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Financing of the African Union-United Nations Hybrid Operation in Darfur

Budget for the African Union-United Nations Hybrid Operation in Darfur for the period from 1 July 2019 to 30 June 2020

Report of the Secretary-General

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Summary

The Secretary-General, in his note on the financing of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) for the period from 1 January to 31 March 2020 (A/74/562), indicated that a detailed budget proposal for the 2019/20 period would be prepared for consideration during the first resumed part of the seventy-fourth session of the General Assembly.

The present report contains the budget for UNAMID for the period from 1 July 2019 to 30 June 2020, which amounts to \$517,505,600. In its resolutions 73/278 B and 74/261, the General Assembly authorized the Secretary-General to enter into commitments of up to \$388,198,700 until 31 March 2020. The present budget proposal takes into consideration the amounts authorized by the Assembly.

The proposed budget provides for the deployment of 49 military observers, 4,001 military contingent personnel, 760 United Nations police officers, 1,740 formed police personnel, 530 international staff, 878 national staff, 68 United Nations Volunteers, 97 temporary positions and 6 government-provided personnel by 30 June 2020.

The total resource requirements for UNAMID for the financial period from 1 July 2019 to 30 June 2020 have been linked to the Operation's objective through a number of results-based budgeting frameworks, organized according to components, which have been aligned with the key priorities endorsed by the Security Council in its resolution 2429 (2018) and reiterated in its resolution 2479 (2019) and resolution 2495 (2019), namely: (a) support to the peace process (formerly support to the mediation process); (b) protection of civilians; (c) support to the mediation of community conflict; and (d) support. The human resources of the Operation in terms of the number of personnel have been attributed to the individual components, with the exception of the Operation's executive direction and management, which can be attributed to the Operation as a whole.

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

Financial resources

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

| Category | Cost estimates (2019/20) ^a | | | | | Variance | |
|--|---------------------------------------|----------------------------|----------------------------------|------------------------------|--|--------------------|---------------|
| | Expenditure (2017/18) | Apportionment (2018/19) | Expenditure | Requirements | Total | Amount | Percentage |
| | | | 1 July to 31 December 2019 | 1 January to 30 June 2020 | requirements 1 July 2019 to 30 June 2020 | | |
| Military and police personnel | 486 844.8 | 338 262.4 | 110 334.6 | 115 860.2 | 226 194.8 | (112 067.6) | (33.1) |
| Civilian personnel | 246 593.7 | 203 846.1 | 86 895.6 | 75 017.8 | 161 913.4 | (41 932.7) | (20.6) |
| Operational costs | 174 825.9 | 173 414.2 | 60 740.7 | 68 656.7 | 129 397.4 | (44 016.8) | (25.4) |
| Gross requirements | 908 264.4 | 715 522.7 | 257 970.9 | 259 534.7 | 517 505.6 | (198 017.1) | (27.7) |
| Staff assessment income | 24 674.0 | 19 178.1 | 8 516.1 | 5 670.2 | 14 186.3 | (4 991.8) | (26.0) |
| Net requirements | 883 590.4 | 696 344.6 | 249 454.8 | 253 864.5 | 503 319.3 | (193 025.3) | (27.7) |
| Voluntary contributions in kind (budgeted) | – | – | – | – | – | – | – |
| Total requirements | 908 264.4 | 715 522.7 | 257 970.9 | 259 534.7 | 517 505.6 | (198 017.1) | (27.7) |

^a Inclusive of authority to enter into commitments of \$257,970,900 approved by the General Assembly by its resolution 73/278 B and authority to enter into commitments of \$130,227,800 approved by the Assembly by its resolution 74/261.

| 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 | – | – | – | – | 68 | 40 | – | – | – | 108 |
| Proposed 2019/20 | – | – | – | – | 68 | 40 | – | – | – | 108 |
| Components | | | | | | | | | | |
| Support to the peace process | | | | | | | | | | |
| Approved 2018/19 | – | – | – | – | 10 | 16 | – | – | – | 26 |
| Proposed 2019/20 | – | – | – | – | 10 | 16 | – | – | – | 26 |
| Protection of civilians | | | | | | | | | | |
| Approved 2018/19 | 35 | 4 015 | 760 | 1 740 | 53 | 34 | – | 2 | 6 | 6 645 |
| Proposed 2019/20 | 49 | 4 001 | 760 | 1 740 | 52 | 34 | – | 2 | 6 | 6 644 |
| Support to the mediation of community conflict | | | | | | | | | | |
| Approved 2018/19 | – | – | – | – | 10 | 14 | – | – | – | 24 |
| Proposed 2019/20 | – | – | – | – | 10 | 14 | – | – | – | 24 |
| Support | | | | | | | | | | |
| Approved 2018/19 | – | – | – | – | 390 | 774 | 97 | 66 | – | 1 327 |
| Proposed 2019/20 | – | – | – | – | 390 | 774 | 97 | 66 | – | 1 327 |
| Total | | | | | | | | | | |
| Approved 2018/19 | 35 | 4 015 | 760 | 1 740 | 531 | 878 | 97 | 68 | 6 | 8 130 |
| Proposed 2019/20 ^d | 49 | 4 001 | 760 | 1 740 | 530 | 878 | 97 | 68 | 6 | 8 129 |
| Net change | 14 | (14) | – | – | (1) | – | – | – | – | (1) |
| <p>^a Represents highest level of authorized/proposed strength.</p> <p>^b Includes 124 National Professional Officers and 754 national General Service staff.</p> <p>^c Funded under general temporary assistance.</p> <p>^d Represents the highest level of authorized strength, effective 30 June 2020, for civilian personnel and for uniformed personnel pursuant to Security Council resolution 2495 (2019).</p> | | | | | | | | | | |

Human resources

| | <i>Authorized strength as at 30 June 2019</i> | <i>Budgeted average monthly deployment 1 July 2018 to 30 June 2019</i> | <i>Approved deployment</i> | | <i>Planned deployment^a</i> |
|-------------------------------|---|--|--|--|---------------------------------------|
| | | | <i>From 1 July to 31 December 2019</i> | <i>From 1 January to 31 March 2020</i> | <i>From 1 April to 30 June 2020</i> |
| Military observers | 35 | 60 | 55 | 49 | 49 |
| Military contingents | 4 015 | 6 650 | 3 995 | 4 001 | 4 001 |
| United Nations police | 760 | 806 | 760 | 760 | 760 |
| Formed police units | 1 740 | 1 638 | 1 740 | 1 740 | 1 740 |
| International staff | 531 | 668 | 531 | 530 | 530 |
| National staff | 878 | 1 663 | 878 | 878 | 878 |
| Temporary positions | 97 | 97 | 97 | 97 | 97 |
| United Nations Volunteers | 68 | 116 | 68 | 68 | 68 |
| Government-provided personnel | 6 | 6 | 6 | 6 | 6 |
| Total | 8 130 | 11 704 | 8 130 | 8 129 | 8 129 |

^a Represents highest level of planned strength.

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 African Union-United Nations Hybrid Operation in Darfur (UNAMID) was established by the Security Council in its resolution 1769 (2007). The most recent extension of the mandate was authorized by the Council in its resolution 2495 (2019), by which the Council extended the mandate until 31 October 2020. The Council, in its resolution 2495 (2019), also requested a special report from the Chairperson of the African Union Commission and the Secretary-General of the United Nations with recommendations on the drawdown of UNAMID and options for a follow-on presence to the Operation by 31 January 2020.

2. The special report is scheduled to be issued to the Security Council on 14 February 2020, based on which the Council will decide on the drawdown of UNAMID and post-UNAMID options by 31 March.

3. Pending the decision by the Security Council on the special report requested in its resolution 2495 (2019), the Operation will continue to implement the recommendations contained in the special reports of the Chairperson of the African Union Commission and the Secretary-General of the United Nations on the strategic review of UNAMID, namely, S/2018/530, S/2019/445 and S/2019/816, endorsed by the Council in its resolutions 2429 (2018), 2479 (2019) and 2495 (2019), respectively. Implementation of the Operation's mandate during the period will take into consideration the new political realities in the Sudan, support the priorities outlined by the transitional Government of the Sudan and be guided by the whole-of-system approach for Darfur, in accordance with resolution 2495 (2019).

4. The Operation is mandated to help the Security Council to achieve an overall objective, namely, a lasting political solution and sustained security in Darfur.

5. Within the context of this overall objective, UNAMID will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components: (a) support to the peace process; (b) protection of civilians; (c) support to the mediation of community conflict; and (d) support, which are derived from the mandate of the Operation.

6. The expected accomplishments would support the fulfilment of the Security Council's objective within the lifetime of the Operation, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNAMID, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management of the Operation, which can be attributed to the Operation as a whole. Variances in the number of personnel, compared with those presented in the approved budget for the 2018/19 period, including proposed staffing actions, have been explained under the respective components.

7. The Operation is headed by the Joint Special Representative of the Chairperson of the African Union Commission and the Secretary-General of the United Nations, at the level of Under-Secretary-General. The Joint Special Representative is assisted by a Deputy Joint Special Representative of the Secretary-General at the level of Assistant Secretary-General. Military operations are headed by a Force Commander at the Assistant Secretary-General level, while a Police Commissioner at the D-2 level heads the Police Division, along with a Deputy Police Commissioner at the D-1 level.

8. The overall management of UNAMID is carried out on the basis of United Nations standards, principles and established practices. Backstopping and command

and control structures for the Operation are provided by the United Nations. All command and control structures and the main offices of the Operation are located in Khartoum and Darfur.

B. Planning assumptions and mission support initiatives

9. During the period from 1 July 2019 to 30 June 2020 and within its deployed capabilities, UNAMID will continue to implement its mandate as set out in Security Council resolution [2495 \(2019\)](#) and shall focus its activities on: (a) support for the peace process, including for mediation between the transitional Government of the Sudan and the Darfur armed movements, the national Peace Commission, and support for the implementation of any peace agreement, as currently reflected in the strategic priority of the transitional Government of the Sudan to achieve a fair and comprehensive peace; (b) support for peacebuilding activities, including strengthening the state liaison functions and expanding them into the Jebel Marra; and (c) the protection of civilians, monitoring and reporting on human rights, including sexual and gender-based violence and grave violations against children, the facilitation of humanitarian assistance and the safety and security of humanitarian personnel, and contributing to the creation of the security conditions necessary for the voluntary, informed, safe, dignified and sustainable return of refugees and internally displaced persons or, where appropriate, their local integration or relocation to a third location.

10. During the period, UNAMID will be guided by the whole-of-system approach for Darfur, with a focus on peacekeeping and providing sustainable solutions to the drivers of conflict, in line with the Operation's current two-pronged approach, in order to prevent a relapse and enable the transitional Government of the Sudan, the United Nations country team, civil society and international actors to prepare for the eventual exit of UNAMID. Within the peacekeeping concept, the Operation will focus on the mediation of the political process and, at the local level, on the protection of civilians, the clearance of explosive remnants of war and emergency relief in coordination with the humanitarian country team. Peacekeeping efforts will concentrate in and around the area of clashes between Government forces and elements of the Sudan Liberation Army-Abdul Wahid in the greater Jebel Marra and 12 team sites, 1 temporary operating base and headquarters in Zalingei, Central Darfur.

11. The whole-of-system transition concept will continue to be focused on providing sustainable solutions to the critical drivers of conflict. The priority areas will continue to be jointly planned and delivered through the state liaison functions in the four Darfur state capitals of El Fasher, Nyala, Ed Daein and El Geneina. In addition, the extension of State liaison functions in the greater Jebel Marra is at an advanced stage, in line with Security Council resolution [2495 \(2019\)](#). This extension is intended to strengthen the United Nations country team's presence and its ability to support the capacity of the transitional Government of the Sudan in three areas: mitigation of protection risks/threats in the framework of the Operation's security transition strategy; addressing intercommunal and land conflicts, especially in the areas with a high level of tension; and addressing rule of law and human rights issues.

12. Subject to the decision of the Security Council, in March 2020, on the drawdown of the Operation, the UNAMID military component will operate with an authorized strength of 4,050 military personnel, which includes 128 staff officers, 49 military observers and 7 liaison officers. The military component will operate from seven team sites (Zalingei, Nertiti, Kass, Menawashi, Sortony, Kabkabiya and Khor Abeche) and one temporary operating base (Golo), and be headquartered in Zalingei. The force will comprise four infantry battalions, of which one shall be earmarked as force

reserve battalion stationed at Zalingei, a military police company, a headquarters company, a medium utility helicopter unit in El Fasher, a multi-role engineering company and a level II medical facility at Kabkabiya, North Darfur.

13. The military component will continue its efforts to establish a stable and secure environment in Darfur, protecting civilians at risk, preventing armed attacks and supporting the implementation of peace agreements by making full use of its mandate and capabilities, with the use of all available capacity and resources, as deemed necessary. The focus of security operations will be to contribute to the protection of civilians from physical violence, provide security for United Nations and associated personnel and properties, and enable the delivery of humanitarian assistance. The Operation will continue to provide static team sites and mobile patrols in high-risk areas to deter violence and assist humanitarian and development agencies and continue to ensure flexibility by continuing to readjust its deployment to provide an appropriate troop presence in identified high-risk areas and potential flashpoints within the area of operation. The force posture will emphasize robust peacekeeping patrolling, including the rapid deployment of the reserve battalion in extremis using the force aviation assets.

14. In accordance with Security Council resolution [2429 \(2018\)](#), the police component will continue to operate with 2,500 police personnel: 760 individual police officers and 11 formed police units comprising a total of 1,740 personnel (6 formed police units comprising 140 personnel each, 1 formed police unit comprising 160 personnel, 3 formed police units comprising 180 personnel each and 1 formed police unit comprising 200 personnel). A total of 649 individual police officers, comprising around 85 per cent of the police personnel, will be deployed and engaged in 12 team sites, 1 temporary operating base, a mobile training team and capacity-building and development team, in the 5 state liaison functions and in the Khartoum Liaison Office. The remaining 111 individual police officers, comprising 15 per cent of police personnel, will be deployed at headquarters in Zalingei to support operational functions.

15. The police component will support the protection of civilians and the facilitation of humanitarian assistance and provide high-visibility patrols in camps for internally displaced persons, the adjacent areas, areas of return and along migration routes, especially those used by women and children. In addition, the police component will also provide armed escorts for United Nations agencies and humanitarian personnel during field assessments and monitoring missions, create a protective environment by coordinating the development and capacity-building of the transitional Government of the Sudan police in Darfur and conduct community-orientated policing initiatives, including on sexual and gender-based violence and child protection, in coordination with the United Nations country team.

16. The Operation will continue to undertake critical substantive activities in line with its mandate outlined in Security Council resolution [2495 \(2019\)](#). The prevailing political environment and changes taking place in the Sudan, following the transition in power, provide a unique opportunity for ending armed conflicts and achieving comprehensive peace in the Sudan, including in Darfur. The constitutional declaration of 17 August 2019, which governs the transition in the Sudan, stipulates achieving peace in the country as the key priority. The transitional Government of the Sudan and the Sudanese armed movements, including the Darfur armed movements with the exception of the Sudan Liberation Army-Abdul Wahid, signed the Juba Declaration for Confidence-building Procedures and the Preparation for Negotiation in Juba on 11 September 2019.

17. In view of the above and in line with Security Council resolution [2495 \(2019\)](#), UNAMID, through the Joint Special Representative, will provide support to the peace

process, including the ongoing mediation between the transitional Government of the Sudan and the Darfur armed movements, the Peace Commission and to the implementation of any peace agreement, as currently reflected in the strategic priorities of the transitional Government. Furthermore, in coordination with the African Union, the Operation will provide secretariat support to the ongoing peace talks. It will also support the Peace Commission, including through advocacy, policy development, capacity-building and the provision of logistical support. The Operation will focus on facilitating the participation of non-State actors, especially women, youth, civil society and internally displaced persons, in the peace negotiations. In that regard, in addition to political advocacy and providing technical and logistical support to the participation of these groups in the political and peace negotiations, the Operation will design capacity-building programmes on peace negotiations and organize associated activities (training and workshops) for all relevant Darfur stakeholders in the peace process, including the armed movements and other non-State actors. UNAMID will also closely coordinate with subregional and regional organizations, other United Nations missions in the region and external partners to ensure effective support for the peace process.

18. The Darfur Ceasefire Commission will assist the Sudan Disarmament, Demobilization and Reintegration Commission and the Darfur Security Arrangements Implementation Commission in the preparation and implementation of related programming for agreed security arrangements, including the disarmament, demobilization and reintegration of armed groups, pending the outcomes of the Juba peace talks. The Operation will continue to provide technical and logistical support for the smooth functioning of the Commission within the framework of the ongoing negotiations and related outcomes of the Juba peace talks.

19. UNAMID will continue to implement its protection of civilians mandate in line with the two-pronged approach combining peacekeeping and stabilization activities, with a particular focus on the transition and handover of functions related to the protection of internally displaced persons and the establishment of a protective environment to the transitional Government of the Sudan, with the support of the United Nations country team. The Operation will continue to employ a truly integrated approach to its protection of civilians strategy by combining the elements of political dialogue, a protective environment and physical protection with a gradual reduction in its reliance on physical protection and protection through presence, in conjunction with the United Nations country team and the transitional Government. The goal will be to ensure that the Operation optimizes its efforts on protective measures, leading to increased stabilization throughout Darfur before its exit.

20. UNAMID, in close coordination with the United Nations country team and the transitional Government of the Sudan, will continue to engage with local community members to enhance information-gathering on protection challenges in order to prevent and respond to issues of threats of physical violence against civilians. The Operation will simultaneously increase support to the transitional Government for the establishment of a long-term protective environment. In the peacekeeping area (the greater Jebel Marra), particular emphasis will continue to be placed on the physical protection of conflict-affected populations, including internally displaced persons and civilians particularly at risk, such as women, girls, boys and the most vulnerable persons. Through the established state liaison functions, UNAMID and the United Nations country team will continue to collaborate through joint analysis, planning and delivery towards common achievements and stabilization to avoid a relapse into conflict in Darfur.

21. In collaboration with the transitional Government of the Sudan authorities, the Truth, Justice and Reconciliation Commission, the Darfur Land Commission and relevant local actors, the Operation will support the prevention, mitigation and

resolution of intercommunal conflicts in the greater Jebel Marra through early warning and information-sharing capacities, supporting key mediation and reconciliation processes at the local level, prioritizing interventions and resources to encourage the resolution of conflicts that have the potential to destabilize security, and supporting traditional reconciliation mechanisms and initiatives to prevent conflicts and promote peaceful coexistence between farmers and nomadic herders.

22. UNAMID will continue to provide assistance to ensure the expeditious prosecution, including for gender-based violence, and containment of criminals in the greater Jebel Marra, with a specific focus on armed groups and criminal elements. This will include direct support to prosecution authorities, especially the Special Prosecutor for Crimes in Darfur, mobile courts, capacity-building and, where appropriate, infrastructure rehabilitation. The Operation will also continue, in close coordination with the United Nations country team, to support the re-establishment of the criminal justice chain to create key conditions for the potential return of and durable solutions for internally displaced persons and continue to promote stabilization as part of measures for preventing a relapse into conflict in areas where hostilities have ceased or have been significantly reduced. In the same context, capacity-building for rural courts will continue, as intercommunal violence remains one of the key drivers of conflict in the area. With respect to the transition concept in the locations of the state liaison functions, the Operation will collaborate with United Nations country team partners on the extension of State authority, the strengthening of rule of law institutions in the justice and corrections areas and support for local conflict resolution mechanisms, including rural courts, to enhance accountability and reduce intercommunal and resource-based conflicts.

23. Joint rule of law activities will continue to address the specific needs identified in the different states of Darfur with the intention of ensuring a complete transition to national authorities, the United Nations country team and other partners. This will entail capacity-building for rural court judges and the re-establishment of the criminal justice chain, including prisons, in priority return areas, which are key to enabling durable solutions for internally displaced persons. Furthermore, UNAMID will engage the transitional Government of the Sudan and national non-governmental organizations (NGOs) at a strategic level to ensure a smooth and successful transition of its mandated tasks to entities with comparative advantages. In this context, it is necessary for the transitional Government to commit to taking on the capacity-building of prosecutors, formal and rural court judges and corrections personnel. The United Nations country team has also increased its presence and strives to attract sustainable donor funding for Darfur. Within the context of Security Council resolution [2495 \(2019\)](#), UNAMID and the United Nations country team will continue to jointly implement the Operation's rule of law programme through the state liaison function mechanism. In addition, the Operation will support the transitional Government in promoting accountability and improved access to justice through the strengthening of the rule of law institutions and law enforcement agencies and enhancing inclusiveness in the peace process through the facilitation of the participation of the major stakeholders in Darfur, including internally displaced persons, women's groups and civil society.

24. The success of the implementation of community stabilization projects, including community-based, labour-intensive projects for youth at risk, has demonstrated the far-reaching effect and impact of such projects on the mediation and overall peacebuilding efforts in Darfur, in particular in the greater Jebel Marra. For the 2019/20 period, the Operation will undertake activities focused on community stabilization aimed at engaging unskilled, unemployed and vulnerable youth in meaningful work to help them to build the skills that will allow them to secure employment and reduce the likelihood of their recruitment by criminal gangs. The

Operation will continue to partner with the United Nations country team and local partners to develop, design and implement activities in communities across the greater Jebel Marra.

