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### Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

## Budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali for the period from 1 July 2020 to 30 June 2021

### Report of the Secretary-General

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## Summary

The present report contains the budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) for the period from 1 July 2020 to 30 June 2021, which amounts to \$1,196,908,800.

The proposed budget in the amount of \$1,196,908,800 represents an increase of \$58,450,900, or 5.1 per cent, compared with the apportionment of \$1,138,457,900 for the 2019/20 period. The increased requirements are attributable primarily to the whole-of-mission adaptation, notably the structural reconfiguration of its force within the approved troop ceiling in response to the assessment of the situation in northern and central Mali and of the Mission's configuration in connection with the implementation of its primary and secondary strategic priorities outlined in Security Council resolution 2480 (2019).

The proposed budget provides for the deployment of 40 military observers, 13,249 military contingent personnel, 350 United Nations police officers, 1,570 formed police personnel, 828 international staff (including 2 temporary positions) and 908 national staff, 205 United Nations Volunteers and 19 government-provided personnel.

The total resource requirements for the MINUSMA for the financial period from 1 July 2020 to 30 June 2021 have been linked to the Mission's objective through a number of results-based budgeting frameworks, organized according to components (political engagement and implementation of the peace agreement in the north and the politically led strategy for the centre; protection of civilians; promotion and protection of human rights and reconciliation; return of State authority, stabilization and the rule of law in central and northern Mali; and support). The human resources of the Mission, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Mission as a whole.

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

## Financial resources

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

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
Military and police personnel	505 536.8	495 313.0	495 872.9	559.9	0.1
Civilian personnel	184 110.8	183 887.2	196 945.8	13 058.6	7.1
Operational costs	416 019.4	459 257.7	504 090.1	44 832.4	9.8
<b>Gross requirements</b>	<b>1 105 667.0</b>	<b>1 138 457.9</b>	<b>1 196 908.8</b>	<b>58 450.9</b>	<b>5.1</b>
Staff assessment income	16 473.4	16 267.3	17 411.7	1 144.4	7.0
<b>Net requirements</b>	<b>1 089 193.6</b>	<b>1 122 190.6</b>	<b>1 179 497.1</b>	<b>57 306.5</b>	<b>5.1</b>
Voluntary contributions in kind (budgeted)	—	—	—	—	—
<b>Total requirements</b>	<b>1 105 667.0</b>	<b>1 138 457.9</b>	<b>1 196 908.8</b>	<b>58 450.9</b>	<b>5.1</b>

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

	<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<sup>b</sup></i>	<i>Temporary positions<sup>c</sup></i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
<b>Executive direction and management</b>										
Approved 2019/20	—	—	—	—	98	76	—	31	—	205
Proposed 2020/21	—	—	—	—	100	76	—	32	—	208
<b>Components</b>										
Political engagement and implementation of the peace agreement in the north and the politically led strategy for the centre										
Approved 2019/20	—	—	—	—	35	19	—	14	—	68
Proposed 2020/21	—	—	—	—	35	19	—	14	—	68
Protection of civilians										
Approved 2019/20	40	13 249	350	1 570	57	91	—	13	—	15 370
Proposed 2020/21	40	13 249	350	1 570	58	90	—	13	—	15 370
Promotion and protection of human rights and reconciliation										
Approved 2019/20	—	—	—	—	35	39	—	25	—	99
Proposed 2020/21	—	—	—	—	35	39	—	25	—	99
Return of State authority, stabilization and the rule of law in central and northern Mali										
Approved 2019/20	—	—	—	—	32	34	—	16	19	101
Proposed 2020/21	—	—	—	—	32	34	—	17	19	102
Support										
Approved 2019/20	—	—	—	—	560	644	2	98	—	1 304
Proposed 2020/21	—	—	—	—	566	650	2	104	—	1 322
<b>Total</b>										
Approved 2019/20	40	13 249	350	1 570	817	903	2	197	19	17 147
Proposed 2020/21	40	13 249	350	1 570	826	908	2	205	19	17 169
<b>Net change</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>9</b>	<b>5</b>	<b>—</b>	<b>8</b>	<b>—</b>	<b>22</b>

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

<sup>b</sup> Includes 150 National Professional Officers and 758 General Service staff.

<sup>c</sup> Funded under general temporary assistance (2 international staff).

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

## I. Mandate and planned results

### A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was established by the Security Council in its resolution 2100 (2013). The most recent extension of the mandate was authorized by the Council in its resolution 2480 (2019), by which the Council extended the mandate of the Mission until 30 June 2020, adding protection of civilians and restoration of State authority in central Mali as a second strategic priority to be implemented within existing resources.

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

3. Within that overall objective, MINUSMA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are grouped by components: political engagement and implementation of the peace agreement in the north and the politically led strategy for the centre; protection of civilians; promotion and protection of human rights and reconciliation; return of State authority, stabilization and the rule of law in central and northern Mali; and support. The components are derived from the mandate of the Mission. To better position and equip the Mission to implement its extended mandate, MINUSMA developed a mission adaptation plan. The adaptation plan is an essential element of the Mission's overarching political strategy to support the implementation of the peace agreement and assist the efforts of the Malian authorities to stabilize the situation in central Mali and to protect civilians.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission and the indicators of achievement provide a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSMA in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared with the budget for the 2019/20 period, including reclassifications, are explained under the respective components.

5. The Mission, with its headquarters established in Bamako, covers the central and northern regions of Mali, with five regional field offices (Gao, Kidal, Ménaka, Mopti and Timbuktu) and four military sectors (east, west, north and centre). The Mission is headed by the Special Representative of the Secretary-General at the level of Under-Secretary-General, assisted by a Deputy Special Representative of the Secretary-General (Political) and a Deputy Special Representative of the Secretary-General for Peace Consolidation (Resident Coordinator/Humanitarian Coordinator), both at the level of Assistant Secretary-General. Military operations are led by a Force Commander at the Assistant Secretary-General level and a Deputy Force Commander at the D-2 level, while a Police Commissioner, also at the D-2 level, heads the civilian police component of the Mission, along with a Deputy Police Commissioner at the D-1 level.

### B. Planning assumptions and mission support initiatives

6. By its resolution 2480 (2019), the Security Council entrusted a second strategic priority to MINUSMA, namely, to facilitate the implementation of a comprehensive

politically led Malian strategy to protect civilians, reduce intercommunal violence and re-establish State authority, State presence and basic social services in central Mali, along with its first strategic priority of supporting the implementation of the 2015 Agreement on Peace and Reconciliation in Mali by the Government, the Platform coalition of armed groups and the Coordination des mouvements de l'Azawad, and other relevant Malian stakeholders. This second strategic priority was entrusted to MINUSMA for implementation within existing resources.

7. With regard to the first strategic priority, the Special Representative of the Secretary-General and all components of the Mission will continue to use their good offices and initiatives to closely work with all relevant parties to address differences and ensure dialogue and broad participation of all, including women's and youth associations, in the implementation of the peace agreement. The inclusive national dialogue conducted in 2019 considered institutional and political reforms, which provide the basis for key steps towards the implementation of the peace agreement, most importantly the redeployment of the reconstituted units of the Malian Defence and Security Forces to northern Mali and the review of the Constitution that is expected to take place in 2020, following the legislative elections. However, the limited national ownership of some national stakeholders and of the Malian population will continue to be a challenge and a key factor for the successful implementation of the peace agreement. In this connection, MINUSMA will carry out a number of campaigns and partnership-building efforts aimed at enhancing ownership of the political process by all segments of the Malian population. MINUSMA will also continue to engage with signatory parties to address any tensions between the Government and the Coordination des mouvements de l'Azawad, and the fragmentation within the Platform coalition of armed groups. The good offices of the Special Representative of the Secretary-General will continue to play a pivotal role in both the implementation of the peace agreement and the protection of civilians.

8. During the past year, the Mission has continued good offices, advocacy and support to facilitate the acceleration of the implementation of the peace agreement, notably to create conditions that allow for the redeployment and gradual assumption of responsibilities of the reconstituted Malian Defence and Security Forces as well as the planning and preparations of the elections to ensure conditions allow for their swift conduct in the 2020/21 period. Improvement in the political environment will facilitate the completion of the electoral cycle through the organization of several elections, including the constitutional referendum and the senatorial, *cercle*, regional and municipal elections as part of a successful territorial restructuring process. In addition, the Mission will continue to build the capacity of the electoral administration, political actors and civil society, including women's and youth groups, for full participation in the electoral process, prevention and mitigation of electoral conflicts and peaceful, transparent and credible elections in Mali.

9. MINUSMA will support the Government and other relevant stakeholders in implementing the recommendations identified by the high-level workshop held on 22 and 23 January 2020 with a view to ensuring full, effective and meaningful participation of women in the mechanisms established by the peace agreement and through informal mechanisms, such as an observatory of women to support and monitor the implementation of the peace agreement. In addition, the Mission will leverage key international events, such as the twentieth anniversary of Security Council resolution 1325 (2000) and the twenty-fifth anniversary of the Fourth World Conference on Women, held in Beijing from 4 to 15 September 1995, to create momentum and advocate for increasing women's participation. The Mission will also increase collaboration and optimize the division of labour with the United Nations country team with respect to women's empowerment, promoting the participation of women in the peace process and in decision-making.

10. MINUSMA will continue to support the transfer of decentralized State services to territorial collectives and will play a key role in supporting the work of the decentralization support units of the ministries and the operationalization of the interim administrations at all levels (region, *cercle* and municipal), as well as the use of funding. This will include promoting oversight of the process by civil society, including accountability and transparency in the use of the transferred resources. Moreover, MINUSMA will maintain its support of the Ministry of Territorial Administration and Decentralization by providing capacity for the development of local officials (prefects, deputy prefects and sub-prefects) in the north and centre of the country on key public administration themes, protection of civilians, social cohesion and decentralization. MINUSMA will support the effective participation of local government in the framework of the Northern Development Zone in accordance with the peace agreement, in collaboration with relevant actors of the United Nations system, donors and the Government of Mali to ensure the implementation of projects providing peace dividends to northern Mali.

11. MINUSMA will support the Ministry of Social Cohesion, Peace and National Reconciliation, in particular in the implementation of the action plan on social cohesion, which is expected to be finalized by June 2020, and its regional reconciliation support teams in their efforts to address intercommunal tensions, particularly in the centre of the country. This support will be provided, inter alia, through the establishment of municipal reconciliation committees, where possible, based on the availability of Government resources and the security situation, and the provision of capacity-building to the committees. The focus will remain on strengthening the capacities and performance of the regional and municipal bodies already in place and on expanding community-based mechanisms for early warning and protection of civilians. In addition, the Mission will continue to strengthen the capacity of civil society, including women and youth, to peacefully settle conflicts, and will support more transborder efforts to curtail insecurity. As part of these efforts, MINUSMA will continue to increase its good offices with key national and local Malian institutions and civil society, as well as mediation and social cohesion activities throughout the country, to prevent potential violence from the growing frustration of the population regarding the security situation and lack of peace dividends, including basic social services, as reflected, inter alia, in the increasing number and frequency of demonstrations across the country.

12. With regard to the second strategic priority, in June 2019, the Government established the Cadre politique de gestion de la crise au centre du Mali and a High Representative for the Centre to ensure the strategic and political coordination of efforts to stabilize the situation, and developed and started to implement a politically led stabilization strategy for the centre of the country. MINUSMA will continue to support the execution of an operational plan for the strategy by the permanent secretariat of the Cadre politique de gestion de la crise au centre du Mali. During the 2020/21 period, MINUSMA will, in an increasingly integrated manner, both within the Mission and with the United Nations country team, support the intensified political, security and reconciliation efforts of Malian authorities and the implementation of the comprehensive politically led strategy in the centre of the country, with a focus on protection of civilians, social cohesion, extension of State authority, stabilization and the fight against impunity.

13. In adjusting to the two strategic priorities, notably the additional strategic priority in the centre, the Mission started reorienting existing resources and activities toward the centre in July 2019, cognizant that the implementation of the peace agreement remains the primary priority. MINUSMA is further adapting its civilian, police and force components to expand its presence and mobility, notably through force adaptation, to better respond to the current volatile environment. This mission

adaptation plan, a whole-of-mission endeavour, is an integral part of ongoing efforts to enhance performance and increase integration. The adaptation will provide the Mission with a proactive posture for its civilian, police and military components, characterized by robust mobility, flexibility and agility, enabling it to respond to, and better shape, the dynamic and complex political processes in the north and the protection of civilians in the centre. The reconfiguration of the force, in particular through the establishment of a mobile task force, will further facilitate the mobility of civilian and police personnel, who are also expected to operate in a more proactive manner.

14. The security situation requires the Mission to take a population-centric approach and enhance its overall situational awareness and responsiveness. The adaptation of the force, within the mission adaptation plan, will be accomplished through two primary efforts: transforming the current force to adopt a mobile task force concept and conducting a series of troop movements to facilitate a more flexible and mobile force while remaining within the authorized troop ceiling. Additional rotary-wing capabilities will be required to increase the Mission's capacity to respond quickly and forcefully to any emerging threat, without the constraints of distance and conditions on the ground. Manned fixed-wing intelligence, surveillance and reconnaissance aircraft, along with unmanned medium-altitude capability, will enhance the Mission's situational awareness. In addition, mobile command and control capability will be established in Gao to allow for closer, more responsive command and control of the mobile task force. Building on the efforts carried out in the 2019/20 period, the Mission will thus improve its proactive posture, increasing the tempo, duration and scale of operations by the force, including in coordination with other security forces, and medium- and long-range patrols conducted jointly by MINUSMA police and the Malian security forces. Permanent and integrated operations, in both northern and central Mali, will be carried out in selected major population centres accompanied by targeted planned operations in the rural areas. This will allow the Mission, *inter alia*, to increase deterrence and the protection of civilians and support the expansion of civilian activities in key zones of intervention.

15. As part of the adaptation of the force, it is expected that the Mission will set conditions to transfer bases and continue to look for complementarity with other security actors with the aim of freeing troops and police personnel to be redeployed to new locations.

16. It is expected that the security situation will continue to remain critical during the 2020/21 period, with attackers continuing their lethal campaign against national and international forces with increased sophistication. In 2019, more than half of all attacks occurred in the Mopti region, with Islamic State in the Greater Sahara strengthening its position at the expense of Al-Qaida. It is feared that a further spread of Islamic State in central Mali may lead to yet greater brutality and civilian casualties and that the *cercle* of Douentza will remain a hotspot for violence. Violence across communal lines in central Mali will continue to pose the risk of mass killings.

17. In the area of defence and security, the Mission will continue to support the redeployment of the Malian Defence and Security Forces to the north and their return to the centre of the country. Building on the successful completion of the accelerated disarmament, demobilization and reintegration process in the 2019/20 period, MINUSMA will assist the signatories of the peace agreement to implement the consensus reached on disarmament, demobilization, socioeconomic reintegration and integration into the Malian Defence and Security Forces. To this end, the Mission will provide support to the Government to ensure the integration of the remaining caseload of ex-combatants administered through the accelerated process, as well as an additional caseload of combatants that will be administered on the basis of the regular disarmament, demobilization and reintegration process expected to start in the



2020/21 period. The needs of women and children will continue to be taken into account in these processes.

18. The Mission will continue to use community violence reduction programmes in complementarity with the national disarmament, demobilization and reintegration programme. On 11 October 2019, the National Disarmament, Demobilization and Reintegration Commission launched a community rehabilitation programme aimed at supporting the disarmament and dismantlement of self-defence groups, particularly in the central regions. During the 2020/21 period, the Mission will continue to support the national authorities in the implementation of the rehabilitation programme, with the overall objective of reducing violence and incentives to participate in violent conflict in the immediate and near term, as well as creating opportunities for political dialogue at the national and local levels for the implementation of the national stabilization strategy for the centre of the country.

19. For these efforts to be sustainable, progress with regard to the broader security sector reform will be essential. As such, the Mission will support efforts towards the implementation of key security sector strategies and plans, such as the 2019–2021 action plan for the implementation of the 2018 national security sector reform strategy, the 2018–2022 national border policy and the national strategy on preventing and combating terrorism and violent extremism. MINUSMA will also support the implementation of the 2019–2021 redeployment plan for the reformed and reconstituted Malian Defence and Security Forces in line with the Mission's mandate and the memorandums of understanding signed between MINUSMA and its counterparts. Such support will be crucial to ensure the operationalization of the plan, which is expected to be adopted and its implementation initiated by the Government. MINUSMA will continue to support the redeployment of reconstituted and reformed Malian Defence and Security Forces to the regions of Gao, Timbuktu, Kidal and Ménaka, and further redeployments during the 2020/21 period, including in the central region. Moreover, to enable the deployment of personnel and protection of civilians in a high-threat environment, efforts to enhance the long-term ability of the Malian Defence and Security Forces to respond to and mitigate explosive threats will continue. These will include partner development by training-of-trainers, mentoring, technical advice and support on explosive threat mitigation, building on progress made to date, as shown by the increased number of training sessions delivered by Malian instructors previously trained by MINUSMA, as well as the increasing number of improvised explosive devices found and neutralized by Malian Defence and Security Forces, thereby preventing numerous civilian and military casualties.

20. The redeployment of the Malian Defence and Security Forces to the north of the country and their return to the centre of the country are vital for the implementation of the Mission's strategic priorities and the Agreement, the protection of civilians and the stabilization of central Mali, which are key components of the Government's strategy for the stabilization of the centre of the country. Without the presence and professionalization of the Malian Defence and Security Forces in the north and centre of the country, the security situation will continue to deteriorate, resulting in further discontent and grievances in the population that may extend the vacuum for the terrorist and self-defence groups to continue to gain space, further compromising peace and stability in Mali.

21. In line with resolution [2480 \(2019\)](#), the Mission will implement a comprehensive and integrated approach to improve the protection of civilians and facilitate the implementation of its two strategic priorities. Strengthening early warning and response, community engagement and protection mechanisms, integrated planning, risk education, information sharing, data acquisition and operational messaging will also be key aspects of the comprehensive and integrated approach to focusing on the ways MINUSMA will better protect civilians. Mission

adaptation, notably the adaptation of the Force and the establishment of the mobile task force, will be key to increase not only the Mission's deterrence effect and presence to protect civilians, particularly in the centre of the country, but also the ability of MINUSMA to contribute to the creation of a secure environment for the implementation of civilian activities, including the implementation of the integrated strategic framework and the delivery of development projects.

22. The humanitarian situation, particularly in the centre of the country, continued to deteriorate, with new waves of internal displacement. As of October 2019, 171,000 people were internally displaced, the highest number recorded since 2015. During the 2020/21 period, MINUSMA will continue to support the Government, the humanitarian country team and other relevant actors in facilitating the voluntary, safe and dignified return, or local integration or resettlement, of internally displaced persons and refugees. Incidents against the property of humanitarian actors, in addition to the already challenging security and operational contexts, continue to negatively affect the humanitarian space, making it more difficult to conduct humanitarian operations in the future, particularly in the Mopti and Ménaka regions.

23. The human rights situation continues to be of concern, with the majority of recorded human rights violations having occurred in the centre of Mali. In some instances, such incidents involved hate speech used to further foment violence. Following the promulgation by President Ibrahim Boubacar Keita of the Loi d'entente nationale on 24 July 2019, which outlines a number of measures aimed at fostering reconciliation following the crisis of 2012, the Mission assisted the Government in monitoring the law's implementation and supported the implementation of justice and reconciliation measures in the peace agreement. On the same day, the President also promulgated a law extending the jurisdiction of the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime to war crimes, genocide and crimes against humanity, which provides the basis for the Unit to prosecute perpetrators of large-scale attacks. The Mission will continue to provide logistical and technical support to the Truth, Justice and Reconciliation Commission to receive testimony and carry out the public hearings that commenced in December 2019. The Mission will continue working with the Government, civil society organizations, defenders of human rights and other relevant actors to strengthen their capacities to monitor and report on violations and abuses of human rights, including on conflict-related sexual violence and grave violations against children in situations of armed conflict.

24. Building on the joint communiqué on conflict-related sexual violence signed by the Government of Mali and the United Nations on 1 March 2019, MINUSMA, in close collaboration with partners from the United Nations country team and civil society organizations, will support the Government in the implementation of the action plan for the communiqué, developed in September 2019 and expected to be validated in the first half of 2020, which focuses on four strategic areas, namely, prevention, protection, care or management of survivors and the fight against impunity. MINUSMA will also continue to advocate with all relevant parties to fully implement the protocol on the transfer of children captured in military operations to civilian child-protection actors and urge armed group leaders to release all children from their ranks and end all grave violations against children.

25. The redeployment of the reformed and reconstituted Malian Defence and Security Forces will create a conducive environment for the return of the civilian administration, which will facilitate increased ownership and leadership by the Malian State and civil society of governance and oversight, increased presence and capacity of the criminal justice system to fight against impunity, provision of basic social services and peace dividends for the population. During the 2020/21 period, it will therefore be essential for MINUSMA to continue to enhance the efficiency of

Malian criminal justice chain institutions, including prisons, which is a critical condition for strengthening the Malian Defence and Security Forces and will help build confidence between the population and the justice and security actors. The Mission will continue to increase awareness and strengthen the application of the human rights due diligence policy, not only in relation to the Malian Defence and Security Forces, but also in relation to the facilitation of the provision of certain types of support to all contingents of the Joint Force of the Group of Five for the Sahel, including those based outside Mali, as mandated by the Security Council in its resolution [2480 \(2019\)](#).

26. The Mission will continue to provide support to the Government in the investigation and the prosecution of crimes that risk destabilizing the peace process, including terrorism-related crimes, transnational organized crime and serious violations and abuses of human rights amounting to international crimes, including war crimes and crimes against humanity, and will strengthen this support, particularly in the centre of the country. MINUSMA will continue to be part of and support the work of the integrated task force that was created in response to violence across communal lines in the centre of the country and will focus on several priorities, including the fight against impunity, respect for human rights and protection, and the resolution of disputes that fuel local conflicts. The Mission will provide technical and logistical support to the criminal justice chain actors to investigate, prosecute and try emblematic cases prioritized according to a national criminal policy, to hold mobile hearings on local disputes and to promote coordination to help ensure the prompt and more effective processing of cases. MINUSMA will also strengthen the capacity of the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and its specialized investigation brigade, particularly with regard to evidence collection, criminal analysis and case management, including through support for its decentralization and cooperation with other justice, security and defence actors. MINUSMA will also continue to increase support for prison security in conflict-affected areas, as well as for countering violent extremism in prison settings, as a key element in the fight against impunity and in the functioning of the criminal justice chain.

27. The political and security situation in Mali as well as in the Sahel and Libya continued to negatively affect Mali and neighbouring countries, in particular, Burkina Faso and the Niger, and also, increasingly, the West African States of the Gulf of Guinea, with reports of violent extremist cells and threats or attacks in Benin, Côte d'Ivoire, Ghana and Togo. It is expected that the security situation will continue to remain critical during the 2020/21 period, with continued attacks characterized by increased sophistication against national and international forces. The central region, in particular the *cercle* of Douentza, will remain a hotspot for violence. Violence across communal lines in central Mali will continue to result in mass killings and the need to increase protection of civilians.

