs, have also been clarified and realigned accordingly.
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 MINUSMA staffing establishment is based on a staffing review conducted in 2016 with minor changes made based on requirements. The provision of services required in the hostile environment in which MINUSMA operates requires adequate staffing with regard to mission support. There is a 1:2 ratio of substantive to support staff with respect to the approved and proposed staffing establishments for both the 2018/19 and 2019/20 periods, respectively. In the context of peace operations and maintaining an international character, which requires a balance of international and national staff, and based on the local context and operational requirements of the Mission, MINUSMA had 752 national staff, including 122 National Professional

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).

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).

Officers, against 744 international staff, as at 16 November 2018. The Mission is investing considerable effort in building and promoting the skills and capacities of national staff, which in turn builds ownership. National staff are being trained by the Integrated Mission Training Centre and some have benefited from external training paid for by the Organization.

MINUSMA is making every effort to reduce recruitment lead time through rigorous follow-up with programme managers. Within the career portal (Inspira), there is automatic monitoring of the recruitment process and follow-up notifications are sent regularly to the programme managers. The Mission human resources team produces bimonthly recruitment status reports and advises managers on pending recruitment action. In addition, the MINUSMA human resources staff provides refresher training to managers on staff selection policies and the related tool in Inspira.

The MINUSMA Senior Gender Adviser has been reporting to senior mission management with a direct reporting line to the Office of the Special Representative of the Secretary-General effective 1 July 2017. That ensures that gender perspectives are strategically considered, supported, planned and implemented starting from the highest level of the Mission and that the Mission's leadership is an example for all the other parts of the Mission with regard to gender mainstreaming.

While MINUSMA has made significant efforts to improve the gender gap across all categories of staff, factors such as underpopulated rosters for certain job families and harsh living and security conditions in the regions have hampered efforts in that regard.

Cognizant of the Secretary-General's efforts to achieve gender parity, MINUSMA is making every effort to retain female candidates, and the Head of Mission has reinforced that effort with all section chiefs. With regard to recommendations for selection at the senior level, every effort is made to include at least one female candidate. The Mission has issued instructions to all hiring managers and revised recommendation memorandum templates to ensure that suitable qualified female candidates receive consideration for all vacant positions.

The Mission is working closely with all stakeholders to further close its gender gap, and continues its advocacy with programme managers to select female applicants.

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

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).

Mission reports always have the latest information on its progress with regard to gender parity.

MINUSMA is implementing environmental actions planned in line with the Department of Operational Support's environment strategy for field missions. Efforts are under way for the aspects set out below, which mainly affect the Mission's overall environmental footprint.

Energy production

MINUSMA has in place solar panels as a power backup for the ICT infrastructure and expects to start replacing the older generators with hybrid generators that utilize clean energy. With the support of the Rapid Environment and Climate Technical Assistance team experts, MINUSMA developed an energy-smart metering pilot project at the MINUSMA operational base in Bamako to gather information on fuel consumption and emissions in order for the Mission to develop an energy management plan. That will be duplicated mission-wide for better monitoring. In addition, an energy management plan is being developed to improve the global efficiency of energy production with the introduction of solar panels, wind energy and hybrid generation systems, which will gradually reduce the use of diesel generators.

Waste management

Solid and biomedical wastes are currently disposed of by a contractor using recycling and incineration.

Composting is included as an additional treatment to improve the current solid waste management system, which will reduce the volume of waste to be incinerated and promote the camps' "greening" project.

MINUSMA is also in the process of contracting out the collection and safe disposal of hazardous waste.

Water/wastewater operation and improvement

Water consumption is monitored by MINUSMA to ensure compliance with the environmental policy. Wastewater is collected and treated either chemically or through the use of wastewater treatment plants to avoid discharging it into the environment without prior treatment, in contravention of environmental and waste management policies. Treated wastewater is recycled where wastewater treatment plants are operational, and it is used for flushing toilets, watering trees and washing cars. MINUSMA plans to enhance environmental mitigation measures by constructing

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).

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).

sludge ponds in or near each of the 6 main camps and constructing waste facilities in Bamako and Timbuktu.