25. The Operation will continue to build the human rights capacity of government institutions, civil society and community-based organizations by strengthening their work on good governance; maintain a platform for constructive dialogue with the transitional Government of the Sudan; engage with international partners, the United Nations country team, armed movements and key national stakeholders, including actors in the criminal justice chain and relevant security forces, to address human rights concerns, including conflict-related sexual violence and sexual and gender-based violence; provide technical and other support to the human rights institutions and transitional justice mechanisms of the transitional Government, with a view to enhancing the effective discharge of their mandates; and facilitate the work of the Human Rights Council special procedure mandate holder, the Independent Expert on the situation of human rights in the Sudan, and the work of the African Commission on Human and Peoples' Rights and its special mechanisms. Efforts at mainstreaming human rights into peace and political processes and in humanitarian assistance pertaining to Darfur will be sustained, in compliance with the human rights due diligence policy.

26. The Operation will facilitate the implementation of Security Council resolutions on children and armed conflict in Darfur, including through the monitoring and reporting of grave violations against children and the reintegration of children's concerns into the peace process, including advocating the release of all children by armed forces and armed groups who are part of the peace process. The Operation will continue to consolidate the gains made from the delisting of the Sudan and the implementation of the action plan between the United Nations and the transitional Government of the Sudan on the protection of children from recruitment and the prevention of the use of child soldiers, including supporting the transitional Government and the United Nations country team in developing a national strategy of protection of children affected by armed conflict and transforming the action plan to a national plan, building the capacities of national child protection partners towards the operationalization of the national strategy and establishing child protection committees and focal points within Darfur to enhance local ownership of the child protection agenda.

27. UNAMID will continue to promote a safer and more secure environment through timely responses to threats posed by the explosive remnants of war. Within the greater Jebel Marra area of operations, which has a high concentration of explosive remnants of war, the Operation will continue to address protection concerns by clearing explosive remnants of war and conducting risk education activities. Outside the greater Jebel Marra, the Operation will engage in rapid responses to threats of explosive remnants of war, maintain a high clearance rate of them and ensure education on their risk in returnee areas, identified by the United Nations country team and in coordination with the transitional Government of the Sudan, and through the National Mine Action Centre. In addition, the Operation will continue to build the capacity of national authorities and local NGOs to support sustainable remnants of war mitigation and mine action responsibilities, and coordinate with the United Nations Children's Fund (UNICEF) on explosive remnants of war risk education.

28. UNAMID will ensure that mandate implementation embodies the principle of gender equality and women's rights, in addition to encompassing the pursuit of its commitments under Security Council resolutions on women and peace and security. The Operation will provide technical advice in decision-making at leadership levels and ensure that a gender perspective is consistently integrated into all components of

the mandate. The Operation will advocate the protection of women's rights and support efforts to increase the participation of Darfuri women in the political and peace process, conflict resolution, governance structures, post-conflict planning and peacebuilding. Furthermore, UNAMID will undertake an assessment of the impact of the established mechanisms in advancing gender equality and women's rights, in line with the provisions of Security Council resolution 1325 (2000), across Darfur and provide recommendations drawn from the findings of the review for a smooth transition to relevant United Nations agencies, funds and programmes, State institutions and the Ministry of Social Affairs, on meeting the goals of that resolution on women and peace and security.

29. The Operation will continue to place a heavy reliance on air operations to transport personnel and equipment across Darfur owing to poor road infrastructure, difficult terrain and an unpredictable security environment. In this regard, the Operation will maintain and operate a maximum of 14 aircraft (2 fixed-wing and 12 rotary-wing) during the 2019/20 period, reflecting a reduction of 1 fixed-wing and 1 rotary-wing aircraft, compared with the 2018/19 period.

30. UNAMID will continue to consolidate, align and optimize the existing information and communications technology infrastructure in order to provide a platform that ensures the availability of reliable services, while simultaneously ensuring that adequate security measures are in place to mitigate cyber or physical threats. In this regard, the proposed budget for UNAMID for the 2019/20 period includes minimal requirements for the replacement of obsolete communications and information technology equipment.

31. In line with the reconfiguration of the Operation to date, UNAMID will maintain 12 sites and 1 temporary operating base, including Zalingei headquarters, to accommodate military personnel, former police units and civilians. A strong emphasis will continue to be placed on using in-house resources, including engineering enablers, wherever possible. Regular repair and maintenance of airfields and landing sites will be undertaken to ensure uninterrupted air operations. As part of its environmental strategy, the Operation will continue to oversee the management of its tipping site at Zamzam established in the 2019/20 period, to ensure that the safe disposal of solid waste is properly carried out.

32. The Operation will streamline its vehicle holdings, including a reduction in the number of light passenger vehicles. The proposed budget for UNAMID for the 2019/20 period does not include any provision for the acquisition of vehicles.

Preparations for drawdown and eventual closure

33. In paragraph 4 of its resolution 2495 (2019), the Security Council directed that UNAMID should maintain all team sites (with the exception of its sector headquarters in South Darfur), while being prepared for the timely and responsible closure of additional team sites following a decision of the Council. To this end, the Operation has intensified its planning and preparations for an eventual closure of UNAMID and its subsequent liquidation.

34. Preparatory activities include the critical examination of progress made on the whole-of-system transition concept with the United Nations country team. UNAMID, jointly with the United Nations country team, has put in place mechanisms for transition planning and coordination, which includes setting up a Joint Transition Cell to spearhead and provide oversight on broad transition and state liaison function implementation. A joint transition action plan, envisioned as a living document with six work streams, has been adopted as a transition planning, implementation and monitoring tool, which outlines the body of work that will need to be carried out, expected timelines and partners who will carry forward critical peacebuilding

activities when the Operation ends its presence in Darfur. This will result in the joint development of the future handover plan for completion activities during the final phase of the Operation's mandate. UNAMID, in close collaboration with Headquarters and building on lessons learned from previous peacekeeping mission transitions and closures, including the United Nations Mission for Justice Support in Haiti, is determining the measures needed for an effective handover to any follow-on United Nations presence in Darfur.

35. Similarly, UNAMID continues to plan for the physical closure of the Operation and its eventual exit from the country. Critical, fundamental tasks that will require considerable attention and planning include the repatriation of uniformed personnel and contingent-owned equipment; the phased handover of remaining team sites and their environmental remediation; the responsible and well-organized management of the separation of civilian personnel, with full regard to the lessons learned from previous mission closures; and the creation of formal asset disposal plans, approved by senior leadership and Headquarters, to safeguard the disposition of what may result in a considerable surplus of United Nations fixed assets and inventory. In this regard, the Operation is working closely with Headquarters, as well as the United Nations Logistics Base at Brindisi, Italy, and the Regional Service Centre in Entebbe, Uganda, to formulate plans for the physical and administrative closure and liquidation of UNAMID.

36. Depending on the decision of the Security Council, the period from May to October 2020 may be dedicated to the drawdown and subsequent closure of UNAMID, possibly to coincide with the establishment of a follow-on mission.

37. In the event of a decision that would require UNAMID to embark on the further closure of the remaining team sites by October 2020, the Operation is well positioned to implement a further drawdown of uniformed personnel and assets, the closure of 14 locations (comprising 12 team sites, 1 temporary operating base and the Operation headquarters) and pre-liquidation activities in respect of the United Nations property, in line with Security Council resolution [2495 \(2019\)](#). In this regard, UNAMID has developed a preliminary plan for the sequenced closure of the 14 locations between May and October 2020. The Operation's preliminary drawdown plan and the closure sequence of team sites has been formulated, among other things, with the following key criteria; (a) protection of the remaining civilians, which is core to the Operation's mandate delivery through to eventual closure; (b) safeguarding the security of United Nations personnel and assets, which is paramount; and (c) maintaining adequate and reliable logistical support functions throughout the duration of a drawdown and closure.

38. Should the preliminary drawdown and closure plan be put into effect as mandated by the Security Council, it would entail the closure of an average of two team sites every month starting from early May 2020, with a small period of approximately two weeks between successive closures, if the Operation is to achieve closure by the end of October. The preliminary drawdown plan is rapid, with little, if any, latitude for deviation. This reflects the inherent fact that the drawdown period would be constrained significantly in Central Darfur by the impact of the rainy season between July and September, when many team sites are usually inaccessible.

39. Preparatory activities in terms of environmental assessment and clean-up exercises, along with the physical verification of assets, are in progress. UNAMID, in close collaboration and consultation with Headquarters, has put in place measures for the disposal of assets in accordance with the Financial Regulations and Rules of the United Nations prior to the commencement of its liquidation.

40. Preliminary plans for the cessation of operations, the repatriation of uniformed personnel and the movement of contingent-owned equipment have also been

developed and will be implemented in accordance with the decision of the Security Council. In this regard, and to facilitate the smooth implementation of an exit strategy, a strategic-level steering committee for drawdown is being established, with representation from both UNAMID and Headquarters. The Operation's preliminary drawdown and closure plan will continue to evolve and be refined to ensure that it accords with the final decision and guidance of the Council, not least of which would be the determination of the follow-on United Nations presence, which might require existing sites and United Nations assets to be retained.

41. It is envisaged that, by the end of the drawdown phase, the Operation's geographical presence would consist of: (a) the El Fasher logistics base, where the liquidation team would be located to undertake liquidation activities, including administrative closure, with robust protection arrangements in place by earmarked forces until closure; and (b) the Port Sudan operations and the Khartoum Liaison Office, which would be required to support export operations and liaison with the authorities of the transitional Government of the Sudan.

42. Owing to workload requirements with an accelerated closure of locations by 30 June 2020 and to ensure its effective implementation, the Operation does not envision a reduction in staffing levels in the 2019/20 period. A further staffing review will be carried out in the context of the 2020/21 period, including the liquidation phase.

43. In order to optimize the opportunities for national staff to find a new job, the Operation has conducted a series of activities as part of its national capacity-building programme. These include: (a) three microenterprise development fairs between 1 December 2019 and March 2020. The fair is a means of introducing national staff to alternative livelihoods as an option for future career development prospects. It involves an introduction to the investment environment of the Sudan and potential business financing options. The Operation successfully organized one such fair in El Fasher on 10 and 11 December 2019 and plans to hold two more, in Khartoum and Zalingei, during the period ending 31 March 2020; (b) two five-day workshops on "Career pathway and empowering your transition", designed to manage the emotional dynamics envisaged with the downsizing and eventual closure of the Operation; (c) ongoing training in soft skill subject areas, such as business finance and administration, which are intended to provide useful knowledge and skills in career development in the private sector; (d) conducting project identification, project proposal development, project feasibility studies and project management; (e) training and guidance on developing personal history profiles and on interviewing skills; and (f) ongoing assistance to gain access to information on career development, including networking, that will support career transitions for national staff.

C. Regional mission cooperation

44. The Joint Special Representative will continue to maintain communication, including through visits and periodic meetings with the heads of other missions in the region, in particular the United Nations Mission in South Sudan (UNMISS) and the United Nations Interim Security Force for Abyei (UNISFA), to ensure complementarity of efforts. UNMISS, UNISFA and UNAMID will continue to hold monthly meetings through teleconferencing, and quarterly face-to-face meetings.

45. The Security Council, in its resolution [2024 \(2011\)](#), mandated UNISFA to support the operations of the Joint Border Verification and Monitoring Mechanism, and UNAMID and UNMISS will continue to provide support towards this effort. In addition, in its resolution [2429 \(2018\)](#), the Council urged close coordination among

United Nations missions in the region, which include UNAMID, UNISFA, UNMISS, the United Nations Support Mission in Libya (UNSMIL) and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). Furthermore, the Operation's Joint Mission Analysis Centre will continue dialogue with counterparts in UNMISS, UNISFA, MINUSCA and UNSMIL to assess and analyse cross-border issues, with a view to ensuring a common understanding of the political and security situation as it affects Darfur, regional security and United Nations functions. Within existing capacities, the Operation will share information regarding the Lord's Resistance Army with other missions in the region and with Headquarters.

46. The Operation will continue to work closely with bilateral and multilateral donors and embassies to increase donor support for humanitarian action, the return and reintegration of displaced populations and the transition to stabilization and development in Darfur.

47. The Operation will engage international stakeholders, including members of the Peace and Security Council of the African Union, the African Union Commission, the special envoys of the permanent members of the Security Council, the European Union and other key stakeholders, to facilitate the provision of support and other contributions to the Darfur peace process and UNAMID operations.

48. The Regional Service Centre in Entebbe Uganda, will continue to provide its client missions, including UNAMID, with support in the areas of onboarding and separation, benefits and payroll, vendor payments, entitlements, official travel, the processing of claims (e.g., education grant and mission-related travel expenses), cashier services, training, conference services and information technology services.

D. Partnerships and country team coordination

49. UNAMID, jointly with the United Nations country team, has developed a transition concept, the state liaison functions, which is implemented in the four states of Darfur from which UNAMID has withdrawn. Priority areas were identified (rule of law, human rights, durable solutions, immediate service delivery and livelihood for internally displaced persons, returnees and the host community) in order to prevent a relapse into conflict. The state liaison function interventions have contributed to peacebuilding and strengthening social cohesion in communities in the four Darfur states through infrastructure development or rehabilitation, capacity-building and awareness-raising, as well as monitoring and reporting.

50. In accordance with the Secretary-General's planning directive for Darfur (4 February 2019), the Joint Transition Cell has been established. It supports UNAMID and the United Nations country team management in spearheading the transition process in a coherent manner, through the joint transition action plan. The action plan, developed and endorsed in March 2019, outlines expected deliverables, residual tasks and roles and the responsibilities of all stakeholders in transition before the eventual exit of UNAMID from the Sudan. UNAMID and the United Nations country team continue to hold high-level coordination meetings on a regular bimonthly basis to ensure a coordinated approach on the protection of civilians and the implementation of the UNAMID transition.

51. Within the framework of the integrated strategic framework and the state liaisons functions, UNAMID and the United Nations country team will ensure that the planning of durable solutions for internally displaced persons is conducted using a geographic approach based on analyses of the causes of displacement and the challenges, opportunities and capacities involved.

52. Through targeted protection meetings, UNAMID and the United Nations country team will continue to meet on a regular basis to contribute to the implementation of the protection of civilians mandate and coordinate protection responses. Furthermore, the meetings of the Joint Operations Centre will remain the Operation's primary forum for early warning and situational analysis.

53. UNAMID and the United Nations country team will continue to strengthen their collaboration in joint field monitoring, assessment and verification missions in support of targeted advocacy for access to populations in need of protection and the expansion of humanitarian space to facilitate the unhindered provision of humanitarian assistance throughout Darfur.

54. UNAMID, in collaboration with the United Nations country team, will conduct joint mainstreaming and capacity-building activities, which will be planned and implemented through the state liaison functions; oversee the monitoring, analysis and reporting arrangements on conflict-related sexual violence; and implement the monitoring and reporting mechanisms on grave violations of children's rights in situations of armed conflict. In addition, assessments will be conducted to ensure that economic, social and cultural rights are integrated into the planning and implementation of community projects.

55. As the secretariat for the country task force responsible for monitoring and reporting violations against children, the Operation will consolidate and submit the Darfur contribution to the quarterly global horizontal note on the Working Group on Children and Armed Conflict and the annual report of the Secretary-General on children and armed conflict. The Operation will continue to follow up on the implementation of Security Council resolution [1612 \(2005\)](#) on children and armed conflict by co-chairing, with UNICEF, the State-level monthly monitoring and reporting mechanism working group meetings aimed at verifying and documenting violations against children in a timely, accurate and objective manner.

56. The Operation will also continue to support the implementation of Security Council resolutions on sexual violence. The Operation will coordinate the monitoring, analysis and reporting arrangements on conflict-related sexual violence in collaboration with the United Nations country team, provide information on patterns and trends of sexual violence in conflict and post-conflict situations, provide information on parties to the conflict suspected of committing conflict-related sexual violence and provide priority assistance to survivors of conflict-related sexual violence.

57. During the budget period, mandated rule of law activities will be undertaken as a joint effort between UNAMID and the United Nations country team, including the joint rule of law and human rights programme in Darfur, and the transitional Government of the Sudan. Sustained efforts will continue to be undertaken to obtain donor support for joint activities to address a wide range of rule of law issues.

58. In addition, the Security Council, in its resolution [2429 \(2018\)](#), supported a transition concept, which provides an opportunity for UNAMID and the United Nations agencies, funds and programmes to collaborate through joint analysis, planning and delivery towards a common goal to address the critical drivers of conflict and prevent relapse through the state liaison functions structure in the four state capitals in Darfur (El Fasher, Ed Daein, Nyala and El Geneina). The four focus areas in the context of the transition are: (a) rule of law, including police; (b) durable solutions for the displaced population and host communities; (c) immediate service delivery for internally displaced persons; and (d) human rights.

E. Results-based budgeting frameworks

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

Executive direction and management

60. Overall mission direction and management are provided by the Office of the Joint Special Representative of the Chairperson of the African Union Commission and the Secretary-General of the United Nations. Under the Office of the Joint Special Representative is the Office of the Chief of Staff, which includes the Best Practices and Strategic Planning Units, the Joint Operations Centre and the Joint Mission Analysis Centre. The Office of the Deputy Joint Special Representative, the Joint Transition Cell and the Office of Legal Affairs are also included under executive direction and management, since outputs related to their responsibilities are reflected in more than one framework component.

61. Executive direction and management will ensure the implementation of the mandate provided by the Security Council, in accordance with the logistical, financial and administrative principles of the United Nations, and will pursue policies aimed at enhancing collaboration with other United Nations entities in order to promote a “One United Nations” approach to peacebuilding, recovery and reconstruction in Darfur. It will also ensure the welfare, safety and security of all United Nations staff and property throughout the Operation’s area of responsibility. Executive direction and management will support the African Union High-level Implementation Panel and the Implementation Follow-up Commission of the Doha Document for Peace in Darfur in efforts to address, in a comprehensive and inclusive manner, the challenges of peace, justice and reconciliation in Darfur.

Table 1
Human resources: executive direction and management

| | International staff | | | | | | National staff | United Nations Volunteers | Total |
|---|---------------------|---------|---------|---------|---------------|----------|----------------|---------------------------|-------|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | | | |
| Office of the Joint Special Representative | | | | | | | | | |
| Approved posts as at 30 June 2019 | 1 | – | 4 | 1 | 1 | 7 | 2 | – | 9 |
| Proposed posts 2019/20 | 1 | – | 4 | 1 | 1 | 7 | 2 | – | 9 |
| Net change | – | – | – | – | – | – | – | – | – |
| Office of the Chief of Staff | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 2 | 5 | 1 | 9 | 4 | – | 13 |
| Proposed posts 2019/20 | – | 1 | 2 | 5 | 1 | 9 | 4 | – | 13 |
| Net change | – | – | – | – | – | – | – | – | – |
| Field Coordination Unit | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | – | 1 | 1 | 3 | – | – | 3 |
| Proposed posts 2019/20 | – | 1 | – | 1 | 1 | 3 | – | – | 3 |
| Net change | – | – | – | – | – | – | – | – | – |
| State liaison functions | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | – | 2 | 20 | – | 22 | 27 | – | 49 |

| | International staff | | | | | | National staff | United Nations Volunteers | Total |
|--|---------------------|---------|---------|---------|---------------|----------|----------------|---------------------------|------------|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | | | |
| Proposed posts 2019/20 | – | – | 2 | 20 | – | 22 | 27 | – | 49 |
| Net change | – | – | – | – | – | – | – | – | – |
| Office of Legal Affairs | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | – | 2 | 2 | 1 | 5 | 3 | – | 8 |
| Proposed posts 2019/20 | – | – | 2 | 2 | 1 | 5 | 3 | – | 8 |
| Net change | – | – | – | – | – | – | – | – | – |
| Joint Operations Centre | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | – | 3 | 5 | 1 | 9 | – | – | 9 |
| Proposed posts 2019/20 | – | – | 3 | 5 | 1 | 9 | – | – | 9 |
| Net change | – | – | – | – | – | – | – | – | – |
| Joint Mission Analysis Centre | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | – | 3 | 2 | – | 5 | 2 | – | 7 |
| Proposed posts 2019/20 | – | – | 3 | 2 | – | 5 | 2 | – | 7 |
| Net change | – | – | – | – | – | – | – | – | – |
| Office of the Deputy Joint Special Representative | | | | | | | | | |
| Approved posts as at 30 June 2019 | 1 | – | 2 | 3 | 2 | 8 | 2 | – | 10 |
| Proposed posts 2019/20 | 1 | – | 2 | 3 | 2 | 8 | 2 | – | 10 |
| Net change | – | – | – | – | – | – | – | – | – |
| Total | | | | | | | | | |
| Approved posts as at 30 June 2019 | 2 | 2 | 18 | 39 | 7 | 68 | 40 | – | 108 |
| Proposed posts 2019/20 | 2 | 2 | 18 | 39 | 7 | 68 | 40 | – | 108 |
| Net change | – | – | – | – | – | – | – | – | – |

Component 1: support to the peace process (formerly support to the mediation process)

62. In accordance with Security Council resolution [2495 \(2019\)](#), UNAMID will continue to support the ongoing peace process in Juba, led by the Government of South Sudan mediator, between the transitional Government of the Sudan and the Sudan armed movements aimed at reaching a comprehensive peace agreement, as stipulated in the constitutional declaration of the transition period. The Operation will provide secretariat, advisory and technical support, facilitate the participation of non-State actors and closely coordinate with regional and international partners.

63. UNAMID will provide support for the implementation of the outcome of the Juba process by engaging the parties and various mechanisms, and others to be established in the framework of a comprehensive peace agreement. The Operation will support and facilitate national dialogue and reconciliation, as well the transformation of armed movements into political parties, while supporting the capacity-building of non-State actors to play an active role in the peace process and the political transition in the Sudan.

64. UNAMID will continue to monitor the political and security situation, including regional developments, and closely coordinate with United Nations missions in the region, as well as regional and external partners, in the implementation of political mandates and of any peace agreement to be signed in the Sudan.