28. The complexity of the security situation will require MINUSMA to take a number of actions to continue to strengthen its ability to operate and improve the safety and security of peacekeepers and reduce peacekeeping casualties, as well as fulfil its task of contributing to the creation of a secure environment for the safe civilian-led delivery of humanitarian assistance. To this end, the Mission will continue to utilize all current and future procured intelligence, surveillance and reconnaissance capabilities through the adaptation plan; foster an improved exchange of information with regional partners, international forces operating in Mali and neighbouring countries; and implement initiatives related to improving the Mission's intelligence architecture. Investments in early detection and alert systems in the event of artillery fire, in high-technology surveillance suites with respect to the combined use of long-range, night-capable cameras and ground observation radars and in other

protection systems, and further protective measures based on engineering solutions and relevant training will be required. The specific nature of the security situation, in particular the increased intensity of the threat posed by explosive devices across the country, particularly its expansion in central Mali, will require the United Nations Mine Action Service to continue to provide critical support for improvised explosive device threat mitigation.

29. Further measures will be required to improve the safety and security of peacekeepers and to enable freedom of movement for Mission personnel in a high-threat environment, in line with the recommendations of the Declaration of Shared Commitments on United Nations Peacekeeping Operations, following the report on improving the security of United Nations peacekeepers prepared by Lieutenant General (retired) Carlos Alberto dos Santos Cruz, to improve the security and performance of peacekeepers and to reduce the risk of fatalities. These measures will include: (a) the continued provision of both predeployment and in-mission training on improvised explosive device threat mitigation, along with mentorship, to explosive ordnance disposal companies and to explosive ordnance disposal detachments integral to combat convoy elements and infantry battalions; (b) the increased generation and maintenance of armoured personnel carriers and mine-protected vehicles from troop-contributing countries for all peacekeeping units and sections; (c) the provision of canine explosive-detection teams in Gao, Timbuktu, Kidal, Bamako and Mopti; (d) the provision of advisory support with regard to improvised explosive device threat mitigation, as required, including systematic collection of data and reporting on incidents; and (e) strengthening the capacity of the Mission as it relates to security for Mission personnel. Contracted civilian solutions to assure support 24 hours a day, seven days a week, for medical and casualty evacuation timelines will continue, owing to challenges in deploying military assets with night-vision capabilities. MINUSMA will also advise and assist with the self-certification of troop-contributing countries prior to deployment to ensure the security of peacekeepers. The Mission will further continue to strengthen national capacity to investigate and prosecute those responsible for attacks against MINUSMA. It will also continue to reinforce measures to protect personnel to minimize the risks for getting infected by HIV and other sexually transmitted infections.

30. MINUSMA will continue to support the Group of Five for the Sahel through a number of mechanisms in line with resolution [2480 \(2019\)](#). The Force will continue with its status-of-forces agreement on intelligence-sharing. Moreover, MINUSMA military operations will be coordinated with the Group of Five for the Sahel with an emphasis of ensuring control of different border areas.

31. To support the two strategic priorities and in line with resolution [2480 \(2019\)](#), the Mission will continue to strengthen its communications and public information outreach towards its various target audiences across the entire country and raise awareness of the content of the peace agreement, intensifying its community outreach to Malian populations, as the signatory parties accelerate in the implementation of the peace agreement, on the restoration and role of State authority, the role of MINUSMA, mandate limitations and support for mandated tasks targeting a variety of actors, particularly the Malian populations. MINUSMA will also continue to increase communication efforts in the centre of the country to emphasize the role and responsibilities of the Malian authorities to protect civilians, including through social cohesion radio programmes in local languages through the radio studio in Mopti. Strategic communications efforts will also focus, particularly in the centre of the country, on managing expectations and correcting misperceptions to reinforce the understanding and trust of local populations through increased community outreach sessions. This will contribute to the creation of conditions conducive to the implementation of the Mission's mandate but also constitute an important risk-

mitigating measure as social discontent and demonstrations grow in the country and may result in social unrest.

32. MINUSMA will continue to disseminate multimedia products to media partners throughout Mali and the region to promote and publicize its work and enhance public awareness regarding its activities and achievements, with a special focus on regional and national mass media to gain more visibility. The MINUSMA radio station will continue to play a central role in establishing direct communication with populations across the country in their principal national languages and serve as a channel for feedback on public perceptions and concerns. In line with the Mission's mandate, MINUSMA will design and produce targeted programmes and initiatives to promote social cohesion and sensitize communities in central Mali. Building on the initiative started in the 2019/20 period, when possible and depending on the availability of resources, outreach personnel will join United Nations patrols carried in highly sensitive areas in central Mali to build trust between the uniformed personnel, the Malian security forces and the local population, and better explain the contribution of MINUSMA in support of the protection of civilians in the respective local language of the communities.

33. The Mission will continue to enhance its focus on integrated planning and integrated delivery of its mandate, with an increased focus on performance evaluation and accountability through military and police components and through the Comprehensive Performance Assessment System in complementarity with other performance-reporting tools and a close oversight of the implementation of the delegation of authority, accompanied by risk mitigation measures. MINUSMA leadership will continue to support and to seek alignment between the Comprehensive Performance Assessment System and other key Mission planning and performance tools to support decision-making processes.

34. MINUSMA will continue to make all necessary efforts to promote gender parity, mainstream HIV concerns in mandated tasks, consider and manage the environmental impacts of its operations and strengthen the conduct of its personnel with a strict application of the United Nations zero-tolerance policy with regard to all forms of sexual exploitation and abuse. The Mission will also strengthen partnerships through practical measures to increase collaboration and complementarity with regional actors, the humanitarian and development parts of the United Nations system and other multilateral and bilateral partners.

35. The trust fund in support of peace and security in Mali is supported by voluntary contributions from Member States. Since its inception in 2013, contributions have reached a total of \$100.4 million. As of 31 January 2020, \$78.1 million had been committed to some 200 approved projects. In this regard, 20.5 per cent of those funds have been used to support the restoration of constitutional order, national unity and elections; 22.0 per cent to support the return of State authority, the rule of law, disarmament, demobilization and reintegration and security sector reforms; 24.0 per cent to support Malian Defence and Security Forces; and 33.5 per cent to support the peace dividend and large infrastructure projects, including the rehabilitation of the Gao airstrip and the construction of the Kidal airstrip and Timbuktu road.

36. The Mission will continue to support the implementation of its mandated tasks through programmatic activities and implementing partners, taking into consideration the implementation of the integrated strategic framework and the transition calendar, as approved by the Senior Leadership Forum on 23 January 2020. Those activities are described in section II of the present report.

37. The budget proposal for the 2020/21 period includes changes to the staffing establishment of the Mission in line with mandated tasks set out by the Security Council in its resolution [2480 \(2019\)](#), Mission adaptation requirements and

recommendations resulting from internal reviews, and are aligned to support the two strategic priorities, as well as to improve the security and performance of peacekeepers and reduce the risk of fatalities and environmental concerns, for governance, for the development of Ménaka and for strengthening the national staff base.

38. During the 2018/19 period, the Mission acquired a counter rocket, artillery and mortar system and ground artillery detection radar for camp surveillance and protection, in lieu of implementing the planned expansion of the Mission's secure network system and continuing letter-of-assist arrangements with a Government provider previously provided for under communications and information technology equipment. To support the replacement of the Mission's secure network system for camp surveillance and protection, the Mission will engage security services for the installation and maintenance of new systems, which is provided for under facilities and infrastructure.

39. The ability for MINUSMA to adapt the Force to become more flexible, mobile and robust is contingent on two key parameters. The first is the Mission's ability to support redeployed troops and equipment, which is dependent on the urgent designation of land by the Government of Mali, notably in Gao, Kidal and Mopti. These land designations will facilitate the building of critical infrastructure for air mobility assets, level II medical facilities, and living and working space for the personnel that are associated with the adaptation concept's enhanced capabilities. The Mission has initiated the process to obtain the required additional land, which is anticipated by June 2020. The second key parameter is the ability for United Nations Headquarters and troop-contributing countries to generate, or in some cases contract, the required assets and capabilities.

40. The focus of construction works is the mission adaptation plan towards the second strategic priority. This construction includes the standard accommodation and offices for personnel in Mopti, Gao and Kidal. It also includes the provision of standard mission infrastructure and accommodation for deployment of force protection units, military police, special forces, mobile command posts, a level II hospital and forward surgical capability. Also planned are enhanced aviation forces and infrastructure (medium utility helicopters, heavy attack helicopters, light armed helicopters, manned and unmanned intelligence, surveillance and reconnaissance units), requiring the expansion of parking areas, facilities for housing ground control equipment, taxiways, apron extensions, hard surfaces, special fuel storage facilities, climate-controlled hangars and office space. Ammunition storage facilities and firefighting facilities will also be provided.

41. The different troop deployments will be in the Mopti area, and encompass land preparation, earthworks and other civil works for surface drainage, roads and pathways; the provision of ducts for mechanical services; security enhancement construction, including bunkers and sidewall protection for accommodation and offices; overall camp security upgrades; perimeter fence wire; perimeter gabion walls; and ditch and berm. The camps not only will have accommodation and offices but also will be provided with kitchen, toilet and storage facilities, parking areas, access control boom and gate, watchtowers and observation towers.

42. The balance of accommodation for existing uniformed personnel and some civilian personnel will also be completed. This includes the expansion of existing camps due to redeployment of troops to different locations, in particular Timbuktu and Mopti. Where the force deployment plan includes for a rotation, existing facilities will require renovation. This includes retrofitting of the facilities, repairs and any replacements that may be required, including upgrading of existing services. Continuation of the main Mopti camps and consolidation into the new camp will be

ongoing and require funds to complete the work started in 2019/20. Security enhancements of existing camp infrastructure are a major cost component in the 2020/21 period and are also a continuation from 2019/20, in particular the overhead protected accommodation project, as well as enhancing and maintaining bunkers and perimeter defences. The provision of non-hazardous solid and biomedical waste management services was outsourced and includes the installation of 12 incinerators (two in Bamako, one in Kidal, one in Aguelhok, two in Gao, two in Ménaka, one in Timbuktu, two in Mopti and one in Douentza). These services will continue in the 2020/21 period.

### C. Regional mission cooperation

43. For MINUSMA to implement its mandate, cooperation with regional partners will continue to be critical. Through the *Comité de suivi de l'Accord*, which consists of members of the international mediation team lead by Algeria, as well as regional and international partners of Mali, the Mission will continue to play an important role in helping advance the implementation of the peace agreement. Regional actors, including security ones, will focus on their respective mandates by tackling different, but complementary, tasks towards achieving peace and security in Mali.

44. The African Union, through the African Union Mission for Mali and the Sahel, the Group of Five for the Sahel, the Economic Community of West African States (ECOWAS) and the European Union and its missions, as well as Algeria, France and States in the subregion, will continue to remain key partners in support for the peace process. During the 2020/21 period, MINUSMA will continue to engage with the United Nations Office for West Africa and the Sahel (UNOWAS) and Governments in the region to improve regional political and security analysis, and exchange of information and experiences. This cooperation, jointly with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), will also extend to issues related to the women and peace and security agenda, with various stakeholders of the region expected to come together to explore progress and exchange experiences on occasion of the twentieth anniversary of Security Council resolution [1325 \(2000\)](#), as well as the twenty-fifth anniversary of the Fourth World Conference on Women.

45. The Mission will continue to convene meetings of the Instance de coordination au Mali to strengthen operational coordination and enhance ways to exchange information and intelligence among national and international forces in Mali, which will continue to focus on threats posed by terrorist groups. MINUSMA will continue to strengthen the coordination of operations with Malian Defence and Security Forces and French forces, as well as cooperation with the European Union, the European Union training mission in Mali and the European Union capacity-building mission in an effort to increase complementarity and focus on their respective mandates. In particular, building on the technical agreement they signed in the 2019/20 period, the Mission and the European Union will strengthen cooperation in the implementation of the politically led strategy in the centre of the country through co-location in Mopti and increased complementarity of efforts.

46. The Joint Force of the Group of Five for the Sahel will remain critical in fighting extremist armed groups and organized crime. During the 2020/21 period, it is expected that the Mission will continue to support the Joint Force of the Group of Five for the Sahel in line with Security Council resolution [2391 \(2017\)](#). In line with resolution [2480 \(2019\)](#), and the decision of the Security Council to lift geographic restrictions on life-support consumables to the Joint Force, the Mission will continue to enable the support started during the 2019/20 period to all contingents of the Joint Force of the Group of Five for the Sahel under the conditions that the Joint Force or



other partners undertake the responsibility of ensuring their delivery to their respective areas of operation when outside of Malian territory and that provision of consumables is undertaken in strict compliance with the human rights due diligence policy on United Nations support for non-United Nations security forces. The tripartite mechanism, comprising the Joint Force of the Group of Five for the Sahel, United Nations and the European Union, will also continue to meet to identify priorities, challenges and solutions, including with a view to ensuring effective, sustainable and predictable financing of the Joint Force.

#### **D. Partnerships, country team coordination and integrated missions**

47. MINUSMA and the United Nations country team will continue to implement the integrated strategic framework, adopted in February 2019, which sets out the United Nations' overall vision and joint priorities. The Framework outlines an internal division of labour based on comparative advantages in the delivery of initiatives related to the implementation of the Mission's mandate. The integrated strategic framework, in complementarity with the United Nations Sustainable Development Cooperation Framework 2020–2024 and the Humanitarian Response Plan will provide the overall planning framework of the assistance provided by the United Nations System in Mali during the 2020/21 period. The Mission and the United Nations country team will continue to use its senior leadership forum and its working mechanism for decision-making on joint strategic and operational issues.

48. During the 2020/21 period, focused efforts will be made to continue to deliver in an integrated manner in field locations, depending on the presence, implementation modality and comparative advantage of each actor of the United Nations System. In central Mali, initiatives will build on the progress achieved in the 2019/20 period, during which implementation of the integrated plans developed jointly by MINUSMA and the United Nations country team started in support of the implementation of a politically led strategy to re-establish State presence, State authority and basic social services, to protect civilians and to reduce intercommunal violence in central Mali. The plans focus on stabilization, human rights and protection of civilians, mediation and social cohesion, security and strategic communication, and identify specific phased measures that the United Nations system is and will be carrying out, in support of the Government's strategy. In the north of the country, the Mission and the United Nations country team will continue to identify concrete projects and initiatives, based on the presence and operational modalities of actors to support the implementation of the peace agreement.

49. The United Nations integrated elections team will continue to provide integrated support to Mali for the implementation of the electoral calendar and processes during the 2020/21 period. To this end, MINUSMA, in partnership with the United Nations Development Programme (UNDP) and UN-Women based on their respective comparative advantages, will focus on the political engagement and security efforts necessary for the creation of an environment conducive for peaceful and secure elections, the provision of logistical, technical and security support and the promotion of women's participation in electoral processes.

50. The Mission will increase its coordination and complementarity of efforts with UN-Women, the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) to promote the empowerment and participation of women, as well as the promotion and application of strategies that enhance the protection of women from conflict-related sexual violence and the protection of children in the Malian armed conflict. MINUSMA, in partnership with key stakeholders such as humanitarian and development actors, will strengthen efforts towards social cohesion, good governance and the creation of a secure environment for the safe delivery of



humanitarian assistance, and the voluntary, safe and dignified return, or local integration or resettlement, of internally displaced persons and refugees. In addition, MINUSMA will continue to work in complementarity with the World Bank to reinforce the capacity of the National Disarmament, Demobilization and Reintegration Commission and support the long-term socioeconomic reintegration of ex-combatants into civilian life.

51. In addition, a workshop was jointly organized in Mali by the United Nations and the joint transition team of the Department of Peace Operations, the Department of Political and Peacebuilding Affairs and UNDP in November 2019. In line with the Secretary-General's directive on transition planning of February 2019 and Security Council resolution 2480 (2019), as an outcome to the workshop the Mission developed a transition calendar, indicating the timelines and key milestones for developing a detailed transition plan. The transition calendar was validated on 23 January 2020 by the Senior Leadership Forum, consisting of MINUSMA leadership and United Nations country team heads of agencies, funds and programmes. During the 2020/21 period, the Mission will build on these efforts and continue to strengthen integrated planning and delivery with the United Nations country team and relevant partners to further increase complementarity and advance transition planning.

## E. Results-based budgeting frameworks

52. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in section A of annex I of the present report.

### Executive direction and management

53. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1  
Human resources: executive direction and management

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved posts 2019/20	1	–	3	2	2	8	2	–	10
Proposed posts 2020/21	1	–	3	2	2	8	2	–	10
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2019/20	1	–	2	1	1	5	2	–	7
Proposed posts 2020/21	1	–	2	1	1	5	2	–	7
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2019/20	1	–	2	–	1	4	2	–	6
Proposed posts 2020/21	1	–	2	–	1	4	2	–	6
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2019/20	–	1	6	3	3	13	4	5	22
Proposed posts 2020/21	–	1	6	3	3	13	4	5	22
Net change	–	–	–	–	–	–	–	–	–
Joint Mission Analysis Centre									
Approved posts 2019/20	–	–	4	8	1	13	4	5	22
Proposed posts 2020/21	–	–	4	8	1	13	4	5	22
Net change	–	–	–	–	–	–	–	–	–
Joint Operations Centre									
Approved posts 2019/20	–	–	2	8	1	11	–	10	21
Proposed posts 2020/21	–	–	2	8	1	11	–	11	22
Net change (see table 2)	–	–	–	–	–	–	–	1	1
Strategic Communications and Public Information Division									
Approved posts 2019/20	–	1	4	6	5	16	50	5	71
Proposed posts 2020/21	–	1	4	6	5	16	50	5	71
Net change	–	–	–	–	–	–	–	–	–
Office of Legal Affairs									
Approved posts 2019/20	–	–	2	3	1	6	3	2	11
Proposed posts 2020/21	–	–	2	3	1	6	3	2	11
Net change	–	–	–	–	–	–	–	–	–
Conduct and Discipline Team									
Approved posts 2019/20	–	1	2	2	1	6	1	1	8
Proposed posts 2020/21	–	1	2	2	1	6	1	1	8
Net change	–	–	–	–	–	–	–	–	–
Board of Inquiry Unit									
Approved posts 2019/20	–	–	1	1	2	4	–	1	5
Proposed posts 2020/21	–	–	1	1	2	4	–	1	5
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Head of Field Office									
Approved posts 2019/20	–	4	3	–	4	11	8	–	19
Proposed posts 2020/21	–	4	3	–	4	11	8	–	19
Net change	–	–	–	–	–	–	–	–	–
HIV/AIDS Unit									
Approved posts 2019/20	–	–	1	–	–	1	–	2	3
Proposed posts 2020/21	–	–	1	–	–	1	–	2	3
Net change	–	–	–	–	–	–	–	–	–
Risk Management Compliance Unit									
Approved posts 2019/20	–	–	–	–	–	–	–	–	–
Proposed posts 2020/21	–	–	1	–	1	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2019/20	3	7	32	34	22	98	76	31	205
Proposed posts 2020/21	3	7	33	34	23	100	76	32	208
Net change	–	–	1	–	1	2	–	1	3

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

*International staff: increase of 2 posts*

*United Nations Volunteers: increase of 1 position*

#### **Office of the Chief of Staff**

Table 2  
**Human resources: Joint Operations Centre**

Posts				
Change	Level	Functional title	Action	Description
+1	UNV	Regional Joint Operations Centre Reporting, Coordination and Watch Duty Officer	Establishment	
<b>Total</b>	<b>+1</b>	(see table 1)		

54. The Joint Operations Centre at Mission Headquarters in Bamako, with its currently authorized civilian staffing establishment of 21 posts and positions (1 P-5, 1 P-4, 8 P-3, 1 Field Service and 10 United Nations Volunteers), provides support to the Mission's senior leadership through integrated situational awareness with respect to routine and special incident reporting, as well as through facilitation of the planning and coordination of operations and support for crisis management, in accordance with the Department of Peace Operations policy and guidelines on joint operations centres. The Centre also gathers reports received from all sources and checks to make sure that the information contained therein is coherent and non-contradictory and disseminates them in accordance with guidance from the Chief of Staff. The Centre

serves as a decision-support and planning-support tool for the Head of Mission and Mission leadership. During crises, it supports Mission crisis management coordination mechanisms. The Centre is responsible for providing integrated information to United Nations Headquarters, supports the Head of Mission in conducting the crisis management team and facilitates integrated operations coordination within the Mission. The Centre may be tasked with facilitating the Mission's crisis preparedness, including through supporting crisis management simulation exercises.

55. The Joint Operations Centre has established four permanent regional joint operations centres, located at Kidal, Gao, Timbuktu and Mopti, and is proposing to establish a fifth such centre for Ménaka.

56. The Ménaka region, one of the most unstable areas in Mali, has been the theatre of many acts of violence targeting MINUSMA peacekeepers, elements of the Malian Defence and Security Forces, and civilians. Intercommunal conflict, drug trafficking and the heavy presence of terrorist armed groups are among the main challenges in this region close to border with the Niger. Accurate and timely provision of operational information is key to the implementation of the MINUSMA mandate. There are currently no Joint Operations Centre staff members at the MINUSMA regional office in Ménaka. A Joint Operations Centre Reporting Officer is occasionally deployed on a temporary basis from the office in Gao or the Joint Operations Centre in Bamako. In view of the security situation in the region, there is an urgent need to deploy a full-time Regional Joint Operations Centre Reporting, Coordination and Watch Duty Officer in Ménaka to support the Mission's leadership in anticipating and responding to crisis events and provide support as needed for crisis management. The Joint Operations Centre is responsible for the provision of technical advice and liaison with the regional joint operations centres, and for ensuring that such liaison is undertaken in consultation with the respective Heads of Field Office. The regional joint operations centres are comprised of civilian and uniformed United Nations personnel and contribute to regional integrated situational awareness and reporting, support crisis response efforts and facilitate integrated operations coordination. Of the five regional joint operations centres, only the one at Ménaka does not have a Joint Operations Centre Reporting, Coordination and Watch Duty Officer while each of the remaining centres has a Reporting Officer (P-3) and an Associate Reporting Officer (United Nations Volunteer).

57. In this context, it is proposed that the one position shown in table 2 be established in the regional office of Ménaka to provide operational situational awareness in the area. Considering the volatile security situation in the region, the urgent deployment of a Joint Operations Centre Reporting, Coordination and Watch Duty Officer is needed to support the Mission's leadership's response to crisis events by providing accurate and timely operational information and coordination, increasing the Mission's ability to protect civilians in the area.

### **Risk Management Compliance Unit**

58. The Risk Management Compliance Unit was previously established under the Office of the Director of Mission Support to coordinate responses to audits, which were handled by the Mission Support Division. However, as enterprise risk management is the responsibility of the Chief of Staff and is applicable across the entire Mission, it is proposed that the Risk Management Compliance Unit, which oversees enterprise risk management, be realigned from the Office of the Director of Mission Support to the Office of the Chief of Staff. The Unit is comprised of two posts: a P-4 post for the Chief of Unit Audit, Risk Management and Compliance, and a Field Service post for an Administrative Assistant. The Unit facilitates Mission-wide coordination of risk management and compliance activities, including audit

responses. This repositioning will also provide the Unit with the appropriate leverage to advance the activities related to enterprise risk management.

**Component 1: political engagement and implementation of the peace agreement in the north and the politically led strategy for the centre**

59. As described in the framework below, and in accordance with the two strategic objectives and the priority tasks set out by the Security Council in its resolution [2480 \(2019\)](#), the Mission will focus its efforts on providing continued support regarding the implementation of the peace agreement and the implementation of the politically led stabilization strategy for the centre of the country.