MINUSMA has in place an efficient structure for casualty response. The Mission has 37 clinics run by the various contingents, 3 level II hospitals in the sectors, 1 commercially contracted damage-control surgical facility and 4 level I United Nations-owned clinics. The Mission also has in place aero-medical teams and two helicopters dedicated to aero-medical evacuations. The Mission also has contractual agreements with hospitals outside its areas of operation for evacuation purposes whenever necessary. To improve its 10-1-2 casualty response, MINUSMA is in the process of setting up a contract with a hospital in Niamey to ensure shorter flights for all evacuations out of the Gao and Ménaka regions.

MINUSMA is in the process of implementing further improvements that include the decentralization of casualty evacuation for pre-planned military activities; capacity-building and training on pre-hospital trauma life support and advanced cardiac life support; and predeployment medical training for military medical personnel.

MINUSMA coordinates and ensures strict adherence to the flight control procedures/rules to mitigate the risk of flying unmanned aerial systems. This is particularly critical in the face of the dynamic retasking of unmanned aerial vehicle missions for maximal utilization of their extended loiter time.

The existing airspace arrangements/management and very high threat level, and the fact that MINUSMA medium-altitude unmanned aerial vehicles do not have “see and avoid” or “sense and avoid” or “detect and avoid” capabilities, present very high/critical operational and safety risks to third parties. In the light of this, MINUSMA will have a mix of both manned and unmanned intelligence, surveillance and reconnaissance platforms, as noted in both the 2018/19 approved budget and the proposed 2019/20 budget.

MINUSMA has a security-in-depth methodology composed of administrative, physical and technical security controls to protect ICT infrastructure and data. Administrative controls include a continually updated disaster recovery plan, a security incident response plan, awareness and security technical training, change and configuration controls, policies (acceptable-use policy and bring-your-own-device policy), standard operating procedures, security assessments and audits, vulnerability management and technical guidance documents. Technical controls include security zones

Decision/request

Action taken to implement decision/request

Recalls paragraph 39 of its resolution [69/307](#) and paragraphs 136 to 138 of the report of the Advisory Committee, 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 information, including on lessons learned from the utilization of unmanned aerial systems in United Nations peacekeeping operations, in his 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).

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 and to continue his efforts to enhance the accuracy of budgeting, by

using firewalls, virtual local area networks, adaptive security appliances, network address translation, filtering, intrusion protection systems, distributed denials of service, anti-virus and anti-malware programs, authentication services, authorization and accounting services and access controls. There are also various physical structures protecting the installations and equipment. Sensitive digital products from unmanned aerial systems sensors are transmitted and processed through the Mission's secured network, which complies with the United Nations classification level of "strictly confidential".

In paragraphs 75 and 115 of his report on the overview of the financing of the United Nations peacekeeping operations ([A/72/770](#)), the Secretary-General provided comprehensive information on unmanned aerial systems. In addition, a classification framework for unmanned aerial systems provided by troop-contributing countries has been included in the Contingent-Owned Equipment Manual (see General Assembly resolution [71/296](#)). The MINUSMA budget includes an output for unmanned aerial systems under aviation services.

MINUSMA has not proposed any replacement of existing four-wheel drive vehicles with sedans, as the vehicles are relatively new. However, the Mission will include sedans in any future vehicle replacements.

MINUSMA has made every effort to ensure a high percentage of the deployed troops are provided with accommodations that meet United Nations standards. By the end of October 2018, 91 per cent of troops were accommodated in premises that met United Nations standards. MINUSMA expects to provide similar accommodations in Diabali and Douentza within the current financial year. Accommodations for civilian personnel meet the United Nations recommended standards.

The proposed budget for MINUSMA is reflective of the planned construction projects and locations as well as the reasons for proposed construction. Although MINUSMA had multi-year projects, particularly during the Mission's start-up and expansion stages

Decision/request

improving aspects of project planning, management and oversight, with due consideration for 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).

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

Action taken to implement decision/request

over the past two years, there is no foreseen multi-year project in the proposed 2019/20 budget. However, construction and renovations of enabling infrastructure are planned, including runways, airfields and hangars, and investments are planned to mainstream environmental management.

MINUSMA has in place a project monitoring group that meets every month to review progress and emerging requirements and prioritize projects. The group also reviews any challenges and resolves them in real time, thereby ensuring that projects are not delayed except in cases beyond the Mission's control.

MINUSMA has in place various systems to ensure adequate controls are in place in the areas of procurement and assets management. The establishment of the Supply Chain Management service during the 2017/18 period has seen all supply chain functions put under one umbrella and the subsequent implementation of the supply chain management modules in Umoja have led to internalized control systems.