65. The Operation will ensure that mandate implementation embodies the principle of gender equality and pursues its commitments under Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015) and 2493 (2019). To this end, the Operation will support, promote and facilitate the integration of gender perspectives into all components of the mandate, focusing on initiatives towards the increased participation of Darfuri women in the political and peace process, governance structures, ceasefires, disarmaments, demobilization and reintegration mechanisms and the protection of civilian mandate.

66. The Operation's communications strategy will be structured around proactive outreach through digital and print media, audiovisual tools and events. The overall objective will be to ensure that accurate and timely information is made available to relevant stakeholders on all applicable platforms. In order to ensure that humanitarian aid reaches the most vulnerable groups, the Operation will also conduct comprehensive crisis communication, in collaboration with the United Nations country team, in the event that emergency protection or humanitarian issues arise in the deep field. In addition, the Operation will endeavour to provide maximum visibility to the newly adopted whole-of-system approach comprising a peacekeeping concept in the greater Jebel Marra and a transition concept, in partnership with the United Nations country team in the rest of Darfur, including reporting of activities undertaken in the state liaison functions. The revised UNAMID communications strategy will be framed to streamline, saturate and front-load the outputs, especially on outreach conducted at the grass-roots level, media monitoring and multimedia platforms (radio, video, publications and mission websites) to ensure greater understanding of the Operation's planned exit from Darfur.

Expected accomplishments

Indicators of achievement

1.1 Support to the peace process, including mediation between the transitional Government of the Sudan and the non-signatory armed movements, leads to a comprehensive peace agreement

1.1.1 Continued engagement with the transitional Government of the Sudan and armed movements to achieve a comprehensive peace agreement

1.1.2 Effective participation of all the major stakeholders, including internally displaced persons, women and civil society, in the peace process

Outputs

- Organization of quarterly consultations with the transitional Government of the Sudan and armed movements and other parties to the negotiation, the African Union, and regional and international partners on the progress of the mediation process
- Organization of 4 meetings with leaderships of major Darfur armed movements to ensure their active engagement in the political and peace processes
- Quarterly consultative forum with subregional and regional organizations, United Nations missions and other external partners in the region to assess political developments and develop joint strategies for conflict prevention and resolution

- Issuance of 4 reports of the Secretary-General to the Security Council and of the Chairperson of the African Union Commission to the Peace and Security Council of the African Union, on mandate implementation and the progress of the peace process
 - Facilitation of the participation of diverse stakeholders in the peace process through the provision of logistical support at the state and locality levels, including the transportation of personnel and the organization of venues, for activities related to the peace process
 - Organization of 2 forums of 30 women mediators from the Jebel Marra for their inclusion in the high-level peace process
 - Establishment of a Darfur-wide regional women's coalition for peace to engage with different actors on the peace process
 - Documentation, validation, publication and dissemination of Darfuri women's participation in the peace process
 - Public information outreach campaigns to highlight the UNAMID reconfiguration process, through the dissemination of thematic information and education and communication materials bearing key messages advocating support for the implementation of the Operation's mandate, as follows: 5 thematic workshops for internally displaced persons, youth, women's groups and community leaders; 2 debates on topics of peace as they relate to security and development; 6 cultural and theatre/drama events; 6 sports events; 6 musical events; 3 open days in collaboration with other substantive sections; 6 celebrations of United Nations-recognized international days; and 15 visits to primary and secondary schools for outreach on the UNAMID mandate
 - Audio public information campaigns to highlight the work of the Operation, as follows: 6 live radio broadcasts of UNAMID events on Darfur state radio stations; 100 episodes of "UNAMID Today", a 30-minute radio programme broadcast 3 days a week; and 4 radio public service announcements on substantive issues relating to the Operation
 - Multimedia products, including video, television and print publications outputs, including: 1 major support news video (B-roll) for international and local media; 1 10-minute video documentary; 5 2- to 3-minute video news stories on the Operation's activities uploaded onto social media; 2 biannual magazines with news features and human interest stories related to the mandate of the Operation; 12 news bulletins depicting Operation headquarters and Golo temporary operating base outreach activities, including high-profile visits; 2 annual magazines illustrating the work of the military and police components; 35 different banners and/or posters on substantive issues to increase awareness of outreach events and campaigns and Operation-wide priorities, with a youth and gender focus; 4 thematic booklets on substantive issues; 5,000 copies of the 2019 annual calendar in three formats (desk, desk pad and wall); 2 major photo events (1 in Zalingei and 1 in Golo); and 1 photo book
 - Updates made on the Operation's external website, including daily news updates, a combination of information notes and press releases on developments in the Operation, as appropriate; daily information notes and/or press releases; press briefings; website updates and social media platforms to raise awareness of work done by the substantive sections, the Operation's overall mandate and the mediation process; quarterly press briefings to be conducted by the Head of the Operation and the spokesperson; daily distribution of news to and from the media; and information updates on electronic platforms in continuous support of the UNAMID mandate
-

External factors

Provision of political and financial support to the successor body of the Darfur Regional Authority by national, regional and international actors; willingness of all the Darfuri stakeholders to participate in the peace process; the Peace Commission is fully operational in the Darfur States and in the capital, Khartoum; the fulfilment of commitments by the signatory parties to the Doha Document for Peace in Darfur on the implementation of the final security arrangements; the capacity and commitment of the successor body to the Darfur Regional Authority to carry out its work in consultation and coordination with local stakeholders; conclusion of negotiations with non-signatories to the Doha Document; and the provision of adequate funding, leading to the conclusion of the Darfur internal dialogue and consultations

Table 2
Human resources: component 1, support to the peace process

| | <i>International staff</i> | | | | | <i>National staff</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> |
| Political and Mediation Support Section (formerly Doha Document for Peace in Darfur Implementation Support Unit) | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 3 | 2 | 1 | 7 | 2 | – | 9 |
| Proposed posts 2019/20 | – | 1 | 3 | 2 | 1 | 7 | 2 | – | 9 |
| Net change | – | – | – | – | – | – | – | – | – |
| Communications and Public Information Section | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | – | 1 | 2 | – | 3 | 14 | – | 17 |
| Proposed posts 2019/20 | – | – | 1 | 2 | – | 3 | 14 | – | 17 |
| Net change | – | – | – | – | – | – | – | – | – |
| Total | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 4 | 4 | 1 | 10 | 16 | – | 26 |
| Proposed posts 2019/20 | – | 1 | 4 | 4 | 1 | 10 | 16 | – | 26 |
| Net change | – | – | – | – | – | – | – | – | – |

Component 2: protection of civilians

67. UNAMID will continue to contribute to the stabilization of security conditions in the operational area for the protection of civilians and the safe and timely provision of humanitarian assistance to populations in need in the greater Jebel Marra. While this will continue to require enhanced coordination of the Operation elements, including military, police, child protection, protection of civilians, human rights, ordnance disposal, rule of law, and governance and community stabilization, it will necessitate stronger joint coordination with the United Nations country team and the transitional Government of the Sudan.

68. During the 2019/20 period, UNAMID will require less reliance on physical protection in favour of enhanced political advocacy and support for the protective environment, namely, law enforcement and the rule of law. In this context, the emphasis on the Jebel Marra and the four stabilization-focused states will be on continuing to promote a shift from the physical protection of civilians to the establishment of a protective environment, in line with international humanitarian law and human rights standards, in full coordination with the United Nations country team and the transitional Government of the Sudan. UNAMID will continue to operate through 12 team sites and 1 temporary operating base, promoting an integrated

approach to the protection of civilians across three tiers (political dialogue, protection environment and physical protection). Furthermore, the Operation will prioritize engagement with local communities, local authorities, state authorities and the transitional Government to ensure that established mechanisms are effective in responding to protection challenges. Through the established state liaison functions, UNAMID and the United Nations country team will jointly focus on key protection-related transition priorities, including resilience and livelihoods/durable solutions and host community service delivery for internally displaced persons, as well as advocacy on protection concerns with local and state authorities.

69. Protection of civilians coordination mechanisms will continue to function at both Operation headquarters and team site levels. Enhanced engagement with the United Nations country team on protection, as well as support for the transitional Government of the Sudan for the establishment of a long-term protective environment, will be prioritized. Furthermore, the Operation, together with the United Nations country team, will map and monitor areas considered sufficiently stabilized to be conducive for a dignified and voluntary return of internally displaced persons.

70. UNAMID will continue to provide the humanitarian community with logistical support throughout the Jebel Marra, including through the provision of armed escorts within the Jebel Marra for assessment and verification missions and for the transportation and distribution of relief items, as well as the pre-positioning of humanitarian aid at UNAMID team sites.

71. The UNAMID military component shall continue its efforts in establishing a stable and secure environment in Darfur, protecting civilians at risk, preventing armed attacks and supporting the implementation of peace agreements by making full use of its mandate and capabilities and with the use of all available capacity and resources. Operations will be supported by military utility helicopters to facilitate troop movements, troop insertions and extractions, quick reaction force response, medical-related missions and air reconnaissance. The military component will continue to deploy liaison officers for better coordination between the local military authorities of the Sudanese Armed Forces and intelligence organizations and force headquarters. Its main priorities for the period will continue to be the protection of civilians, the facilitation of humanitarian assistance and the safety and security of humanitarian personnel in the greater Jebel Marra.

72. The police component will provide physical protection to all civilians in the 12 team sites and 1 temporary operating base in the greater Jebel Marra through the provision of high-visibility patrols in camps for internally displaced persons, the adjacent areas, areas of return and along migration routes, with particular focus on women and children. Community-oriented policing functions will continue to be operationalized in the team sites and internally displaced persons camps and communities. Policing functions will focus on awareness-raising and gender mainstreaming through the establishment of family and child protection desks in the transitional Government of the Sudan police. They will coordinate security and safety coordination committees in camps for internally displaced persons and conduct visits to detention centres and local police stations to monitor the welfare of detainees and the referral pathways for victims/survivors of sexual and gender-based violence and follow-up on cases of sexual and gender-based violence. In addition, the Operation's police component will continue to provide capacity-building activities and co-locate with the Sudan Police Force in the state liaison functions, with a focus on expanding into the greater Jebel Marra, and collaborate with other components of the Operation and the United Nations country team through the joint rule of law and human rights programme in Darfur for the implementation of police-mandated activities to enable the gradual transfer of tasks to United Nations country team.

73. UNAMID will continue to perform monitoring, investigation and documentation activities and advocate on human rights issues of concern, including violations of the rights of women and girls, focusing on conflict-related sexual violence and sexual and gender-based violence. The Operation will also continue to monitor human rights in the administration of justice, support measures to address impunity for human rights violations and abuses, build the human rights capacity of both State and non-State actors and provide support to the work of the Independent Expert on the situation of human rights in the Sudan. The Operation will sustain efforts to mainstream human rights into the peace and political processes pertaining to the strategies for the protection of civilians and humanitarian responses. In addition, it will maintain a platform for constructive dialogue with the transitional Government of the Sudan and engage with international partners, armed movements, the United Nations country team and key national stakeholders to address human rights concerns. The Operation will also ensure that the United Nations complies with the human rights due diligence policy when providing support to non-United Nations security entities. UNAMID will play an integral role in ensuring that human rights considerations, approaches and principles of gender equality, inclusion, participation and accountability are incorporated into the planning and delivery of stabilization and development programmes in the state liaison functions, including the protection of civilians, creating a protective environment and addressing weak rule of law, impunity and low capacity of both duty bearers and rights holders towards a smooth political transition.

74. The Operation will continue to follow up on the implementation of the 11 Security Council resolutions on children and armed conflict and maintain dialogue with armed forces and armed groups aimed at securing their commitment to concluding and implementing time-bound action plans to end the recruitment and use of child soldiers and other grave violations against children. The Operation will follow up on the completion of the transitional Government of the Sudan's action plan to protect children affected by armed conflict and the gains made following the removal of the Sudan security forces from the annexes of the report of the Secretary-General on children and armed conflict. The Operation will also provide technical support to the National High-level Committee on the Action Plan to sustain gains made and develop a national strategy on the protection of children affected by armed conflict. Furthermore, dialogue will be extended to ethnic leaders for the establishment of community-based strategic plans aimed at ending and preventing the recruitment and use of children in armed conflict. The Operation will continue to advocate for the integration of children's concerns into the peace process, as applicable, and into the post-conflict recovery and reconstruction planning and programmes upon the achievement and implementation of a comprehensive peace process. In the greater Jebel Marra, UNAMID will be physically present in Tawila, Golo and Manawashe, in the areas where there is a reported high prevalence of sexual violence against girls and ensure that referral pathways are operational and carry out child protection awareness-raising campaigns. In the state liaison function areas, the Operation will work in collaboration with UNICEF to monitor and report on the situation of children.

75. In the greater Jebel Marra, UNAMID will continue to support the rule of law functions through the provision of assistance to ensure expeditious prosecutions, including for gender-based violence, armed groups and criminal elements. This will include direct support for prosecution authorities (including the Special Prosecutor for Crimes in Darfur), mobile courts, capacity-building and, where appropriate, limited infrastructure. Support for rural courts will also be provided, as community-based and intercommunal conflict remains one of the key drivers of conflict in this area. Furthermore, technical support and advice will be provided to support the

enhancement of security and the management of prisons operating in the Jebel Marra in accordance with international standards.

76. UNAMID and the United Nations country team will continue to work within the state liaison functions to address the drivers of conflict in support of the transition concept and to gradually transfer the transition of rule of law-related tasks to the United Nations country team and other partners with comparative advantages (first and foremost, the transitional Government of the Sudan). The Operation and the United Nations country team will seek to re-establish or strengthen the criminal justice chain in geographical priority areas and further boost the ability of the rural courts in Darfur to administer land disputes and other drivers of conflict. Furthermore, the training of justice and corrections actors will be continued through gender-inclusive training-of-trainers programmes in order to establish a core pool of qualified women and men trainers to carry out training programmes in support of the gradual transfer of training responsibilities to the national authorities.

77. The Ordnance Disposal Office will support the Operation's programme of work by enabling protection activities and freedom of movement for the Operation and humanitarian personnel in areas that have explosive remnants of war. Within the Jebel Marra, which is considered to have a high concentration of explosive remnants of war, the Operation will continue to focus on explosive ordnance clearance and risk education activities. In the state liaison function areas, the Office will support rapid response to explosive ordnance incidents, explosive remnants of war risk education and the clearance of explosive hazards in priority areas to ensure the return and creation of durable solutions for the internally displaced populations. Furthermore, the Office will also work towards transferring mine action responsibilities to the National Mine Action Centre and its partners.

78. The Operation will continue to promote gender equality and strengthen access to justice for women in Darfur through awareness-raising and advocacy for the physical protection of women and children in the greater Jebel Marra. The Operation will ensure that each functional area of UNAMID adequately promotes gender perspectives in the implementation of their outputs. UNAMID, in collaboration with the United Nations country team, will continue to support the state authorities of Darfur and transitional institutions in integrating gender perspectives into their policies, programmes and legislations, and strengthen the capacity of civil society organizations, especially women's groups and organizations, in analysing, advocating and promoting women and peace and security issues at state and local levels.

Expected accomplishments

Indicators of achievement

2.1 Stable and secure environment in Darfur

2.1.1 Reduced number of violent intercommunal (inter-ethnic or inter-tribal) conflicts due to improved early warning capacities and information sharing (2017/18: 30; 2018/19: 25; 2019/20: 20)

2.1.2 Reduced number of civilian fatalities as a result of intercommunal (inter-ethnic or inter-tribal) conflicts due to improved early warning capacities and information-sharing (2017/18: 170; 2018/19: 150; 2019/20: 130)

2.1.3 Reduced number of civilian fatalities resulting from armed conflict between parties to the conflict (2017/18: 157; 2018/19: 150; 2019/20: 120)

2.1.4 Number of explosive ordnance items disposed of throughout Darfur, with a focus on the Jebel Marra area (2017/18: 15,500; 2018/19: 7,500; 2019/20: 7,500)

2.1.5 Number of responses to explosive ordnance incidents through survey activities across Darfur, with a focus on the Jebel Marra area (2017/18: 207; 2018/19: 200; 2019/20: 200)

2.1.6 Reduction in the number of criminal/public order incidents in internally displaced persons camps and areas of return (2017/18: 422; 2018/19: 380; 2019/20: 361)

Outputs

- A total of 256,200 troop-days provided by 1 force reserve battalion (4 companies) ready to intervene in any part of the operational area (175 troops per company for 4 companies for 366 days)
- A total of 263,520 troop-days provided by the headquarters company to ensure static security, office clerks and radio operators for force headquarters (75 troops per day for 7 team sites and 1 temporary operating base for 366 days), and for logistical and administrative escorts (15 troops per day for 7 team sites and 1 temporary operating base for 366 days)
- A total of 395,280 troop-days provided by 26 companies ready to intervene for 7 team sites and 1 temporary operating base (45 troops per patrol for 3 patrols per day for 7 team sites and 1 temporary operating base for 366 days)
- A total of 2,928 liaison officer-days for close liaison with national and local authorities, other parties, tribal leaders and local communities to resolve conflict-related issues (8 officers for 366 days)
- A total of 960 air utility support-hours to provide highly mobile rapid protection in high-risk areas, or where ground accessibility is limited, to support civilian and military transport helicopters and ground convoys and for patrolling, reconnaissance and oversight visits (4 military utility helicopters for 20 hours per helicopter per month for 12 months)
- A total of 81,984 troop-days of convoy protection for logistics transport convoys in support of the delivery of humanitarian assistance (56 troops per escort for 4 convoys for 366 days)
- Provision of security services, including logistics and medical evacuation support, throughout the area of operations to the United Nations country team and international and national non-governmental humanitarian organizations, and to organizations associated with reconstruction and development processes in the greater Jebel Marra
- A total of 92,232 police operational days for security patrols for the protection of internally displaced persons, including the implementation of community policing activities throughout the greater Jebel Marra (6 police personnel per patrol for 42 patrols per day for 366 days)
- A total of 305,244 formed police operational days for security patrols for the protection of internally displaced persons (5 units with increased strength from 140 to 160/180/200: 90 personnel per formed police unit for 5 units for 366 days) and (6 units remaining with strength of 140: 64 personnel per formed police unit for 6 units for 366 days)
- A total of 152,622 formed police operational days to provide reserve support and protection to United Nations police personnel and security for UNAMID installations, humanitarian escorts and the quick-reaction force throughout the greater Jebel Marra (5 units with increased strength from 140 to 160/180/200: 45 personnel per formed police unit for 5 units for 366 days) and (6 units remaining with strength of 140: 32 personnel per formed police unit for 6 units for 366 days)

- Provision of 26 training courses for 520 community policing volunteers from camps for internally displaced persons to assist the transitional Government of the Sudan police in maintaining public order in the peacekeeping area of responsibility, comprising 13 training sessions on community policing for 260 community policing volunteers and 13 training sessions on human rights and sexual and gender-based violence for 260 community policing volunteers
- Support the Sudanese Police Force in conducting 15 workshops for 225 community committee members (for all community Committees) to strengthen their knowledge of community policing and enhance relationships between police and community in handling security and community tasks (15 two-day workshops for 15 community committee members in all Darfur states)
- Organization of 15 workshops for 450 Popular Police officers on community policing, human rights, sexual and gender-based violence, family and child protection in order to build their capacity to support community policing activities in all five states of Darfur (15 two-day workshops for 30 popular police officers in all Darfur states)
- Conduct of monthly joint field assessment missions to identified hotspot areas, in collaboration with the integrated field protection teams
- Provision of explosive hazard assessment in 200 suspected contaminated areas, including the greater Jebel Marra and returnee areas, and disposal of 7,500 items of explosive ordnance across the five Darfur states
- Provision of risk education on direct explosive remnants of war to 80,000 beneficiaries throughout Darfur, including the Jebel Marra
- Provision of 2 training sessions to the relevant national institution involved in mine action in Darfur to strengthen their capacity in addressing issues related to residual explosive ordnance and facilitate handover of mine action responsibilities upon the exit of UNAMID
- A 100 per cent response rate to requirements for immediate services to internally displaced populations under the state liaison functions and in support to the UNAMID transition concept

Expected accomplishments
Indicators of achievement

2.2 The establishment of a long-term protective environment in Darfur

2.2.1 Number of engagements with the relevant transitional Government of the Sudan authorities on protection requirements and international humanitarian law principles to build their capacity in fostering a protective environment (2017/18: not applicable; 2018/19: 175; 2019/20: 200)

2.2.2 Number of high-level engagements by the Operation leadership with the federal authorities on handing over protection of civilians tasks before the exit of the Operation (2017/18: not applicable; 2018/19: not applicable; 2019/20: 6)

Outputs

- In conjunction with the United Nations country team, production of 6 protection assessment reports to improve analysis in support of protection of civilians prevention and response actions
- Undertake joint mapping, with the United Nations country team, of areas considered sufficiently stabilized to support a dignified and voluntary return of internally displaced persons
- Strengthening of 20 women's protection networks, with a focus on areas of displacement and return

*Expected accomplishments**Indicators of achievement*

2.3 Civilians in the Jebel Marra benefit from improved protection and increased access to humanitarian assistance

2.3.1 Enhanced advocacy with local authorities on protection and access by team sites (2017/18: not applicable; 2018/19: not applicable; 2019/20: 156)

2.3.2 Enhanced advocacy through state liaison functions with local and state authorities on protection and access (2017/18: not applicable; 2018/19: not applicable; 2019/20: 48)

2.3.3 Protection of civilians-focused assessment and verification missions to the deep field, in coordination with the United Nations country team and humanitarian country team partners (2017/18: not applicable; 2018/19: not applicable; 2019/20: 12)