60. The Special Representative of the Secretary-General and all components of the Mission will use their good offices and initiatives to closely work with all relevant parties and stakeholders of the peace agreement to address differences and ensure dialogue and the broad participation of all stakeholders, including women's and youth associations, in the implementation of the peace agreement and the stabilization strategy for the centre of the country. By supporting initiatives for dialogues at the national, regional and communal levels among all relevant parts and stakeholders, including various political actors, civil society and other groups in northern and central Mali, the Mission will continue to promote the reduction of communal violence, social cohesion and the protection of the population. In doing so, the Mission will put considerable effort into creating and promoting national ownership of the implementation of both strategic objectives by all relevant stakeholders and segments of the Malian population through campaigns and partnerships to support the dissemination and promotion of an inclusive political process.

61. MINUSMA will remain committed to ensuring the full and effective participation of the National Assembly, political parties, signatory movements and civil society organizations, particularly women's and youth associations, including religious leaders and labour unions, in efforts to implement the peace agreement. In particular, and noting the important anniversaries of Security Council resolution [1325 \(2000\)](#) and the Beijing Declaration, MINUSMA will continue the mainstreaming of a gender perspective throughout the Mission and promote women's participation in the implementation of the peace agreement, as well as support advocacy for the implementation of Malian law No. 2015-052 of 18 December 2015, which mandates a quota of 30 per cent women in elective and nominative positions. Moreover, MINUSMA will continue to promote and boost the full and effective participation, involvement and representation of women in the mechanisms established in the peace agreement. To support these efforts, the Mission will, inter alia, support the implementation of the recommendations formulated in the high-level workshop organized by the Government of Mali with support from MINUSMA and UN-Women in November 2019.

62. The Mission will provide continuous support to the Government's efforts towards decentralization in the north and centre of the country through technical support for the Government. To this end, MINUSMA will continue to support the operationalization of the newly created regions (San, Bandiagara and Douentza) through capacity-building of civil administrators and regional consultations to enable local authorities and civil society representatives to discuss the administrative and territorial restructuring to be implemented. Further to its support for the inclusion and participation of civil society in national governance, the Mission will continue to strengthen the capacity of civil society organizations (including women and youth organizations) to participate in the decision-making process of all levels of governance, including the newly established *cercles*, *arrondissements* and *communes*.

63. MINUSMA will continue to play a crucial role in the mechanisms for the implementation of the peace agreement, specifically acting as secretariat of the Agreement Monitoring Committee and as co-chair of the defence and security subcommittee of the Agreement Monitoring Committee and actively participating in its three other subcommittees. In the same capacity, MINUSMA will also provide logistical and technical support for the work of the Independent Observer.

64. The Mission will play a critical role in supporting the implementation of the conclusions of the inclusive national dialogue, conducted during the 2019/20 period, which is key for the implementation of the peace agreement. It is expected that the inclusive national dialogue will contribute to the creation of political space and momentum and will be followed by the legislative elections in the first half of 2020. During the 2020/21 period, MINUSMA will support key aspects of the electoral process, in particular the constitutional referendum and senatorial, municipal, *cercle* and regional elections. The Mission's support for the Government in these areas will include the provision of technical advice, public information, logistical support and security. Electoral support will continue to be provided by the United Nations integrated elections team, in line with the integrated strategic framework.

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*Expected accomplishment*

*Indicators of achievement*

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1.1 Progress towards decentralization of State authority

1.1.1 Increase in the participation of civil society organizations in the decision-making process of territorial collectives (2018/19: 1; 2019/20: 2; 2020/21: 5)

1.1.2 Functioning of interim administrations and/or newly elected councils of the regions, *cercles* and communes (2020/21: 5 regions; 24 *cercles*; 49 communes)

1.1.3 30 per cent of national budgetary allocation effectively disbursed to territorial collectives of the north and centre regions (2019/20: 21 per cent; 2020/21: 30 per cent)

1.1.4 8 per cent increase in local tax collection in the north and centre regions (2019/20: 12 per cent; 2020/21: 20 per cent)

1.1.5 Increase in periodic meetings with relevant committees to strengthen State-society dialogue on issues of local interest in alignment with decree No. 08-095/P-RM of February 2008 (2020/21: 35)

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*Outputs*

- Provision of technical support for the revitalization of 35 meetings of the *Comité communal d'orientation, de coordination et de suivi des actions de développement*, the *Comité local d'orientation, de coordination et de suivi des actions de développement* and the *Comité régional d'orientation, de coordination et de suivi des actions de développement* in the north and centre (Mopti: 10, Ségou: 5, Gao: 4, Ménaka: 4, Timbuktu: 5, Taoudenni: 3, Kidal: 4) (communes and *cercle* levels)
- 2 capacity-building training sessions in Ségou and Mopti for 210 prefects, sub-prefects, mayors and affiliates to build their capacity with regard to reconciliation, local governance, public procurement policies, gender mainstreaming in public administration and decentralization (once decentralization laws are approved) and the management of transferred decentralized State services

- Provision of logistical support for two meetings between civil society organizations and the regional councils and for three visits by civil society organizations to assess the activities of the regional councils to support the effective implementation of the decentralization policies
- Provision of technical expertise to elected interim authorities to support the implementation of the regionalization policy (decentralized cooperation)

*Expected accomplishment**Indicators of achievement*

1.2 The implementation of the peace agreement is supported and monitored, including through the secretariat of the Agreement Monitoring Committee

1.2.1 Monthly plenary sessions of the 4 thematic subcommittees of the Agreement Monitoring Committee are convened and reports are drafted (2018/19: 12 sessions per committee; 2019/20: 12 sessions per committee; 2020/21: 12 sessions per committee)

1.2.2 The Independent Observer, mandated by the peace agreement to assess and report on the progress of its implementation, provides regular reports and contributes to the sustained engagement of signatory parties (2018/19: 3; 2019/20: 11; 2020/21: 3)

1.2.3 Number of coordination meetings organized between the High Representative of the President for the implementation of the peace agreement, the Ministry of Social Cohesion, Peace and National Reconciliation and other government institutions in charge of the implementation of the peace agreement to take charge of the coordination of international support (2018/19: 12 coordination meetings; 2019/20: 12 coordination meetings; 2020/21: 12 coordination meetings)

1.2.4 Increased collaboration between good offices of the Special Representative of the Secretary-General and national institutions to help resolve points of contention (2020/21: 6 meetings with national institutions)

1.2.5 Sustained cooperation and coherence through initiatives among various partners/actors contribute to the implementation of the peace process, notably within the framework of the United Nations integrated strategy for the Sahel (2018/19: 4 initiatives; 2019/20: 4 initiatives; 2020/21: 4 initiatives)

*Outputs*

- Organization of, participation in and provision of technical assistance to the monthly sessions of the Agreement Monitoring Committee and the monthly sessions of its 4 thematic subcommittees, including the coordination of preparatory meetings, along with the dissemination of the reports on their respective monthly sessions, and management of documents related to the implementation of the peace agreement
- Facilitation of transport for delegates of the parties to the peace agreement from central and northern Mali to Bamako to participate in the meetings of the Agreement Monitoring Committee and its 4 subcommittees
- Co-chairing and provision of technical expertise to the subcommittee for defence and security

- Provision of organizational, substantive and logistical support, including internal travel, meeting preparation and sharing of information, to the Independent Observer
- Organization of regular coordination meetings with the High Representative of the President for the implementation of the peace agreement and other relevant stakeholders in charge of the implementation of the peace agreement
- Organization of monthly coordination meetings with the international mediation and international community and production of reports
- Provision of logistical support for good offices, including 3 meetings with the National Assembly and 3 assessment meetings with the political parties
- Provision of technical expertise for 2 meetings with the actors of the Nouakchott Process and 2 meetings with the Ministerial Coordination Platform for the Sahel, bringing together Sahel member States, regional organizations and international partners
- Logistical support for 1 meeting on inter-mission cooperation between MINUSMA and UNOWAS in support of the peace process and its regional dynamics

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.3 Free, fair, transparent, inclusive, credible and peaceful constitutional referendum, senatorial, municipal, <i>cercle</i> and regional elections	<p>1.3.1 The electoral code is fully aligned with the provisions of the peace agreement and is in conformity with international standards on elections (2018/19: 1; 2019/20: 1; 2020/21: 1)</p> <p>1.3.2 All relevant national electoral stakeholders are endowed with technical tools and information to facilitate the organization of peaceful, open, inclusive and accountable elections (2018/19: 8; 2019/20: 8; 2020/21: 8)</p> <p>1.3.3 Sustained participation of female candidates for the general elections (percentage of female candidates elected: 2018/19: 8.84 per cent; 2019/20: 30 per cent; 2020/21: 30 per cent)</p> <p>1.3.4 Number of communes provided with logistical and security support, including the transportation of electoral materials from Bamako to communes and the securing of the electoral process in collaboration and complementarity with UNDP (2018/19: 703/703 communes; 2019/20: 703/703 communes; 2020/21: 703/703 communes)</p> <p>1.3.5 Establishment and monitoring of an effective and efficient electoral tabulation system that would allow for the release of provisional election results within the legally mandated time frame (2018/19: monitored; 2019/20: in use throughout the country; 2020/21: reviewed and in use throughout the country in accordance with relevant laws)</p> <p>1.3.6 Increase in the participation of women's organizations in preparation for elections (2020/21: 2)</p>



### 1.3.7 Increase in the number of activities by youth organizations in the prevention of election-related violence (2020/21: 2)

#### Outputs

- Provision of technical support and the organization of 2 round-table meetings and 2 training sessions aimed at enabling the Government of Mali to brainstorm on and carry out required legislative and electoral reforms, including technical support for the design and establishment of a single election management body, in compliance with international standards
- Organization of 6 workshops in the north and the centre with political stakeholders, civil society organizations (including women's groups), State authorities and armed groups on the new electoral framework and 2 round-table meetings to brainstorm with various stakeholders on the management of electoral processes (constitutional referendum, senatorial, municipal, *cercle* and regional elections)
- Provision of support for the election management bodies, civil society organizations and the media through 5 capacity-building workshops and the provision of technical advice to enable them to implement civic education, voter sensitization and outreach programmes ahead of major events of the electoral process, including voter registration, distribution of voter cards and establishment of the electoral list
- Provision of advice and support through monthly meetings and the organization of 7 workshops with the Malian electoral management bodies, local authorities, the Ministry of Justice and the Constitutional Court on how to ensure the successful management of electoral disputes
- Organization of 6 workshops on the prevention and mitigation of election-related conflicts for electoral management bodies, civil society organizations, women's organizations, local authorities, political parties, Malian security forces, signatory groups and the media in Bamako, Mopti, Timbuktu, Ménaka, Gao and Kidal (1 workshop in each location)
- Organization of 1 workshop at the national level for civil society organizations, women's and youth groups, community and religious leaders and political actors for a participatory evaluation of their respective participation in the electoral processes, including through the identification of lessons learned
- 6 workshops with members of the Ministry of Women's Affairs, Malian civil society organizations and political parties in Bamako, Mopti, Timbuktu, Gao, Ménaka and Kidal to help identify potential candidates for elections and advocacy mechanisms to ensure that the perspectives, needs, concerns and priorities of women and youth are taken into account at all levels of the electoral process, and that Malian law No. 2015-052 of 18 December 2015, which mandated a quota of 30 per cent women in elective and nominative positions, will be respected
- Provision of technical advice, and logistical and security support for the 2020/21 electoral process (legislative, senatorial, municipal, *cercle* and regional elections) in Mali through the transportation of 250 tons of electoral materials and 600 national electoral officials and agents; the recruitment, training and deployment of 73 local individual contractors for 9 months; the contracting and fuelling of 60 vehicles for 9 months; the provision of support for the implementation of electoral results management software; and the production of 100 stationery kits
- Public information campaigns on the electoral cycle process, based on the scope of the Mission's mandate, aimed at informing Malian citizens and voters about the electoral procedures to prevent conflicts triggered by the electoral process through 60 radio products, 6 multimedia products, 5 dedicated briefings and press tours to the regions
- Provision of support for 2 capacity-building workshops for women's organizations in preparation for elections
- Provision of support for 2 activities of youth organizations aimed at co-creating mechanisms to prevent election-related violence

- Provision of security assistance to the Malian security forces through the deployment of a minimum of 50 armed escorts and 300 patrols in support of the electoral process
- Publication of electoral security guides for Malian security forces and specialized training sessions on the electoral process and security for Malian security forces and United Nations force personnel

*Expected accomplishment**Indicators of achievement*

1.4 Increased engagement, participation, and contribution to the peace agreement and the national politically led strategy for the centre by national stakeholders, including National Assembly, signatory parties and civil society (women's, youth and religious groups)

1.4.1 Increase in activities by the permanent secretariat of the Cadre politique de gestion de la crise au centre du Mali on the comprehensive politically led Malian strategy (2019/20: 1 strategy developed; 2020/21: partial implementation of the strategy)

1.4.2 Increase in the number of exchanges between the population and the Government of Mali with the aim of building mutual confidence and cooperation and establishing sustainable mechanisms for community reconciliation (2020/21: 24)

1.4.3 Increase in the number of meetings between elected officials and civil society organizations to monitor and to support the implementation of the national politically led strategy for central Mali (2020/21: 5)

1.4.4 Civil society organizations (including women's and youth organizations) collaborate on joint analysis, statements and activities to better monitor and participate in the implementation of the peace agreement and the national politically led strategy for central Mali (2018/19: 140; 2019/20: 150; 2020/21: 160)

*Outputs*

- Provision of technical expertise (3 consultants), team assistants (2 assistants) and logistical support to the permanent secretariat of the Cadre politique de gestion de la crise au centre du Mali to enhance the implementation of the national politically led strategy for central Mali
- Provision of logistical support for the meetings between the population and the Community Advisory Committee (12 meetings) and the Community Alert Committee (12 meetings)
- Provision of logistical support for the development of partnerships on the implementation of the stabilization strategy for central Mali conducted by elected officials (1 meeting) and civil society organizations, including youth (2 meetings), women (1 meeting) and traditional and religious leaders (1 meeting) in order to promote leadership and national ownership in the sociopolitical processes
- Quarterly confidence-building initiatives to increase understanding among all segments of the population and local stakeholders of the peace agreement and the stabilization strategy for the centre of the country to prevent and manage local conflict, improving civil-military relations
- 10 activities to support civil society organizations, including women's and youth groups, and local authorities in the implementation of the stabilization strategy for the centre of the country
- 3 meetings at the national level and 81 awareness-raising sessions with civil society organizations, including women's and youth groups, to strengthen their networks and build capacity for transparency,

accountability and citizen engagement in the Bamako, Mopti, Ménaka, Gao, Kidal, Taoudenni and Timbuktu regions

- 10 activities leading to analysis, joint statements and propositions are supported for civil society organizations (including women's and youth groups) and civil society observatories established in 2019 to have an impact on the implementation of the peace agreement in Kidal, Ménaka, Timbuktu, Taoudenni, Gao and Bamako
- 12 videoconference thematic sessions facilitated for the women and youth of the Working Group on Women, Youth, Peace and Security in West Africa and the Sahel on progress regarding the implementation of Security Council resolution 1325 (2000) and their inclusion in the peace and reconciliation process
- 6 coordination meetings and 3 workshops to promote partnerships and strengthen the capacity of Malian women to contribute fully and effectively to the implementation of the peace agreement and raise awareness of the role of women in the peace process, building on the outcome of the November 2019 high-level workshop on women's participation in the peace process in order to promote leadership and national ownership in the sociopolitical processes
- 3 workshops on the promotion of partnerships and strengthening women's participation in the implementation of the stabilization strategy for the centre in order to promote leadership and national ownership in the sociopolitical processes
- Monthly reconciliation meetings with relevant parties to support the Government in the resolution of conflicts in the centre of Mali

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*Expected accomplishment*

*Indicators of achievement*

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1.5 Progress towards improved democratic and inclusive governance

1.5.1 Increase in leadership and ownership by Malian stakeholders in the implementation of the peace agreement for the benefit of their respective stakeholders (2020/21: 14 workshops)

1.5.2 Increase in leadership and ownership by Malian stakeholders in the implementation of recommendations of the inclusive national dialogue related to the peace agreement (2018/19: 3 workshops; 2019/20: 5 workshops; 2020/21: 16 workshops)

1.5.3 Steps taken by armed movements to transform into political entities as called for by the Pact for Peace (2018/19: demilitarization initiated; 2019/20: registration as political parties or merging with existing political parties started; 2020/21: 2 political programmes are developed)

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*Outputs*

- Provision of technical expertise and logistical support for 4 National Assembly meetings to monitor and assess the implementation of the peace agreement with their Malian counterparts, including various segments of Malian society
- Provision of support for 2 workshops held by the political parties and 2 workshops held by signatory movements towards the implementation of the peace agreement for the benefit of their Malian stakeholders
- Provision of technical expertise and logistical support for the implementation of the recommendations of the inclusive national dialogue conducted by national institutions (3 meetings), political parties (2 meetings), signatory movements (3 meetings) and civil society organizations, including youth

organizations (4 workshops) and women's organizations (4 workshops) for the benefit of their Malian stakeholders

- Bimonthly meetings with the Ministry of Women's Affairs to enhance its capacity to promote and boost the full and effective participation, involvement and representation of women in the peace process to play their role in the democratic and governance processes
- 5 coordination mechanisms organized jointly with the Ministry of Women's Affairs to address the promotion of women's participation, including gender and women's empowerment, in key aspects of the political process (through the United Nations Gender Thematic Working Group task force, the national working group on women in peace and security, the Spotlight Initiative, the gender-based violence subcluster, #FemmesMali2020 and the marking of the twentieth anniversary of Security Council resolution 1325 (2000) and the twenty-fifth anniversary of the Fourth World Conference on Women)
- Monthly meetings and support for the implementation in Mali of Security Council resolution 1325 (2000) on women and peace and security, including through 3 workshops to capitalize on the implementation of resolution 1325 (2000) with respect to the involvement of women in the organization of the Open Days on Women, Peace and Security, and the review of the national action plan for the implementation of resolution 1325 (2000) through the national working group on women in peace and security
- Provision of national technical expertise advice to assist the armed movements in the drafting of legal documents related to their transformation into political entities
- Development and implementation of a continuous nationwide communications campaign to raise awareness of the Mission's vision, mandate, objectives and activities, including 90 sensitization sessions with local communities and key target audiences in Bamako and central and northern Mali, supported by information and visibility materials, community sensitization and awareness-raising through the organization of Peace Day and the International Day of United Nations Peacekeepers, 20 radio products and 10 multimedia products

#### External factors

Changes in the political, security, economic and humanitarian contexts not foreseen in the planning assumptions; other instances of force majeure; changes in mandate during the reporting period; changes in the financial and political support of the international community for the peace process; changes in the electoral calendar for the 2020/21 period; the level of commitment of the parties to the political reconciliation process and the implementation of the peace agreement

Table 3

#### Human resources: component 1, political engagement and implementation of the peace agreement in the north and the politically led strategy for the centre

	International staff							United Nations Volunteers	
Civilian staff	USG– ASG	D-2– D-1	P-5– P-4	P-3– P-2	Field Service	Subtotal	National staff <sup>a</sup>		Total
Political Affairs Division									
Approved posts 2019/20	–	3	9	11	4	27	14	9	50
Proposed posts 2020/21	–	3	9	11	4	27	14	9	50
Net change	–	–	–	–	–	–	–	–	–
Electoral Affairs Section									
Approved posts 2019/20	–	1	3	3	1	8	5	5	18

<i>Civilian staff</i>	<i>International staff</i>						<i>National staff<sup>a</sup></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>			
Proposed posts 2020/21	–	1	3	3	1	8	5	5	18
<b>Net change</b>	–	–	–	–	–	–	–	–	–
<b>Total</b>									
Approved 2019/20	–	4	12	14	5	35	19	14	68
Proposed 2020/21	–	4	12	14	5	35	19	14	68
<b>Net change</b>	–	–	–	–	–	–	–	–	–

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

## Component 2: Protection of civilians

65. As described in the framework below, and in accordance with the two strategic objectives and priority tasks mandated by the Security Council in its resolution [2480 \(2019\)](#), MINUSMA will continue to protect civilians in the north and centre of Mali.

66. Without prejudice to the primary responsibility of the Malian authorities, MINUSMA will continue to protect civilians through the good offices of the Special Representative of the Secretary-General and the Heads of Field Office, the provision of physical protection and the reinforcement of the protective environment in close coordination with the United Nations country team and humanitarian partners. In support of the Malian authorities, MINUSMA will, jointly with the humanitarian community, plan measures to prevent or mitigate identified risks of physical violence against civilians and develop plans to respond to actual threats. The Mission will, particularly in the centre of the country, strengthen its efforts to enhance community-level mechanisms to prevent and mitigate physical violence and reinforce early warning systems for the monitoring of and response to emerging threats of physical violence to civilians, including through close cooperation with the regional reconciliation support teams established by the Ministry of Social Cohesion, Peace and National Reconciliation.

67. For both the northern and the central regions, the Mission will support the implementation of the Malian Defence and Security Forces deployment plan. As such, MINUSMA will continue to support the operations and capabilities of the Malian Defence and Security Forces in accordance with the signed memorandums of understanding between MINUSMA and the Government of Mali, as well as facilitate their deployment to the northern part of the country and their effective return in the centre of the country. MINUSMA police will continue to support the deployment of the Malian Defence and Security Forces in northern and central Mali through capacity-building, technical support and joint operations aimed at the protection of civilians. Moreover, the Mission will plan and execute the transfer of up to two bases to the Malian Defence and Security Forces, depending on the evolution of the political, security, operational and logistical conditions.

68. MINUSMA will also take further steps to augment its mobility, flexibility, agility and proactive posture in the area of deployment to enhance the Mission's quick-reaction capability to cope with the dynamic operational environment, particularly in central Mali. Building on the efforts started during the 2019/20 period, MINUSMA will increase the frequency, duration and scale of operations, notably in the centre, including foot patrols and coordinated patrols with Malian Defence and Security Forces to strengthen efforts related to the protection of civilian and enable

the activities of the Mission's civilian personnel as well as development and humanitarian partners.

69. MINUSMA will also continue to protect civilians against the threat of improvised explosive devices, and to support an increase in the number of national teams trained and equipped to respond to explosive threats across the territory, in particular in the centre of the country, which has faced a severe increase in these types of attacks during the 2019/20 period. The Mission will also advocate for and provide institutional support to the Government of Mali with regard to the operationalization of a national mine-action governance structure. Critical capacity-building activities, such as explosive hazard disposal training courses for the Malian Defence and Security Forces, will continue to take place through the Training Centre for Post-Conflict Demining and Clearance in Benin, as well as at the national explosive ordnance disposal training facility in Bamako, prior to deployment.

70. As the threat of explosive hazards faced by the civilian population and United Nations personnel is expanding and intensifying, particularly in central Mali, the United Nations Mine Action Service will continue to provide critical improvised explosive device threat mitigation support, through the United Nations Office for Project Services (UNOPS), to enable the freedom of movement of Mission personnel and its partners in a high-threat environment and reduce peacekeeping casualties. Efforts will continue to focus on increasing the preparedness of the Mission's uniformed units and on building sustainability through training-of-trainers sessions. In order to facilitate and enable their work in dangerous locations, activities to ensure that all military, police and civilian personnel are aware of the risks of explosive hazards and the mechanisms and procedures to mitigate them will continue.

71. MINUSMA will also enhance the exchange of information to support the efforts of the Joint Force of the Group of Five for the Sahel in its areas of operation along the border areas between Mali and Burkina Faso, Mauritania and the Niger, and through liaison efforts with the headquarters office of the Group of Five for the Sahel.