Umoja reports on stock availability before acquisitions are available, and provides timely recording and recognition of assets upon acquisition. MINUSMA also conducts 100 per cent physical verification of assets, while ensuring any impairment and depreciation is undertaken as needed.

Whenever possible, MINUSMA acquires construction materials locally. The Mission has in place various contracts with local vendors based either in Bamako or the regions, particularly for the supply of timber, gravel, aggregate stone and electrical and plumbing materials.

When available, MINUSMA utilizes system contracts established by the Global Procurement Support Section (formerly known as the Regional Procurement Office) to meet particular needs such as requirements for engineering tools, gym and fitness equipment and bed linen. However, the Mission undertakes its own procurement exercises in cases when there are no system contracts for mission-required commodities and/or services, as MINUSMA procurement takes advantage of the excellent knowledge of the local market and use of local languages.

The Mission ensures that, upon their arrival in Bamako, the employees of all commercial air operators and military aviation units are provided with mandatory security training. In addition, in accordance with aviation standard operating procedures, all air

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

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).

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).

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).

crews are given adequate briefings before they take up their duties. Moreover, upon the deployment of air crews to the main operations base in the field, air regions provide to air crews an additional briefing on, among other subjects, security issues pertaining to the region.

All MINUSMA contractors are accorded the same level of security as other Mission personnel, taking into consideration the dangerous environment in which MINUSMA operates.

MINUSMA is of the view that quick-impact projects are an essential tool to enhance social cohesion and reconciliation, particularly for youth and women in areas where access to basic services remains difficult. The Mission, through its local project review committee, will continue to screen and monitor projects to ensure that their implementation satisfies the immediate needs of the population while building confidence in the peace process and the Mission's mandate. It will also ensure the tracking of project implementation and of financial expenditures to ensure oversight and good governance of the funding.

MINUSMA, in line with paragraphs 29 and 71 of its mandate set out in Security Council resolution [2423 \(2018\)](#), is currently developing an integrated strategic framework, which includes a transition plan putting forward a gradual transfer of roles and responsibilities to the Malian Government, the United Nations country team and other partners. The integrated strategic framework will also contain a monitoring framework. It is important to note that MINUSMA maintains constant coordination and communication with such parties in order to strengthen mandate delivery based on comparative advantages.

MINUSMA has put forward specific programmatic activities to help support the implementation of its mandate. The cost of each activity is indicated in the Mission's budget and each project is budgeted and tracked separately by the Mission during implementation. Implementation is done in accordance with the Administration's guidelines on mandated programmatic activities as well as the specific guidelines for disarmament, demobilization and reintegration, community violence reduction projects and mine action.

Decision/request

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).

Action taken to implement decision/request

The related responses of all peacekeeping missions, including MINUSMA, to address issues raised in paragraphs 70, 71, 76, 79, 80, 81 and 82 of General Assembly resolution [70/286](#) will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

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

(Resolution [72/290](#))

Decision/request

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 the Mission resources, excluding the provision of goods and services through contractual arrangements (para. 11).

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).

Action taken to implement decision/request

The Mission has in place a memorandum of understanding with the implementing partners that describes the tasks to be undertaken and serves as a basis of each party's obligations when using mission resources. Efforts are under way to strengthen oversight, governance and reporting functions by the implementing partners.

MINUSMA programmatic activities are key to the implementation of the Mission's mandate. They support the priority tasks highlighted in Security Council resolution [2423 \(2018\)](#), aimed at the implementation of the peace agreement and strengthening presence in the centre of the country, including through the provision of support for increased inclusivity in the peace process, particularly that of civil society, including women and youth. Other activities are implemented through disarmament, demobilization and reintegration measures, community violence reduction projects, security sector reform and the provision of support for elections and the extension of State authority, and social cohesion and conflict resolution.

(Resolution [72/297](#))

Decision/request

Acknowledges the need to improve situational awareness, and in this regard requests the Secretary-General to further strengthen the measures to ensure the safety and security of Mission personnel, in particular uniformed personnel, and the protection of civilians as mandated (para. 10).