Outputs

- Organization of targeted protection meetings with the United Nations country team to provide support and policy and operational guidance on protection challenges
- Production of monthly reports on protection of civilians to report on key protection concerns
- Reformulation of the Operation's protection of civilians strategy into an actionable document on the handover of protection of civilians tasks to the transitional Government of the Sudan and United Nations partners, in line with the Operation's exit strategy

*Expected accomplishments**Indicators of achievement*

2.4 Promotion and protection of human rights in Darfur

2.4.1 Number of strategies, policies and action plans elaborated by the transitional Government of the Sudan and/or oversight and legislative bodies for the promotion and protection of human rights, including transitional justice and women's rights in Darfur (2017/18: 2; 2018/19: 2; 2019/20: 2)

2.4.2 Number of outreach sessions conducted by the National Human Rights Commission in the implementation of its human rights action plan (2017/18: 2; 2018/19: 3; 2019/20: 4)

2.4.3 Increase in the number of transitional Government of the Sudan responses addressing reports or allegations of human rights violations, including conflict related sexual violence and sexual and gender-based violence, in Darfur (2017/18: 39; 2018/19: 50; 2019/20: 55)

Outputs

- Provision of advice and support, through 4 meetings and 2 training workshops, to the transitional Government of the Sudan's Advisory Council for Human Rights and the National Human Rights Commission
- Provision of advice to state committees, through 3 meetings and 2 workshops, on combating violence against women, the implementation of their workplans, prevention strategies, responses to sexual and gender-based violence and institutional development

- Provision of advice to state legislatures in Darfur, through 2 meetings and 2 workshops, on conformity of existing laws with international human rights standards
- Conduct of 3 three-day training workshops for 180 members from the 1,325 state committee, state committee on violence against women and civil society to advance the women and peace and security agenda in existing laws and interim Constitution
- Conduct of 3 three-day advocacy seminars for 120 members of civil society organizations on gender-responsive budgeting
- Conduct of 100 field visits to monitor and investigate the human rights situation, comprising 60 fact-finding visits to locations of alleged violations and local communities and 40 follow-up visits to verify actions taken and follow up on their progress
- Provision of technical assistance, through the provision of logistical support and construction of infrastructure, to Darfur stakeholders, including the National Human Rights Commission, the Sudan Bar Association, universities, the judiciary, family and child protection units and civil society organizations
- Provision of technical assistance to the Darfur transitional justice actors (including civil society organizations), through 2 workshops, to enhance their knowledge of human rights and capacity to fight impunity
- Provision of 6 training courses for prosecutors, judges, medical personnel, Sudan Armed Forces personnel, law enforcement officials, prison officials, armed movements and rural/traditional mechanisms on the administration of justice for the promotion of international human rights standards and accountability
- Organization of 4 community awareness-raising campaigns on human rights and the dissemination of human rights educational materials (educational fliers, bags and posters) to raise the awareness of national and international human rights instruments among civil society organizations and communities across the 5 States of Darfur
- Organization of 7 Global Open Day events (3 in the Jebel Marra and 4 in the state liaison function areas) to provide women with a forum to engage with the state leadership and the United Nations system on the implementation status of Security Council resolution 1325 (2000) on women and peace and security
- Organization of 1 training workshop for 25 members of state committee for combating gender-based violence, women's internally displaced protection networks and Sudan Police Force officers of family and child protection units on gender-based violence information-gathering, data analysis, report writing and information management, in collaboration with United Nations Population Fund and the Ministry of Social Affairs Combating Violence against Women Unit

*Expected accomplishments**Indicators of achievement*

2.5 Progressive elimination of grave violations against children committed by the parties to the conflict

2.5.1 Number of community-based strategic plans issued and implemented by tribal leaders to end the recruitment and use of children in communal conflicts and other grave violations against children (2017/18: 1; 2018/19: 3; 2019/20: 2)

2.5.2 Number of meetings held with the National High-level Committee on the Action Plan to provide technical support to the committee in developing a national strategy on the protection of children in conflict (2017/18: not applicable; 2018/19: not applicable; 2019/20: 3)

2.5.3 Number of child protection committees in Darfur trained to raise awareness of child rights and child protection at the community level to enable communities to take ownership of the protection of children (2017/18: 40; 2018/19: 34; 2019/20:10)

2.5.4 Number of parties to the conflict trained on child rights and child protection to raise their awareness and knowledge of the 6 grave child rights violations and international norms and standards (2017/18: 4; 2018/19: 7; 2019/20: 12)

Outputs

- Organization of 4 meetings with armed groups to promote the adoption of measures to prevent the recruitment and use of child soldiers in communal conflicts
- Organization of 20 training and awareness-raising sessions on child rights and child protection to benefit at least 1,500 national child protection stakeholders, including members of civil society organizations, community policing volunteers, transitional Government of the Sudan institutions, community-based child protection committees and child protection focal points under the theme “No child soldiers-protect Darfur”, aimed at ending recruitment and use of children by armed forces and armed groups and use of children as fighters by communities in ethnic clashes, and 7 training sessions on child protection under the campaign “Train parties to the conflict on the protection of children/promote local ownership of the protection of the child”, aimed at building the capacity and enhancing the knowledge of parties to the conflict about the promotion and protection of the well-being of children affected by the conflict
- Organization of 40 monitoring missions to field localities and camps for internally displaced persons to follow up on and verify allegations of grave violations committed against children
- Organization of monthly meetings of the monitoring and reporting mechanism working group to follow up on, verify, document and respond to violations perpetrated against children

Expected accomplishments

Indicators of achievement

2.6 Progress towards the effective re-establishment of the criminal justice chain throughout Darfur through enhanced capacity of the police, justice and prison institutions to combat impunity, mediate community conflicts and improve access to justice

2.6.1 Increase in the number of civil disputes resolved by rural courts in compliance with national and international standards (2017/18: 2,000; 2018/19: 3,000; 2019/20: 4,000)

2.6.2 Increase in the number of national security forces and armed groups personnel prosecuted, including by the Special Prosecutor for Crimes in Darfur (2017/18: not applicable; 2018/19: 43; 2019/20: 60)

2.6.3 Number of policies, guidance materials and standard operating procedures developed and adopted for improved management and accountability of prisons, as foreseen in the national five-year strategic plan for prisons (2017/18: 8; 2018/19: 8; 2019/20: 8)

2.6.4 Number of prison officers trained on the newly adopted standard operating procedures for prison management and operations (2017/18: 590; 2018/19: 708; 2019/20: 520)

Outputs

- Organization of 3 meetings, including a round table with the national justice and prison authorities at the national level, to discuss accountability and prosecution as well as the transfer of tasks currently undertaken by the Operation to relevant national authorities
- Provision of technical and strategic advice through monthly meetings to justice and corrections institutions, including the Special Prosecutor for Crimes in Darfur, across the 5 Darfur states on the prosecution of crimes (including attacks against peacekeepers, conflict-related sexual violence and gender-based violence crimes) committed by national security forces and armed groups
- Organization of 7 workshops for rural court judges to enhance their capacity to mediate disputes and resolve conflicts, including intercommunal and land disputes, and to enhance their legal knowledge to dispense justice according to due process of law (3 workshops for 60 participants in the greater Jebel Marra and 4 workshops for 120 participants in the state liaison function priority return areas)
- Organization of 1 train-the-trainer session for district court judges from 4 state liaison function areas to create a pool of trainers to train rural court judges
- Organization of 5 three-day capacity-building training workshops for general prosecutors and police investigators across the 5 Darfur states to enhance their capacity to investigate and prosecute serious crimes (including sexual and gender-based violence) in the priority return areas (1 workshop in greater Jebel Marra for 20 participants and 4 workshops for 80 participants in the state liaison function areas)
- Conduct 8 three-day awareness-raising workshops in the 4 states liaison function areas for 200 Sudan Police Force, judiciary, prosecution and medical personnel to disseminate to communities in Darfur the amended articles 149 on rape and 152 on sexual harassment to strengthen the criminal justice chain, in line with Security Council resolutions [1325 \(2000\)](#) on women and peace and security and [2429 \(2018\)](#)
- Conduct 8 three-day training workshops for 400 native administration officials in the 4 state liaison function areas on the integration of gender perspectives, including the inclusion of women, into the informal justice system
- Organization of 8 biannual monitoring meetings with 400 native administration officials in the 4 state liaison function areas on gender integration and inclusion of women in the informal justice system
- Organization of 8 two-day trainings for 160 participants (judges, prosecutors and family and child protection units) on investigations and prosecution of cases involving child victims and juvenile suspects, in the 4 state liaison function areas
- Organization of 3 training workshops (2 in state liaison function areas and 1 in the greater Jebel Marra) for the Office of the Special Prosecutor for Crimes in Darfur prosecutors, military prosecutors and police investigators on the investigation and prosecution of crimes (including conflict-related sexual violence and sexual and gender-based violence) committed by national uniformed personnel and armed groups and of cases of attacks against peacekeepers
- Provision of technical support to national prison authorities for the development and adoption of 8 standard operating procedures on prisons management that will be validated through the national prison development meeting and of technical support to national prison officers across Darfur, through weekly meetings, on the implementation of standard operating procedures
- Organization of 26 in-service courses for 1,320 prison officials to enhance their knowledge and skills regarding standard operating procedures and improved prison management according to international standards (United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules)) (3 one-week in-service training courses for 90 national prison officers in Zalingei, Nertiti and Kutum prisons; 3 two-week initial training courses for 60 newly recruited prison officers in the Jebel Marra; 8 two-week in-service courses for 520 serving national prison officers in the state liaison function

areas, including Kabkabiya and Kass; and 12 two-week induction training courses for 520 newly recruited prison officers in the state liaison function areas)

- Organization of 5 workshops on strengthening the criminal justice chain in the priority return areas across Darfur for national justice stakeholders (judges, prosecutors, police, corrections officers, lawyers and the Ministry of Justice); and 5 two-day workshops on “Trial monitoring” for civil society actors (national non-governmental organizations, women’s and human rights groups, internally displaced persons, paralegals and lawyers) to strengthen the capacity of civil society to monitor trials
- Construction of 1 rural court, 2 prosecution offices and rehabilitation of 2 prisons in the greater Jebel Marra; construction of 2 rural courts, construction and provision of office equipment and furniture for 4 prosecution offices; construction of 3 prisons; construction and equipping of 2 family and child protection unit centres in Umm kadada and Al Salam in North Darfur and South Darfur, respectively; construction of 1 police station in Kilkil in East Darfur; refurbishment of 1 forensic laboratory and equipping of the Sudan Police Force Police academy in Nyala, South Darfur, and in the state liaison function priority return areas in the 4 Darfur states; construction of 1 district court in Nertiti; and construction of 3 prisons, in Nertiti, Kass and Zalingei, in the state liaison function priority areas in the greater Jebel Marra
- Establishment of 6 justice and confidence centres in camps for internally displaced persons to improve community responses to conflict and crime and provision of 16 consultation sessions on dispute resolution at the local level in the 4 Darfur states, with a view to strengthening community legal awareness
- Provision of support to strengthen the criminal justice chain by providing logistical support for the operation of mobile courts in return areas in the 4 state liaison function areas of Darfur (North Darfur, South Darfur, East Darfur and West Darfur)
- Organization of 156 safety coordination meetings with Sudan Police Force officers, internally displaced persons and humanitarian agencies in 12 team sites and 1 temporary operating base, in coordination with the United Nations country team and other stakeholders
- Organization of 676 awareness-raising sessions with the Sudan Police Force leadership on issues of sexual and gender-based violence for the facilitation of the recruitment of female community policing volunteers for the transitional Government of the Sudan police (52 sessions in each of the 12 team sites and at the 1 temporary operating base)
- Provision of 5 training courses on the established standard operating procedures for 50 Sudan Police Force officers and evaluation training for 50 participants
- Organization of 10 seminars on sexual and gender-based violence, family and child protection, and gender mainstreaming for 300 Sudan Police Force women’s protection group officers to facilitate the roll-out of family and child protection desks in Sudan Police Force stations
- Conduct 5 workshops on family and child protection for 150 female Sudan Police Force officers in the handling of sexual and gender-based violence cases in all states of Darfur
- Organization of 10 workshops for 200 community committee members to raise their awareness of sexual and gender-based violence and the protection of children in all 5 states of Darfur
- Organization of 20 workshops (4 per state) to train 400 Sudan Police Force officers, Popular Police, internally displaced persons and returnees on sexual and gender-based violence and family and child protection
- Organizing of 20 seminars (4 per state) to train 400 Sudan Police Force officers, Popular Police, internally displaced persons and returnees on sexual and gender-based violence and gender mainstreaming to enhance their knowledge and awareness

- Provision of 39 training the trainers courses for 654 Sudan Police Force Officers in the following subject areas: 4 sessions on human rights (68 participants), 4 sessions on community policing (68 participants), 4 sessions on protection of civilians (68 participants), 4 sessions on crisis management (68 participants), 4 sessions on criminal investigations (68 participants), 4 sessions on combating riots (68 participants), 4 sessions on crime scene management (68 participants), 4 sessions on family and child protection (68 participants), 4 sessions on field training (80 participants), 1 session on ballistics (5 participants), 1 session on forensic evidence-gathering and cybercrime (5 participants) and 1 session on tribal dispute investigations (20 participants)
- Organization of strategic leadership exchange programme for 2 senior Sudan Police Force Officers outside the Sudan
- Organization of study tour to an African country for policymakers of the Ministry of Interior and Sudan Police Force on the establishment and operation of police gender desks under state liaison functions in 4 Darfur states

External factors

Troop- and police-contributing countries continue to provide military and police personnel at mandated capabilities and assets in accordance with the memorandums of understanding, so as to maintain effective force and police capability; the transitional Government of the Sudan and hold-out movements extend their full cooperation and provide free and unimpeded access to UNAMID and humanitarian partners for the provision of protection and humanitarian relief to conflict-affected populations; sufficient donor support is provided to the most vulnerable conflict-affected populations; sufficient donor support is provided to humanitarian and development agencies, funds and programmes for the provision of humanitarian assistance to the most vulnerable conflict-affected populations; the transitional Government cooperates and facilitates the removal of obstacles to access to human rights violations sites; the transitional Government is committed to police, prisons and justice sector reforms in Darfur, is willing to provide the necessary budgetary allocations and take over capacity-building responsibilities of police, justice and prison actors; and bilateral and multilateral donors provide sustainable funding for rule of law programmes in Darfur

Table 3
Human resources: component 2, protection of civilians

| <i>Category</i> | <i>Total</i> |
|-----------------------------------|--------------|
| <i>I. Military observers</i> | |
| Approved 2018/19 | 35 |
| As at 1 July 2019 | 55 |
| As at 1 January 2020 | 49 |
| Net change | 14 |
| <i>II. Military contingents</i> | |
| Approved 2018/19 | 4 015 |
| As at 1 July 2019 | 3 995 |
| As at 1 January 2020 | 4 001 |
| Net change | (14) |
| <i>III. United Nations police</i> | |
| Approved 2018/19 | 760 |
| Proposed 2019/20 | 760 |
| Net change | – |

| <i>Category</i> | | | | | | | | | | <i>Total</i> |
|--|---------------------|---------------------|---------------------|---------------------|--------------------------|-----------------|---------------------------|--|--------------|--------------|
| IV. Formed police units | | | | | | | | | | |
| Approved 2018/19 | | | | | | | | | | 1 740 |
| Proposed 2019/20 | | | | | | | | | | 1 740 |
| Net change | | | | | | | | | | – |
| V. Government-provided personnel | | | | | | | | | | |
| Approved 2018/19 | | | | | | | | | | 6 |
| Proposed 2019/20 | | | | | | | | | | 6 |
| Net change | | | | | | | | | | – |
| <i>International staff</i> | | | | | | | | | | |
| VI. Civilian staff | <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> | <i>National staff</i> | <i>United Nations Volunteers</i> | <i>Total</i> | |
| Office of the Force Commander | | | | | | | | | | |
| Approved posts as at 30 June 2019 | 1 | 1 | – | – | 1 | 3 | 2 | – | 5 | |
| Proposed posts 2019/20 | 1 | 1 | – | – | 1 | 3 | 2 | – | 5 | |
| Net change | – | – | – | – | – | – | – | – | – | |
| Police Division | | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 2 | 11 | – | 1 | 14 | – | – | 14 | |
| Proposed posts 2019/20 | – | 2 | 11 | – | 1 | 14 | – | – | 14 | |
| Net change | – | – | – | – | – | – | – | – | – | |
| Protection of Civilians Coordination/Humanitarian Liaison Section | | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 4 | 2 | 1 | 8 | 11 | – | 19 | |
| Proposed posts 2019/20 | – | 1 | 4 | 2 | 1 | 8 | 11 | – | 19 | |
| Net change | – | – | – | – | – | – | – | – | – | |
| Gender Advisory Unit | | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | – | 1 | 1 | – | 2 | 5 | – | 7 | |
| Proposed posts 2019/20 | – | – | 1 | 1 | – | 2 | 5 | – | 7 | |
| Net change | – | – | – | – | – | – | – | – | – | |
| Human Rights Section | | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 4 | 11 | 1 | 17 | 8 | 2 | 27 | |
| As at 1 January 2020 | – | 1 | 4 | 10 | 1 | 16 | 8 | 2 | 26 | |
| Net change | – | – | – | (1) | – | (1) | – | – | (1) | |
| Child Protection Unit | | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | – | 1 | 1 | – | 2 | 3 | – | 5 | |
| Proposed posts 2019/20 | – | – | 1 | 1 | – | 2 | 3 | – | 5 | |
| Net change | – | – | – | – | – | – | – | – | – | |
| Rule of Law, Judicial System and Prison Advisory Section | | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 3 | 2 | 1 | 7 | 5 | – | 12 | |
| Proposed posts 2019/20 | – | 1 | 3 | 2 | 1 | 7 | 5 | – | 12 | |
| Net change | – | – | – | – | – | – | – | – | – | |

| VI. Civilian staff | International staff | | | | | | National staff | United Nations Volunteers | Total |
|-----------------------------------|---------------------|---------|---------|---------|---------------|----------|----------------|---------------------------|-------|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | Subtotal | | | |
| Subtotal, civilian staff | | | | | | | | | |
| Approved posts as at 30 June 2019 | 1 | 6 | 24 | 17 | 5 | 53 | 34 | 2 | 89 |
| As at 1 January 2020 | 1 | 6 | 24 | 16 | 5 | 52 | 34 | 2 | 88 |
| Net change | - | - | - | (1) | - | (1) | - | - | (1) |
| Total (I-VI) | | | | | | | | | |
| Approved as at 30 June 2019 | | | | | | | | | 6 645 |
| Proposed posts 2019/20 | | | | | | | | | 6 644 |
| Net change | | | | | | | | | (1) |

International staff: decrease of one post

Human Rights Section

79. One post of Human Rights Officer (P-3) in the Human Rights Section was abolished in line with paragraph 2 of General Assembly resolution [74/261](#).

Component 3: Support for the mediation of community conflict

80. Through its mission-wide strategy for addressing intercommunal violence in the greater Jebel Marra area, UNAMID will focus its efforts towards enhancing early warning and information-sharing systems, preventing conflicts between farmers and nomadic herders, supporting key mediation and reconciliation processes at the local level and strengthening the capacity of stakeholders in the greater Jebel Marra area. The Operation will strengthen traditional reconciliation mechanisms and support reconciliation initiatives that seek to promote peaceful coexistence and encourage shared access to natural resources. In coordination with the United Nations country team, the Operation will support the development and implementation of an institutional framework to address the root causes of conflict. As a result of the changing conflict dynamics in the greater Jebel Marra area and the return of internally displaced persons to their areas of origin, the Operation will transition into peacebuilding, strengthening of governance and the extension of State authority in order to create sustainable peace in Darfur.

81. UNAMID will support the Sudan Disarmament, Demobilization and Reintegration Commission and the Darfur Security Arrangements Implementation Commission in the implementation of the disarmament, demobilization and reintegration of signatory Darfuri armed movements, in line with the final security arrangements of the Doha Document for Peace in Darfur and any subsequent agreement entered into by the parties to the peace process. The Operation will continue to implement community stabilization projects addressing the concerns of at-risk young people, with the aim of preventing their recruitment by non-State armed groups and reducing community violence. That approach will entail the provision of livelihood opportunities and on-the-job training, including through the construction of community infrastructure that will help to ensure community stabilization. In addition, the Operation will support the initiatives led by the transitional Government of the Sudan in promoting community security and arms control to address the proliferation of weapons in communities across the greater Jebel Marra area.

82. The community stabilization projects initiative, which has been implemented since 2015 with the aim of stabilizing those vulnerable communities whose members

are under threat of recruitment into armed violence and banditry, will continue to have a far-reaching effect on the political mediation and peacebuilding efforts in Darfur. The Operation will continue to partner with the United Nations country team and local partners in the development, design, implementation, monitoring and evaluation of community stabilization projects that address the root causes of conflict and recovery activities in communities across Darfur. Owing to the gradual drawdown of UNAMID, the stabilization programme will continue predominantly under the state liaison functions umbrella in the four states of East Darfur, North Darfur, South Darfur and West Darfur, and increasingly in the greater Jebel Marra area. The aim of those activities is to support the four pillars of the initiative, namely: (a) community security; (b) capacity development of local institutions; (c) durable solutions for communities at risk; and (d) increased access to basic services in communities at risk. The activities will draw upon and further strengthen activities of the transitional Government of the Sudan initiative, including the continuation of the inclusive national dialogue, indicating a broader State-wide approach to the armed groups and disarmament, demobilization and reintegration; and the Government's initiative for the voluntary return of internally displaced persons to their communities of origin, which recognizes the need for activities that will provide basic services and infrastructures in communities of return as building blocks for community cohesion and peaceful coexistence.

83. The Operation will work to increase the involvement of women in efforts to prevent and mediate conflicts, and continue to dedicate support for the integration of gender perspectives into the policies and strategies of the Operation.