72. In 2020, the Mission expects that the Platform coalition of armed groups will sign an action plan with the United Nations with concrete and time-bound measures against the recruitment and use of children by the armed movement and that the plan will be fully implemented through 2021. The Mission will also continue working with the Coordination des mouvements de l'Azawad on its action plan against the recruitment and use and sexual violence against children, which was signed in 2017 and had started full implementation only in early 2019.

73. The Mission will continue to provide specific support for the operationalization of the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and the capacity of national authorities to prosecute those suspected of crimes that risk destabilizing the peace process, particularly terrorism-related and transnational organized crimes. Effective capacity to investigate, prosecute and securely detain those involved in terrorism and organized crime will improve the rule of law and enhance human-rights-centred approaches to pursuing accountability for those destabilizing crimes. MINUSMA will also strengthen the capacity and cooperation with the investigation brigade of the Specialized Judicial Unit, particularly on evidence collection in view of supporting the fight against impunity, particularly in the centre of the country.

74. The Mission will continue to support the disarmament, demobilization, reintegration and integration of ex-combatants, building on the successful completion of the accelerated disarmament, demobilization and reintegration process in the 2019/20 period. By June 2020, 3,000 ex-combatants will have been integrated into the Malian Defence and Security Forces and deployed as reconstituted and reformed Forces. However, based on consensus reached with the signatory parties to the

Agreement, there will be a remaining caseload of 7,000 ex-combatants administered through the disarmament, demobilization and reintegration process to be integrated into the Malian Defence and Security Forces and 16,000 additional combatants eligible for disarmament, demobilization and reinsertion. During the 2020/21 period, MINUSMA will support the integration of a further 4,000 ex-combatants in the Malian Defence and Security Forces and the regular disarmament, demobilization and reintegration process of 3,500 ex-combatants, including those who were deemed ineligible during the accelerated disarmament, demobilization and integration process and have yet to access reinsertion.

75. The Mission will continue to use community violence reduction programmes in complementarity with the national disarmament, demobilization and reintegration programme. To this end, the Mission will support the National Disarmament, Demobilization and Reintegration Commission in the implementation of a community rehabilitation programme aimed at supporting the disarmament and dismantlement of self-defence groups, in particular in the central regions. MINUSMA will support the Government in the implementation of the community rehabilitation programme in the central regions targeting 1,000 members of self-defence groups (500 armed members and 500 people who are either community members or among those who do not meet the criteria to participate in the disarmament, demobilization and reintegration process). The community rehabilitation programme will include short-term activities, with a focus on supporting the Government and other partners to identify short-term employment opportunities for youth at risk and other vulnerable groups. The Mission will also continue to provide relevant assistance to ensure that the particular needs of women and children are taken into account and integrated in the above-mentioned processes.

76. MINUSMA will continue to support the Government of Mali and the National Council for Security Sector Reform and its Commissariat in their efforts to implement key security sector strategies and plans, such as the 2019–2021 action plan for the implementation of the 2018 national security sector reform strategy, the 2018–2022 national border policy and the national strategy on preventing and combating terrorism and violent extremism. The Mission will also coordinate international assistance for security sector reform to ensure the coherence of international efforts to rebuild the Malian security sector, within the framework set out by the peace agreement.

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*Expected accomplishment*

*Indicators of achievement*

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2.1 Improved capacity to sustain security in the north and the protection of civilians in the centre

2.1.1 Malian Defence and Security Forces are reconstituted, reformed and redeployed in the centre and north

2.1.2 Decrease in the number of recorded civilian violent deaths and injuries (2018/19: 400; 2019/20: 300; 2020/21: 250)

2.1.3 Decrease in the number of incidents of direct violence or threats of direct violence against civilians (2018/19: 700; 2019/20: 600; 2020/21: 550)

2.1.4 Improvement in the ability of MINUSMA and the Malian Defence and Security Forces to secure and defend convoys and vehicle movements from armed groups along key main supply routes (reduction in the

number of attacks: 2018/19: 75; 2019/20: 175; 2020/21: 100)

2.1.5 Increase in the number of Malian Defence and Security Forces teams trained and equipped to respond to explosive threats in central and northern Mali (2018/19: 25; 2019/20: 29; 2020/21: 32)

2.1.6 Increase in the creation and implementation of, and interaction with, security advisory committees in the northern and central regions (2020/21: 4 regional committees)

#### *Outputs*

- 1 coordination meeting per month to improve the ability of the Technical Commission on Security to monitor ceasefire and investigate violations, update security arrangements and monitor and support the cantonment and disarmament, demobilization and reintegration processes
- 700 military foot patrols in each key population centre
- Planning and implementation of at least 8 force-led operations and at least 20 mission-integrated operations, coordinated with Malian armed forces and/or Operation Barkhane
- Provision of security for humanitarian assistance missions, upon request and coordinated with United Nations agencies in coordination with the Office for the Coordination of Humanitarian Affairs
- Provision of fixed-wing military aircraft and military rotary-wing aircraft flights as a force multiplier, maximizing the potential to protect civilians, aiding in the security of peacekeepers, and enabling prompt military operations
- Provision of 2,000 manned and unmanned aerial surveillance missions (intelligence and escort missions based on operational needs and capabilities)
- Provision of support for the Malian armed forces in accordance with the memorandum of understanding signed in November 2017, including meetings, coordinated operations, operational and logistical support, mentoring and strengthened information-sharing, medical evacuation, transportation and planning
- Organization of key leader engagement and information operations activities on a monthly basis in all sectors in order to inform and influence the local population and deter their support for terrorist activity
- 6,480 United Nations police patrol days in the north and centre of Mali in support of the Malian security forces (2 patrols x 360 days x 9 team sites)
- Technical and practical training sessions for 6,800 Malian security forces on various modules, to further enhance their aptitude in the areas of community policing, the fight against organized crime and terrorism, ethics, human rights and gender
- 5,500 United Nations-Malian security forces joint patrol days (2 patrols per formed police unit x 11 formed police units x 5 days x 50 weeks)
- 1,100 long-range patrols by United Nations police personnel (11 formed police units x 2 long-range patrols x 50 weeks)
- Provision of advice and technical support for the training institutions of the Malian Defence and Security Forces and to the European Union training mission in Mali to ensure the integration and mainstreaming of matters related to the protection of civilians, with a focus on gender, into their training sessions
- 7,250 advisory activities, including monitoring and capacity-building activities that include a gender perspective, such as on-the-job training, operational support and projects, provided to the Malian security



forces through co-location in the regions at the 2 national training academies, and national specialized units in Bamako involved in the fight against serious and organized crime and terrorism

- Provision of technical assistance, advice and guidance to the Malian security forces in the creation, implementation and interaction with regional security advisory committees
- 36 meetings on technical advice to the Ministry of Security and Civil Protection, as well as general and regional directorates of the Malian security forces, on the development of training programmes and a strategy for addressing transnational and serious organized crime, the rule of law and gender mainstreaming, sensitization on the human rights due diligence policy and investigations of war crimes and crimes against humanity
- Provision of mentoring and training assistance upon request, both prior to deployment and when in-mission, to all infantry troop-contributing countries with improvised explosive device awareness training capacity (basic improvised explosive device awareness and avoidance skills)
- Provision of specialist training in the identification and detection of explosive threats and tactics to each infantry battalion, combat convoy company and formed police unit deployed to central and northern Mali, and dedicated training for tactical commanders on planning and response, unless waived
- Provision of context-specific training and mentoring in accordance with United Nations standards with respect to the explosive ordnance disposal companies of 2 troop-contributing countries to ensure they are qualified to conduct basic improvised explosive device response tasks prior to deployment, and their skills and those of the explosive ordnance disposal teams of combat convoy companies are strengthened once in-mission
- Provision of an explosive ordnance disposal team to cover operational gaps in Timbuktu and explosive-detection dog capability to help secure MINUSMA premises and enhance MINUSMA explosive threat management capacity
- Provision of basic improvised explosive device awareness training, including on how to operate in a complex security environment, to all MINUSMA military, police and civilian components
- Provision of support and technical advice on explosive threat mitigation to the Mission's leadership and enabling units
- Provision of context-specific improvised explosive device threat mitigation training to 3 additional response teams and advanced explosive ordnance disposal training, refresher courses, technical advice and mentorship to previously trained Malian Defence and Security Forces to strengthen and sustain the explosive threat mitigation training capability, as well as their capacity to respond to explosive threats countrywide
- Production of daily radio programmes that encourage listeners to discuss security concerns, increase awareness of security issues and the Mission's work to address them and aim to ease related tensions

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*Expected accomplishment*

*Indicators of achievement*

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2.2 Enhanced community-based mechanisms for conflict management and protection of civilians

2.2.1 Decrease in the total number of persons who become displaced (internally displaced persons and refugees) owing to violence, whether they are still displaced or have returned to their areas of origin (2018/19: 50,000; 2019/20: 50,000; 2020/21: 50,000)

2.2.2 Increase in engagement and community participation in community-oriented policing activities to support outreach and advocacy for a community-based policing approach (2020/21: 18,000 citizens sensitized)

2.2.3 Increase in the number of municipalities covered by operational community-based mechanisms for early warning and protection of civilians (2018/19:40; 2019/2020:50; 2020/21: 60)

2.2.4 Increase in the percentage of rapid responses taken by MINUSMA following early warning of imminent threats where impending or ongoing violence was stopped (2018/19: not applicable; 2019/20: 20 per cent; 2020/21: 50 per cent)

2.2.5 Regional reconciliation support teams and established municipal reconciliation committees are operational (2018/19: 0; 2019/20: 32; 2020/21: 39)

2.2.6 Reduction of risks of HIV infection among women and girls in conflict zones by facilitating access to HIV information, treatment, care and support services (women and girls sensitized and provided with HIV voluntary and confidential counselling and testing: 2018/19: 1,600; 2019/20: 2,000; 2020/21: 2,500)

2.2.7 Increase in the number of community dialogues undertaken in support of the Ministry of Social Cohesion, Peace and National Reconciliation at the subnational level to manage local conflicts (2019/20: 32; 2020/21: 39)

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#### *Outputs*

- 48 sessions of awareness-raising and advocacy with local authorities, influencers (such as religious bodies and prominent individuals) and civil society (including women and youth associations) to support community-oriented policing in 4 regions (Mopti, Gao, Timbuktu and Ménaka)
- Provision of technical assistance and support for the organization and delivery of community sensitisation sessions (Bamako, Mopti, Ménaka, Gao and Timbuktu) for the population on community-oriented policing
- 36 coordination meetings with the Government to follow up with the Malian security forces on the joint regional strategic and operational plans
- Implementation of a qualitative mine action response in Mali to protect the civilian population from explosive hazards through the coordination of the mine action working group and the provision of technical advice and support for Malian institutions to progress towards the operationalization of a national governance structure for mine action
- Capacity development of 4 Malian civil society organizations for the prevention and protection of populations at risk through explosive risk education, referral and provision of assistance to survivors of explosive incidents and their families in order to increase the sustainability of the mine action response in Mali
- Capacity development of Malian civil society actors, including 80 community focal points, on explosive threat risk awareness and community violence reduction initiatives and the development of community-based conflict-mitigation strategies to strengthen community resilience to explosive threats and small arms and light weapons
- Organization of 39 dialogues in support of community conflict-management efforts in priority areas to prevent, manage and address violent or emerging conflicts at the community level in the regions of Mopti,

Ségou, Gao, Ménaka, Taoudenni, Timbuktu and Kidal, in cooperation with the regional reconciliation support teams of the Ministry of Social Cohesion, Peace and National Reconciliation

- 8 training-of-trainers sessions, including 2 in Mopti region, organized for members of 7 regional reconciliation support teams and municipal reconciliation committees to strengthen their capacity to promote social cohesion and reduce local inter- and intracommunal conflicts
- 10 training sessions for focal points on the protection of civilians and early warning in Mopti, Ségou, Gao, Ménaka, Goundam, Timbuktu, Kidal, Tessalit, Augelhoc and Ansongo
- 80 coordination meetings with protection of civilians stakeholders and established community-based mechanisms for early warning and protection of civilians to conduct protection of civilians risk and threat assessments and identify required responses in Mopti, Ségou, Gao, Ménaka, Timbuktu, Kidal Tessalit, Augelhoc, Ansongo and Goundam
- 70 coordination meetings with the regional reconciliation support teams in each of the regions of Mopti, Ségou, Gao, Ménaka, Taoudenni, Timbuktu and Kidal to provide operational guidance and supervise the activities of established municipal reconciliation committees
- Provision of technical advice to the Ministries of Employment and Vocational Training and Women's Affairs, in support of reconciliation, socioeconomic reinsertion and the promotion of the effective participation, involvement and representation of women in the peace process
- Organization of 8 awareness-raising campaigns to promote knowledge and use of the MINUSMA hotline among communities living in protection of civilians priority areas of concern
- Provision of technical expertise for regional-level governorate-MINUSMA-Malian Defence and Security Forces coordination mechanisms to monitor and adapt responses to threats of violence to civilians
- 6 capacity-building activities for local government actors in Gao, Ménaka, Mopti, Timbuktu, Taoudenni and Kidal, including the special advisers of regional governors on reconciliation, disarmament, demobilization and reintegration and the regional directorates of the Ministry of Women's Affairs, in order to enhance their awareness and actions with regard to integrating a gender perspective into protection of civilians matters
- 2 public information campaigns focused on the centre in support of security stabilization and the protection of civilians, comprising the organization of community outreach campaigns to promote social cohesion and reinforce the social fabric, with a focus on the centre, through 20 sensitization events, at least 10 media briefings, 10 multimedia products, 75 radio products and coverage of MINUSMA activities in the regions concerned, to contribute to the Mission's efforts related to the protection of civilians
- Community outreach and direct dialogue and understanding on the role and responsibilities of the Malian authorities to protect civilians and on the role of MINUSMA, mandate limitations and support for the protection of civilians through 20 sensitization events
- 4 workshops to support the Malian police in designing and integrating modules on conflict-related sexual violence into the curriculum of the National Police Academy
- Sensitization of 2,500 women and girls in conflict zones on HIV/AIDS and the prevention of conflict-related sexual violence, and the provision of voluntary and confidential counselling and testing, care and support services
- Organization of World AIDS Day and 2 outreach campaigns to increase awareness of the fight against HIV-related stigma and discrimination among people living with HIV and key populations in conflict zones

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*Expected accomplishment*

*Indicators of achievement*

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2.3 Reduced presence of armed movements and self-defence groups through reinsertion and community

2.3.1 Increase in the number of ex-combatants of armed movements participating in the disarmament, demobilization and reintegration process in the north,

rehabilitation in the centre and through disarmament demobilization and reintegration in the north

including women and children, identified, verified, profiled and registered with demobilization cards (2018/19: 1,747; 2019/20: 3,000; 2020/21: 3,500)

2.3.2 Increase in the number of former combatants of the armed movements, including women, benefiting from short-term socioeconomic reinsertion projects (2018/19: 1,747; 2019/20: 3,000; 2020/21: 3,500)

2.3.3 Reduction in the number of direct beneficiaries in community violence reduction projects (2018/19: 5,874 direct beneficiaries; 2019/20: 20,000 direct beneficiaries; 2020/21: 10,000), including members of self-defence groups in the centre of Mali

2.3.4 Implementation of a number of community violence reduction projects (2018/19: 35; 2019/20: 30; 2020/21: 30)

2.3.5 Increase in the number of former elements of self-defence groups participating in the disarmament and dismantlement process in the centre, including women and children, identified, verified, profiled and registered with demobilization cards (2018/19: 0; 2019/20: 500; 2020/21: 1,000)

2.3.6 Increase in the number of weapons and amount of ammunition collected from self-defence groups and registered and stored during the disarmament and dismantlement process in the centre (2018/19: 0; 2019/20: 500; 2020/21: 1,000)

2.3.7 Increase in the number of weapons and amount of ammunition collected from armed movements and registered and stored during the disarmament, demobilization and reintegration process in the north (2018/19: 0; 2019/20: 3,000; 2020/21: 3,500)

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#### *Outputs*

- Provision of technical and logistical support to the national disarmament, demobilization and reintegration programme in the north and to the disarmament and dismantlement programme for self-defence groups in the centre
- Provision of food, non-food items and medical support at the cantonment camps and other predesignated locations for up to 3,500 ex-combatants of the signatory armed groups
- Identification, verification, profiling, registration and sensitization on psychosocial education, civic reconciliation and orientation activities in the cantonment camps and other predesignated locations for up to 3,500 ex-combatants and 1,000 ex-combatants of the self-defence groups disarmament and dismantlement programme in the centre
- Provision of socioeconomic reinsertion for up to 4,500 former combatants in the disarmament, demobilization and reintegration programme, including those participating in the disarmament and dismantlement programme for self-defence groups in the centre

- 5 capacity-building workshops on advocacy and technical advice for national institutions regarding the implementation of the disarmament, demobilization and reintegration programme in order to strengthen the capacity of national disarmament, demobilization and reintegration institutions
- 5 capacity-building workshops to empower civil society, including women's organizations and community leaders, to advocate for the implementation of the disarmament, demobilization and reintegration programme
- Implementation of 30 community violence reduction projects (including 12 projects in support of the disarmament and dismantlement programme for self-defence groups in the centre) targeting at least 10,000 direct beneficiaries comprising youth at risk, women, special needs groups, people associated with ex-combatants, self-defence groups and community members
- 8 workshops to sensitize host communities on the return/presence of ex-combatants within the communities, including for the host communities in the centre participating in the disarmament and dismantlement programme for self-defence groups
- 4 capacity-building workshops for community violence reduction and community-based reinsertion implementing partners and other stakeholders in the regions
- Age-based screening provided for all combatants of signatory armed groups undergoing the disarmament, demobilization and reintegration process in cooperation with Government and United Nations partners
- 8 visits to the 8 cantonment sites to verify and advocate for the release of children associated with armed groups and for the integration of a gender perspective, to raise awareness on conflict-related sexual violence and to train members of armed movements on child protection and child rights in coordination with UNICEF, UN-Women and UNFPA
- Broadcast of 24 new radio programmes on issues related to the cantonment, disarmament, demobilization and reintegration and community violence reduction projects, in particular with regard to the disarmament and dismantlement programme for self-defence groups in the centre

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.4 Reform of security institutions, including the implementation of the security provisions of the peace agreement	<p>2.4.1 Development and partial implementation of an integrated plan to support the redeployment of reconstituted Malian Defence and Security Forces in the north and central region of Mali (2020/21: 1 plan developed)</p> <p>2.4.2 Implementation of the national security sector reform strategy, the national border policy and national strategy on preventing and combating terrorism and violent extremism by the Government (2018/19: 3 plans or strategies; 2019/20: 2 plans or strategies; 2020/21: 4 plans or strategies)</p> <p>2.4.3 Implementation of a security sector strategy action plan and 2 complementary strategies (border and defence) (2018/19: 1 action plan and 2 strategies elaborated; 2019/20: 1 action plan and 2 strategies adopted, and 1 national security policy elaborated; 2020/21: 1 action plan and 2 strategies and 1 national security policy implemented)</p> <p>2.4.4 Support transport, training and integration of ex-combatants into the Malian Defence and Security Forces (2019/20: 3,000; 2020/21: 3,500)</p>

*Outputs*

- Technical support for the implementation of the national strategy on preventing and combating terrorism and violent extremism and terrorism and the related action plan
  - Provision of 4 training workshops and 10 advisory meetings with the National Council for Security Sector Reform and its Commissariat in support of the security sector reform process and elaboration of a national security policy
  - Bimonthly international coordination meetings on security sector reform in coordination with the African Union Mission for Mali and the Sahel, ECOWAS, the European delegation, the European Union training mission in Mali, the European Union capacity-building mission in Mali and MINUSMA substantive sections, and 6 security sector reform meetings organized to facilitate the coordination of international assistance for security sector reform
  - 6 control visits to the Inspectorates General of Defence and Armed Services and of Security and Civilian Protection Services
  - 1 training workshop for parliamentarians and parliamentary assistants and 3 workshops with civil society organizations, including women's and youth platforms, on the democratic governance and oversight of the Malian Defence and Security Forces
  - 1 training workshop on countering/preventing violent extremism for the Ministry of Religious Affairs and Cults, as well as 1 sensitization workshop for civil society organizations, including women's and youth groups, religious leaders and members of the media, to support the implementation of the national strategy on preventing and combating terrorism and violent extremism
  - 1 workshop and 2 forums for border patrol agents and the national directorate for border security and national directorate on water, forests and the environment to support the implementation of national border security, a border sectorial security strategy and small arms and light weapons counter-proliferation policies, as well as 3 field visits in the central region
  - Technical, administrative and logistical support for the implementation of the 2019–2021 redeployment plan for the Malian Defence and Security Forces in the north and centre
  - Sensitization of 3,000 members of the Malian Defence and Security Forces and their dependants on HIV/AIDS and sexual violence prevention and the provision of access to treatment, care and support services
  - Provision of technical support and advice for schools and academies of the Malian Defence and Security Forces to ensure the integration of gender mainstreaming into their curricula and training programmes
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*External factors*

The lack of will of Malian stakeholders in the peace agreement and the presence and activities of non-compliant armed groups could disrupt the implementation of the disarmament, demobilization and reintegration programme and advancement in security sector reform. The lack of progress in the implementation of the redeployment plan of the reconstituted and reformed Malian Defence and Security Forces, and the limited capacity in the development of the Forces and in the generation of additional employable units for deployment to northern and central Mali, could hamper mandate delivery. A further deterioration of the security situation and continuous asymmetrical attacks in the northern and central regions of Mali could hinder the fulfilment of the planned activities and further affect civilians. A change in the mandate of Operation Barkhane and the European Union training mission in Mali may also affect the planned activities

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Table 4  
Human resources: component 2, protection of civilians

Category	Total
<i>I. Military observers</i>	
Approved 2019/20	40
Proposed 2020/21	40
<b>Net change</b>	–
<i>II. Military contingents</i>	
Approved 2019/20	13 249
Proposed 2020/21	13 249
<b>Net change</b>	–
<i>III. United Nations police</i>	
Approved 2019/20	350
Proposed 2020/21	350
<b>Net change</b>	–
<i>IV. Formed police units</i>	
Approved 2019/20	1 570
Proposed 2020/21	1 570
<b>Net change</b>	–
<i>V. Civilian staff</i>	
	<i>International staff</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>
	<i>National staff<sup>a</sup></i>
	<i>United Nations Volunteers</i>
	<i>Total</i>
<b>Office of the Force Commander</b>	
Approved posts 2019/20	1 1 – – 1 3 14 – 17
Proposed posts 2020/21	1 1 – – 1 3 14 – 17
<b>Net change</b>	– – – – – – – – –
<b>Office of the United Nations Police Commissioner</b>	
Approved posts 2019/20	– 2 7 1 1 11 13 – 24
Proposed posts 2020/21	– 2 7 2 1 12 13 – 25
<b>Net change (see table 5)</b>	– – – <b>1</b> – <b>1</b> – – <b>1</b>
<b>Civil Affairs Division</b>	
Approved posts 2019/20	– 1 6 14 1 22 47 5 74
Proposed posts 2020/21	– 1 6 14 1 22 46 5 73
<b>Net change (see table 6)</b>	– – – – – – <b>(1)</b> – <b>(1)</b>
<b>Security Sector Reform and Disarmament, Demobilization and Reintegration Section</b>	
Approved posts 2019/20	– 1 8 10 2 21 17 8 46
Proposed posts 2020/21	– 1 8 10 2 21 17 8 46
<b>Net change</b>	– – – – – – – –

<i>V. Civilian staff</i>	<i>International staff</i>						<i>National staff<sup>a</sup></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>			
<b>Subtotal, civilian staff</b>									
Approved posts 2019/20	1	5	21	25	5	57	91	13	161
Proposed posts 2020/21	1	5	21	26	5	58	90	13	161
<b>Net change</b>	–	–	–	<b>1</b>	–	<b>1</b>	<b>(1)</b>	–	–
<b>Total (I–V)</b>									
Approved posts 2019/20	1	5	21	25	5	57	91	13	15 531
Proposed posts 2020/21	1	5	21	26	5	58	90	13	15 531
<b>Net change</b>	–	–	–	<b>1</b>	–	<b>1</b>	<b>(1)</b>	–	–

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

*International staff: increase of 1 post*

*National staff: decrease of 1 post*

### Office of the United Nations Police Commissioner

Table 5

#### Human resources: Office of the United Nations Police Commissioner

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	P-3	Strategic Planning Officer	Establishment	
<b>Total</b>	<b>+1</b>			

77. In order to create long-term continuity and professionalism within the Office of the United Nations Police Commissioner, with its currently authorized civilian staffing establishment of 24 posts (1 D-2, 1 D-1, 2 P-5, 5 P-4, 1 P-3, 1 Field Service and 13 national General Service staff), it is proposed to establish a P-3 post for a Strategic Planning Officer, as shown in table 5. The Police Planning Unit, currently consisting of three individual police officers with no professional personnel, requires a Strategic Planning Officer to provide oversight with regard to consistency and experience for the annual United Nations budget and planning cycles. The Strategic Planning Officer requires in-depth knowledge of other United Nations components and United Nations strategic frameworks within the Mission and in New York. Also, additional tasks mandated by Security Council resolution [2480 \(2019\)](#) to strengthen Mission-wide integrated strategic planning resulted in increased workload for the Unit. The newly established position will contribute to the carrying out of the additional workload in the 2020/21 period, including the necessary police planning for the implementation of the police concept of operations, the implementation of the integrated strategic framework, the preparations of the results-based budget, implementation of the Comprehensive Performance Assessment System, associated transition planning and adaptation of the Mission, in line with the MINUSMA mandate. Increased workload will also derive from the additional focus on Mission-wide integration, which entails extended and strengthened collaboration between substantive sections, Mission support, United Nations police and force components. It is important to note that the Police Planning Unit and the Strategic Planning Officer will play a key role in making the link between Strategic Planning Unit, the Police



Planning Unit and the strategic vision and implementation thereof, not only of the MINUSMA police component, but also of the Mission as a whole.