Action taken to implement decision/request

The Mission is increasing its efforts to ensure the safety and security of Mission personnel and implement the recommendations of the Cruz report on improving the security of United Nations peacekeepers through, inter alia, a strengthened intelligence architecture in order to increase situational awareness and coordinate decision-making and measures while also addressing explosive threats. Protection of

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

Stresses the crucial importance of providing adequate and timely support for the electoral process in Mali and requests the Secretary-General to include an update on the matter in the context of the next budget submission (para. 11).

civilian's efforts will continue, particularly through localized conflict-prevention efforts and the capacity-building of national actors and institutions.

The information on support provided by MINUSMA to the electoral process in Mali is contained in paragraphs 40 to 42 of the present report. MINUSMA will continue to support the electoral process, including the provision of logistical and technical advice and support, advocacy and capacity-building initiatives (which will involve sensitization and capacity-building activities), as well as the promotion of and support for dialogue and confidence-building measures.

B. Advisory Committee on Administrative and Budgetary Questions

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues, as endorsed by the General Assembly in its resolution [70/286](#)

([A/70/742](#))

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

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).

MINUSMA had redeployments between the operational costs and the civilian personnel groups for the 2017/18 period, which was unavoidable. The civilian personnel costs were particularly affected by the changes in the compensation package for international staff and the increases in salaries and entitlements for national staff. At the same time there were changes to operational costs that necessitated redeployments between classes, driven mainly by security enhancement projects in both facilities and infrastructure and information technology. The funds were mainly sourced from aviation costs for the rental of aircraft, as a result of changes in the fleet composition and the non-generation of some military air assets.

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).

MINUSMA provides, as part of the budget package, information on all long-vacant posts and justifies the extension of those posts. Information on the recruitment actions taken over time is also provided. The Mission has had difficulties filling posts, particularly in the north of Mali, owing to the tough working conditions.

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

MINUSMA has in place contractual arrangements for the management of liquid, solid and biomedical waste and is in the process of setting up a contract for the collection and safe disposal of hazardous waste. In addition, the Mission has 42 operational wastewater treatment plants and proposes to enhance mitigation

Request/recommendation

found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials (see [A/68/782](#), para. 120). The Committee also 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 Facility 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 cited above, together with the additional observations and recommendations made in paragraphs 119 to 138 below, 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. Moreover, 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 Advisory Committee reiterates the need for greater consistency and transparency in the budgeting for unmanned aerial systems (para. 138).

Action taken to implement request/recommendation

measures by constructing waste collection and treatment facilities in Bamako and Timbuktu as well as sludge collection and treatment ponds in the six integrated camps. MINUSMA will continue to search for further opportunities to reduce the Mission's environmental footprint.

The United Nations conducted a comprehensive review of aviation in field missions to enhance the cost effectiveness and efficiency of air operations, as reported in paragraph 111 of the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations ([A/72/770](#)). Based on the review of the Mission's expenditures for the 2017/18 period, reduced requirements of \$47.1 million were realized and the Mission expects more gains in the 2018/19 and 2019/20 periods.

The Air Transport Section at United Nations Headquarters has put together a working group to establish a consistent methodology for measuring air asset utilization. Its findings are expected to be presented in the Secretary-General's 2019 report on the overview of the financing of the United Nations peacekeeping operations.

In paragraphs 75 and 115 of his report on the overview of the financing of the United Nations peacekeeping operations ([A/72/770](#)), the Secretary-General provided comprehensive information on unmanned aerial systems. In addition, a classification framework for unmanned aerial systems provided by troop-contributing countries has been included in the Contingent-Owned Equipment Manual (see General Assembly resolution [71/296](#)). The MINUSMA budget is based on actual existing contracts and foreseen requirements and, where that is not possible, required unmanned aerial systems costs are based on contracts that exist in other missions.

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

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 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).

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).

MINUSMA has in place the monitoring structures to ensure that each project undertaken is properly implemented and all stages of implementation are recorded. Starting in the 2018/19 period, MINUSMA made resource provisions for the projects directly within the Umoja platform, which will make tracking and reporting on all projects easier.

The Mission has not acquired light passenger vehicles in recent years. As the current fleet of vehicles reaches their replacement age, the Mission will prioritize replacement with sedan-type and other alternative vehicles.

MINUSMA is always striving to improve the medical standards and capabilities and in that regard the Mission has implemented the capacity-building of medical staff using “Health Care Quality and Patient Safety” assessments for level I-plus, level II and level III hospitals as well as capacity-building and training on pre-hospital trauma life support and advanced cardiac life support. The Mission also plans to conduct predeployment training for military medical personnel and ensure compliance with the troop-contributing countries’ level II medical staff clearance. Part of the improvement was demonstrated by the contracting of a hospital/damage control facility with surgical capabilities in Mopti in the last half of 2017/18 period.