Expected accomplishments

Indicators of achievement

3.1 Local conflict mediation and resolution

3.1.1 Reduced number of local-level conflicts through inclusive dialogue, increased community engagement and peacebuilding (2017/18: 13; 2018/19: 7; 2019/20: 6)

3.1.2 Number of agreements for peace, reconciliation and the cessation of hostilities signed by the parties to communal conflict (2017/18: 7; 2018/19: 7; 2019/20: 5)

3.1.3 Establishment of formalized coordination mechanisms to address intercommunal conflicts (2017/18: strengthening of state-level coordination mechanisms and extension into the localities; 2018/19: strengthened collaboration between coordination mechanisms; 2019/20: reinforcement of strengthened collaboration between coordination mechanisms in the greater Jebel Marra area)

3.1.4 Number of action plans in place at the state level on the prevention and resolution of intercommunal conflicts (2017/18: 3; 2018/19: 5, 2019/20: 5)

Outputs

- Organization of 2 conflict resolution and reconciliation conferences to facilitate the signing of local peace and cessation of hostilities agreements
- Organization of 2 meetings with the Truth, Justice and Reconciliation Commission to collaborate on its activities in addressing the root causes of conflict, together with the United Nations country team

- Organization of 2 meetings with the Darfur Land Commission on land use and land tenure issues, traditional and historical rights over land (such as traditional land tenure rights (*hawakeer*) and migration routes (*masarat*)) and natural resources management, with a view to addressing the root causes of conflict in Darfur (only 2 commissions: 1 in Central Darfur and 1 in South Darfur)
- Facilitation of 10 dialogues between farmers and pastoralist groups, in coordination with local authorities, the native administration and other relevant government bodies, to mitigate conflicts and promote peaceful coexistence
- Organization of 10 outreach meetings with farmers and pastoralists to promote consultation and initiate dialogue to pre-empt clashes, defuse tensions and resolve conflicts on access to and management of natural resources
- Organization of 10 meetings with agricultural protection committees, peaceful coexistence committees, and reconciliation (*ajaweed*) committees, where present, to de-escalate conflicts and monitor the implementation of cessation of hostilities and local peace agreements
- Organization of 5 awareness-raising campaigns to disseminate the outcomes of recently signed local peace agreements at the community level, including youth, women, and internally displaced persons
- Organization of 10 meetings with the local community leaders, representatives of the native administration and relevant government authorities to monitor the implementation of recently signed local peace agreements
- Organization of 3 meetings with civil society organizations, influential opinion leaders and Darfuri citizens in Khartoum to deliberate on the resolution of conflicts in the greater Jebel Marra area
- Provision of technical advice to the local authorities, in collaboration with the United Nations country team, on updating state action plans aimed at preventing and resolving intercommunal conflicts
- Organization of 3 meetings with the state coordination mechanisms, within the office of the walis, and relevant government institutions, to address intercommunal violence, reconciliation and peacebuilding activities
- Organization of 3 capacity-building workshops on peacebuilding and 3 seminars on good governance for local stakeholders, including civil society, government officials, and local authorities, in partnership with the United Nations country team
- Organization of 3 meetings with the traditional administration to advocate for the inclusion of women in the traditional reconciliation process
- Organization of 8 workshops for 260 members of women's mediation networks to strengthen their skills on mediation and the negotiation of intercommunal conflicts; 3 workshops in the Jebel Marra area for 60 women; 4 workshops for 100 women in four state liaison function areas; and 1 workshop at the Darfur-wide level for 100 participants to launch the regional women's mediation network
- Organization of 3 meetings with the traditional administration (*ajaweed* or *judia*) to advocate for the inclusion of women in the traditional reconciliation processes and mechanisms for peace in the greater Jebel Marra area

Expected accomplishments
Indicators of achievement

3.2 Stabilization of communities under threat of recruitment of their members by armed or criminal groups

3.2.1 Increased number of youth and women participants in employment creation programmes and community stabilization projects (2017/18: 692; 2018/19: 1,500; 2019/20: 1,550)

3.2.2 Increased number of ex-combatants participating in disarmament, demobilization and reintegration programmes and in receipt of reinsertion support (2017/18: 2,467; 2018/19: 2,500; 2019/20: 2,000)

Outputs

- Development and implementation of community stabilization projects for the reduction of armed violence, in collaboration with local implementing partners, youth, women, community leaders, the relevant institutions and the United Nations country team
- Organizations of monthly meetings with the Sudan Disarmament, Demobilization and Reintegration Commission, the United Nations country team and other relevant partners to plan and coordinate support for the implementation of a programme for the disarmament, demobilization and reintegration of ex-combatants from the signatories to the Doha Document for Peace in Darfur
- Provision of technical and logistical assistance to relevant national institutions, including the Sudan Disarmament, Demobilization and Reintegration Commission and the Darfur Security Arrangements Implementation Commission, and reinsertion payments in support of the demobilization of ex-combatants
- Mobilization of stakeholders and provision of technical and logistical support for the Sudan Disarmament, Demobilization and Reintegration Commission and other relevant partners, for the implementation of the transitional Government of the Sudan's civilian weapons and ammunition reduction programme
- Organization of two strategic leadership exchange visit programmes for 2 senior Sudan Police Force officers in order to enhance their knowledge and exposure to well-functioning police operations according to international norms, standards and practices

External factors

Reduction of or increase in incidents of intercommunal conflict; displacement of civilians; the signing and implementation of cessation of hostilities or peace agreements by parties to the conflict; availability of funding support to facilitate logistics and travel of parties to disseminate peace messages at the local level across the greater Jebel Marra area; the functioning and operations of the Truth, Justice and Reconciliation Commission and the land commissions, which depend largely upon the transitional Government of the Sudan; clashes, civilian fatalities and displacement caused by factors and complexities beyond intercommunal conflicts; the willingness of the relevant parties to come into an agreement to cease hostilities and of the Government to support such interventions; the transitional Government of the Sudan and parties to the conflict cooperate and support the implementation of the disarmament, demobilization and reintegration process for signatory armed movements; all stakeholders, including community leaders, young people, women's groups, local non-governmental organizations and government functionaries, support the implementation of community stability projects in selected communities; the commitment of the transitional Government of the Sudan to the implementation of the community security and arms control action plan for the greater Jebel Marra area; and the availability of uniformed personnel for the provision of escort and security for staff conducting operations in the field

Table 4

Human resources: component 3, support for the mediation of community conflict^a

| | <i>International staff</i> | | | | | <i>Subtotal</i> | <i>National staff^b</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> | | | | |
| Governance and Community Stabilization Section | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 2 | 6 | 1 | 10 | 14 | – | 24 |
| Proposed posts 2019/20 | – | 1 | 2 | 6 | 1 | 10 | 14 | – | 24 |
| Net change | – | – | – | – | – | – | – | – | – |
| Total | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 2 | 6 | 1 | 10 | 14 | – | 24 |

| | International staff | | | | | Subtotal | National staff ^b | United Nations Volunteers | Total |
|------------------------|---------------------|---------|---------|---------|---------------|----------|-----------------------------|---------------------------|-------|
| | USG-ASG | D-2-D-1 | P-5-P-4 | P-3-P-2 | Field Service | | | | |
| Proposed posts 2019/20 | – | 1 | 2 | 6 | 1 | 10 | 14 | – | 24 |
| Net change | – | – | – | – | – | – | – | – | – |

Component 4: support

84. Support will be provided for 49 military observers, 4,001 military contingent personnel, 760 United Nations police officers, 1,740 formed police personnel, 530 international staff, 878 national staff, 97 temporary positions, 68 United Nations Volunteers and 6 government-provided personnel. The range of support will encompass the implementation of conduct and discipline and HIV/AIDS programmes, personnel administration, financial management services, health care, the maintenance and construction of office and accommodation facilities, information technology and communications, air and surface transport operations, supply and resupply operations and the provision of security services Operation-wide.

Expected accomplishments

Indicators of achievement

4.1 Increased efficiency and effectiveness of the Mission Support services for the Operation

4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, medical evacuation/casualty evacuation) (2017/18: 74 per cent; 2018/19: ≥ 90 per cent; 2019/20: ≥ 90 per cent)

4.1.2 Average annual percentage of authorized international posts vacant (2017/18: 13.3 per cent; 2018/19: 10 per cent ± 2 per cent; 2019/20: 9 per cent ± 2 per cent)

4.1.3 Average annual percentage of female international civilian staff (2017/18: 29 per cent; 2018/19: ≥ 35 per cent; 2019/20: ≥ 37 per cent)

4.1.4 Average number of working days for post-specific recruitments, from closing of the job opening to selection, for all international staff selections (2017/18: 184; 2018/19: ≤ 130; 2019/20: ≤ 130)

4.1.5 Overall score on the Department of Field Support environmental management scorecard (2017/18: 65; 2018/19: 100; 2019/20: 100)

4.1.6 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2017/18: 79 per cent; 2018/19: ≥ 85 per cent; 2019/20: ≥ 95 per cent)

4.1.7 Compliance with the field occupational safety risk management policy (2017/18: 40 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

4.1.8 Overall score on the Department of Field Support property management index based on 20

underlying key performance indicators (2017/18: 1,379; 2018/19: $\geq 1,800$; 2019/20: $\geq 1,800$)

4.1.9 Percentage of contingent personnel in United Nations accommodations that are compliant with standards on 30 June, in line with memorandums of understanding (2017/18: 100 per cent; 2018/19: 100 per cent; 2019/20: 100 per cent)

4.1.10 Compliance with United Nations standards for delivery, quality and stock management of rations (2017/18: 99 per cent; 2018/19: ≥ 99 per cent; 2019/20: ≥ 99 per cent)

Service improvements

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

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$517.5 million, in line with delegated authority

Military, police and civilian personnel

- Emplacement, rotation and repatriation of 49 military observers, 4,001 military contingent personnel, 760 United Nations police officers and 1,740 formed police personnel
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for the military and police personnel
- Storage and supply of 4.9 tons of rations, 125,765 combat rations and 306,489 bottles of water for military contingent and formed police personnel in 38 locations
- Administration of an average of 1,509 civilian staff, comprising 504 international staff, 942 national staff and 63 United Nations Volunteers
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and disciplinary action

Facilities and infrastructure

- Maintenance and repair services for 23 mission sites
- Operation and maintenance of 1,369 United Nations owned and 23 contingent-owned generators in 23 locations
- Operation and maintenance of United Nations-owned water supply and treatment facilities (including 18 water and waste treatment plants and 36 boreholes)

Ground transportation

- Operation and maintenance of 1,175 United Nations-owned vehicles (including 589 light passenger vehicles, 275 special purpose vehicles, 8 ambulances, 15 armoured vehicles and 288 other specialized vehicles, trailers and attachments) and 1,489 contingent-owned vehicles through 3 main workshops and 13 repair facilities at 15 locations

- Supply of 2.6 million litres of petrol, oil and lubricants for grounds transportation
 - Operation of a daily shuttle service 7 days a week for an average of 1,500 United Nations personnel per day from their accommodations to mission areas
-

Aviation services

- Operation and maintenance of 14 aircraft, including 2 fixed-wing and 12 rotary-wing aircraft
 - Provision of a total of 6,612 planned flight hours (5,652 from commercial providers and 960 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, and casualty and medical evacuation services
 - Oversight of aviation safety standards for 14 aircraft and 14 airfields and landing sites
-

Communications

- Support and maintenance of a satellite network consisting of 3 earth station hubs to provide voice, fax, video and data communications
 - Support and maintenance of 42 very small aperture terminal systems, 88 telephone exchanges and 123 microwave links
 - Support and maintenance of 1 FM radio broadcast station in 1 radio production facilities
-

Information technology

- Provision and support of 3,217 computing devices and 357 printers for an average strength of 2,473 civilian and uniformed end users, in addition to 87 computing devices and 9 printers installed for connectivity of contingent personnel, as well as other common services
 - Support and maintenance of 40 local area networks and wide area networks at 98 locations
 - Support and maintenance of the wireless area network
-

Medical services

- Operation and maintenance of 28 medical facilities (1 level I-plus clinics, 2 level I-plus clinics, 25 level I) as well as emergency and first aid stations in altogether 16 locations for all mission personnel, staff of other United Nations agencies and the local civil population in emergency cases, and maintenance of contractual arrangements with 2 level III hospitals in Khartoum
 - Maintenance of mission-wide land and air evacuation arrangements for all United Nations locations, including to level IV hospitals in 4 locations (Egypt, Kenya, South Africa and the United Arab Emirates)
 - Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all mission personnel
 - HIV awareness-raising programme, including peer education, for all mission personnel
-

Security

- Provision of security services 24 hours a day 7 days a week for all mission areas
- 24-hour close protection of senior mission staff and visiting high-level officials
- Mission-wide site security assessment, including residential surveys for 462 residences
- Conduct of a total of 8,075 information sessions on security awareness and contingency plans for all mission staff
- Induction security training and primary fire training/drills for all new mission staff

External factors

Suppliers of goods and services will be able to deliver as contracted; the security situation in the mission area will allow freedom of movement; no activities will occur that would result in mine contamination or recontamination of known areas

Table 5
Human resources: component 4, support^a

| | International staff | | | | | Subtotal | National staff ^a | United Nations Volunteers | Total |
|---|---------------------|---------|---------|---------|---------------|----------|-----------------------------|---------------------------|-------|
| | USG–ASG | D-2–D-1 | P-5–P-4 | P-3–P-2 | Field Service | | | | |
| Office of the Director of Mission Support | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 5 | 7 | 8 | 21 | 21 | – | 42 |
| Proposed posts 2019/20 | – | 1 | 5 | 7 | 8 | 21 | 21 | – | 42 |
| Net change | – | – | – | – | – | – | – | – | – |
| Office of the Chief Operations and Resource Management (formerly Office of the Deputy Director of Mission Support) | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 13 | 12 | 59 | 85 | 141 | 8 | 234 |
| Proposed posts 2019/20 | – | 1 | 13 | 12 | 59 | 85 | 141 | 8 | 234 |
| Net change | – | – | – | – | – | – | – | – | – |
| Service Delivery | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 13 | 21 | 73 | 108 | 243 | 39 | 390 |
| Proposed posts 2019/20 | – | 1 | 13 | 21 | 73 | 108 | 243 | 39 | 390 |
| Net change | – | – | – | – | – | – | – | – | – |
| Approved temporary positions as at 30 June 2019 | – | – | – | 1 | 15 | 16 | 81 | – | 97 |
| Proposed temporary positions 2019/20 | – | – | – | 1 | 15 | 16 | 81 | – | 97 |
| Net change | – | – | – | – | – | – | – | – | – |
| Subtotal, Service Delivery | | | | | | | | | |
| Approved as at 30 June 2019 | – | 1 | 13 | 22 | 88 | 124 | 324 | 39 | 487 |
| Proposed 2019/20 | – | 1 | 13 | 22 | 88 | 124 | 324 | 39 | 487 |
| Net change | – | – | – | – | – | – | – | – | – |
| Supply Chain Management | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 1 | 6 | 6 | 58 | 71 | 103 | 19 | 193 |
| Proposed posts 2019/20 | – | 1 | 6 | 6 | 58 | 71 | 103 | 19 | 193 |
| Net change | – | – | – | – | – | – | – | – | – |
| Security and Safety Section | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | – | 5 | 8 | 84 | 97 | 256 | – | 353 |
| Proposed posts 2019/20 | – | – | 5 | 8 | 84 | 97 | 256 | – | 353 |
| Net change | – | – | – | – | – | – | – | – | – |

| | <i>International staff</i> | | | | | <i>Subtotal</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> | | | | |
| Conduct and Discipline Team | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | – | 2 | 4 | 1 | 7 | 4 | – | 11 |
| Proposed posts 2019/20 | – | – | 2 | 4 | 1 | 7 | 4 | – | 11 |
| Net change | – | – | – | – | – | – | – | – | – |
| HIV/AIDS Unit | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | – | 1 | – | – | 1 | 6 | – | 7 |
| Proposed posts 2019/20 | – | – | 1 | – | – | 1 | 6 | – | 7 |
| Net change | – | – | – | – | – | – | – | – | – |
| Subtotal | | | | | | | | | |
| Approved posts as at 30 June 2019 | – | 4 | 45 | 58 | 283 | 390 | 774 | 66 | 1 230 |
| Proposed posts 2019/20 | – | 4 | 45 | 58 | 283 | 390 | 774 | 66 | 1 230 |
| Net change | – | – | – | – | – | – | – | – | – |
| Approved temporary positions as at 30 June 2019 | – | – | – | 1 | 15 | 16 | 81 | – | 97 |
| Proposed temporary positions 2019/20 | – | – | – | 1 | 15 | 16 | 81 | – | 97 |
| Net change | – | – | – | – | – | – | – | – | – |
| Total, support | | | | | | | | | |
| Approved as at 30 June 2019 | – | 4 | 45 | 59 | 298 | 406 | 855 | 66 | 1 327 |
| Proposed 2019/20 | – | 4 | 45 | 59 | 298 | 406 | 855 | 66 | 1 327 |
| Net change | – | – | – | – | – | – | – | – | – |

II. Financial resources

A. Overall

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

| Category | Cost estimates (2019/20) | | | | | Variance | |
|--|--------------------------|----------------------------|---------------------------------------|-----------------------------------|-------------------------------------|--------------------|---------------|
| | Expenditure (2017/18) | Apportionment (2018/19) | Expenditure | Requirements | Total requirements | Amount | Percentage |
| | | | from 1 July to 31 December 2019 | from 1 January to 30 June 2020 | from 1 July 2019 to 30 June 2020 | | |
| | (1) | (2) | (3) | (4) | (5)=(3)+(4) | (6)= (5)-(2) | (7)=(6)÷(2) |
| Military and police personnel | | | | | | | |
| Military observers | 5 280.8 | 2 739.7 | 900.3 | 659.8 | 1 560.1 | (1 179.6) | (43.1) |
| Military contingents | 372 179.2 | 243 134.8 | 68 884.8 | 76 080.1 | 144 964.9 | (98 169.9) | (40.4) |
| United Nations police | 51 968.9 | 35 472.7 | 14 514.4 | 5 448.3 | 19 962.7 | (15 510.0) | (43.7) |
| Formed police units | 57 415.9 | 56 915.2 | 26 035.1 | 33 672.0 | 59 707.1 | 2 791.9 | 4.9 |
| Subtotal | 486 844.8 | 338 262.4 | 110 334.6 | 115 860.2 | 226 194.8 | (112 067.6) | (33.1) |
| Civilian personnel | | | | | | | |
| International staff | 151 776.6 | 129 344.1 | 58 773.3 | 53 245.4 | 112 018.7 | (17 325.4) | (13.4) |
| National staff | 82 597.7 | 63 388.6 | 22 470.3 | 16 400.9 | 38 871.2 | (24 517.4) | (38.7) |
| United Nations Volunteers | 5 278.4 | 5 273.8 | 2 016.5 | 1 691.6 | 3 708.1 | (1 565.7) | (29.7) |
| General temporary assistance | 6 906.0 | 5 560.9 | 3 491.2 | 3 546.2 | 7 037.4 | 1 476.5 | 26.6 |
| Government-provided personnel | 35.1 | 278.7 | 144.3 | 133.7 | 278.0 | (0.7) | (0.3) |
| Subtotal | 246 593.7 | 203 846.1 | 86 895.6 | 75 017.8 | 161 913.4 | (41 932.7) | (20.6) |
| Operational costs | | | | | | | |
| Civilian electoral observers | – | – | – | – | – | – | – |
| Consultants and consulting services | 39.8 | 14.0 | 149.1 | 47.0 | 196.1 | 182.1 | 1 300.7 |
| Official travel | 3 086.8 | 2 528.4 | 1 024.1 | 1 450.6 | 2 474.7 | (53.7) | (2.1) |
| Facilities and infrastructure | 57 623.4 | 43 454.4 | 8 107.6 | 10 124.7 | 18 232.3 | (25 222.1) | (58.0) |
| Ground transportation | 8 667.9 | 6 889.4 | 1 838.7 | 1 484.0 | 3 322.7 | (3 566.7) | (51.8) |
| Air operations | 62 787.7 | 56 830.0 | 19 640.7 | 17 611.4 | 37 252.1 | (19 577.9) | (34.4) |
| Marine operations | 471.0 | – | 5.2 | – | 5.2 | 5.2 | – |
| Communications and information technology | 18 075.9 | 17 882.0 | 5 066.0 | 11 367.5 | 16 433.5 | (1 448.5) | (8.1) |
| Medical | 745.7 | 857.5 | 302.1 | 501.2 | 803.3 | (54.2) | (6.3) |
| Special equipment | – | – | – | – | – | – | – |
| Other supplies, services and equipment | 23 327.7 | 44 958.5 | 24 607.2 | 26 070.3 | 50 677.5 | 5 719.0 | 12.7 |
| Quick-impact projects | – | – | – | – | – | – | – |
| Subtotal | 174 825.9 | 173 414.2 | 60 740.7 | 68 656.7 | 129 397.4 | (44 016.8) | (25.4) |
| Gross requirements | 908 264.4 | 715 522.7 | 257 970.9 | 259 534.7 | 517 505.6 | (198 017.1) | (27.7) |
| Staff assessment income | 24 674.0 | 19 178.1 | 8 516.1 | 5 670.2 | 14 186.3 | (4 991.8) | (26.0) |
| Net requirements | 883 590.4 | 696 344.6 | 249 454.8 | 253 864.5 | 503 319.3 | (193 025.3) | (27.7) |
| Voluntary contributions in kind (budgeted) | – | – | – | – | – | – | – |
| Total requirements | 908 264.4 | 715 522.7 | 257 970.9 | 259 534.7 | 517 505.6 | (198 017.1) | (27.7) |

B. Non-budgeted contributions

85. 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 | 5 303.9 |
| Voluntary contributions in kind (non-budgeted) | 241.8 |
| Total | 5 545.7 |

^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

86. 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 | 396.2 | Reduction of one commercial rotary-wing aircraft by 31 May 2020, reducing the total rotary-wing fleet composition to 11 aircraft |
| Total | 396.2 | |

D. Vacancy factors

87. 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^a</i> | <i>Budgeted 2018/19</i> | <i>Projected 2019/20</i> |
|--------------------------------------|-----------------------------------|-------------------------|--------------------------|
| Military and police personnel | | | |
| Military observers | 3.4 | 2.0 | 32.0 |
| Military contingents | (2.7) | 2.0 | 0.0 |
| United Nations police | (2.4) | 2.0 | 32.0 |
| Formed police units | 1.3 | 2.0 | 6.0 |
| Civilian personnel | | | |
| International staff | 13.3 | 10.0 | 9.0 |
| National staff | | | |
| National Professional Officers | 15.0 | 10.0 | 0.0 |
| National General Service staff | 5.0 | 2.0 | 2.0 |
| United Nations Volunteers | | | |
| International | 22.1 | 10.0 | 7.0 |
| National | 0.0 | 0.0 | – |

| <i>Category</i> | <i>Actual 2017/18^a</i> | <i>Budgeted 2018/19</i> | <i>Projected 2019/20</i> |
|----------------------------------|-----------------------------------|-------------------------|--------------------------|
| Temporary positions ^b | | | |
| International staff | 5.9 | 1.0 | 0.0 |
| National Professional Officers | 100.0 | 17.0 | 0.0 |
| National General Service staff | 1.3 | 10.0 | 0.0 |
| Government-provided personnel | 0.0 | 1.0 | 0.0 |

^a Based on monthly incumbency and planned monthly strength.