78. The Police Planning Unit supports MINUSMA police leadership in defining and implementing strategic objectives and priorities through the provision of strategic advice, including priority-setting and strategic decision-making. As part of its work, the Police Planning Unit leads the drafting of key guidance and policy documents, such as the United Nations workplans and biannual reports.

79. The Police Planning Unit is responsible for developing the police component's annual strategic planning and for ensuring that the component's plans integrate with the Mission-level strategic plans. The Unit works in close consultation with the chiefs of all MINUSMA police pillars and with the Formed Police Unit coordinators. In developing its plans, the Police Planning Unit also consults the Police Division Mission Management and Support Section, the Selection and Recruitment Section and the Strategic Policy and Development Section, based in New York. The Police Planning Unit does not have any professional positions. The proposed staffing change will create continuity within the Unit, which is much needed given the continual rotations of individual police officers. It will help significantly with the implementation of the mandate of MINUSMA on integrated strategic frameworks and performance and reporting systems. Also, a professional post will improve the planning and performance of MINUSMA police by leading to a more efficient and effective use of resources, based on priority tasks and operational requirements. More timely production of reporting, advising and other products are expected results as well. The ultimate outcome will be the implementation of strategic objectives and priorities through the provision of strategic advice, including priority-setting and informed decision-making for MINUSMA police.

### Civil Affairs Division

Table 6

#### Human resources: Civil Affairs Division

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	NGS	Field Language Assistant	Reassignment	To Transport Section
<b>Total</b>	<b>-1</b>	(see table 4)		

80. In order to optimize service delivery and achieve more with existing resources, the reassignment of one post is proposed as shown in table 6.

### Component 3: Promotion and protection of human rights and reconciliation

81. As described in the framework below, and in accordance with the two strategic objectives and priority tasks mandated by the Security Council in its resolution [2480 \(2019\)](#), the Mission will support the Malian authorities in implementing the provisions of the peace agreement related to justice and reconciliation, including the effective functioning of transitional justice mechanisms such as the Truth, Justice and Reconciliation Commission, and in ensuring that those responsible for violations and abuses of human rights and violations of international humanitarian law are held accountable and brought to justice without delay.

82. MINUSMA will continue to assist the Malian authorities and civil society organizations in the promotion and protection of human rights across Mali, in particularly in the centre, where the escalation of violence has resulted into an

increase of human-rights related incidents. In that respect, the Mission will support the Cadre politique de gestion de la crise au centre du Mali in the implementation of the stabilization strategy for the centre to protect civilians, reduce intercommunal violence and promote human rights protection and international humanitarian law.

83. The Mission will continue to engage with national authorities on support for the implementation of the Loi d'entente nationale, outlining a number of measures aimed at fostering reconciliation. MINUSMA and the United Nations Office on Drugs and Crime will also continue to support the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime, whose jurisdiction was extended to war crimes, genocide and crimes against humanity, as a key mechanism to fight impunity. The Mission will continue to support the Government in increasing its engagement in the establishment and implementation of a human rights framework to strengthen the accountability system for those responsible for human rights violations.

84. MINUSMA will continue to monitor, investigate and refer documented cases of human rights abuses and violations, including against women and children, to competent State authorities and will provide the necessary technical advice to relevant entities, including the judiciary. In line with resolution [2480 \(2019\)](#) and the focus on strengthening the fight against impunity, especially in the centre, the Mission will continue to support the Government to take proper preventive and remedial measures, and the internal oversight bodies of the Malian Defence and Security Forces to ensure the accountability of perpetrators of human rights violations. The Mission will continue to advocate and work with the Government to increase public reporting on human rights, as well as continue to report publicly and regularly to the Security Council on such abuses and violations and to contribute to efforts to prevent such violations and abuses.

85. The Mission will continue to promote and protect human rights by supporting transitional justice mechanisms, including the Truth, Justice and Reconciliation Commission, through technical and logistical advice and by promoting access to the above-mentioned mechanisms to ensure an effective protection system for victims, witnesses and judicial personnel. MINUSMA will also continue to support civil society organizations and human rights institutions, such as the National Human Rights Commission, through capacity-building on monitoring, reporting and advocacy, so that they play an effective role in promoting fundamental rights, freedoms and accountability.

86. MINUSMA will support the redeployment of the reformed and reconstituted Malian Defence and Security Forces in the central and northern parts of the country and will continue to systematically implement the human rights due diligence policy to guarantee that any support for non-United Nations forces undergoes a human rights risk assessment and ensure follow-up on the implementation of recommended mitigatory measures.

87. The Mission will continue to support the processes that ensure that perpetrators of violations and abuses of international human rights law and violations of international humanitarian law are held responsible and are brought to justice without delay. To this end, the Mission will continue to provide assistance by strengthening capacities in all regions of Mali for the protection and promotion of human rights, including by reporting on, investigating and monitoring grave human rights violations, including conflict-related sexual violence and grave violations against children in situations of armed conflict, as well as other violations of the rights of women, children, internally displaced persons and other vulnerable groups.

88. MINUSMA will contribute to the implementation of Security Council resolutions on children and armed conflict and conflict-related sexual violence, including by maintaining the respective monitoring and reporting mechanisms. The

Mission, in collaboration with the United Nations country team and civil society, will support the Government of Mali in the implementation of the joint action plan of the joint communiqué on the prevention of and response to conflict-related sexual violence adopted in the 2019/20 period. Similarly, the Mission, in collaboration with the United Nations country team, government partners and civil society, will continue providing assistance to the implementation of the Coordination des mouvements de l'Azawad action plan against the recruitment and use of and sexual violence against children, for which a regional implementation strategy was adopted in late 2019. The Mission will also maintain a regular dialogue with the national armed forces and armed groups to advocate that they comply with human rights and international humanitarian law and follow through on their commitments in the adoption and the implementation of action plans to end and prevent grave violations against children, including the recruitment and use of children, and prevent and address conflict-related sexual violence. The Mission will provide technical support, training and capacity-building to Malian Defence and Security Forces to adequately prevent, investigate and respond to conflict-related sexual violence and grave violations against children in situations of armed conflict.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.1 Mechanisms and initiatives adopted and strengthened to prevent and address human rights violations and abuses, with particular attention given to grave violations against children and conflict-related sexual violence	<p>3.1.1 MINUSMA publishes reports on the situation of human rights in Mali (2019/20: 4; 2020/21: 5)</p> <p>3.1.2 Increase in the number of actions taken by State authorities, including investigations, disciplinary proceedings and judgments pronounced on alleged human rights violations and abuses transmitted by MINUSMA, including cases of conflict-related sexual violence and serious violations of children's rights (2018/19: not applicable; 2019/20: 10; 2020/21: 12)</p> <p>3.1.3 National legislation and regional initiatives adopted to strengthen national child protection system mechanisms and initiatives (2019/20: national law passed by the parliament and at least 2 strategies implemented; 2020/21: national law implemented and at least 3 regional strategies implemented)</p> <p>3.1.4 Decrease in the number of human rights violations and abuses recorded, particularly in the central region (2019/20: 200; 2020/21: 150)</p> <p>3.1.5 Number of vulnerable youth in the centre benefiting from a vocational training and sensitization programme that focuses on human rights, democracy and citizenship (2018/19: not established; 2019/20: 120; 2020/21: 70)</p> <p>3.1.6 Implementation of action plans signed by signatory armed groups to end and prevent grave violations against children and prevent and respond to conflict-related sexual violence (2018/19: 1 signed by the Platform coalition of armed groups; 2019/20: implementation of both action plans; 2020/21: implementation of both action plans) (2018/19: 2 implementation plans established, 1 carried out at 20</p>

per cent; 2019/20: 2 implementation plans signed and 6 of 17 activities carried out; 2020/21: implementation of both action plans and both carried out at 50 per cent)

3.1.7 Systematic assessment of and follow-up to mitigatory measures of United Nations human rights due diligence policy in cases of support for non-United Nations security forces provided by the Mission (2018/19: not applicable; 2019/20: 100 per cent; 2020/21: 100 per cent of projects assessed and 60 per cent of mitigatory measures followed up)

3.1.8 Improved capacity in monitoring, analysis and reporting arrangements for actors working in the field of conflict-related sexual violence (2020/21: 90 actors trained)

#### *Outputs*

- Weekly human rights missions, including monitoring and investigation missions and weekly visits to detention facilities with a focus on human rights promotion and protection, including the respect of detention legal procedures and conditions of detention
- Assessment of 100 per cent of all projects supporting non-United Nations security forces submitted for human rights due diligence policy assessment, and the follow-up to the implementation of at least 60 per cent of recommended mitigatory measures in order to strengthen the monitoring of Malian authorities' compliance with international human rights standards
- Provision of technical advice to the Ministry of Justice and the Ministry of Defence through the regular transfer on a monthly basis of cases of violations and abuses of human rights, including conflict-related sexual violence and serious child rights violations, as part of the joint mechanism established in April 2016
- Launch and implementation of a protection programme for victims, witnesses, sources, human rights defenders and other actors assisting human rights investigations led by MINUSMA
- Provision of 14 training and awareness-raising sessions in Koulikoro, Mopti, Ségou, Gao, Ménaka, Kidal and Timbuktu to Malian Defence and Security Forces, and non-State armed groups on human rights. Publication in local languages and roll-out of a training manual and materials on the application of international human rights law and international human rights law, including training-of-trainers
- 6 awareness-raising sessions organized in Bamako and in the regions for national and international counterparts as well as United Nations country team representatives on the implementation of the human rights due diligence policy
- 250 vulnerable young women and men at risk of being recruited by extremist groups from the central region of Mali provided with vocational training and awareness-raising sessions on human rights, democracy and citizenship
- 8 workshops to provide advocacy, capacity-building and technical support to promote the strengthening of the national child protection framework with the Government (1), the parliament (1), the judicial authorities (1), the youth network for the defence of children's rights (1) and local stakeholders (4 regional workshops)
- Daily monitoring and reporting on grave violations committed against children in situations of armed conflict and at least 12 field missions (in the regions of Kidal, Gao, Timbuktu, Ménaka and Mopti) to monitor grave violations of children's rights and continue dialogue with the leaders of armed groups, self-defence organizations and militias

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- 4 training sessions on promoting the rights of children and the protection of conflict-affected children from the six grave violations to strengthen child protection capacities of Malian security and defence institutions (military, police and gendarmerie)
  - 4 regional workshops with local stakeholders and authorities and provision of technical advice on effective functioning of local education protection committees on the technical support to the Government for the effective implementation of the activities planned within the framework of the national implementation strategy for the Safe Schools Declaration
  - 4 training sessions in the regions to build the capacities of government authorities and national partners, including civil society and children's rights organizations, on the monitoring and reporting mechanism on the grave violations against children in situations of armed conflict
  - 23 roll-up banners, 6 radio spots, 600 posters, 600 brochures, 5 billboards and 2,000 T-shirts for outreach and awareness-raising campaigns on child rights days (International Day against the Use of Child Soldiers, Day of the African Child, International Day of the Girl Child, International Children's Day) and on the promotion and protection of the rights of children in situations of armed conflict, including the prohibition of child recruitment and use, sexual violence, killing and maiming and attacks against education and health care
  - 5 workshops with signatory armed groups; 2 meetings of the United Nations-Government-Coordination des mouvements de l'Azawad joint technical working group; 2 meetings of the United Nations-Government-Platform joint technical working group and 5 regional awareness-raising campaigns to follow up with parties to the conflict to negotiate, implement, monitor and evaluate timebound action plans to end and prevent the six grave violations against children in situations of armed conflict, including the recruitment and use of children within armed forces and groups
  - 5 quick-impact projects supporting local authorities, civil society organizations and human rights defenders to promote and protect human rights, particularly in the centre
  - 3 quick-impact projects supporting the actions of State institutions and civil society organizations, including youth associations, in preventing and responding to the six grave violations against children in situations of armed conflict
  - 12 workshops (5 for national institutions, 5 for gender-based violence victims' associations, members of the Truth, Justice and Reconciliation Commission, the Coordination des mouvements de l'Azawad and the Platform coalition of armed groups, and 2 to assist national authorities with resource mobilization) to provide advocacy and technical assistance on conflict-related sexual violence, including mainstreaming reparations for victims in the reconciliation process
  - 10 awareness-raising sessions with communities in 5 regions to reinforce their early warning capacity and mechanisms on conflict-related sexual violence
  - 10 field visits to support the Coordination des mouvements de l'Azawad and the Platform coalition of armed groups in the implementation of their action plans on conflict-related sexual violence, and 5 dialogue sessions for members of the Malian Defence and Security Forces to increase their capacity to prevent and respond to conflict-related sexual violence
  - Media coverage of MINUSMA activities and workshops, and community outreach support for the organization of key United Nations international days, such Human Rights day, International Children's Day, 16 Days of Activism against Gender-based Violence campaign, International Day for the Elimination of Sexual Violence in Conflict, International Women's Day and World AIDS Day, through 50 radio products, 5 multimedia products, at least 5 dedicated press briefings and 6 community activities; promotional materials
  - 3 workshops with actors working on conflict-related sexual violence to reinforce their capacity with regard to monitoring, analysis and reporting arrangements
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*Expected accomplishment**Indicators of achievement*

3.2 Improved capacity of national institutions, civil society organizations and human rights defenders with regard to promoting and protecting human rights, particularly for vulnerable youth in the centre

3.2.1 Two periodic reports submitted by the State to the United Nations human rights treaty bodies. (2018/19: not applicable; 2019/20: 1; 2020/21: 2)

3.2.2 Annual report of the National Human Rights Commission is produced (2018/19: not applicable; 2019/20: 1; 2020/21: 1)

3.2.3 1 National Human Rights Commission strategic plan (2018–2020) is implemented and the Commission obtains “A” status in accordance with the principles relating to the status of national institutions for the promotion and protection of human rights (the Paris Principles) (2018/19: not applicable; 2019/20: 1; 2020/21: National Human Rights Commission obtains “A” status)

3.2.4 Civil society organizations, particularly in the centre, publish publicly available reports on human rights issues (2018/19: not applicable; 2019/20: 1 statement issued; 2020/21: 2)

3.2.5 Number of human rights monitoring missions conducted by national institutions and civil society organizations, in line with international standards (2020/21: 2)

3.2.6 Number of human rights clubs fully operational in Mali (2019/20: 23 created but not operational; 2020/21: 10 operational)

3.2.7 Gradual implementation of the national law on gender-based violence (2018/19: finalization of the draft law; 2019/20 ratification and implementation of the law; 2020/21: continued advocacy for the ratification of the law and support for the dissemination of the ratified law)

3.2.8 The draft action plan for the joint communiqué on conflict-related sexual violence is validated by the Malian government and gradually implemented (2018/19: not applicable; 2019/20: action plan drafted; 2020/21: action plan validated and partially implemented)

*Outputs*

- Strengthened capacity of the National Human Rights Commission to fulfil its mandate through participation in technical meetings and the organization of 3 training sessions targeting the commissioners and the staff of the Commission
- Provision of 2 workshops to assist Malian authorities in the preparation, drafting and submission to relevant treaty bodies of at least 2 periodic reports with a view to strengthening the engagement of Malian authorities with United Nations human rights treaty mechanisms

- Strengthen the capacity of national institutions, civil society organizations and human rights defenders to monitor and report on human rights violations and abuses, in line with international applicable standards, through a weeklong training programme
- Strengthen the capacity of the human rights clubs in collaboration with the Ministry of Justice, through a series of training sessions and logistical support
- 3 workshops for key ministries and parliamentarians to support the ratification and dissemination of the law on gender-based violence
- Maintenance of a sexual and gender-based-violence hotline and standard operating procedures for an appropriate response to conflict-related sexual violence
- Organization of 1 workshop to validate the action plan for the joint communiqué on conflict-related sexual violence and 2 sessions to review implementation of this action plan in order to reinforce the capacity of government actors

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
3.3 The Malian transitional justice mechanism and process operate in accordance with human rights standards, and relevant authorities, including non-judiciary authorities, have increased capacity to fight against impunity in regard of human rights violations and abuses	<p>3.3.1 Number of missions led by the Truth, Justice and Reconciliation Commission's mobile teams to collect statements of witnesses and victims, including women and children (2018/19: operationalization of 6 mobile teams; 2019/20: 30; 2020/21: 40)</p> <p>3.3.2 Increase in the number of witness statements processed by the Truth, Justice and Reconciliation Commission (2018/19: 10,000; 2019/20: 13,000; 2020/21: 18,000)</p> <p>3.3.3 Increase in the number of cases investigated by the Truth, Justice and Reconciliation Commission (2018/19: not applicable; 2019/20: 30; 2020/21: 5)</p> <p>3.3.4 Increase in the number of victims (disaggregated by sex) who participate in the public hearings of the Truth, Justice and Reconciliation Commission (2018/19: not applicable; 2019/20: 40; 2020/21: 48)</p>

#### *Outputs*

- Provision of technical support for the implementation of the mandate of the Truth, Justice and Reconciliation Commission, in line with international norms and in complementarity with the national judiciary system and other investigations mechanisms
- Provision of logistical support to the Truth, Justice and Reconciliation Commission for the organization of public hearings, conduct of investigation missions, deployment of mobile teams and provision of support to implement the Commission's communication strategy and advocacy strategy for the victims reparations mechanism
- Provision of technical advice to the Truth, Justice and Reconciliation Commission on their activities in Bamako and in the field with regard to gender concerns, including gender mainstreaming
- Support and strengthen the capacities of relevant actors, inter alia, magistrates, judicial and non-judicial authorities, including the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime, to process cases of serious human rights violations and abuses, including through the elaboration of a mechanism of protection for victims, witnesses and sources

- 1 weeklong seminar on international humanitarian law and international human rights law to be carried out with the collaboration with the International Institute of Human Rights on the protection of human rights for members of the Constitutional Court, magistrates, government officials and civil society representatives, with a focus on the centre

#### External factors

A further deterioration of the security situation and continuous asymmetrical attacks in the northern and central regions of Mali, resulting in limited access and a lack of engagement and dialogue from the parties to the peace agreement, could hinder the delivery of the planned activities in this area

Table 7

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

Civilian staff	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG-ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Protection of Civilians Unit									
Approved posts 2019/20	–	–	2	2	–	4	–	2	6
Proposed posts 2020/21	–	–	2	2	–	4	–	2	6
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2019/20	–	–	1	2	–	3	3	1	7
Proposed posts 2020/21	–	–	1	2	–	3	3	1	7
Net change	–	–	–	–	–	–	–	–	–
Gender Affairs Advisory Unit									
Approved posts 2019/20	–	–	1	1	–	2	3	2	7
Proposed posts 2020/21	–	–	1	1	–	2	3	2	7
Net change	–	–	–	–	–	–	–	–	–
Human Rights Division									
Approved posts 2019/20	–	1	8	14	1	24	31	19	74
Proposed posts 2020/21	–	1	8	14	1	24	31	19	74
Net change	–	–	–	–	–	–	–	–	–
Office of the Women’s Protection Adviser									
Approved posts 2019/20	–	–	1	1	–	2	2	1	5
Proposed posts 2020/21	–	–	1	1	–	2	2	1	5
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2019/20	–	1	13	20	1	35	39	25	99
Proposed posts 2020/21	–	1	13	20	1	35	39	25	99
Net change	–	–	–	–	–	–	–	–	–

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



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

89. As described in the framework below, and in accordance with the two strategic objectives and the priority tasks mandated by the Security Council as set out in its resolution 2480 (2019), MINUSMA will continue to support the implementation of the core provisions of the peace agreement with regard to supporting the functioning and restoration of State authority, including the interim authorities, at the regional, *cercle* and municipal levels, in close cooperation with relevant ministries and national and local institutions.

90. Moreover, in order to support the functioning and restoration of State authority, to promote and deliver inclusive governance, and to create the conditions for the authorities to be able to provide for the population's basic needs in the medium term, MINUSMA will support the development of sustainable technical and administrative capacities of local and regional authorities through activities designed and implemented in close collaboration with regional authorities and regional development agencies, and in consultation and complementarity with the United Nations country team in line with the integrated strategic framework.

91. The Mission will strengthen its efforts to combat impunity and deliver criminal justice, in particular in the centre, including promoting increased coordination with and among the authorities of the criminal justice chain and building the population's confidence in the institutions. MINUSMA will continue to advocate with the Malian authorities to deploy national prosecutors, judges and corrections officers to northern Mali and to return to central Mali and ensure that justice institutions are accessible to all segments of the population, including women and children. The Mission will continue to support nationally led mechanisms such as the criminal justice chain coordination framework and the judicial inspections in northern Mali.

92. In line with the peace agreement, the Mission will continue to support initiatives to ensure complementarity between the formal justice system and the traditional justice mechanisms with a view to increasing access to justice while extending State authority and the rule of law. These efforts will be complemented by the strengthening of core justice actors and capacity, especially in the centre of the country, targeted training and mentoring of national prosecutorial, judicial and corrections staff and specific quick-impact projects supporting the restoration of State authority. The Mission and relevant partners of the United Nations country team will also increase complementarities in the delivery and use of funding through the implementation of key joint priorities identified in the integrated strategic framework and the United Nations Sustainable Development Cooperation Framework (2020–2024), in line with the strategic framework for economic growth and sustainable development for 2019–2023 of the Government. MINUSMA will continue to play a key coordination role in supporting the prioritization of activities and resources, the coherence of efforts and complementarities among the national Government, regional authorities, bilateral donors and the wider United Nations system, in line with resolution 2480 (2019) and the transition plan calendar established in November 2019.