(A/72/789/Add.14)

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

The Committee trusts that the Mission will strengthen its efforts on ensuring the provision of troop accommodation that meets United Nations standards and will provide an update in the context of the next budget submission (para. 15).

MINUSMA has made every effort to ensure a high percentage of the deployed troops are provided with accommodations that meet United Nations standards. To that end, by the end of October 2018, 91 per cent of troops were accommodated in premises that met United Nations standards. MINUSMA expects to provide similar accommodations in Diabali and Douentza within the current financial period.

Request/recommendation

The Committee reiterates the need for compliance with the advance purchase policy directive and judicious utilization of official travel resources (see [A/72/7/Add.44](#), paras. 4 and 7) (para. 28).

The Committee encourages the Mission's continued efforts to ensure the safety and security of the military and civilian personnel of the Mission (para. 31).

The Committee considers that the proposed increase is disproportionately large compared with the proposed increase in the staffing component, and also considers that more use could be made of online training courses (para. 34).

The Advisory Committee encourages the Mission to continue to closely monitor environmental matters, in particular on recycling and soil contamination, and to ensure the implementation of the Environmental Action Plan, in line with the Department of Field Support environmental strategy (para. 36).

Action taken to implement request/recommendation

Only data for the fourth quarter of 2018 are available in the Mission as at the time of reporting. The compliance rate for that period is 41.24 per cent. Late event planning, the late nomination of travellers, delayed confirmation from travellers and delayed approval within the Mission mostly account for the low rate of compliance. The Mission is reviewing its internal travel procedures and introducing measures to improve the compliance rate.

The Mission is increasing its efforts to ensure the safety and security of Mission personnel and implement the recommendations of the Cruz report, through, inter alia, a strengthened intelligence architecture in order to increase situational awareness and coordinate decision-making and measures while also addressing explosive threats. Protection of civilian's efforts will continue, particularly through localized conflict-prevention efforts and the capacity-building of national actors and institutions.

The MINUSMA proposal for training focuses on mandatory courses that staff are required to take before they can be certified to perform specific activities, mainly in areas such as field technology, security and air operations. Consideration is given at all times to online courses and any available opportunities are utilized.

MINUSMA is closely monitoring environmental management at all sites and the implementation of various environmental contracts through regular inspections and performance meetings. Regional environmental committees have been set up at regional levels to coordinate and monitor environmental matters, and national Environmental Officers have been deployed to some specific regions (Gao, Timbuktu, Mopti and Bamako).

Recycling of some solid waste, such as plastics and cans, and the provision of "ground covering" (concrete platforms with high edges) to contain spillage at fuel contractors' sites, are reflective of the Mission's ongoing efforts to manage its premises in order to reduce soil contamination risks.

Environmental activity reports covering the mission-wide action plan are provided to management twice a month.

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. 40).

Action taken to implement request/recommendation

MINUSMA has adopted the guidelines on mandated programmatic activities funded through peacekeeping assessed budgets, which provide direction on planning, implementation, management, monitoring and evaluation as a tool for mandate implementation. In addition, the Mission has also enhanced review of results-based budgeting to create plausible linkages between selected programmatic activities and the Mission's mandate. The Mission leverages the use of implementing partners in the delivery of programmatic activities and uses in-house capabilities to undertake those programmatic activities where it has a comparative advantage based on the integrated strategic framework. The Mission has in place a memorandum of understanding with the implementing partners that serves as a basis of each party's contractual obligation. Efforts are under way to strengthen oversight, governance and reporting functions by the implementing partners.