^b Funded under general temporary assistance.

88. The projected vacancy factors for the period from 1 July 2019 to 30 June 2020 reflect the uncertainty arising from the ongoing deliberations of the Security Council with regard to the future timing and modalities of the Operation's prospective drawdown and closure, as well as the view of the Advisory Committee on Administrative and Budgetary Questions that budgeted rates should be based as much as possible on actual vacancy rates (A/74/592, para. 13).

89. The projected vacancy factors for uniformed personnel and civilian personnel take into consideration the average actual deployment as at 31 December 2019.

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

90. Requirements for the period from 1 July 2019 to 30 June 2020 are based on standard reimbursement rates for major equipment (under wet-lease arrangements) and self-sustainment in the total amount of \$66,316,500, 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 | 30 754.3 | 12 618.9 | 43 373.2 |
| Self-sustainment | 16 374.8 | 6 568.5 | 22 943.3 |
| Total | 47 129.1 | 19 187.4 | 66 316.5 |

| <i>Mission factors</i> | <i>Percentage</i> | <i>Effective date</i> | <i>Last review date</i> |
|--|-------------------|-----------------------|-------------------------|
| A. Applicable to mission area | | | |
| Extreme environmental condition factor | 2.6 | 1 July 2017 | 1 July 2017 |
| Intensified operational condition factor | 3.8 | 1 July 2017 | 1 July 2017 |
| Hostile action/forced abandonment factor | 3.7 | 1 July 2017 | 1 July 2017 |
| B. Applicable to home country | | | |
| Incremental transportation factor | 0.0–3.5 | | |

F. Training

91. 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 | – |
| Official travel | |
| Official travel, training | 294.7 |
| Other supplies, services and equipment | |
| Training fees, supplies and services | 285.3 |
| Total | 580.0 |

92. 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 | 240 | 180 | 71 | 1 000 | 438 | 165 | 106 | 34 | 26 |
| External ^a | 185 | 139 | 54 | 90 | 44 | 24 | 37 | 35 | 9 |
| Total | 425 | 319 | 125 | 1 090 | 482 | 189 | 143 | 69 | 35 |

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

93. During the period from 1 July 2019 to 30 June 2020, the number of training activities will decrease, given the prospective drawdown of the Operation and the lower average number of uniformed and civilian personnel in the 2019/20 period as compared with the 2018/19 period. Nonetheless, the Operation will continue to provide training to international and national staff and military and police personnel to ensure they maintain up-to-date knowledge in various substantive and technical skills.

94. More specifically, UNAMID will prioritize training activities that provide staff members, in particular national staff members, with useful tools and knowledge to optimize their chances of employment after the closure of the Operation. UNAMID will organize workshops covering a full range of topics, including the preparation and design of a personal history profile; interview techniques, covering the United Nations competency-based interview, in addition to more classic techniques; and roster management, to allow staff members to understand the complexities and policies behind the rostering system. UNAMID will also seek to provide training covering a variety of topics, including training in Microsoft Office (Word, Excel and PowerPoint), performance management, entrepreneurship and supervisory skills.

G. Mine detection and mine-clearing services

95. 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 | 7 200.0 |
| Mine detection and mine-clearing supplies | – |

96. The proposed requirements for mine detection and mine-clearing services in the total amount of \$7,200,000 include requirements for international and national staff (\$1,730,200); contracts and grants for survey, clearance and risk education regarding explosive remnants of war (\$4,049,900); clearance equipment for explosive remnants of war, office equipment and operational expenses (\$98,000); and costs associated with the state liaison functions, including personnel costs and other operational expenses (\$783,000). The balance represents support and management fees for the United Nations Office for Project Services in the amount of \$538,900.

H. Other programmatic activities

97. 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:

Breakdown of programmatic activities for the African Union-United Nations Hybrid Operation in Darfur for the period 1 July 2019 to 30 June 2020

(United States dollars)

| <i>Programmatic activities</i> | <i>State liaison functions (four Darfur states and greater Jebel Marra area)</i> | <i>UNAMID core activities</i> | <i>Total</i> |
|--|--|---------------------------------------|-------------------|
| Support for rule-of-law institutions (police, judiciary and corrections) | 6 441 780 | 772 789 | 7 214 569 |
| Support for the promotion of human rights | 3 234 872 | 1 018 750 | 4 253 622 |
| Support for durable solutions and livelihoods | 16 545 373 | – | 16 545 373 |
| Support for immediate service delivery | 429 338 | – | 429 338 |
| Operational support costs | 1 600 000 | – | 1 600 000 |
| Support for the peace process | – | 490 286 | 490 286 |
| Protection of civilians | – | 2 601 300 | 2 601 300 |
| Total for the period 1 July 2019 to 30 June 2020 | 28 251 363 | 4 883 125 | 33 134 488 |
| Total for the period 1 July 2018 to 30 June 2019 | 15 000 000 | 4 882 500 | 19 882 500 |

98. The Security Council, in its resolution [2429 \(2018\)](#), endorsed a two-pronged approach for peacekeeping in the greater Jebel Marra area and peacebuilding in the rest of Darfur. The two-pronged mission concept combines peacebuilding and stabilization measures and peacekeeping tasks to adapt to the needs of the population in Darfur. While UNAMID successfully set up the Jebel Marra task force at the end of phase one, conducting operations in accordance with the priorities within the peacekeeping prong, the Operation encountered challenges in the implementation of its peacebuilding and stabilization strategy within the parameters of its mandate.

Although the integrated strategic framework was adopted in September 2017, insufficient emphasis was put on communication and cooperation with the United Nations country team with regard to joint planning, programming and implementation.

99. The state liaison functions framework was established by the Security Council in its resolution 2429 (2018) in four Darfur states (East Darfur, North Darfur, South Darfur and West Darfur) in line with the recommendation made in the special report of the Chairperson of the African Union Commission and the Secretary-General (S/2018/530). The state liaison functions framework ensures a joint and overarching strategy between UNAMID, national actors and the United Nations country team to optimize the capabilities and comparative advantages of the relevant actors, while serving as an entry point for enhanced national ownership. State liaison functions are implemented under the programmatic lead of the United Nations country team in close cooperation with national actors using UNAMID financial and human resources. Responsibility to deliver is based on memorandums of understanding signed by individual United Nations specialized agencies, funds and programmes with UNAMID. UNAMID staff during the transition period are attached to the United Nations specialized agencies, funds and programmes and have dual reporting lines, as agreed. UNAMID civilian staff report to the host agencies substantively and to UNAMID administratively. UNAMID has also deployed police advisors, who also have dual reporting lines to the host agencies and the UNAMID Police Commissioner. The United Nations country team agencies report to UNAMID directly on the utilization of UNAMID financial resources.

100. UNAMID, in collaboration with the United country team, is working on a strategy to expand the state liaison functions into the greater Jebel Marra area, where pockets of armed conflict still exist. The areas of programmatic interventions include increased protection monitoring, early warning (including through the establishment of community-based protection committees), the strengthening of women's protection and mediation networks, and confidence-building, in addition to the reinforcement of the criminal justice chain, support for rural courts, the enhancement of sustainable livelihoods and the provision of basic services. In practical terms, the planned arrangements for expanding the state liaison functions give priority to the United Nations specialized agencies, funds and programmes, which are operational in Darfur and have a presence or programmes in the greater Jebel Marra area.

III. Analysis of variances¹

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

| | <i>Variance</i> | |
|---------------------------|-----------------|---------|
| Military observers | (\$1 179.6) | (43.1%) |

• **Mandate: change in scale and scope of mandate**

102. The reduced requirements are attributable mainly to an actual average monthly deployment of 34 military observers from 1 July to 31 December 2019 and planned monthly deployment of 49 military observers from 1 January to 30 June 2020, with an application of a delayed deployment factor of 32.0 per cent. This compares with

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

the average planned monthly deployment of 60 military observers and application of a delayed deployment factor of 2.0 per cent for the 2018/19 period.

| | <i>Variance</i> | |
|-----------------------------|-----------------|---------|
| Military contingents | (\$98 169.9) | (40.4%) |

• **Mandate: change in scale and scope of mandate**

103. The reduced requirements are attributable mainly to an actual average monthly deployment of 4,331 military contingent personnel from 1 July to 31 December 2019 and the planned monthly deployment of 4,001 military contingent personnel from 1 January to 30 June 2020, with the application of a deployment factor of zero per cent. This compares with the planned average monthly deployment of 6,650 military contingent personnel and the application of a 2.0 per cent delayed deployment factor for the 2018/19 period. The reduced requirements are offset in part by the higher rate of reimbursement of \$1,428 (from \$1,410) per person per month, as approved by the General Assembly in its resolution [72/285](#). The reduced deployment of military contingent personnel is due to the reconfiguration of the Operation and the planned repatriation of 4,571 military contingent personnel during the 2018/19 period.

| | <i>Variance</i> | |
|------------------------------|-----------------|---------|
| United Nations police | (\$15 510.0) | (43.7%) |

• **Mandate: change in scale and scope of mandate**

104. The reduced requirements are attributable mainly to an actual average monthly deployment of 620 individual police officers from 1 July to 31 December 2019 and planned monthly deployment of 760 individual police officers with the application of a 32.0 per cent delayed deployment factor from 1 January to 30 June 2020. This compares with a planned average monthly deployment of 806 individual police officers and application of a 2.0 per cent delayed deployment factor for the 2018/19 period.

| | <i>Variance</i> | |
|----------------------------|-----------------|------|
| Formed police units | \$2 791.9 | 4.9% |

• **Mandate: change in scale and scope of mandate**

105. The increased requirements are attributable mainly to an actual average monthly deployment of 1,635 formed police personnel from 1 July to 31 December 2019 and planned monthly deployment of 1,740 formed police personnel with the application of a 6.0 per cent delayed deployment factor from 1 January to 30 June 2020. This compares with the planned average monthly deployment of 1,638 formed police personnel and the application of a delayed deployment factor of 2.0 per cent for the 2018/19 period. 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](#), also contributed to increased resource requirements.

| | <i>Variance</i> | |
|----------------------------|-----------------|---------|
| International staff | (\$17 325.4) | (13.4%) |

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

106. The reduced requirements are attributable mainly to an actual average monthly deployment of 495 international staff from 1 July to 31 December 2019 and planned monthly deployment 530 international staff with the application of a 9 per cent

vacancy rate from 1 January to 30 June 2020. This compares with a planned average monthly deployment of 668 international staff with an application of 10 per cent vacancy rate for the 2018/19 period. The reduced requirements are offset in part by higher estimated common staff costs based on the latest expenditure patterns and a provision to cover payments due to staff members at the time of separation from service or relocation to another duty station.

| | <i>Variance</i> | |
|-----------------------|-----------------|---------|
| National staff | (\$24 517.4) | (38.7%) |

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

107. The reduced requirements are attributable mainly to an actual average monthly deployment of 864 national staff from 1 July to 31 December 2019 and planned monthly deployment of 878 national staff with a vacancy rate of zero per cent for National Professional Officers and 2.0 per cent for national General Service staff from 1 January to 30 June 2020. This compares with a planned average deployment of 1,663 national staff and the application of a 10 per cent vacancy rate for National Professional Officers and 2 per cent for national General Service staff for the 2018/19 period. The reduced requirements are offset in part by a provision to cover payments due to staff members at the time of separation from service.

| | <i>Variance</i> | |
|----------------------------------|-----------------|---------|
| United Nations Volunteers | (\$1 565.7) | (29.7%) |

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

108. The reduced requirements are attributable mainly to an actual average deployment of 65 international United Nations Volunteers from 1 July to 31 December 2019 and planned monthly deployment of 68 international United Nations Volunteers with a vacancy rate of 7 per cent from 1 January to 30 June 2020. This compares with a planned monthly average deployment of 112 international and 4 national United Nations Volunteers and the application of a 10 per cent and a zero per cent vacancy rate for the 2018/19 period, respectively.

| | <i>Variance</i> | |
|-------------------------------------|-----------------|-------|
| General temporary assistance | \$1 476.5 | 26.6% |

• **Cost parameters: change in salary grade level**

109. The increased requirements are attributable mainly to the Operation's share of general temporary assistance related to support activities for Umoja Extension 2 and other cross-cutting initiatives, as well as the assumption of full incumbency for national General Service staff funded under general temporary assistance, compared with the vacancy rate of 10 per cent applied for the 2018/19 period.

| | <i>Variance</i> | |
|--|-----------------|----------|
| Consultants and consulting services | \$182.1 | 1 300.7% |

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

110. The increased requirements are attributable mainly to the utilization of additional consultants and consultant services for the analysis of progress achieved, lessons learned and analysis of best practices in different aspects of the Operation's mandate, including peace mediation, women and peace and security mechanisms, policy articulation, public information, the implementation of programmatic activities

in the light of the Operation's reconfiguration during the 2018/19 period and the possible drawdown of UNAMID.

| | <i>Variance</i> | |
|--------------------------------------|-----------------|---------|
| Facilities and infrastructure | (\$25 222.1) | (58.0%) |

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

111. The reduced requirements are attributable mainly to: (a) the lower planned consumption of 14.0 million litres of diesel fuel in the 2019/20 period compared with the planned consumption of 23.6 million litres during the 2018/19 period; (b) the lower projected unit cost of diesel fuel of \$0.73 per litre compared with \$1.04 per litre provided for the 2018/19 period; and (c) lower requirements for acquisition and construction services owing to the closure of team sites and sector headquarters during the 2018/19 period.

| | <i>Variance</i> | |
|------------------------------|-----------------|---------|
| Ground transportation | (\$3 566.7) | (51.8%) |

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

112. The reduced requirements are attributable mainly to: (a) the lower projected consumption of 2.6 million litres of diesel fuel during the 2019/20 period compared with the planned consumption of 3.9 million litres during the 2018/19 period, owing to the expected utilization of strategic reserves and fuel held; (b) the lower projected unit cost of diesel fuel of \$0.73 compared with \$1.04 per litre during the 2018/19 period; and (c) the lower planned acquisition of spare parts.

| | <i>Variance</i> | |
|-----------------------|-----------------|---------|
| Air operations | (\$19 577.9) | (34.4%) |

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

113. The reduced requirements are attributable mainly to: (a) the proposed drawdown of the UNAMID aviation fleet by one fixed-wing aircraft and one rotary-wing aircraft; (b) lower rental costs of military rotary-wing aircrafts due to their relocation from El Fasher to Zalingei; (c) the reduced volume of acquisition of aviation fuel due to the utilization of fuel reserves; and (d) the lower unit cost of aviation fuel of \$0.70 compared with \$0.98 per litre during the 2018/19 period.

| | <i>Variance</i> | |
|--|-----------------|--------|
| Communications and information technology | (\$1 448.5) | (8.1%) |

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

114. The reduced requirements are attributable mainly to the reduced level of information and communication technology asset acquisitions and the discontinuation of some segments of information and communication technology infrastructure in line with the reconfiguration of the Operation. The reduced requirements are offset in part by a provision to cover the services related to the utilization of the Operation's electronic waste in line with the United Nations environmental policies as well as the Operation's share related to support activities for Umoja Extension 2 and other cross-cutting initiatives.

| | <i>Variance</i> | |
|----------------|-----------------|--------|
| Medical | (\$54.2) | (6.3%) |

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

115. The reduced requirements are attributable mainly to the reduced demand for medical services owing to the drawdown of the Operation during the 2018/19 period. The reduced requirements are offset in part by a higher level of acquisition of medical supplies, such as blood units, to replenish stocks.

| | <i>Variance</i> | |
|---|-----------------|-------|
| Other supplies, services and equipment | \$5 719.0 | 12.7% |

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

116. The increased requirements are attributable to the increased level of programmatic activities from \$19.8 million during the 2018/19 period to \$33.1 million during the 2019/20 period. The increased requirements were offset in part by reduced requirements of freight and related costs owing to the lower level of acquisitions as well as individual contractual services due to the Operation's reconfiguration and closure of team sites and regional headquarters.

IV. Authority to enter into commitments for the period 1 July 2019 to 31 March 2020, pending the decision of the Security Council

117. In its resolution [2429 \(2018\)](#), the Security Council reiterated its continued support for the Operation's two-pronged approach and took note of the recommendations contained in the special report of the Chairperson of the African Union Commission and the Secretary-General ([S/2018/530](#)).

118. In that special report, the Chairperson of the African Union Commission and the Secretary-General presented a whole-of-system approach for Darfur, including a new mission concept with adjusted priorities for UNAMID and a transition concept for withdrawal over a two-year time frame, during which the Operation would work in collaboration with the United Nations country team to sustain peace in Darfur, with a view towards the exit of the Operation on 30 June 2020 and liquidation by December 2020, provided that there was no significant change in the security situation in Darfur and that key indicators were fulfilled.

119. In the same resolution, the Security Council requested the Secretary-General and the Chairperson of the African Union Commission, in consultation with UNAMID, to provide, through a strategic review by 1 May 2019, an assessment of various aspects of the Operation, including progress in implementing the reconfiguration and whether the capacity of the United Nations country team and the Government of the Sudan had increased to the level necessary to absorb former UNAMID tasks. The Council also expressed its intention to review by 30 June 2019 the scope and pace of the reconfigurations and further closure, taking into account the findings of the strategic review.

120. The actions of the Security Council rendered the operational circumstances of UNAMID from 1 July 2019 onwards subject to significant uncertainty, until the Council took its decision. Consequently, in accordance with section I, paragraph 4, of General Assembly resolution [49/233 A](#), the Secretary-General in his note on the financing of the African Union-United Nations Hybrid Operation in Darfur

(A/73/785), proposed financing arrangements for UNAMID for a six-month period to provide the Operation with adequate resources to continue to fulfil its existing mandate. This comprised a request for authority to enter into commitments with assessment in the total amount of \$269,920,900 gross (\$262,996,100 net) for the maintenance of UNAMID for the period from 1 July to 31 December 2019.

121. In its report of 24 April 2019, the Advisory Committee on Administrative and Budgetary Questions, recommended that the proposed resources be reduced by \$2,500,000 and, accordingly, that the General Assembly authorize the Secretary-General to enter into commitments in an amount not exceeding \$267,420,900 for the maintenance of the Operation for the six-month period from 1 July to 31 December 2019 (A/73/755/Add.10, para. 30).

122. The General Assembly, by its resolution 73/278 B, authorized the Secretary-General to enter into commitments for the Operation in an amount not exceeding \$257,970,900 for the period from 1 July to 31 December 2019. The total amount has been assessed on Member States.

123. The Security Council, by its resolution 2479 (2019), decided to extend the mandate of UNAMID until 31 October 2019 and requested the Secretary-General and the Chairperson of the African Union Commission to provide the Security Council with a special report no later than 30 September 2019, on an assessment of the situation on the ground and recommendations on the appropriate course of action regarding the drawdown of UNAMID, as well as on a joint African Union-United Nations political strategy detailing options for a follow-on mechanism to UNAMID.

124. Subsequently, in its resolution 2495 (2019) of 31 October 2019, the Security Council took note of the special report of the Chairperson of the African Union Commission and the Secretary-General of the United Nations (S/2019/816) and of the letter from the Government of the Sudan addressed to the Secretary-General of the United Nations dated 22 October 2019 and extended the mandate of the Operation for a year until 31 October 2020, and requested the Secretary-General and the Chairperson of the African Union Commission to provide the Security Council with a further special report no later than 31 January 2020, on an assessment of the situation on the ground, an update on the peace process, information on the status of previously handed-over UNAMID team sites, and recommendations on the appropriate course of action regarding the drawdown of UNAMID and on options for a follow-on presence to UNAMID, based on the views and the needs of Government of the Sudan.