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#### *Expected accomplishment*

#### *Indicators of achievement*

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

4.1.1 Number of State officials who have returned to their respective duty stations, at the regional, *cercle* and *arrondissement* levels, in the northern regions (of a total of 195 positions: 2018/19: 40 per cent filled; 2019/20: 55 per cent; 2020/21: 30 per cent)

4.1.2 Implementation of priority action plans at the regional, *cercle* and communal levels (2018/19: 5 at the regional level; 2019/20: 5 at the regional level and 21 at the *cercle* level; 2020/21: 5 at the regional level, 24 at the *cercle* level and 49 at the communal level)

4.1.3 Number of implemented peace dividend projects, including confidence-building towards the Mission and mandated tasks, social cohesion and inter- and intracommunal conflict resolution, security institutions and the rule of law, operationalization and effectiveness of State authorities and support for the peace process (2018/19: 150; 2019/20: 150; 2020/21: 150)

#### Outputs

- Support for the restoration of State authority in the centre through capacity-building of State officials, logistical support and the delivery of infrastructure through quick-impact projects
- Provision of technical advice through quarterly meetings with the Ministry of Territorial Administration and Decentralization to review progress in the restoration and extension of State authority in northern and central Mali and review the baseline strategic documents on local development frameworks
- Implementation and coordination of 110 quick-impact projects by the Mission in direct support of the implementation of the peace agreement and/or in response to specific needs in the centre on the basis of strong conflict analysis, in line with the Malian regional and national priorities and plans and the integrated strategic framework, and depending on the changing context
- Provision of good offices and strategic advice through monthly coordination meetings with national and regional authorities, the United Nations country team, technical and financial partners and civil society for the implementation of peace dividend projects supporting stabilization, including the strengthening of joint MINUSMA-United Nations country team initiatives, in consultation with the national authorities, taking into consideration conflict sensitivity, gender concerns and the comparative advantages of different partners (capacities, expertise, field presence)
- 20 working groups with government, development and humanitarian partners on the implementation of socioeconomic components of the peace agreement, including to facilitate joint mapping of development activities in the northern regions through the Synergie Nord database
- Mobilization of additional resources for the trust fund in support of peace and security in Mali, in line with the integrated strategic framework and through regular liaison with donors to continue to support the implementation of the peace agreement, the redeployment of State authority and the consolidation of sustainable peace and social cohesion through multidimensional stabilization activities
- Organization of 6 capacity-building workshops for the inclusive and coordinated development and readjustment by the regional governmental technical institutions of Ménaka, Taoudenni, Kidal, Gao, Timbuktu and Mopti of priority action plans for the respective regions, taking into consideration conflict sensitivity and gender concerns

#### Expected accomplishment

4.2 Justice institutions are strengthened to deliver basic justice services, uphold the rule of law, increase the trust of the population in the justice system and apply international human rights standards

#### Indicators of achievement

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

4.2.2 Implementation by the Ministry of Justice of reformed legislation on access to justice and legal representation (2018/19: strategy drafted; 2019/20: strategy implemented; 2020/21: reformed legislation adopted)

4.2.3 Progress towards the implementation of the national justice reform (2018/19: all activities implemented; 2019/20: 33 per cent of activities under the follow-on programme to the emergency programme are implemented; 2020/21: 40 per cent of activities under the follow-on programme to the emergency programme are implemented)

4.2.4 Implementation of a framework on the role of and the relationship between traditional justice practices (cadi system) and the formal justice system (2018/19: framework legislation adopted; 2019/20: framework legislation implemented; 2020/21: framework implemented)

4.2.5 Increased awareness of fundamental rights and legal obligations under the formal justice system and ease of availability of international and national legal texts (2018/19: 80 national legal texts featured on the public website of the Ministry of Justice; 2019/20: 80 existing national legal texts and 100 per cent of new legal texts featured on the public website of the Ministry of Justice; 2020/21: 100 per cent of new legal texts featured on the public website of the Ministry of Justice)

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*Outputs*

- Provision of advice and technical support to the Ministry of Justice for the implementation of the national justice reform
- Provision of technical support to traditional justice mechanisms, including the implementation of a legislative framework to harmonize the roles of traditional and formal justice systems, capacity-building activities for traditional justice actors, support for the operationalization of the function of traditional justice actors and awareness-raising capacity-building activities in Bamako and in the regions (12 awareness-raising sessions, 5 training sessions and 4 workshops) for government counterparts, traditional and formal actors and civil society with regard to the roles of traditional and formal justice systems
- Conduct of 20 advisory sessions for judges, prosecutors and other judicial/court staff on national and international criminal justice standards, techniques and best practices, in Bamako and the northern and central regions
- Provision of technical support for the implementation of the curriculum for corrections officers and prison officials, including the United Nations Standard Minimum Rules for the Treatment of Prisoners and the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders, through 2 training-of-trainers sessions
- Strengthening of the coordination framework for criminal justice stakeholders in the regions of Gao, Mopti and Timbuktu, including through advice and technical support

- Provision of technical support and advice to the Ministry of Justice and stakeholders in the coordination framework for criminal justice in Bamako and in the regions of Gao, Mopti and Timbuktu, through 2 sensitization sessions on the implementation of the national justice reform strategy
- Provision of technical/legislative support to the Ministry of Justice with regard to the reform of the legislation on legal assistance, including 1 round table to discuss the draft law on the provision of legal assistance
- 10 public awareness-raising events and radio programmes, including debates and interviews with relevant actors on national laws and international standards applicable to justice
- Monitoring of an estimated 10 criminal cases pertaining to serious crimes, including peacekeeping fatalities
- Provision of technical support to the Ministry of Justice to increase the number of decisions made by the relevant oversight mechanism with respect to complaints on cases regarding the integrity of judges

*Expected accomplishment**Indicators of achievement*

4.3 Strengthening of criminal justice actors to combat impunity and increase the functionality of courts and prisons

4.3.1 Progress towards reinforcing the security of prisons that detain accused and/or convicted terrorists and perpetrators involved in organized crime through improved physical security measures and increased capacities and awareness of national and local authorities and prison officials (2018/19: 2 prisons reinforced; 2019/20: 4 prisons in the centre and the north reinforced; 2020/21: 5 prisons reinforced)

4.3.2 Progress towards the provision of security for courts and court staff (2018/19: a national policy on the protection of courts and court staff is adopted and security measures are progressively implemented in the centre and the north; 2019/20: security measures are implemented in 5 courts in the centre and the north; 2020/21: security measures are implemented in 6 courts in the centre and the north)

4.3.3 Tribunals in the regions of Gao, Timbuktu and Kidal and the districts of Mopti are fully operational (buildings open, staff present, cases being processed) (2018/19: 13; 2019/20: 15; 2020/21: 16)

4.3.4 Prisons in the regions of Gao, Timbuktu, Kidal and Mopti and prisons with high-risk detainees in Bamako, Koulikoro and Dioila remain fully operational (buildings open, staff and inmates present) (2018/19: 13; 2019/20: 15; 2020/21: 16)

4.3.5 Increased percentage of consistently present magistrates and other judicial authorities in the north and the centre (2020/21: 70 per cent)

4.3.6 Number of trained and certified investigative magistrates in the north and the centre (2020/21: 50)

4.3.7 Increased number of trials of serious crimes that result in judgments and sentencing (2020/21: 10)

4.3.8 An inclusive criminal policy is formulated, adopted and implemented (2020/21: 1)

4.3.9 Increased number of initiatives in the reform of the military justice system (2020/21: a debate on reform of the military justice system is initiated and a number of cases are investigated and tried)

4.3.10 The Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and its specialized investigative brigade benefit from capacity-building support, equipment and infrastructure (2018/19: 100 per cent of officers are trained on the legal framework and investigative skills, the brigade is equipped with criminal investigation equipment and construction or rehabilitation of buildings for regional satellite offices in Mopti, Gao and Timbuktu begins; 2019/20: 100 per cent of officers are mentored and/or trained on criminal investigation and prosecution of complex crimes and regional satellite offices in the centre and north are provided with infrastructure and equipment; 2020/21: 100 per cent of officers are mentored and/or trained on criminal investigation and prosecution of complex crimes and support is provided for the establishment of regional satellite offices in Gao and Timbuktu and infrastructure and equipment in the regional satellite office in Mopti)

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*Outputs*

- Provision of support for court and prison security, including through advice, technical and material support (video surveillance and alarm systems), capacity-building and awareness-raising, for national and local authorities and prison officials, especially in connection with the detention of accused and convicted terrorists and perpetrators involved in organized crime
- Provision of support to the Ministry of Justice and justice and corrections actors for the full operationalization of 16 tribunals and 16 prisons through advice, advocacy and the provision of expertise, technical support and capacity-building (including 12 round tables/workshops to strengthen rule of law institutions, including investigative magistrates, in the north and the centre and 3 training sessions to increase the ability to analyse prison data pertaining to prisoners)
- Provision of technical support to the Ministry of Justice in the formulation of an inclusive criminal policy through at least 10 working sessions
- Provision of technical support to the national directorate of prison administration for the prevention of violent extremism and radicalization in prison, including through the organization of at least 3 training sessions in prisons that detain high-risk prisoners and the provision of advice on the establishment of 1 mechanism for detecting signs of violent extremism in prison
- Provision of support to the judicial authorities for the organization of at least 6 mobile hearings in the north and the centre
- Provision of technical advice on gender mainstreaming in the area of human rights to the penal chain (police-justice-prison) in Bamako, Timbuktu, Gao, Mopti, Ménaka and Kidal
- Provision of technical assistance on and support for the operationalization of the Specialized Judicial Unit and its investigative brigade in Bamako to fight against impunity for serious and destabilizing crimes through the provision of regular advice on draft laws and regulations, the delivery of infrastructure and equipment as well as monthly mentoring and capacity-building activities aimed at improving case management, criminal analysis and proactive investigations for 55 investigators and 12 magistrates

- Provision of technical assistance on and support for the establishment and operationalization of 3 regional offices of the Specialized Judicial Unit and its investigative brigade in Gao, Mopti and Timbuktu through the delivery of infrastructure and equipment, as well as mentoring and capacity-building activities for newly deployed investigators and prosecutors aimed at improving evidence collection and proactive investigations
- Provision of logistical and technical support, including support for judicial policies and regulations, and provision and training of specific equipment with respect to the establishment of specialized investigative brigade satellite offices in the north (Timbuktu) and the centre (Ségou and Mopti)
- Provision of technical assistance to improve cooperation between Malian Defence and Security Forces and the Specialized Judicial Unit with regard to the collection and transmission of evidence from the battle field through quarterly sensitization activities, as well as support and advocacy for the formalization of a cooperation framework

#### External factors

The lack of will of the Malian stakeholders to the peace agreement and the presence and activities of non-compliant armed groups could disrupt the implementation of these initiatives. Further deterioration of the security situation and continuous asymmetrical attacks in the northern and, in particular, central regions of Mali could hinder the fulfilment of the planned activities and further affect civilians

Table 8

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

Category	Total								
I. Government-provided personnel									
Approved posts 2019/20									19
Proposed posts 2020/21									19
Net change									–
II. Civilian staff									
	International staff							United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal	National staff <sup>a</sup>		
Office of Stabilization and Early Recovery									
Approved posts 2019/20	–	1	11	–	2	14	22	8	44
Proposed posts 2020/21	–	1	11	–	2	14	22	9	45
Net change (see table 9)	–	–	–	–	–	–	–	–	–
Justice and Corrections Section									
Approved posts 2019/20	–	1	9	7	1	18	12	8	38
Proposed posts 2020/21	–	1	9	7	1	18	12	8	38
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2019/20	–	2	20	7	3	32	34	16	82
Proposed posts 2020/21	–	2	20	7	3	32	34	17	83
Net change	–	–	–	–	–	–	–	1	1

II. Civilian staff	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
<b>Total, I and II</b>									
Approved posts 2019/20	–	2	20	7	3	32	34	16	101
Proposed posts 2020/21	–	2	20	7	3	32	34	17	102
<b>Net change</b>	–	–	–	–	–	–	–	1	1

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

*United Nations Volunteers: increase of 1 position*

### **Office of Stabilization and Early Recovery**

Table 9

### **Human resources: Office of Stabilization and Early Recovery**

Posts				
Change	Level	Functional title	Action	Description
+1	UNV	Programme Officer	Establishment	
<b>Total</b>	<b>+1</b>	(see table 8)		

93. The Office of Stabilization and Early Recovery, with its currently authorized civilian staffing establishment of 44 posts and positions (1 D-1, 2 P-5, 9 P-4, 2 Field Service, 22 national General Service and 8 United Nations Volunteer), has teams in Timbuktu, Kidal, Gao and Mopti. The Office serves as the secretariat for several of the Mission's funding mechanisms; as such, it is critical to ensuring coherency and oversight of the coordination of funds between the trust fund in support of peace and security in Mali and quick-impact projects for regional activities. The Office also supports the Head of Office and substantive sections in their programmatic delivery to the population.

94. The Mission has been developing Ménaka as an integrated camp with a Head of Office and a Regional Administrative Officer. The current staffing of the Office of Stabilization and Early Recovery covers the needs of the original four mandated regional offices of Kidal, Timbuktu, Gao and Mopti only. Although the establishment of Ménaka as a regional office was not foreseen, the Office has supported the Ménaka office through its team in Gao over the past two years. However, that has proven to be very burdensome for the Gao team, and it is becoming increasingly difficult for it to continue to provide such support to Ménaka. In addition, the rest and recuperation cycle of four weeks has an impact on staff presence in Gao, reducing the capacity of the stabilization and early recovery team in the region to deal with the increased workload.

95. In this context, it is proposed that one position of Programme Officer (United Nations Volunteer), as shown in table 9, be established to serve as the secretariat for the funding mechanism of the Office of Stabilization and Early Recovery in Ménaka and to contribute to the Office's reporting on the results-based budgeting frameworks and other periodic and non-periodic reports.

### Component 5: support

96. The support component of the Mission will continue to provide effective and efficient services in support of the implementation of the mandate of the Mission through the delivery of related outputs, the implementation of service improvements and the realization of efficiency gains. This will include the provision of services to the military and civilian personnel in all locations of MINUSMA activities. The range of support will comprise all support services, including for audit, risk and compliance; air operations; budget, finance and reporting; the administration of civilian and uniformed personnel; facilities, infrastructure and engineering; fuel management; geospatial, information and telecommunications technologies; medical services; supply chain management; security; and vehicle management and ground transportation.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
5.1 Rapid, effective, efficient and responsible support services for the Mission	<p>5.1.1 Percentage of approved flight hours utilized (excluding search and rescue and medical evacuation) (2018/19: 98.2 per cent; 2019/20: <math>\geq 90</math> per cent; 2020/21: <math>\geq 90</math> per cent)</p> <p>5.1.2 Average annual percentage of authorized international posts vacant (2018/19: 10.1 per cent; 2019/20: 15 per cent <math>\pm 3</math> per cent; 2020/21: 8 per cent <math>\pm 3</math> per cent)</p> <p>5.1.3 Average annual percentage of female international civilian staff (2018/19: 12 per cent; 2019/20: <math>\geq 30</math> per cent; 2020/21: <math>\geq 30</math> per cent)</p> <p>5.1.4 Average number of days for roster recruitments to candidate selection for international candidates (2018/19: 57 days; 2019/20: <math>\leq 45</math> days; 2020/21: <math>\leq 120</math> calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)</p> <p>5.1.5 Average number of days for post-specific recruitments, from closing of the job opening to candidate selection, for international candidates (2018/19: 252 days; 2019/20: <math>\leq 130</math> days; 2020/21: <math>\leq 120</math> calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)</p> <p>5.1.6 Overall score on the Administration's environment management scorecard (2018/19: 57 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)</p> <p>5.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2018/19: 87.7 per cent; 2019/20: <math>\geq 95</math> per cent; 2020/21: <math>\geq 95</math> per cent)</p> <p>5.1.8 Compliance with the field occupational safety risk management policy (2018/19: 52.5 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)</p>



5.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2018/19: 1,492; 2019/20:  $\geq 1,800$ ; 2020/21:  $\geq 1,800$ )

5.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2018/19: 19.5 per cent; 2019/20:  $\leq 20$  per cent; 2020/21:  $\leq 20$  per cent)

5.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2018/19: 93 per cent; 2019/20: 100 per cent; 2020/21: 100 per cent)

5.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2018/19: 96 per cent; 2019/20:  $\geq 95$  per cent; 2020/21:  $\geq 95$  per cent)

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#### *Outputs*

#### **Service improvements**

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

#### **Audit, risk and compliance services**

- Implementation of pending audit recommendations, as accepted by management

#### **Aviation services**

- Operation and maintenance of a total of 74 aircraft (7 fixed-wing, 6 manned intelligence, surveillance and reconnaissance platforms, 36 rotary-wing aircraft and 25 unmanned aircraft in 11 unmanned aerial systems)
- Provision of 19,733 planned flight hours (10,319 from commercial providers, 9,414 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, and casualty and medical evacuation
- Oversight of aviation safety standards for 74 aircraft and 17 airfields and landing sites

#### **Budget, finance and reporting services**

- Provision of budget, finance, and accounting services for a budget of \$1.2 billion, in line with delegated authority

#### **Civilian personnel services**

- Provision of human resource services for up to 1,941 authorized civilian personnel (828 international staff, 908 national staff and 205 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority

- Provision of in-mission training courses for 2,312 civilian personnel and support for outside-mission training for 295 civilian personnel
- Support for the processing of 3,637 in-mission and 387 outside-mission travel requests for non-training purposes and 218 travel requests for training purposes for civilian personnel

#### **Facility, infrastructure and engineering services**

- Maintenance and repair services for a total of 24 mission sites in 12 locations
- Implementation of 26 construction, renovation and alteration projects
- Operation and maintenance of 337 United Nations-owned generators in 11 locations and 2 electrical transformers in 2 locations, in addition to electricity services contracted from local providers
- Operation and maintenance of United Nations-owned water supply and treatment facilities (48 boreholes and 24 water treatment and purification plants, and 70 United Nations-owned wastewater treatment plants in 13 locations)
- Provision of waste management services, including liquid and solid waste collection and disposal, in 12 locations
- Provision of cleaning, ground maintenance, pest control and laundry services at 22 sites in 10 locations, and provision of gardening and vegetation control services at 20 sites in 8 locations
- Maintenance and repair services for 3 runways and parking areas in 2 locations, and maintenance and repair services for 10 helicopter landing sites in 8 locations
- Maintenance and repair services for 3.8 km of internal roads, 700 m of peripheral roads and 25,000 m<sup>2</sup> of parking area in 1 location (Bamako)

#### **Fuel management services**

- Management of supply and storage of 55.8 million litres of fuel (15.2 million litres for air operations, 11.4 million litres for ground transportation and 29.2 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 13 locations

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

- Provision of and support for 3,588 handheld portable radios, 1,391 mobile radios for vehicles and 255 base station radios
- Operation and maintenance of 1 FM radio broadcast station and 2 radio production facilities
- Operation and maintenance of a network for voice, video and data communications, including 40 very small aperture terminals, 91 microwave links and 28 telephone exchanges, as well as a secured network, air-to-ground radio communications and voice recording for the MINUSMA air fleet
- Provision of and support for 4,283 computing devices, 521 printers for an average strength of 1,682 civilian and 2,271 uniformed end users located in Bamako and other regions, as well as other common services
- Support for and maintenance of 115 local area networks and wide area networks in 12 locations
- Analysis of geospatial data covering 1.24 million km<sup>2</sup>, maintenance of topographic and thematic layers and production of 6,500 maps

#### **Medical services**

- Operation and maintenance of United Nations-owned medical facilities (5 level I clinics) and support for contingent-owned medical facilities (39 level I clinics in 10 locations, 3 level II hospitals in 3 locations (Gao, Timbuktu and Kidal)), as well as maintenance of 1 letter of assist for level III hospitals in 1 location

in Dakar, 1 commercial damage control facility in Mopti and contractual arrangements with 3 commercial level II hospitals (2 in Bamako and 1 in Niger)

- Maintenance of medical evacuation arrangements to 2 medical facilities (1 level III and 1 level IV) in 2 locations outside the mission area Dakar and Cairo
- Maintenance of a contractual arrangement with a stand-alone commercial aero-medical evacuation team in 2 locations in Bamako and Mopti to support aero-medical evacuations within and outside the mission area to advanced medical facilities for critical life- and limb-saving stabilization procedures

### **Supply chain management services**

- Provision of planning and sourcing support for an estimated \$456 million in the acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 29,967 tons of cargo within the mission area
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold value with a total historical cost of \$360 million, in line with delegated authority

### **Uniformed personnel services**

- Emplacement, rotation and repatriation of a maximum strength of 15,209 authorized military and police personnel (40 military observers, 486 military staff officers, 12,763 contingent personnel, 350 United Nations police officers and 1,570 formed police personnel), in addition to 19 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 56 military and formed police units in 12 locations
- Supply and storage of rations, combat rations and water for an average strength of 13,833 members of military contingents and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 869 military and police personnel and 19 government-provided personnel
- Support for the processing of 872 in-mission and 116 outside-mission travel requests for non-training purposes and 3,037 travel requests for training purposes for uniformed personnel

### **Vehicle management and ground transportation services**

- Operation and maintenance of 1,010 United Nations-owned vehicles (438 light passenger vehicles, 130 special purpose vehicles, 8 ambulances, 193 armoured vehicles and 241 other specialized vehicles, trailers and attachments), 4,438 contingent-owned vehicles and 7 workshop and repair facilities, as well as provision of transport and shuttle services

### **Security**

- Provision of 24-hour close protection to senior mission personnel and visiting high-level officials and of security and safety services to all mission personnel and installations
- Conduct of mission-wide site security assessments, including residential surveys for 119 residences
- 11 information sessions on security awareness and contingency plans for all mission staff
- 197 induction security-training sessions and 7 primary fire training sessions/drills for all new mission staff
- 200 investigations and investigative actions

## Conduct and discipline

- Implementation of a conduct and discipline programme for all military and civilian personnel through prevention activities, including training, monitoring of investigations and disciplinary actions, and remedial action where misconduct has occurred

## HIV/AIDS

- Implementation of an HIV/AIDS sensitization programme as part of induction training for all incoming mission personnel, including peer education and the provision of regular services for existing mission personnel

### External factors

Several factors may affect the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian contexts; weather conditions not foreseen in the planning assumptions; other instances of force majeure; and changes in mandate during the reporting period

Table 10

### Human resources: component 5, support

Civilian staff	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Mission Support Division									
Office of the Director of Mission Support									
Approved posts 2019/20	–	1	5	5	7	18	11	2	31
Proposed posts 2020/21	–	1	4	5	6	16	12	2	30
Net change	–	–	(1)	–	(1)	(2)	1	–	(1)
Operations and Resource Management									
Approved posts 2019/20	–	1	21	20	80	122	101	36	259
Proposed posts 2020/21	–	1	21	20	80	122	99	37	258
Net change	–	–	–	–	–	–	(2)	1	(1)
Approved temporary positions <sup>b</sup> 2019/20	–	–	–	1	1	2	–	–	2
Proposed temporary positions <sup>b</sup> 2020/21	–	–	–	1	1	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved 2019/20	–	1	21	21	81	124	101	36	261
Proposed 2020/21	–	1	21	21	81	124	99	37	260
Net change	–	–	–	–	–	–	(2)	1	–
Service Delivery Management									
Approved posts 2019/20	–	1	20	34	133	188	246	34	468
Proposed posts 2020/21	–	1	20	34	133	188	248	36	472
Net change	–	–	–	–	–	–	2	2	4

Civilian staff	International staff						National staff <sup>a</sup>	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Supply Chain Management									
Approved posts 2019/20	–	1	10	11	55	77	112	26	215
Proposed posts 2020/21	–	1	10	11	55	77	112	28	217
Net change	–	–	–	–	–	–	–	2	2
Subtotal, Mission Support Division									
Approved posts 2019/20	–	4	56	70	276	406	469	98	973
Proposed posts 2020/21	–	4	55	70	275	404	470	103	977
Net change	–	–	(1)	–	(1)	(2)	1	5	4
Approved temporary positions <sup>b</sup> 2019/20	–	–	–	1	1	2	–	–	2
Proposed temporary positions <sup>b</sup> 2020/21	–	–	–	1	1	2	–	–	2
Net change	–	–	–	–	–	–	–	–	–
Total, Mission Support Division									
Approved 2019/20	–	4	56	71	277	408	469	98	975
Proposed 2020/21	–	4	55	71	276	406	470	103	979
Net change	–	–	(1)	–	(1)	(2)	1	5	4
Security and Safety Section									
Approved posts 2019/20	–	–	5	11	138	154	175	–	329
Proposed posts 2020/21	–	–	5	11	146	162	180	1	343
Net change	–	–	–	–	8	8	5	1	14
Total									
Approved 2019/20	–	4	61	82	415	562	644	98	1 304
Proposed 2020/21	–	4	60	82	422	568	650	104	1 322
Net change	–	–	(1)	–	7	6	6	6	18

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

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

*International staff: net increase of 6 posts*

*National staff: increase of 6 posts*

*United Nations Volunteers: increase of 6 positions*

#### **Office of the Director of Mission Support**

Table 11  
**Human resources: Environmental Unit**

Posts						
Change	Level	Functional title		Action	Description	
+1	NPO	Associate Environmental Officer		Reassignment	From the Human Resources Section of Operations and Resource Management	
Total	+1	(see table 10)				

97. The Environmental Unit, with its currently authorized civilian staffing establishment of six posts and positions (1 P-4, 3 National Professional Officer, 1 national General Service and 1 United Nations Volunteer), is responsible for the implementation of the Department of Operational Support's environmental strategy through the development and monitoring of the Mission's environmental action plan, the establishment of new plans and guidelines for the management of risks and environmental performance along the main pillars of the strategy, such as in the areas of energy and solid waste, water and wastewater management, and the application of new guidelines, such as the guidelines developed by the Department of Peace Operations and the Department of Operational Support to assist United Nations field missions in conducting environmental impact assessments and the guidelines of the Department Operational Support on environmental clearance and handover of mission and field entity sites.