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):

- **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 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 posts.
 - **Conversion of international posts to national posts:** approved international posts are proposed for conversion to national 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:

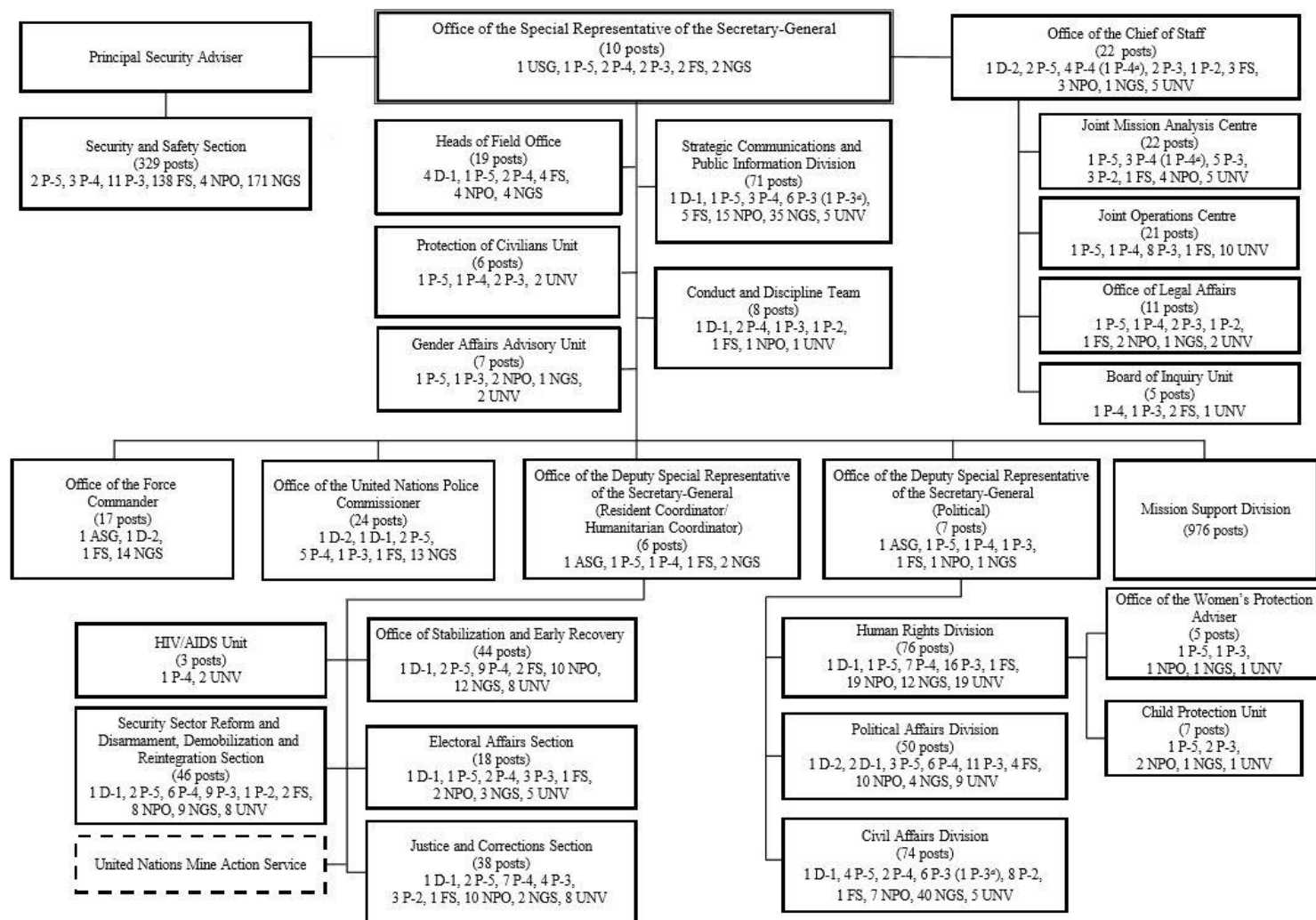
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations,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