125. The Security Council's decision rendered the operational circumstances of UNAMID from 1 November 2019 onwards subject to continued significant uncertainty, and as result the Secretary-General, in his note on the financing of the African Union-United Nations Hybrid Operation in Darfur (A/74/562), proposed financing arrangements for UNAMID for a three-month period to provide the Operation with adequate resources to continue to fulfil its existing mandate, until the Council took a decision in March 2020. That comprised a second request for authority to enter into commitments with assessment in the total amount of \$130,227,800 gross (\$126,431,000 net) for the maintenance of UNAMID for the period from 1 January to 31 March 2020.

126. In its report of 13 December 2019, the Advisory Committee recommended that the General Assembly authorize the Secretary-General to enter into commitments in an amount not exceeding \$130,227,800 for the maintenance of the Operation for the three-month period from 1 January to 31 March 2020 (A/74/592, para. 24).

127. The General Assembly, by its resolution 74/261, authorized the Secretary-General to enter into commitments for the Operation in an amount not exceeding

\$130,227,800 for the period from 1 January to 31 March 2020. The total amount has been assessed on Member States.

128. The table below provides an analysis of the authorities to enter into commitments for UNAMID approved by the General Assembly, and the current expenditure of the Operation in the context of the present budget proposal for the 2019/20 period.

Financing of UNAMID for the 2019/20 period

(Thousands of United States dollars)

| Category | Apportionment (2018/19) | Approved resources for the period from 1 July to 31 December 2019 | Expenditure up to 31 December 2019 | Approved resources for the period from 1 January to 31 March 2020 | Total approved resources for the period from 1 July 2019 to 31 March 2020 | Resource requirements for the period from 1 April to 30 June 2020 | Total requirements from 1 July 2019 to 30 June 2020 |
|---|---|--|---|---|---|---|---|
| | (General Assembly resolution 73/278) | (General Assembly resolution 73/278 B) | | (General Assembly resolution 74/261) | | | |
| Military and police personnel | 338 262.4 | 115 420.9 | 110 334.6 | 56 928.2 | 172 349.1 | 53 845.7 | 226 194.8 |
| Civilian personnel | 203 846.1 | 70 007.0 | 86 895.6 | 39 404.0 | 109 411.0 | 52 502.4 | 161 913.4 |
| Operational costs | 173 414.2 | 72 543.0 | 60 740.7 | 33 895.6 | 106 438.6 | 22 958.8 | 129 397.4 |
| Gross requirements | 715 522.7 | 257 970.9 | 257 970.9 | 130 227.8 | 388 198.7 | 129 306.9 | 517 505.6 |
| Staff assessment income | 19 178.1 | 6 924.8 | 8 718.3 | 3 796.8 | 10 721.6 | 3 464.7 | 14 186.3 |
| Net requirements | 696 344.6 | 251 046.1 | 249 252.6 | 126 431.0 | 377 477.1 | 125 842.2 | 503 319.3 |
| Voluntary contributions in kind (budgeted) | – | – | – | – | – | – | – |
| Total requirements | 715 522.7 | 257 970.9 | 257 970.9 | 130 227.8 | 388 198.7 | 129 306.9 | 517 505.6 |

V. Actions to be taken by the General Assembly

129. The actions to be taken by the General Assembly in connection with the financing of the African Union-United Nations Hybrid Operation in Darfur are:

(a) Appropriation of the amount of \$517,505,600 for the maintenance of the Operation for the 12-month period from 1 July 2019 to 30 June 2020, inclusive of the amount of \$388,198,700 previously authorized for the period from 1 July 2019 to 31 December 2019 and from 1 January to 31 March 2020 under the terms of General Assembly resolutions 73/278 B and 74/261;

(b) Taking into account the amount of \$388,198,700 previously assessed on Member States for the period from 1 July 2019 to 31 March 2020 under the terms of General Assembly resolutions 73/278 B and 74/261, assessment among Member States of the additional amount of \$129,306,900 for the three-month period from 1 April to 30 June 2020.

VI. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286, 73/278 and 74/261, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

Decision/request

Action taken to implement decision/request

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 Operation has achieved a substantive-to-support staff ratio of 1:3.68 and 1:3.62 for the 2018/19 and 2019/20 periods, respectively. Moreover, the Operation has nationalized more than 180 posts, including Field Service posts, as part of its efforts to realign staffing ratios and to ensure that civilian staffing structure is able to support the effective implementation of the current mission mandate. Considering the transition phase the Operations is presently under, UNAMID is placing great emphasis on the importance of a civilian staffing complement with adequate expertise required to support critical tasks effectively and efficiently during the current period.

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 the next overview report (para. 22).

The Operation has reduced its recruitment lead time from 112 to 101 days, notwithstanding the delays results from the rejection of visa applications for selected candidates. Nevertheless, and with due regard to the prospective drawdown of the Operation, subject to the decision of the Security Council, UNAMID will continue its efforts to fill all the vacancies in a timely manner.

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).

The Operation supports mainstreaming gender perspectives in peacekeeping and in that respect has a senior gender adviser that reports to the Joint Special Representative

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,

The Operation supports organizational efforts to recruit and retain women in peacekeeping operations, in particular the appointment of women to senior United Nations leadership positions. As at 31 January 2020, the Operation had reached 26 per cent of female candidates in senior positions (i.e. the P-5 level and above), compared with 12 per cent in the 2016/17 period. The Operation will continue its endeavour to increase female representation in the workforce and for senior level positions in particular.

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).

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

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

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).

The Operation fully supports the initiative and is actively involved in the treatment, recycling and reuse of wastewater, both to reduce dependency on scarce freshwater resources and to prevent environmental pollution. The Operation is also involved in the monitoring of groundwater abstraction to protect the aquifers and in the harvesting and reuse of rainwater. In addition, the Operation is currently in the process of initiating a waste segregation and composting programme and has acquired incinerators to improve solid waste management.

In addition, the Operation continues to replace conventional air conditioning units with more energy efficient units, and has installed light-emitting diodes and light detectors for the automation of camp lighting systems. More than 545,600 trees have been planted as part of its greening efforts, which will be pursued, including through the planting of additional seedlings and the greening of recreational areas.

The Operation confirms its compliance with the standard operational procedures on casualty evacuations, based on the 10-1-2 casualty evacuation policy available to mission-wide stakeholders. Meetings are conducted to ensure that stakeholders are fully aware of their expected responsibilities. Live mission-wide exercises have been carried out as recently as December 2019. All casualty evacuations executed during the reporting period were done successfully within the 10-1-2 timelines, with the full participation of all stakeholders. Medical facilities mission-wide are reminded regularly of the importance of having all personnel fully acquainted on all aspects of the policy document. In January 2020, a training session on basic and advanced life and trauma support was organized for all military and police medical personnel.

The Operation confirms that effective measures are in place to ensure the security of information and communications.

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

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).

Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by 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).

The Operation has aligned its vehicle ratio for light passenger vehicle fleet holdings, in accordance with the standard ratios. Where office and accommodation are co-located, a higher staff-to-vehicle ratio is being implemented, in addition to the utilization of shuttle bus services for personnel movement within the super camps in order to reduce the environmental impact.

No replacement of light passenger vehicle fleet holdings is planned for the 2019/20 period, and there is no provision in the proposed budget for the acquisition of vehicles. Conversely, UNAMID has commenced the process of transferring surplus vehicles to other peacekeeping operations, such as UNISFA.

The Operation continues to ensure that basic amenities are provided in all accommodations for all categories of personnel, in line with United Nations standards.

There are no multi-year projects planned for the 2019/20 period.

The Operation established its acquisition management unit in the 2015/16 period to strengthen the planning, monitoring and tracking of all aspects of supply chain management and to ensure the continuous supply of goods and services available to meet operational requirements. The core function of the unit is to verify existing stock levels before initiating any procurement action, to ensure the implementation of related policies designed to eliminate unnecessary acquisitions. The unit also ensures that entries are entered in the demand acquisition plan for local, regional and global planning.

The Operation utilizes locally available construction materials, including concrete blocks, steel, sand and gravel. In addition, local capacity and knowledge are being utilized through the hiring of individual contractors for routine maintenance and for short-term construction projects. In the current period, the Operation will be assessing the capacity of the local market to provide certain goods and services and has engaged local contractors for the construction of

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 aircrews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of the next overview report (para. 47).

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).

gravity-fed water schemes, landfills and waste disposal sites. The Operation has utilized the local market on construction of landfills and waste disposal sites.

The Operation confirms that every effort has been made to utilize the Regional Procurement Office in Entebbe for procurement activities, to the extent possible.

The Operation implements measures to strengthen the security of aircrews working under contracts with the United Nations as follows: (a) through the standard briefing for crew members who arrive in the mission area; (b) through comprehensive security briefings on the security situation within the mission area; (c) through aviation threat assessments for all UNAMID flights on a daily basis; (d) through daily crew briefings on the aviation threat assessment and on aviation risk management; and (e) through the aviation threat assessment and the aviation risk assessment, based on which the Operation may request the deployment of ground protection forces and/or special arrangements with the transitional Government of the Sudan.

The Operation has adopted the whole-of-system transition concept proposed in the special report of the Chairperson of the African Union Commission and the Secretary-General (S/2018/530), which aims to focus the work of the United Nations system on providing sustainable solutions to the critical drivers of conflict through a number of substantive areas identified as critical to preventing relapse, and on enabling the transitional Government, the United Nations agencies, funds and programmes, civil society partners and the international actors to ensure a timely, efficient and effective transfer of roles and responsibilities before the mission's envisaged exit.

The Operation endeavours to ensure quality control and efficiency in its programmatic activities, given their importance regarding the implementation of the mission mandate. Programmatic activities continue to support the Operation's transition from peacekeeping to peacebuilding, in close cooperation with the United Nations country team, through the state liaison functions mechanism in areas where the Operation has ceased programmatic operations, including the expansion of the state liaison functions into the greater Jebel Marra area in the second half of the 2019/20 period. In addition, programmatic activities also support the implementation of the mandate with respect to: local conflict mediation and reconciliation; community stabilization through the implementation of projects directed at strengthening rule of law and

*Decision/request**Action taken to implement 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, see also paras. 71, 76, 79, 80, 81 and 82).

justice; on-the-job-training through the construction and rehabilitation of essential community infrastructure necessary to address the root causes of conflict; providing support for income-generating activities; agricultural/livelihood enhancement; vocational training; social cohesion; community resilience and stability, including support for the national disarmament, demobilization and reintegration programme and the arms control programme; and support for the peace process.

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

The Operation has strengthened its capacity to deal with sexual exploitation and abuse-related issues. The Operation implemented its preventive action plan on sexual exploitation and abuse, covering UNAMID personnel from all categories. The implementation of the plan is closely monitored and reviewed on a quarterly basis by the high-level task force on sexual exploitation and abuse.

All incoming personnel of all categories receive training on the prevention of sexual exploitation and abuse and other forms of misconduct. In addition, the Operation has organized several outreach activities to the local communities, particularly internally displaced persons, young people and community volunteers, to sensitize them on the zero tolerance policy of the United Nations on sexual exploitation and abuse and to provide information on the Operation's community-based complaint reception mechanism.

Financing of the African Union-United Nations Hybrid Operation in Darfur

(Resolution [73/278 A](#))

*Decision/request**Action taken to implement 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 Operation's resources, excluding the provision of goods and services through contractual arrangements (para. 4).

The Operation fully acknowledges the importance of conducting robust oversight of the activities implemented or undertaken by other entities – including United Nations agencies, funds and programmes – on behalf of or in conjunction with UNAMID. Moreover, given the critical success of the concept of state liaison functions during the transition period, the progress and implementation of such activities are overseen at the most senior level of

management and leadership of the Operation and reported to Headquarters. In terms of the accountability framework, the Joint Transition Cell is based at the Operation's headquarters level in Zalingei and began its functions on 1 September 2019. The role of the Cell is to support the United Nations country team; its mandate is to provide financial and human resources and engage with the country team on the implementation of its mandate and programme, and to monitor the use of those resources. The Cell is a planning and coordination mechanism established jointly by UNAMID senior management, i.e., Deputy Joint Special Representative, on behalf of the Joint Special Representative and the United Nations Resident and Humanitarian Coordinator. The Cell will support UNAMID and the country team senior management as they spearhead and provide oversight for transition planning, implementation and monitoring in the Sudan, through the joint transition action plan. The role of the Cell is to ensure coherence across the different workstreams of the action plan and to provide a vehicle for day-to-day coordination.

Underlines the critical contribution that programmatic activities make to the implementation of the mandates of the Operation and that all such activities must be directly linked to the mandates of the Operation (para. 5).

The Operation ensures that programmatic activities are implemented through the state liaison functions mechanism and, in the greater Jebel Marra area, are directly linked to the mandates of the Operation.

B. Advisory Committee on Administrative and Budgetary Questions

Financing of the African Union-United Nations Hybrid Operation in Darfur

(A/73/656 and General Assembly resolution 73/278 A)

Request/recommendation

Action taken to implement request/recommendation

Recalling General Assembly resolutions [61/276](#) and [66/264](#), the Advisory Committee encourages the Operation to take further measures to nationalize more posts. (para. 14).

The Operation has nationalized more than 180 posts since the inception, including Field Service posts, as part of its efforts to realign staffing ratios and to save on personnel costs. In view of the ongoing reconfiguration and the Operation, the nationalization of posts will not be practical or effective at this stage. The emphasis placed with respect to staffing requirements during this transition period is to identify the requisite skill sets and expertise suitable to support the Operation through this critical period.

The Advisory Committee trusts that all vacant positions will be filled expeditiously and recommends that the General Assembly request the Secretary-General to complete the recruitment process for those posts presently encumbered by the use of special post allowances promptly ([A/73/498](#), para. 20) (para. 16).

The recruitment process to fill posts that are presently encumbered using special post allowances may not be practical since the Operation is in transition. The Operation resorts to recruitment using temporary job openings, and, where applicable, selected internal candidates may be eligible for special post allowances as opposed to filling the post on fixed-term basis.

The Advisory Committee trusts that the Operation follows the relevant regulations and rules in writing off its vehicle holdings (para. 31).

The Operation continues to comply with relevant regulations and rules regarding write-offs and the disposal of vehicle holdings. The Local Property Survey Board has been established to conduct due diligence in the review of property disposal and to recommend actions for the approval of the Director of Mission Support following United Nations financial rules and regulations.

The Advisory Committee reiterates that the experience gained in the liquidation of UNOCI, UNMIL and MINUSTAH provides an opportunity for determining best practices and institutionalizing lessons learned, where applicable. The Committee trusts that the guidance incorporated into the Liquidation Manual will be consistently applied going forward (see [A/72/789](#), paras. 120 and 122) (para. 32).

The Operation fully takes note of and acknowledges the guidance incorporated in the Liquidation Manual (updated, in part, within the Guide for Senior Leadership on Field Entity Closure) and intends to incorporate the lessons learned and best practices from the closure and liquidation of former missions in its planning and implementation of the drawdown, closure and eventual liquidation of UNAMID. Preliminary plans for the cessation of have been developed, and, in order to facilitate the smooth implementation of an exit strategy, a strategic-level steering committee for drawdown is being established, with representation from both UNAMID and Headquarters, as well as ongoing guidance and advice from the Global Asset Management Policy Service at Headquarters, the United Nations Logistics Base and the Regional Service Centre, which will share with the Operation the knowledge and lessons learned from previous mission closures.

The Advisory Committee expects that the Operation will avail itself of the experience gained in the course of the drawdown and liquidation of other peacekeeping missions, with a view to ensuring the timely and appropriate drawdown, liquidation and closure process in compliance with all applicable regulations and rules (see [A/71/836/Add.16](#), para. 21, and [A/71/676](#), para. 36). The Committee further expects that the Secretary-General will provide detailed information on the Operation's planning for liquidation activities, including the development of a liquidation plan comprising pre-liquidation activities and asset disposal plan, in his budget proposal for 2019/20 (para. 33).

The Advisory Committee expects that the Operation will undertake capacity-building activities to support national staff during its drawdown and provide detailed information in the next budget (para. 34).

The Operation takes note of the recommendation to avail itself of the experience gained in the course of the drawdowns and liquidations of other peacekeeping missions. The Operation has developed a liquidation plan detailing the activity that the Operation will undertake, along with several updates to the preliminary asset disposal plan for UNAMID.

The Operation has conducted series of capacity-building activities as part of national capacity-building plans to support national staff as it draws down, as follows:

- (i) Three microenterprise development fairs between the period 1 December 2019 to March 2020, in El Fasher. The Operation successfully organized one such fair from 10 to 11 December 2019, which aimed to develop national staff and expose them to various entrepreneurship avenues and to help improve national staff capacities. The Operation plans to organize two such fairs (one in Khartoum and one at the Operation's headquarters in Zalingei, respectively) from January to March 2020. The microenterprise development fair is a means of introducing national staff to alternative livelihoods as an option for future career development prospects. It involves an introduction to the investment environment of the Sudan and potential business financing options;
- (ii) Two 5-day workshops on the theme "Career pathways and empowering your transition", scheduled to be held within the budget period. The workshops are designed to manage emotional aspects relating to downsizing and eventual closure;
- (iii) Ongoing training on soft-skill subjects such as business finance and administration, intended to provide useful knowledge and skills for career development into the private sector;
- (iv) Activities relating to project identification, project proposal development, project feasibility studies and project management;
- (v) Training and guidance on developing personal history profiles and interviewing skills;

The Advisory Committee notes the progress that has been made on environmental management by the Operation. The Committee stresses that all future sites to be closed will be handed over in compliance with the guidance issued by the Department of Peacekeeping Operations and the Department of Field Support with respect to environment and waste management, the revised Liquidation Manual, including its environmental annex, and relevant environmental laws and practices of the host Government to avoid any environmental impact (see [A/72/839](#), para. 14). In addition, the Committee continues to emphasize that efforts aimed at reducing the overall environmental footprint of UNAMID should be strengthened, as requested by the General Assembly in its resolutions [69/307](#) and [70/286](#) (see [A/72/789/Add.7](#), para. 38; [A/72/636](#), para. 49; and [A/71/836/Add.7](#), para. 64) (para. 37).

- (vi) Help for national staff in gaining access to information on career development, including networking, that will support career transition.

Moreover, the Operation ensures that it has funds allocated to the conduct of capacity-building activities in various disciplines for national staff.

Since the 2017/18 period, pursuant to the decision of the Security Council, the Operation has closed and handed over to the Government of the Sudan and to private land owners a total of 28 locations (including three sector headquarters), as well as assets, equipment and infrastructure with an estimated value of \$158.93 million, including environmental related assets such as boreholes, medical incinerators, water treatment plants and waste tipping sites. Clear steps and procedures on site closure have been and continue to be followed based on the Guide for Senior Leadership on Field Entity Closure, including: pre-closure environmental assessments (reports shared with the Headquarters Environment Section, the Environmental Technical Support Unit of the United Nations Logistics Base and the Rapid Environment and Climate Technical Assistance facility of the United Nations Environment Programme); environmental clean-up (decontamination of oil and diesel spills sites; backfilling of defence trenches and oxidation ponds with fresh soil; safe disposal of hazardous chemicals and scrap materials in accordance with local, national, United Nations and international environmental regulations; and verification of camps and safe destruction of troops self-life expired ordnance); joint environmental inspections by UNAMID and the Government of the Sudan of closing sites; and obtaining site handover certificates and environmental clearance certificates from the Government of the Sudan.

Financing of the African Union-United Nations Hybrid Operation in Darfur

(A/73/755/Add.10 and General Assembly resolution 73/278 B)

Request/recommendation

The Advisory Committee recalls that the General Assembly, on a number of occasions, has expressed concern at the low rate of compliance with the advance purchase policy directive and reiterates that stronger efforts are required in that respect (see also [A/73/779](#), para. 16) (para. 19).

The Advisory Committee emphasizes that efforts to reduce the overall environmental footprint of UNAMID should be strengthened, in particular in view of its drawdown, and requests that the Secretary-General provide an update on environmental activities, including on the environmental clean-up and bioremediation activities and the application of lessons learned, in the next budget proposal (para. 27).

Action taken to implement request/recommendation

The Operation has made every effort to adhere to the advance purchase policy directive and has registered a notable improvement in compliance up to 31 December 2019 of 19 per cent compared with 7 per cent in the 2018/19 budget period.

Mindful to reduce its overall environmental footprint, UNAMID is actively involved in the treatment, recycling and reuse of wastewater, both to reduce dependency on scarce freshwater resources and to prevent environmental pollution. The Operation is also involved in the monitoring of groundwater abstraction to protect the aquifers; collecting and reusing rainwater; installing a solar-powered water pumping system and a gravity-fed water distribution system and replacing old ablution units with new units fitted with a solar-powered water heater and motion-sensor lighting system. In addition, UNAMID has acquired large-capacity incinerators and bulb crushers and is constructing a waste management yard at the El Fasher logistics base to improve solid waste management.

The Operation confirms that it continues to: (a) adhere to clear steps and procedures on site closure following the Guide for Senior Leadership on Field Entity Closure, which include pre-closure environmental assessments; (b) perform environmental clean-up, including the decontamination of oil and diesel spills sites, the backfilling of defence trenches and oxidation ponds with fresh soil, the safe disposal of hazardous chemicals and scrap materials in accordance with local, national, United Nations and international environmental regulations and the verification of camps and safe destruction of expired ordnance); (c) perform joint environmental inspections of closing sites by UNAMID and the Government of the Sudan; and (d) obtain site handover certificates and environmental clearance certificates from the Government of the Sudan.

Furthermore, based on experiences from previous site closures, the Operation requires that troops and police seek earlier permission from their home countries for the disposal of their scraps and hazardous materials through the Operation's approved scrap contractors.

Financing of the African Union-United Nations Hybrid Operation in Darfur

([A/74/592](#) and General Assembly resolution [74/261](#))

Request/recommendation

Action taken to implement request/recommendation

The Advisory Committee reiterates the need for capacity-building activities to support national staff during the downsizing and requests that detailed information thereon be presented in the next budget proposal (see also [A/73/755/Add.10](#), para. 26) (para. 14).