98. Since March 2019, one post of Associate Environmental Officer (National Professional Officer) has been temporarily loaned by the Human Resources Section to the Environmental Unit. The Officer has been successfully contributing to the mandate of the Environmental Unit, carrying out regular inspections and contributing to the Diabali handover process through the development of the Mission's first environmental closeout assessment in line with the guidelines of the Department of Operational Support on the closure of field entities. In this context, it is proposed that the post (National Professional Officer) be reassigned, as shown in table 11, to regularize the loan arrangement in order to ensure continuity of service in the Environmental Unit and comply with the recommendations of the Office of Internal Oversight Services and the Board of Auditors.

### Operations and Resource Management

Table 12

#### Human resources: Human Resources Section

			<i>Posts</i>	
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	UNV	Welfare Officer	Establishment	
-1	NPO	Associate Welfare Officer	Reassignment	To the Environmental Unit of the Office of the Director of Mission Support
<b>Total</b>		(see table 10)		

99. The Human Resources Section, with its currently authorized civilian establishment of 59 posts and positions (1 P-5, 2 P-4, 5 P-3, 17 Field Service, 6 National Professional Officer, 21 national General Service and 7 United Nations Volunteer), is responsible for the Mission's integrated and strategic human resources management services, including the planning of staff recruitment, placement, administration, training services and capacity-building. The Section also prepares and reviews job descriptions relating to various functions carried out at the Mission, establishes and administers the work of local, permanent and ad hoc panels, oversees the monitoring of the entitlements and benefits of military observers and civilian police and plays an advisory role in staff planning, resource allocation and development. The Welfare Unit of the Section comprises one Welfare Officer/Head of the Unit (P-3) in Bamako, two positions of Welfare Officer (United Nations Volunteer) in Bamako, three posts (National Professional Officer) in Gao, Kidal and Mopti and one post (national General Service) in Bamako. The MINUSMA standard operating procedure on staff welfare and recreation of June 2017 is subsidiary to the policy directive and standard operating procedure of the Department of Peacekeeping

Operations on welfare and recreation of 2007, which were developed to comply with the recommendation of the Special Committee on Peacekeeping Operations that the Department “take steps to improve living conditions and welfare and recreation facilities for all categories of personnel as soon as possible, including but not limited to recreational sites for rest and recuperation of contingent members, use of mission transportation assets to such sites, Internet facilities, and inter-contingent sporting facilities”. In accordance with the MINUSMA standard operating procedure, welfare and recreational opportunities should be available to all members of MINUSMA, regardless of their classification or status, in an effort to strengthen the camaraderie among staff, encourage cohesion and ensure respect for diversity. Under the leadership of the Director of Mission Support, the Chief of Operations and Resource Management Services and the Chief of the Human Resources Section, the Welfare Unit supports the welfare and recreation committees in the implementation of mission welfare activities by assuming all fiduciary duties. The Unit oversees up to 70 facilities mission-wide, including local and international catering facilities, gyms, commissary (Post Exchange) facilities, laundry facilities, cashless payment facilities and souvenir shops.

100. There are approximately 200 civilian staff and approximately 1,700 troops in Timbuktu. The Welfare Officer is solely responsible for providing and maintaining standard welfare support for personnel serving in a difficult context with respect to local and international catering facilities, gyms and Post Exchange facilities.

101. Like most regional headquarters, Timbuktu is a challenging duty station. It is therefore essential that standard welfare facilities be provided and well managed and that welfare and recreation committees be encouraged to propose new welfare facilities in collaboration with the Welfare Officer and the Regional Administrative Officer. Having a full-time Welfare Officer (United Nations Volunteer) would increase the productivity and overall operational capability of staff because regular welfare activities help them to adjust to life in the Mission; improve the working environment; and improve morale and team spirit among mission personnel, thereby helping staff to manage stress and alleviate boredom. It would contribute to making mission life in Timbuktu more manageable and, ultimately, to reducing the high staff turnover. An additional benefit of having an international Welfare Officer is that, by living in the Timbuktu “super camp”, the Officer would be fully integrated into daily camp life and would add value to the effective implementation of the welfare plan. This would not be the case if a National Professional Officer were to occupy this position because National Professional Officers are not authorized to live in the super camp and their presence in the super camp is restricted to working hours owing to security concerns.

102. In this context, it is proposed that one position of Welfare Officer (United Nations Volunteer) be established, as shown in table 12. It is also proposed that one post (National Professional Officer) be reassigned in order to regularize the loan arrangement between the Environmental Unit and the Human Resources Section, as described in paragraph 98 above.

Table 13  
**Human resources: Regional Mission Support Offices**

			<i>Posts</i>	
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	NGS	Administrative Assistant	Reassignment	To the Medical Services Section
<b>Total</b>	<b>-1</b>	(see table 10)		

103. Given the need for cost-effectiveness without compromising the functions of the Regional Administrative Support Office in Tessalit, it is proposed that one post (national General Service) be reassigned, as shown in table 13.

### Service Delivery Management

Table 14

#### Human resources: Transport Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	NGS	Vehicle Mechanic	Reassignment	From the Civil Affairs Division-Mopti
<b>Total</b>	<b>+1</b>	(see table 10)		

104. The Transport Section, with its currently authorized civilian staffing establishment of 109 posts and positions (1 P-5, 23 Field Service, 2 National Professional Officer, 78 national General Service and 5 United Nations Volunteer), is responsible for ensuring that adequate ground transportation, specialized equipment support, technical staff and logistical resources are provided to all mission components for the execution and implementation of mandated tasks throughout the area of operation. The Section is mandated to plan and coordinate the cost-effective, efficient and timely provision of ground transportation support to authorized clients, taking into account operational and political constraints, and in accordance with applicable United Nations regulations and rules, for the achievement of the Mission's mandate. The Section is not adequately staffed in Ménaka to match the operational workload of the region. The Ménaka region has a workshop that is required to maintain and service armoured vehicles, material-handling equipment and the heavy trucks that arrive in Ménaka as part of convoys on a regular basis with numerous technical problems related to repair and maintenance. Currently, the operations are being managed by only two individual contractors through ad hoc arrangements for deploying mechanics and electricians from the Gao region on a temporary basis to Ménaka. The arrangement is not financially feasible as a long-term solution and affects efficiency and operational repair capabilities in both Gao and Ménaka.

105. In this context, it is proposed that one post (national General Service) be reassigned from the Civil Affairs Division to the Transport Section in Ménaka, as shown in table 14.

Table 15

#### Human resources: Medical Services Section

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+2	UNV	Staff Counsellor	Establishment	
+1	NGS	Medical Liaison Assistant	Reassignment	From the Regional Administrative Support Office, Tessalit
<b>Total</b>	<b>+3</b>	(see table 10)		

106. The Medical Services Section, with its currently authorized civilian staffing establishment of 60 posts and positions (1 P-5, 2 P-4, 8 P-3, 5 Field Service, 7 National Professional Officer, 24 national General Service and 13 United Nations Volunteer), delivers humane and United Nations-standard medical care to all



MINUSMA personnel by: (a) providing health maintenance and preventive services; (b) coordinating medical and casualty evacuations within and outside the mission area; and (c) planning for medical contingencies. The Section therefore plays a critical role in planning, administering, overseeing and accounting for the overall physical, mental and psychological health of United Nations peacekeepers, enabling them to maintain positive health and performance and a positive outlook and ensuring their protection in order to fulfil the MINUSMA mandate. The Section has reviewed its priorities, operational strategies and resource needs in order to efficiently and effectively respond to the medical needs of United Nations personnel, taking into consideration the harsh and hostile operational environment in which they are deployed. There are many challenges in the mission area limiting the ability of the Section to provide medical care to all MINUSMA personnel with respect to stress factors related to operations in remote zones and hostile geographical and climatic conditions (desert/semi-desert environment, heat, sandstorms and dust haze). The deteriorating security situation and frequent attacks on MINUSMA military and civilian personnel mean that staff are almost chronically exposed to life-threatening situations, death or injuries.

107. The Staff Counselling Unit cannot meet the demand for services in the context of frequent terrorist attacks, and the absence of specialized psychiatrists within the medical contingents leaves the Unit overwhelmed by the demand for post-trauma staff counselling services for MINUSMA civilian staff. In addition, the Unit is often called upon to provide services to non-MINUSMA components, such as the United Nations country team, the Mine Action Service, individual contractors and military personnel directly affected by the attacks. There is therefore a need to strengthen the Unit to ensure efficient and effective counselling services.

108. The overall security situation in the Mission during the past year continued to pose enormous challenges to the mental health and well-being of staff, with regular direct, indirect and complex attacks. The Staff Counselling Unit responded to ongoing attacks in the field despite its limited capacity. The mission area continues to be dominated by a hostile and unsafe environment, creating the potential for numerous psychological and stress-related disorders. The Unit regularly receives referrals from its medical clinic for patients who show signs of psychosomatic disorders that can be directly linked to their exposure to critical incidents in the field, notably anxiety and insomnia. The Unit also handled numerous requests for redeployment based on mental health issues, which could possibly have been prevented by the presence of dedicated professional counsellors in the field, who could teach staff stress management and coping skills and organize effective prevention programmes. The insufficient number of professional staff counsellors combined with the frequency of critical incidents in the Mission creates a situation in which the majority of counsellors' time is spent managing critical incidents in either the acute or follow-up stages, often both.

109. Additional Staff Counsellors would increase the capacity of the Staff Counselling Unit to meet the mental health needs of the mission staff. They would provide crucial support in difficult and dangerous duty stations. There is a critical concern in the Medical Services Section (and among the mission leadership) about the potential development of post-traumatic stress disorder among staff owing to their repeated exposure to attacks, which have continued unabated in the past year. Throughout the Mission, staff continue to be referred for psychiatric consultations either in Bamako or in their home countries. An increased staff counselling presence is essential to monitor staff for the development of this disorder. Staff are also at risk of underlying conditions (including depression and anxiety) becoming exacerbated by repeated exposure to dangerous and life-threatening incidents. The current staffing complement has severely limited the Unit's ability to provide consistent outreach to

staff and to develop preventive programming. The staffing shortfall also hampers the ability of the Unit to maintain planned outreach trips as the few staff in the Unit are often pulled from regularly scheduled missions to respond to either individual crises (for example, assessment, treatment or referral of alcohol abuse or severe psychiatric cases) or a critical incident. In these cases, other scheduled activities (training sessions, workshops, peer helper programmes) are also cancelled or left unattended. Providing preventive, ongoing and emergency services in an effective and professional manner is simply not possible with the current staffing levels.

110. Since the inception of the Mission, the MINUSMA staffing establishment has not included a post of Regional Medical Liaison Assistant in Dakar. The requirement for the services can be met only through the establishment of such a post in Dakar, where the Mission has a regional level III hospital, which is used for medical evacuations beyond the local capacity and capability. A Medical Liaison Assistant is needed in Dakar to provide administrative and physiological support to critically ill and wounded mission staff and for medical coordination purposes. This need is currently being met by an individual contractor who was recruited through the United Nations Development Programme and is funded by MINUSMA. However, this arrangement has periodically caused problems owing to the temporary nature of the position. The recruitment of a Medical Liaison Assistant would ensure enhanced communication and coordination between MINUSMA and the regional level III hospital based in Dakar on issues related to medical evacuations and the admission, treatment, transfer and discharge of patients, and would promote the efficient utilization of organizational resources through oversight and by enforcing contractual compliance in order to avoid unnecessary prolonged hospitalization or wasteful clinical procedures and/or investigations. It would also ensure faster and better healing, recovery and rehabilitative outcomes for admitted patients through physical, psychological and moral support. In addition, the relationship between MINUSMA and the host country in the framework of the letter of assist would likely improve through enhanced communication and administrative coordination.

111. In this context, it is proposed that two positions of Staff Counsellor (United Nations Volunteer) be established and one post (national General Service) be reassigned, as shown in table 15.

### Supply Chain Management

Table 16

#### Human resources: Supply Chain Performance Section

			<i>Posts</i>	
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	UNV	Property Management Assistant	Establishment	
+2	NGS	Property Management Assistant	Reassignment	From the Centralized Warehousing Section
<b>Total</b>	<b>+3</b>	(see table 10)		

112. The Supply Chain Performance Section, with its currently authorized civilian staffing establishment of 21 posts and positions (1 P-4, 4 P-3, 6 Field Service, 9 national General Service and 1 United Nations Volunteer), is responsible for analysis and reporting on the performance of the end-to-end supply chain process in the achievement of the overall MINUSMA mandate. The Section also has the key responsibility of ensuring compliance with the Financial Regulations and Rules of the United Nations and with policies and procedures for property and fixed asset

management. The Section ensures practical compliance with the International Public Sector Accounting Standards (IPSAS) with regard to accounting and reporting on property and equipment and inventories and oversees the execution of the delegation of authority for property management. The Section performs property management and business intelligence functions.

113. In this context, it is proposed that one position of Property Management Assistant (United Nations Volunteer) be established and two posts (national General Service) be reassigned from the Centralized Warehousing Section, as shown in table 16, to enable the Supply Chain Performance Section to provide services to other mission locations for the physical verification of United Nations property and equipment and inventories in accordance with the Financial Regulations and Rules of the United Nations and IPSAS. This would also strengthen accountability and stewardship of United Nations-owned property, plant and equipment and inventories in the achievement of the MINUSMA mandate.

Table 17

**Human resources: Movement Control Section**

			<i>Posts</i>	
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	UNV	Movement Control Assistant	Establishment	
<b>Total</b>	<b>+1</b>	(see table 10)		

114. The Movement Control Section, with its currently authorized civilian staffing establishment of 87 posts and positions (1 P-5, 1 P-4, 1 P-3, 21 Field Service, 50 national General Service and 13 United Nations Volunteer), is tasked with operating a wide range of transportation activities to support the delivery of the MINUSMA mandate. The Section operationally administers, controls and supervises all movement-related activities in the Mission. MINUSMA movement control has been tailored to function effectively in the challenging and remote areas of northern Mali. The Section has established regional units in Mopti, Gao, Timbuktu, Kidal and Tessalit, where there are high concentrations of uniformed and non-uniformed personnel. The level of support for the Mission is expected to increase with its new mandate, essentially paving the way for more active participation as the Mission builds up to full strength and assumes a more active role in northern and central Mali. The Section is currently not adequately staffed to ensure accountability and measure the efficiency of operational capabilities mission-wide. International supervisory staff are positioned to provide supervisory and functional expertise to ensure effective operational support. In view of the above, the Section needs to maintain a sufficient level of staffing combined with other material and financial resources in order to sustain efficient and effective critical services for the movement of personnel and cargo in support of the regions and the Mission's mandated operations.

115. The Ménaka region, which is already established as an integrated camp, has increased air operations by rotary-wing aircraft and cargo shipments through established convoys. Movement control presence is therefore needed to be able to provide services effectively to the integrated camp with uniformed contingents deployed. The movement control detachment at Ménaka is responsible for the overall detailed planning and coordination of all movements, including the deployment, rotation, redeployment and repatriation of uniformed contingents within the area of responsibility. The presence of an international staff member is therefore critical.

116. In this context, it is proposed that one position of Movement Control Assistant (United Nations Volunteer), as shown in table 17, be established to improve efficiency and effectiveness in the delivery of critical services for the movement of personnel and cargo in support of the regions and the Mission's mandated operations.

Table 18

**Human resources: Centralized Warehousing Section**

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
-1	NGS	Supply Assistant	Reassignment	To the Supply Chain Performance Section
-1	NGS	Receiving and Inspection Assistant	Reassignment	To the Supply Chain Performance Section
+1	P-3	Supply Officer	Reassignment	From the Acquisition Management Section
<b>Total</b>	<b>-1</b>	(see table 10)		

117. With a view to optimizing service delivery, it is proposed that two posts (national General Service) be reassigned, as shown in table 18.

Table 19

**Human resources: Acquisition Management Section**

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	P-3	Contracts Management Officer	Reassignment	To the Centralized Warehousing Section
<b>Total</b>	<b>-1</b>	(see table 10)		

118. On the basis of the existing workload in the Contract Management Performance Evaluation Unit, and in order to decentralize contract management and bridge the stock control gap in the Centralized Warehousing Section, it is proposed that one post (P-3) be reassigned, as shown in table 19.

**Security and Safety Section**

Table 20

**Human resources: Security and Safety Section**

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+ 4	FS	Close Protection Officer	Establishment	Bamako
+ 4	FS	Security Officer	Establishment	Ménaka
+ 1	NGS	Logistics Assistant	Establishment	Bamako
+ 1	NGS	Safety Assistant	Establishment	Ménaka
+ 3	NGS	Security Assistant	Establishment	Ménaka
+ 1	UNV	Fire Safety Officer	Establishment	Ménaka
<b>Total</b>	<b>+14</b>			

119. The Security and Safety Section, with its currently authorized civilian staffing establishment of 329 posts (2 P-5, 3 P-4, 11 P-3, 138 Field Service, 4 National Professional Officer and 171 national General Service), enables the delivery of all United Nations mandates in Mali through the establishment of a coordinated security mechanism and the implementation of the security risk management process. The Section supports the management of security risks at the country level for all United Nations personnel, eligible dependants, premises, operations and assets in Mali. In support of the implementation of the MINUSMA mandate, Ménaka has been established as a duty station in Mali. To ensure the protection of United Nations personnel and property while enabling the conduct of operations, the Section has been supporting the region through the temporary deployment of staff from other units, which affects the conduct of daily operations in those units. The establishment of the Ménaka duty station requires the establishment of related security posts to adequately meet safety and security requirements in the region without affecting operations elsewhere in MINUSMA.

120. The Security Protection Service Unit is currently facing operational challenges connected to staffing issues in the provision of effective and efficient protective services to three senior officials. In accordance with the United Nations Manual of Guidance on Protective Services and the personal security risk assessments for the Special Representative of the Secretary-General and the two Deputy Special Representatives, 12 Close Protection Officers should be assigned to the Special Representative of the Secretary-General and eight officers are needed to protect the Deputy Special Representatives. In addition, MINUSMA has supported a number of official visits by representatives of the United Nations, the European Union and embassies and other officials. A total of 85 visits were recorded in the first 10 months of 2019, compared with 28 visits conducted in 2018. In addition, the Close Protection Officers qualified as firearms training officers regularly support the Training and Development Unit in the conduct of firearms qualification sessions.

121. The prevailing security situation in Mali requires sufficient logistical support to maintain an effective supply chain of safety and security goods and services in the framework of the United Nations security management system in Mali. Only one Logistics Officer is currently approved for the Security Logistics Unit. Given the increased workload of the Unit, the strategic importance of the logistics component in ensuring the safety and security of United Nations personnel and premises, requirements related to the preparation and monitoring of the security budget, the preparation and execution of the demand and acquisition plans and the need to ensure coverage as a result of official travel, training and regular leave, a Logistics Assistant is required to support the Logistics Officer and at the same time ensure continuity of ongoing work processes and supervise the Unit.

122. In this context, it is proposed that 13 posts and one position, as shown in table 19, be established to enhance the capacity of the Mission in handling close protection aspects, to improve business continuity in the regional offices and to scale up the Mission's readiness in handling risks related to fire.