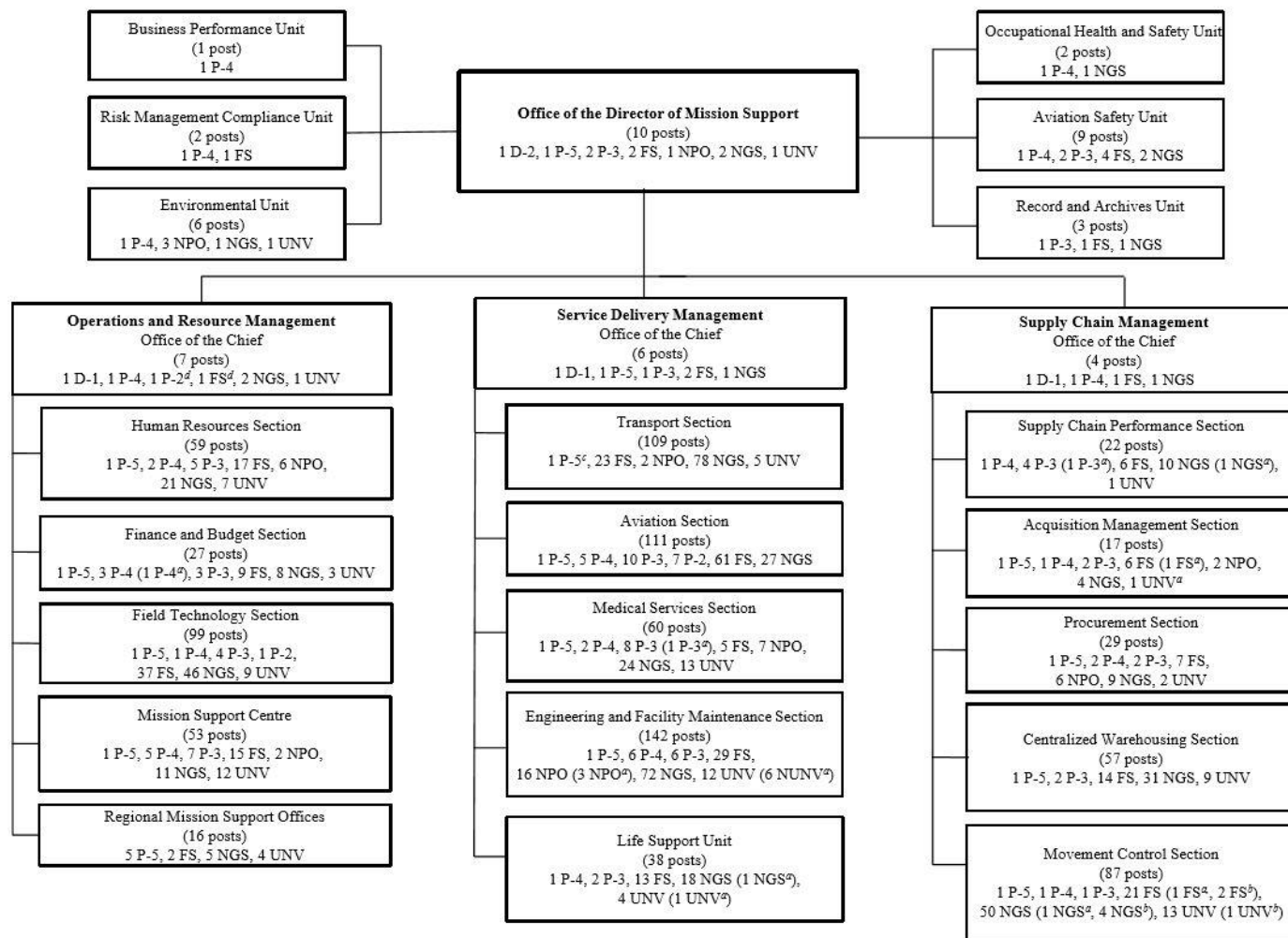
Annex II

Organization charts

A. Substantive and administrative offices



B. Mission Support Division



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

^a New post.

^b Redeployment.

^c Reclassification.

^d Positions funded under general temporary assistance.

Information on funding provisions and activities of United Nations agencies, funds and programmes

[illegible]

Priorities	Outcomes	Outputs	Lead, partners, mechanism
Good governance WFP: \$6,879,902 (per year in 2018 and 2019); UNICEF: \$1,650,229 (per year in 2018 and 2019); UN-Women: \$792,000 (in 2018) and \$559,537 (in 2019); UNDP: \$12,400,000 (in 2019)	3. State, national and local institutions carry out their public service missions more effectively, and non-State actors participate and ensure citizen control in accordance with the principles of good governance and the rule of law	<ul style="list-style-type: none"> • 2.2 Communities achieve the technical capacity to prevent and manage community conflicts, strengthen social cohesion and create conditions for the return of refugees and internally displaced persons • 2.3 The technical and material capacities of institutions (Ministry of Education, the Ministry of Higher Education and Research, students and teachers' unions) are strengthened for the promotion of education in a culture of peace and human rights • 2.4 Tangible and intangible damaged cultural heritage is rehabilitated and tools for the promotion of diversity in cultural expressions are developed • 3.1 The capacities of the National Assembly and public finance control structures (Accounts Section of the Supreme Court) are strengthened to improve accountability in the management of public policies • 3.2 The capacities of the State, electoral management body and community-based organizations are strengthened to improve the credibility of electoral processes and promote greater participation, especially of women and young people • 3.3 The strategies and available action plans are operationalized for the reinforcement of decentralization and the consolidation of local governance • 3.4 The capacity of public institutions (at the national, regional and sectoral levels) for evidence-based planning and programming, monitoring and evaluation and production of comparable and disaggregated statistical data is strengthened • 3.5 Capacities of civil society organizations and the media are strengthened to improve citizen control, accountability of institutions and participation of women and young people in public life 	<ul style="list-style-type: none"> • Lead: UNDP • United Nations partners: UNICEF, UN-Women, UNFPA, UNHCR, United Nations Capital Development Fund (UNCDF), International Organization for Migration (IOM)