Please refer to paragraph 43 of the present report.

The Advisory Committee considers that additional clarification is needed regarding the delineation and monitoring of the different programmatic activities undertaken in Darfur together with more realistic projections. The Committee trusts that updated information will be provided to the General Assembly at the time of its consideration of the present and that updated details will be included in the next report of the Secretary-General on UNAMID (para. 21).

Please refer to paragraphs 98 to 100 of the present report.

Cross-cutting issues

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

Request/recommendation

Action taken to implement request/recommendation

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

The Operation does not have any posts vacant for two years or longer, given the significant drawdown of the civilian personnel component during the 2018/19 period.

The Advisory Committee recalls the General Assembly's request in its resolution [69/307](#) for the Secretary-General to reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials (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).

The Operation continues to abide by Administration's environmental strategy, which assesses environmental performance based on five pillars: waste and wastewater; solid waste; energy; environmental management system; and wider impacts.

The use of solar energy is geared to solar water pumping systems, solar streetlights and solar plants for communication towers. The installation of solar pumps, solar streetlights and solar water heaters will continue.

To reduce the consumption of water, UNAMID will continue to use treated wastewater to irrigate tree plantations, nurseries and gardens and for dust control, and will implement a robust repair and maintenance plan for its ageing water distribution system. For wider-impact and environmental management systems, UNAMID has exceptionally been exempted from developing its mission-specific waste management and energy infrastructure management policies owing to its drawdown and will continue to engage with the Rapid Environment and Climate

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. Furthermore, the Committee is of the view that a consistent methodology for measuring air asset utilization is needed so that meaningful comparisons can be made over time and a review of the overall fleet composition could be considered on the basis of clear, verifiable data (para. 122).

Technical Assistance Facility team in developing an environment strategy tailored to the drawdown, liquidation and transition, for example regarding the clean-up and disposal of hazardous waste and bioremediation treatment of oil-contaminated soil during the closure of the sites.

The Operation continues to undertake cost-saving initiatives, including a continuous review of its flight programme in the sectors to enhance the efficiency and cost-effectiveness of air operations within the mission area.

The Operations continuously optimizes and reconfigures its air fleet in line with the drawdown and the closure of the different sectors and team sites, which has resulted in the reduction of two helicopters in the 2015/16 period (\$5.8 million cost reduction), two helicopters in the 2016/17 period (\$5.3 million cost reduction) and three aircraft in the 2017/18 period (\$9.6 million cost reduction). The Operation has further achieved total efficiency gains of \$10.5 million in aircraft rental costs owing to the optimization of the air-fleet configuration by reducing its air fleet by one fixed-wing aircraft and four civilian helicopters during the 2018/19 period. The Operation undertook those measures in order to contribute and comply with the Secretary-General's initiative on cost reduction to enhance the efficiency and cost-effectiveness of air operations in peacekeeping operations.

The Operation has undertaken the steps necessary, in line with the legislative recommendations and with guidance from Headquarters (Air Transport Section), which requested a four-year trend analysis of its air assets utilization. The Operation has issued guidance for that analysis to be performed for every budget formulation, to ensure the optimization of the fleet through increased flights, fleet reduction, additional aircrew and the utilization of stand-by contracts.

Budget proposals for air operations requirements are developed after a detailed trend analysis of assets utilization, considering projected expenditure versus actual expenditure, projected hourly utilization versus actual hourly utilization, projected passenger capacity versus actual occupancy and projected cargo capacity versus actual load.

A performance framework across all peacekeeping aviation was developed for measuring air asset utilization, i.e., the percentage of approved flight hours utilized (excluding search and rescue and medical or casualty evacuations), against the target of ≥ 90 per cent. The purpose of the indicator is to reflect

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

The Committee looks forward to reviewing the results of the analysis currently under way examining 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).

whether missions have appropriately forecast their standard flight hours and are able to use them adequately. Flights for medical or casualty evacuations and search and rescue are disregarded as they cannot be reliably forecast in advance. As at 30 June 2019, the performance of UNAMID was 94 per cent of its planned flight hours, while its current performance as at 31 December 2019 was 50 per cent of its planned flight hours for civilian aircraft and 28 per cent for military helicopters.

The Operation will not be acquiring or replacing its light passenger vehicle fleet during the 2019/20 period.

The Operation's Medical Services Division, in conjunction with the Headquarters Medical Support Section, has undertaken measures to standardize the procedures for health-care quality management and patient safety through the development of standards of care. Many national and international standard regimens were reviewed and Joint Commission International standards were consequently adopted as the basis for the development of United Nations standards. To that end, the Operation conducted assessments of four hospitals in Khartoum to determine compliance with Joint Commission International standards, of which two were identified as meeting those standards and were approved for use by United Nations entities. Moreover, the Operation, in conjunction with the Medical Services Division, conducted a mission-wide health risk assessment as a prelude to standardizing the health-care facilities in the Operation.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

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

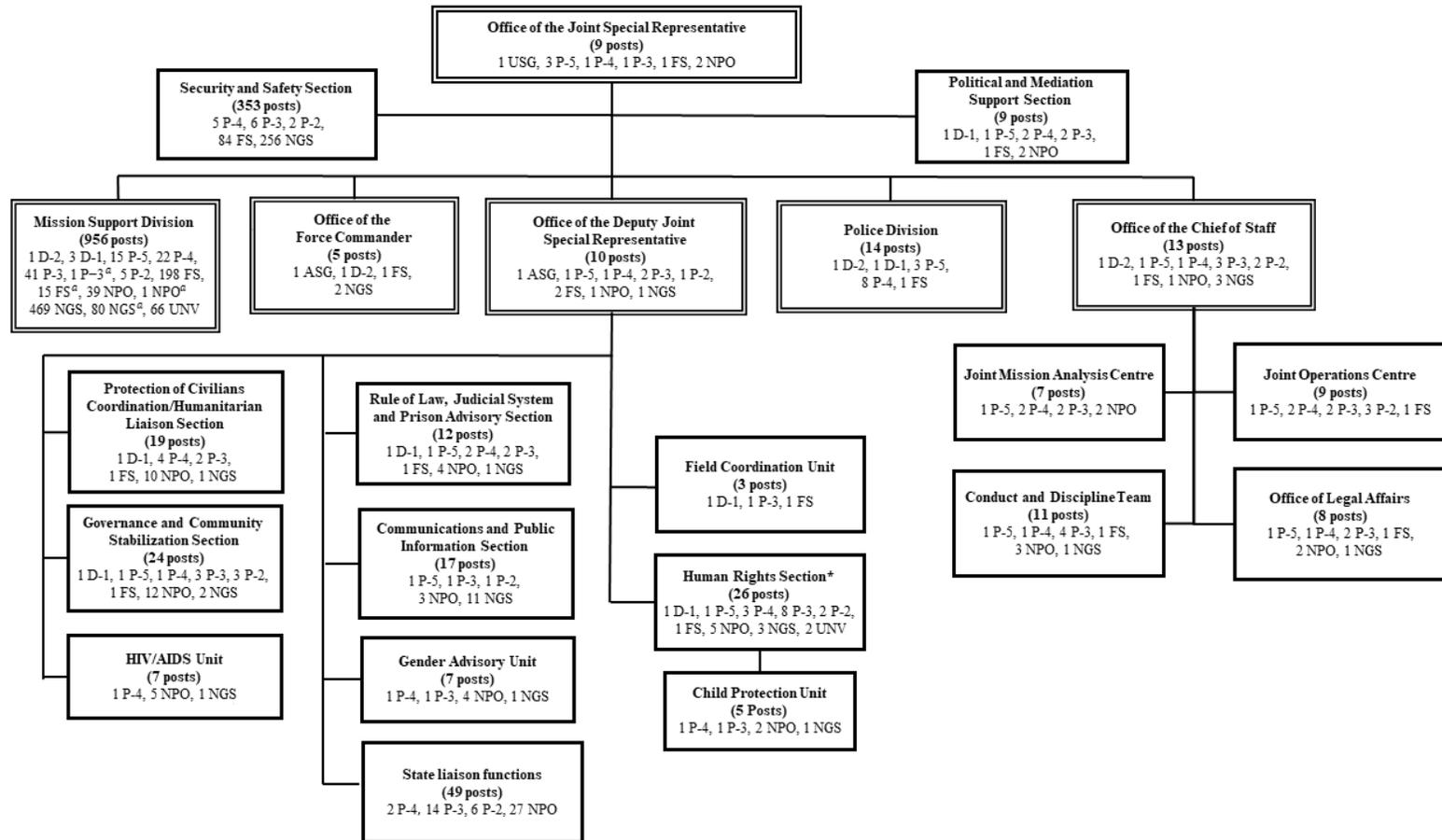
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations,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

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

Annex II

Organization charts

A. Substantive and administrative offices, all locations (1,573 posts)



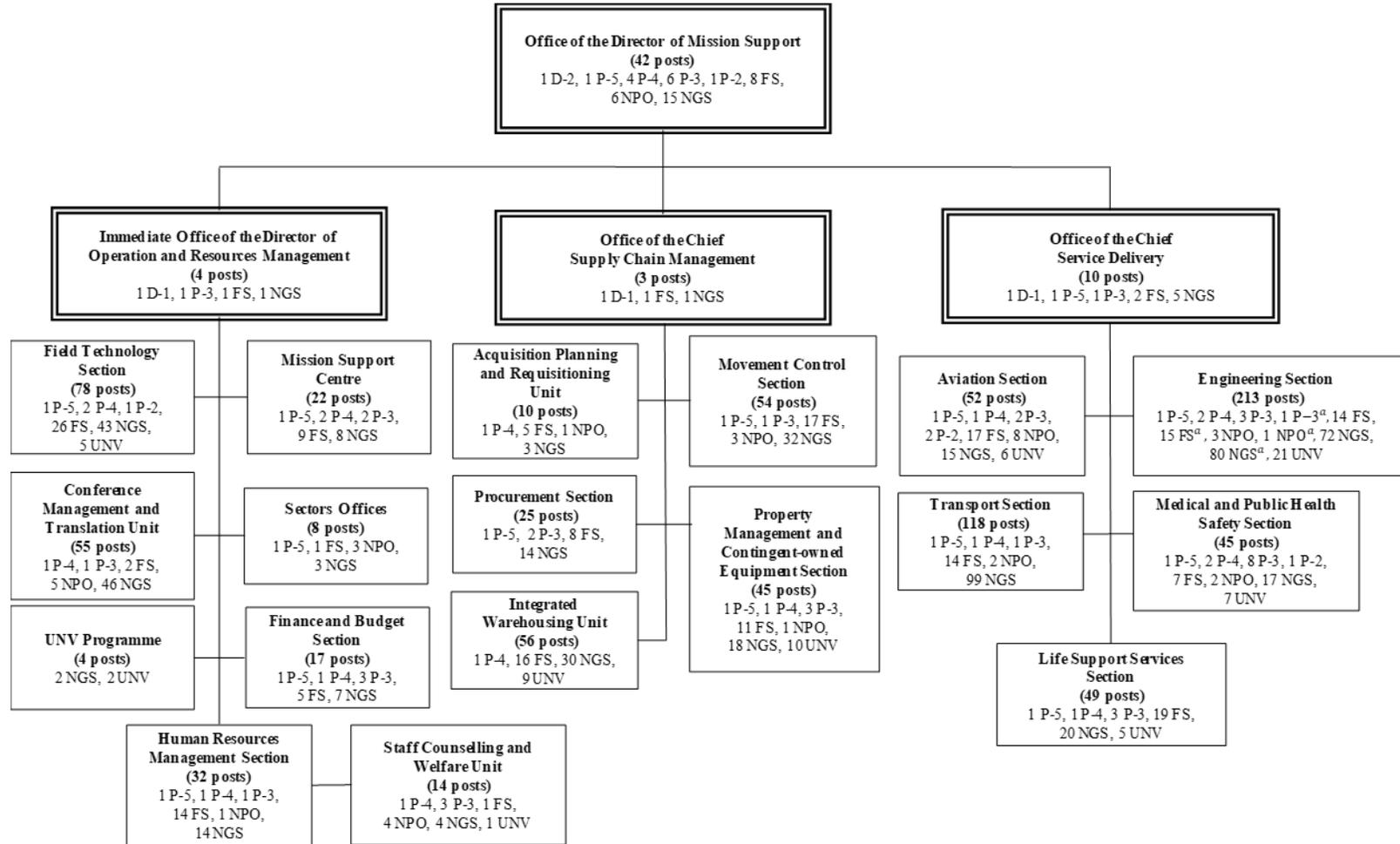
Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service staff; NPO, National Professional Officer; UNV, United Nations Volunteer.

* Abolished 1 P-3 post as at 1 January 2020, in accordance with General Assembly resolution 74/261.

^a General temporary assistance.

B. Mission support

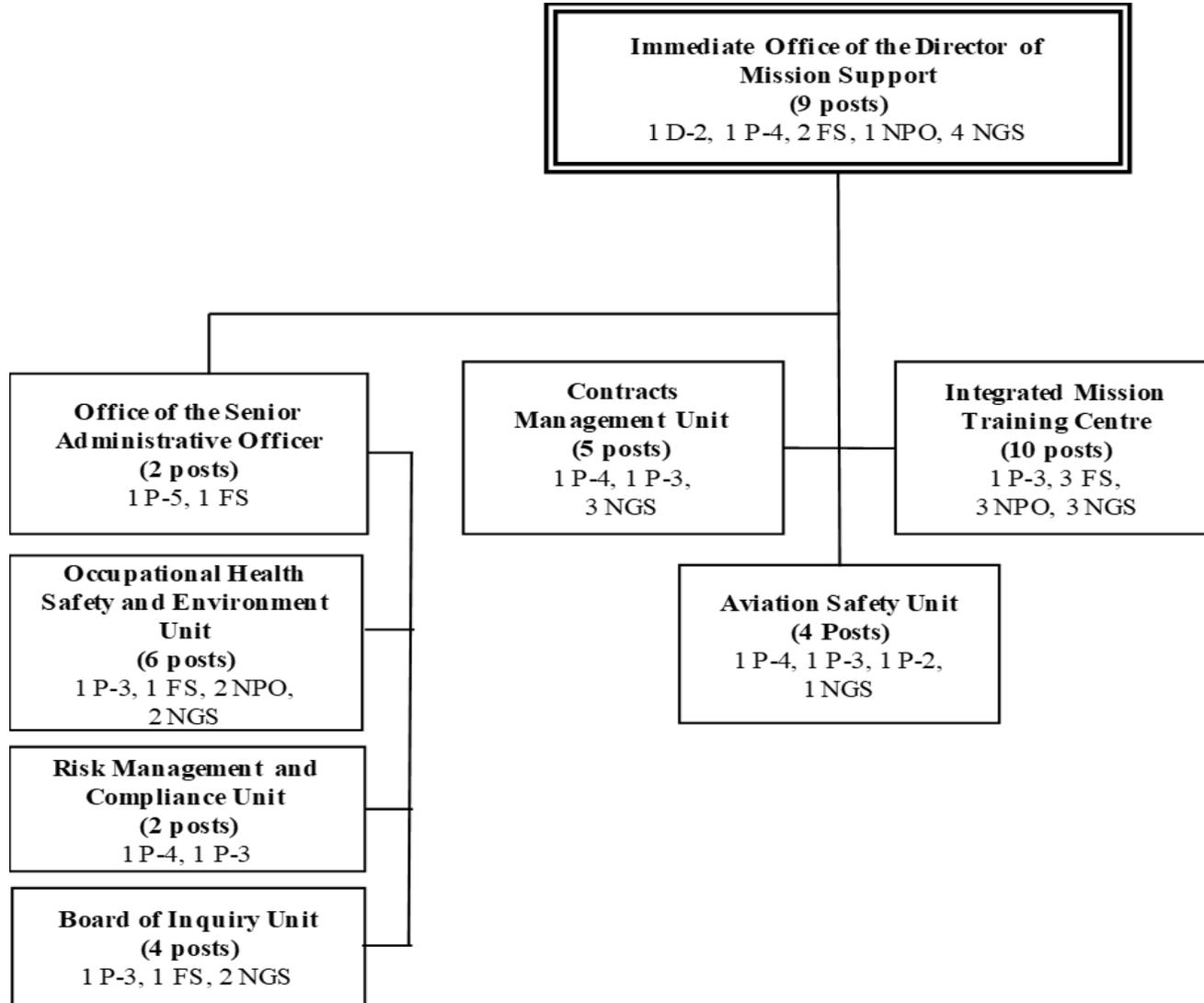
Mission Support Division, all locations (956 posts)



Abbreviations: FS, Field Service; NGS, national General Service staff; NPO, National Professional Officer; UNV, United Nations Volunteer.

^a General temporary assistance.

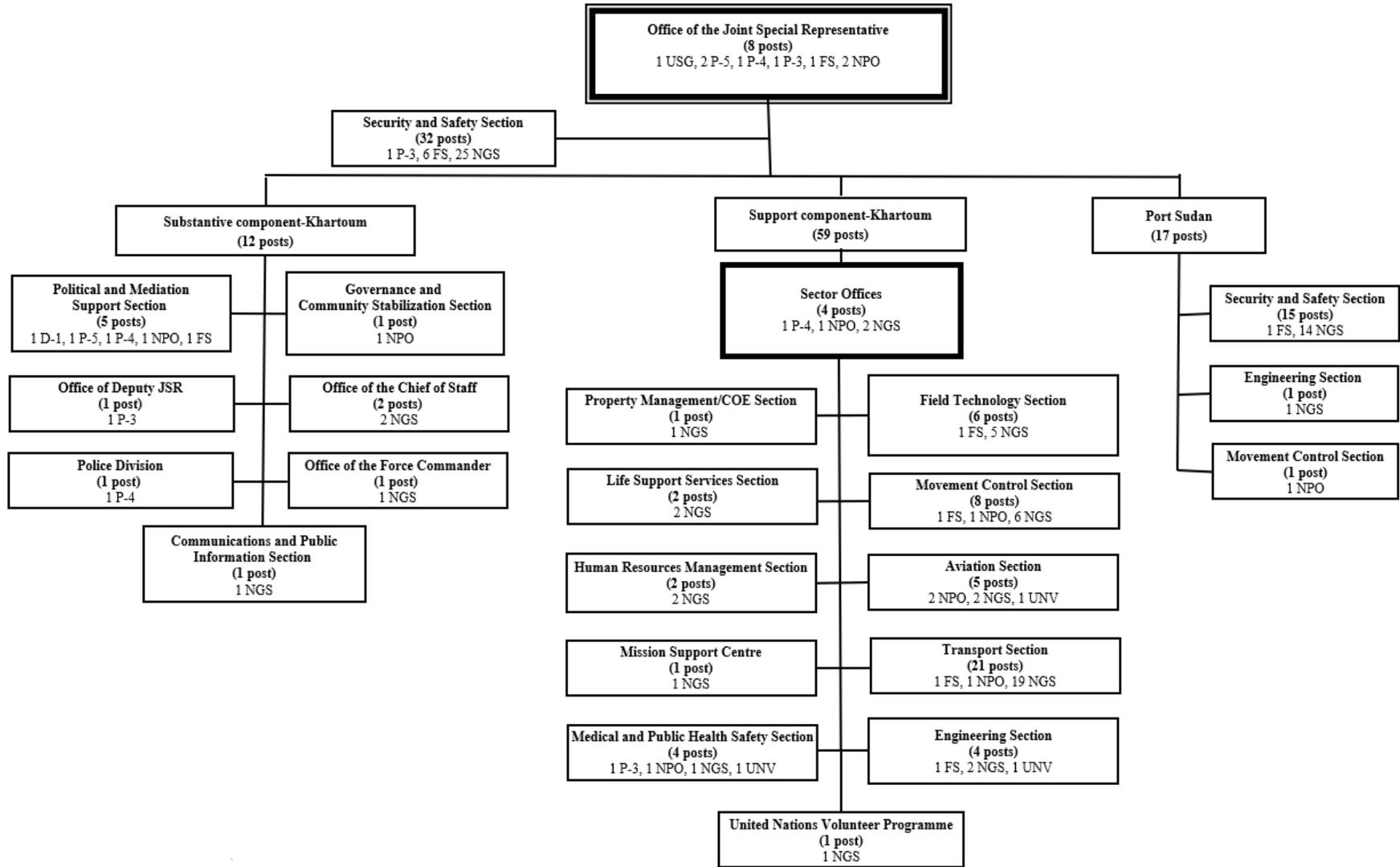
Office of the Director of Mission Support, all locations (42 posts)



Abbreviations: FS, Field Service; NGS, national General Service staff; NPO, National Professional Officer.

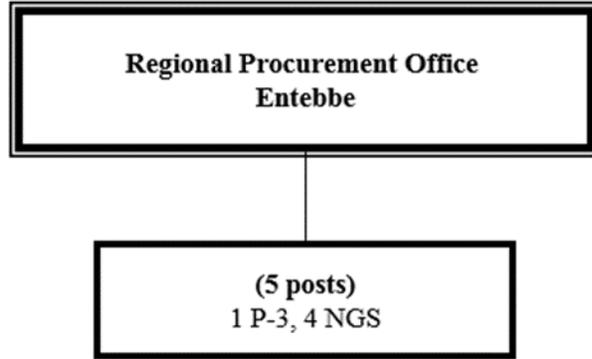
C. Substantive and administrative offices outside of Darfur (128 posts)

(Khartoum, 111 posts; Port Sudan, 17 posts)



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

D. Regional Procurement Office, Entebbe, Uganda (5 posts)



Abbreviation: NGS, national General Service staff.