Priorities	Outcomes	Outputs	Lead, partners, mechanism
Access to social services WFP: \$58,240,757 (per year in 2018 and 2019); UNICEF: \$55,288,506 (in 2018) and \$57,554,618 (in 2019); Joint United Nations Programme on HIV/AIDS (UNAIDS): \$170,000 (in 2019); UN-Women: \$215,000 (per year in 2018 and 2019); UNHCR: \$2,195,233 (in 2019); UNDP: \$6,000,000 (in 2019)	4. Populations, especially women and children, the most vulnerable and those affected by crises, have increased and equitable access to and use of quality basic social services	<ul style="list-style-type: none"> • 3.6 The functioning of the judicial, penitentiary and anti-impunity bodies is improved throughout the national territory in a reformed legal framework in line with the principles of the rule of law • 3.7 Formal and informal national mechanisms for the promotion and protection of human rights have the institutional and technical capacities to better accomplish their missions in accordance with international standards • 4.1 Women, children and young people, especially the most vulnerable, use an integrated package of quality health services • 4.2 People, especially the most vulnerable, have access to quality HIV and AIDS prevention and care services • 4.3 Mothers and children, especially the most vulnerable or affected by the food and nutrition crises, benefit from a comprehensive package of nutritional interventions at the community and service levels • 4.4 Preschool- and school-age children and young people, especially the most vulnerable, have access to quality basic education • 4.5 Vulnerable groups (girls, boys and women) are protected against violence, abuse and exploitation and adequately cared for • 4.6 Vulnerable groups benefit from adequate social protection services 	<ul style="list-style-type: none"> • Lead: UNICEF and UNFPA • United Nations partners: WHO, WFP, United Nations Educational, Scientific and Cultural Organization (UNESCO), UNAIDS, UN-Women, FAO, UNHCR, Office for the Coordination of Humanitarian Affairs, UNDP, World Bank

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
<p>Sustainable growth FAO: \$5,531,889; UNCDF: \$352,809 UNFPA: \$22,000 WHO: \$621,511 UNIDO: \$294,728 UN-Women: \$2,691,267; WFP: \$27,434,700 (per year in 2018 and 2019); UNDP: \$14,300,000 (in 2019) UNESCO: \$125,000; UNICEF: \$16,675,872 (in 2018) and \$18,132,728 (in 2019)</p>	<p>5. Disadvantaged populations, particularly women and young people, benefit from increased productive capacities and opportunities in a healthy and sustainable environment conducive to poverty reduction</p>	<ul style="list-style-type: none"> • 5.1 Disadvantaged populations and family farms benefit from technical skills, income-generating capabilities and activities to improve food and nutrition security • 5.2 State structures, the private sector, the diaspora and civil society have technical skills and means to improve productive and commercial capacities to promote green and inclusive growth • 5.3 The implementation of national policies for job creation and women's entrepreneurship promotes better socioeconomic integration of young people and women • 5.4 Vulnerable populations have a better living environment through sustainable access to water and adequate sanitation • 5.5 The resilience of populations to climate change is reinforced by the implementation of policies to promote the increased use of new and renewable energies, energy efficiency through adaptation to climate change and disaster risk reduction • 5.6 People and other actors affected by desertification and deforestation have increased capacity to manage natural resources sustainably and protect biodiversity and ecosystems 	<ul style="list-style-type: none"> • Lead: UNDP and FAO • United Nations partners: FAO, UNCDF, WFP, UNDP, UN-Women, WHO, UNIDO, UNESCO, UNICEF