## II. Financial resources

### A. Overall

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

Category	Expenditure (2018/19) (1)	Apportionment (2019/20) (2)	Cost estimates (2020/21) (3)	Variance	
				Amount (4)=(3)-(-2)	Percentage (5)=(4)÷(2)
<b>Military and police personnel</b>					
Military observers	1 807.5	2 186.6	2 165.6	(21.0)	(1.0)
Military contingents	440 387.6	427 173.7	434 171.6	6 997.9	1.6
United Nations police	15 868.6	17 274.4	11 501.5	(5 772.9)	(33.4)
Formed police units	47 473.1	48 678.3	48 034.2	(644.1)	(1.3)
<b>Subtotal</b>	<b>505 536.8</b>	<b>495 313.0</b>	<b>495 872.9</b>	<b>559.9</b>	<b>0.1</b>
<b>Civilian personnel</b>					
International staff	149 215.5	149 350.3	160 247.4	10 897.1	7.3
National staff	24 076.6	24 032.9	25 047.9	1 015.0	4.2
United Nations Volunteers	8 459.0	8 716.1	9 553.4	837.3	9.6
General temporary assistance	1 893.1	1 375.6	1 431.2	55.6	4.0
Government-provided personnel	466.6	412.3	665.9	253.6	61.5
<b>Subtotal</b>	<b>184 110.8</b>	<b>183 887.2</b>	<b>196 945.8</b>	<b>13 058.6</b>	<b>7.1</b>
<b>Operational costs</b>					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	415.6	640.9	700.7	59.8	9.3
Official travel	5 545.9	4 026.2	4 833.9	807.7	20.1
Facilities and infrastructure	105 659.2	97 587.3	140 202.4	42 615.1	43.7
Ground transportation	13 895.3	15 606.5	18 545.2	2 938.7	18.8
Air operations	127 914.9	145 119.7	164 008.6	18 888.9	13.0
Marine operations	1 965.3	1 224.8	1 840.3	615.5	50.3
Communications and information technology	70 838.5	91 860.8	64 402.0	(27 458.8)	(29.9)
Medical	7 891.3	9 351.6	8 671.3	(680.3)	(7.3)
Special equipment	—	—	—	—	—
Other supplies, services and equipment	78 044.3	89 839.9	96 085.7	6 245.8	7.0
Quick-impact projects	3 849.1	4 000.0	4,800.0	800.0	20.0
<b>Subtotal</b>	<b>416 019.4</b>	<b>459 257.7</b>	<b>504 090.1</b>	<b>44 832.4</b>	<b>9.8</b>
<b>Gross requirements</b>	<b>1 105 667.0</b>	<b>1 138 457.9</b>	<b>1 196 908.8</b>	<b>58 450.9</b>	<b>5.1</b>
Staff assessment income	16 473.4	16 267.3	17 411.7	1 144.4	7.0
<b>Net requirements</b>	<b>1 089 193.6</b>	<b>1 122 190.6</b>	<b>1 179 497.1</b>	<b>57 306.5</b>	<b>5.1</b>
Voluntary contributions in kind (budgeted)	—	—	—	—	—
<b>Total requirements</b>	<b>1 105 667.0</b>	<b>1 138 457.9</b>	<b>1 196 908.8</b>	<b>58 450.9</b>	<b>5.1</b>

## B. Non-budgeted contributions

123. The estimated value of non-budgeted contributions for the period from 1 July 2020 to 30 June 2021 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement <sup>a</sup>	25 399.0
Voluntary contributions in kind (non-budgeted)	–
<b>Total</b>	<b>25 399.0</b>

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

## C. Efficiency gains

124. The cost estimates for the period from 1 July 2020 to 30 June 2021 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Facilities and infrastructure	431.1	Use of solar photovoltaic systems and utilization of hybrid generators rather than conventional generators
<b>Total</b>	<b>431.1</b>	

## D. Vacancy factors

125. The cost estimates for the period from 1 July 2020 to 30 June 2021 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2018/19</i>	<i>Budgeted 2019/20</i>	<i>Projected 2020/21</i>
<b>Military and police personnel</b>			
Military observers	2.5	3.0	2.5
Military contingents <sup>a</sup>	5.1	3.0	5.0
United Nations police	9.7	8.0	10.0
Formed police units	8.8	8.0	8.0
<b>Civilian personnel</b>			
International staff	10.1	10.3	8.5
National staff			
National Professional Officers	16.3	16.0	16.0
National General Service staff	16.1	16.0	13.2
United Nations Volunteers			
International	19.6	17.8	18.3

<i>Category</i>	<i>Actual 2018/19</i>	<i>Budgeted 2019/20</i>	<i>Projected 2020/21</i>
National	–	10.0	17.0
Temporary positions <sup>a</sup>			
International staff	–	14.0	–
Government-provided personnel	52.6	58.0	26.0

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

126. The proposed vacancy factors take into account the experience of the Mission to date and the mission-specific circumstances related to the phased deployment of uniformed personnel in the context of the adaptation of the force and the recruitment of civilian staff in progress. For military and police personnel, the assumptions considered for the proposed vacancy factors include the current fiscal year-to-date average vacancy rates, historical deployment patterns and the planned deployment based on commitments made by contributing countries and Governments to provide personnel. For civilian personnel, the proposed vacancy factors reflect current fiscal year-to-date average vacancy rates, historical incumbency patterns, current recruitment activities and proposed changes in the composition of staff.

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

127. Requirements for the period from 1 July 2020 to 30 June 2021 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of \$162,353,300, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>		
	<i>Military contingents</i>	<i>Formed police units</i>	<i>Total</i>
Major equipment	92 962.2	11 037.6	103 999.8
Self-sustainment	52 697.9	5 655.6	58 353.5
<b>Total</b>	<b>145 660.1</b>	<b>16 693.2</b>	<b>162 353.3</b>

<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
<b>A. Applicable to Mission area</b>			
Extremely environmental condition factor	2.4	1 October 2016	1 May 2016
Intensified operational condition factor	3.3	1 October 2016	1 May 2016
Hostile action/forced abandonment factor	5.4	1 October 2016	1 May 2016
<b>B. Applicable to home country</b>			
Incremental transportation factor	0.0–5.0		

## F. Training

128. The estimated resource requirements for training for the period from 1 July 2020 to 30 June 2021 are as follows:



(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	56.8
Official travel	
Official travel, training	1 409.9
Other supplies, services and equipment	
Training fees, supplies and services	1 252.0
<b>Total</b>	<b>2 718.7</b>

129. The number of participants planned for the period from 1 July 2020 to 30 June 2021, 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 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>	<i>Actual 2018/19</i>	<i>Planned 2019/20</i>	<i>Proposed 2020/21</i>
Internal	1 354	2 040	1 271	1 089	1 812	1 041	1 572	3 005	3 030
External <sup>a</sup>	123	156	226	24	12	69	47	29	7
<b>Total</b>	<b>1 477</b>	<b>2 196</b>	<b>1 497</b>	<b>1 113</b>	<b>1 824</b>	<b>1 110</b>	<b>1 619</b>	<b>3 034</b>	<b>3 037</b>

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

130. During the 2020/21 period, the number of participants in training courses will be reduced. The Mission's training programme for the 2020/21 period will focus on the development of the leadership, management, organizational and administrative skills of mission personnel. Training courses will also be provided to strengthen the substantive and technical capacities of mission staff in the fields of air operations; communications; disarmament, demobilization, reintegration, resettlement and reinsertion; electoral support; engineering; ground transportation; human resources management and development; budget and finance; human rights; gender; information technology; humanitarian issues; conduct and discipline; the prevention of sexual exploitation and abuse; medical services; the peace process; political and civil affairs; the protection of civilians; procurement and contract management; safety and security; the rule of law; supply and property management; and environmental awareness.

## G. Disarmament, demobilization and reintegration

131. The estimated resource requirements for disarmament, demobilization and reintegration for the period 1 July 2020 to 30 June 2021 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	
Implementing partners and grants	8 200.5
<b>Total</b>	<b>8 200.5</b>

132. In accordance with Security Council resolution [2480 \(2019\)](#), MINUSMA will continue to support the implementation of the Agreement on Peace and Reconciliation in Mali, in particular the progress in the cantonment and disarmament, demobilization, reintegration and integration processes, as well as inclusive and consensual security sector reform, with a view to the progressive redeployment of the reconstituted and reformed defence and security forces in Mali through the registration of all combatants eligible for the disarmament, demobilization and reintegration process, the effective launch of an accelerated cantonment process, the completed integration of members of the signatory armed groups into the Malian Defence and Security Forces and the start of the socioeconomic reintegration of unintegrated members of the signatory armed groups with the support of international partners, including the World Bank. By June 2020, 3,000 ex-combatants are expected to have been integrated into the Malian Defence and Security Forces. During the 2020/21 period, MINUSMA will therefore support the disarmament and demobilization of 4,500 ex-combatants and their integration into the Malian Defence and Security Forces, and the reinsertion of 3,500 ex-combatants. The Mission plans to implement 30 community violence reduction/community-based reinsertion projects for 26,000 beneficiaries, up to 10,000 of whom are former combatants and associate members, and 16,000 community members, including women, youth at risk and special needs groups. The community violence reduction projects are used to mitigate the impacts of the disarmament, demobilization and reintegration process as well as to strengthen and promote dialogue, confidence and reconciliation between returning ex-combatants and community members. Moreover, community violence reduction projects will continue to facilitate the prevention of the recruitment of youth at risk by terrorist and jihadist groups. The community violence reduction projects will be implemented through local non-governmental organizations and other community-based structures/organizations, thereby financially empowering the local communities and building the capacity of local non-governmental organizations with regard to project management.

## H. Mine detection and mine-clearing services

133. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2020 to 30 June 2021 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	46 000.0
Mine detection and mine-clearing supplies	—

134. The Mission's mine action programme is aimed at providing mentoring and training assistance, upon request, to all infantry troop-contributing countries, both prior to deployment and when in-mission, with respect to improvised explosive device awareness training capacity (basic improvised explosive device awareness and avoidance skills); and specialist training in the identification and detection of explosive threats and tactics to each infantry battalion, combat convoy company and formed police unit deployed to central and northern Mali, and dedicated training for tactical commanders on planning and response, unless waived. The programme also provides context-specific training and mentoring in accordance with United Nations standards with respect to the explosive ordnance disposal companies of two troop-contributing countries to ensure that they are qualified to conduct basic improvised explosive device response tasks prior to deployment, and that their skills and those of the explosive ordnance disposal teams of combat convoy companies are strengthened once in-mission. Moreover, an explosive ordnance disposal team to cover operational gaps in Timbuktu and an explosives-detecting dog capacity to help to secure MINUSMA premises and to enhance MINUSMA explosive threat management capacity will be provided. Basic improvised explosive device awareness training, including on how to operate in a complex security environment, will be provided to all MINUSMA military, police and civilian components. Support and technical advice on explosive threat mitigation will be provided to the Mission's leadership and enabling units as well as to United Nations Headquarters upon request; and context-specific improvised explosive device threat mitigation training for three additional response teams and advanced explosive ordnance disposal training, refresher courses, technical advice and mentorship for previously trained Malian Defence and Security Forces will be provided to strengthen and sustain their explosive threat mitigation training capability, as well as their capacity to respond to explosive threats countrywide through enhanced effective community-based mechanisms for conflict management and the protection of civilians. The programme is also aimed at the implementation of a qualitative mine action response in Mali to protect the civilian population from explosive hazards through the coordination of the mine action working group and the provision of technical advice and support for Malian institutions to progress towards the operationalization of a national governance structure for mine action, as well as the capacity development of Malian civil society organizations with respect to the prevention and protection of populations at risk through explosive risk education and the referral of, and provision of assistance to, survivors of explosive incidents and their families in order to increase the sustainability of the mine action response in Mali and the capacity development of Malian civil society actors, including community focal points, on explosive threat risk awareness and community violence reduction initiatives and the development of community-based conflict-mitigation strategies to strengthen community resilience to explosive threats and small arms and light weapons.

135. The proposed resources for the programme reflect a reduction related to efforts to identify economies of scale, apply lessons learned and implement a gradual transition of weapons and ammunition activities to the Malian authorities. This transition is focused on increasing sustainability and efficiencies and building the capacity and autonomy of personnel of both troop contributing-countries and the Malian Defence and Security Forces to mitigate explosive threats.

## **I. Quick-impact projects**

136. The estimated resource requirements for quick-impact projects for the period from 1 July 2020 to 30 June 2021, compared with previous periods, are as follows:

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>	<i>Number of projects</i>
1 July 2018 to 30 June 2019 (actual)	3 849.1	154
1 July 2019 to 30 June 2020 (approved)	4 000	110
<b>1 July 2020 to 30 June 2021 (proposed)</b>		
Social cohesion, conflict prevention and management and coexistence	2 160.0	50
Access to basic social services	1 680.0	38
Livelihood and socioeconomic stimulation	960.0	22
<b>Total</b>	<b>4 800.0</b>	<b>110</b>

137. The Mission, through the coordination of the Stabilization and Early Recovery Section, will continue to use quick-impact projects as a flexible, adaptable and strategic tool to address the immediate needs of the population in both central and northern Mali and to foster support for the peace agreement. Quick-impact projects are instrumental in promoting acceptance of the Mission's mandate and are conducive to creating trust between the various pillars of the Mission and local populations. Continued support through these projects remains vital for community-based projects in remote areas.

138. Violence and insecurity in communities undermine public support for the peace process while not only endangering the livelihoods of the local population but also creating security risks for MINUSMA uniformed and civilian components as well as development and humanitarian actors operating in these areas. Under such circumstances, extremist armed groups are able to capitalize on the frustration of communities at the inability of the State to provide them with adequate physical protection and basic services. The ability of the Mission to engage communities and foster support for the peace process is essential to reversing downward-spiralling security trends and positively affecting the protection of civilians, especially in central Mali.

139. The Mission will implement a total of 110 quick-impact projects in its mandated area of responsibility, focusing on the following three thematic areas:

(a) Social cohesion, conflict prevention and management and coexistence, with a view to supporting social cohesion and alternative dispute resolution following a regional approach and response based on conflict analysis of specific local-level intercommunity conflicts;

(b) Access to basic social services, through the rehabilitation or reconstruction of small-scale public infrastructure, including municipal infrastructure, decentralized public administration offices and services, improved access to water and electricity, such as through renewable solar energy, and other projects, including those in support of the return and extension of State authority to remote areas;

(c) Livelihood and socioeconomic stimulation, including for small community businesses, with a view to generating employment and vocational training for the most vulnerable communities and victims of the conflict, such as women, young people and minorities. Activities also include training, awareness-raising and capacity-building in different fields (good governance, the rule of law, the empowerment of civil society, participatory democracy, conflict management, the promotion of and respect for human rights, and public administration) to support the stabilization process targeting public authorities and civil society organizations.

## J. Other programmatic activities

140. The estimated resource requirements for other programmatic activities for the period from 1 July 2020 to 30 June 2021, compared with previous periods, are as follows:

(Thousands of United States dollars)

<i>Description</i>	<i>Proposed amount</i>
Electoral support	877.5
Enhancing the delivery by the Government of Mali of support for the stabilization of the centre	107.5
Gender affairs and prevention of and response to conflict-related sexual violence	259.4
Improving collaboration and building trust between civil society and national and local authorities	1 001.2
Security sector reform	822.1
Human rights and protection	1 025.2
Justice and corrections	987.9
Stabilization and recovery	450.0
<b>Total</b>	<b>5 530.8</b>

141. Other programmatic activities are key to the implementation of the Mission's mandate, in particular the first and second strategic priorities entrusted to the Mission by the Security Council in its resolution [2480 \(2019\)](#). In the implementation of its mandate, the Mission applies the key principles set out in the mission concept. Increased leadership and ownership of the peace process by the Malian parties and other key stakeholders as well as increased engagement of the Government and relevant local and community representatives in the development and implementation of a politically led strategy in the centre will be at the core of the design, planning and implementation by the Mission of its activities. Specific focus will be placed on the inclusion of women and young people. The Mission will apply the principle that the provision of support should avoid substitution and be conditions-based when deciding which projects to implement and support to promote national and local ownership and efficiency in the use of resources in initiatives that contribute to a broader strategy, including through the integrated strategic framework. To maximize the use of resources and their impact, MINUSMA will promote a thematic approach that strengthens coordination and integration within the Mission and with external partners so as to avoid duplication of activities and focus on larger-scale initiatives towards achieving the strategic objectives. The programmatic activities will be undertaken, in line with the Administration's guidelines on mandated programmatic activities, through the engagement of UNOPS, UNDP and local non-governmental organizations and through the Mission's in-house capabilities where it has a comparative advantage, as follows:

(a) In accordance with its mandate to support, within its resources and areas of deployment, the conduct of inclusive, free, fair, transparent and credible elections, conducted in a peaceful environment, as well as the holding of a constitutional referendum, including through the provision of appropriate technical assistance and security arrangements, consistent with the provisions of the peace agreement (Security Council resolution [2480 \(2019\)](#), para. 28 (a) (iv)), MINUSMA will provide technical, logistical and security support for the 2020/21 electoral cycle in Mali

through the transportation of 250 tons of electoral materials and 600 national electoral officials and agents, the recruitment, training and deployment of 73 local individual contractors for nine months, the rental and operation of 60 vehicles for nine months, support for the implementation of electoral results management software and the production of 100 stationery kits. MINUSMA will draw on lessons learned from the previous elections to promote the use of the coordination mechanisms already in place with the Government, the United Nations and national partners to ensure the coordination and monitoring of activities and expenditures and oversight. The Mission will coordinate the overall electoral assistance in Mali together with UNDP to ensure coherence, consistency and synergy in the implementation of electoral activities. MINUSMA will ensure an appropriate division of labour among all partners to avoid duplication of work and to ensure a greater impact on the electoral process;

(b) Under a project on enhancing the delivery by the Government of Mali of support for the stabilization of the centre, comprehensive support (technical, organizational and logistical) will be provided to the permanent secretariat to enhance the implementation of the Government's stabilization strategy for central Mali with reference to two pillars, namely, communication and governance. The project will also focus on the organization of support for the development of partnerships in the implementation of the stabilization strategy for central Mali through meetings with elected officials and representatives of civil society organizations, including young people, women and traditional and religious leaders, in order to promote ownership of the sociopolitical processes by the respective communities in Mopti and Ségou. Organizational support will be provided for meetings in Mopti and Ségou between the population and the community advisory committee and the community alert committee aimed at the restoration of mutual confidence and the establishment of sustainable structures, processes and mechanisms for sociopolitical reconciliation;

(c) A project is aimed at improving collaboration and building trust between civil society, including youth and women's organizations, with national and local authorities, including the Ministry of Institutional Reforms and Engagement with Civil Society, governors, mayors, prefects and customary chiefs at the national, regional and *cercle* levels. It will seek to strengthen the capacities of youth associations in the monitoring and implementation of the peace agreement in the northern and central regions of Mali;

(d) A project on gender affairs and the prevention of and response to conflict-related sexual violence project will provide multisectoral assistance (training, workshops, awareness-raising and sensitization) to national actors in ensuring the full, effective and meaningful participation, involvement and representation of women at all levels in the implementation of the agreement, including the security sector reform and disarmament, demobilization and reintegration processes, as well as in reconciliation and electoral processes. It is aimed at strengthening the capacity of Malian women and civil society and youth organizations to contribute fully and effectively to the implementation of the women and peace and security agenda, including by monitoring the participation of women in the peace process through the future independent observatory for women's participation. In collaboration with UN-Women, the United Nations Office for West Africa the Sahel, the gender working group and the Ending Violence against Women Cluster, the project aims to organize bimonthly video teleconferences with the United Nations Office for West Africa and the Sahel on the implementation of the women and peace and security agenda. The project will support the capacity of Malian women and civil society organizations to contribute fully and effectively to the reduction of gender-based violence and will reinforce social cohesion in the central region through vocational training. The project will also provide capacity-building and technical support on conflict-related sexual

violence and related monitoring, analysis and reporting arrangements for government partners (including the Malian Defence and Security Forces), the signatory armed groups, members of the gender-based violence subcluster and civil society organizations through workshops;

(e) The security sector reform project will support the redeployment of reconstituted defence and security forces in the north and central regions of Mali to enhance security in these areas and the redeployment of civil administration and services. The project will also support the implementation of the action plan of the national security sector reform strategy, which is a key priority for consolidating peace and addressing the accountability of defence and security forces in their daily tasks; the national defence and security strategy; the development of effective civil society and parliamentary oversight; the national strategy for combating terrorism and violent extremism; practical border security; and small arms and light weapons countermeasures;

(f) The human rights and protection project will provide support to State and non-State actors in the consolidation of the democratic space and paving the way to national ownership and the protection and promotion of human rights. It will enable access and ensure the protection of about 400 victims and witnesses collaborating with the Mission in the framework of its investigations on serious human rights violations and abuses committed in Mali, through the movement and temporary relocation of witnesses and victims to a safe and accessible environment, where interviews can be conducted by human rights officers without detriment to the protection of the witnesses and victims;

(g) The justice and corrections project will provide technical support to the specialized judicial unit and its cooperation with other institutions tackling destabilizing crimes. It will support the implementation of article 46 of the peace agreement relating to the training of all justice actors (traditional and formal) and the revalorization of traditional justice actors to operationalize the new-found complementarity between traditional justice and formal justice; and the strengthening of the security of corrections infrastructures with the aim of supporting the full operationalization of prisons in the north and the centre as well as in Dioïla that detain high-risk prisoners and enhancing the restoration and extension of State authority and the rule of law;

(h) The stabilization and recovery project is aimed at strengthening stabilization, the restoration of State authority and sustainable development in northern Mali through the operationalization of the Northern Development Zone and the sustainable development fund and the sensitization of local authorities and populations. In its resolution 2480 (2019), the Security Council requested the creation of the Northern Development Zone through the adoption of requisite legislation; the operationalization of the sustainable development fund and related inclusive management mechanisms; and the implementation of a pilot project to be jointly designed by the Malian parties and civil society with a view to swiftly delivering peace dividends to the population of northern Mali. The project is aligned with the strategic mission priorities through its long-term stabilization dimension. In coordination with UNDP, the project will focus on improving conditions to enable the successful operationalization of the Northern Development Zone and the sustainable development fund. It builds on the support already provided by initiatives funded previously through programmatic activities in support of the regional development priorities.

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

142. The standard terms applied with respect to the analysis of resources 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>	
<b>Military contingents</b>	\$6 997.9	1.6%

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

143. The increased requirements are attributable primarily to: (a) higher costs for contingent-owned equipment and related freight and deployment, resulting from the reconfiguration of the military contingent units to support the adaptation of the force, in line with the assessment of the situation in northern and central Mali in connection with the implementation of the Mission's primary and secondary strategic priorities outlined in Security Council resolution [2480 \(2019\)](#); and (b) the higher average ceiling man rate for rations compared with the rate applied in the approved budget for the 2019/20 period, resulting from the engagement of a new vendor.

144. The increased requirements are offset in part by: (a) the lower number of military staff officers entitled to the mission subsistence allowance of 240 compared with 486 officers included in the approved budget for the 2019/20 period, owing to the anticipated provision of United Nations accommodation in lieu of the accommodation element of the allowance; and (b) the application of a higher vacancy rate of 5.0 per cent for military contingent personnel in the computation of standard reimbursement, rations and contingent-owned equipment compared with the vacancy rate of 3.0 per cent applied in the approved budget for the 2019/20 period, resulting from the reconfiguration of the military contingent units to support the adaptation of the force.

	<i>Variance</i>	
<b>United Nations police</b>	(\$5 772.9)	(33.4%)

• **Management: non-application of the accommodation portion of the mission subsistence allowance**

145. The reduced requirements are attributable primarily to: (a) the lower number of United Nations police personnel who are entitled to the mission subsistence allowance of 270 compared with 350 personnel included in the approved budget for the 2019/20 period, owing to the anticipated provision of United Nations accommodation in lieu of the accommodation element of the allowance; and (b) the application of a higher vacancy rate of 10.0 per cent for United Nations police personnel in the computation of the mission subsistence allowance compared with the vacancy rate of 8.0 per cent applied in the approved budget for the 2019/20 period.

	<i>Variance</i>	
<b>Formed police units</b>	(\$644.1)	(1.3%)

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

146. The reduced requirements are attributable primarily to the lower monthly costs for major contingent-owned equipment, as reflected in the memorandums of

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



understanding with police-contributing countries, compared with the monthly cost estimates included in the approved budget for the 2019/20 period. The reduced requirements are offset in part by increased requirements attributable to: (a) improvements in the deployment of contingent-owned equipment for self-sustainment, as reflected in the applicable lower factors for unserviceability or non-deployment compared with the higher factors applied in the approved budget for the 2019/20 period; and (b) lower estimated adjustments against the standard reimbursement to police-contributing countries for the deployment of non-functional or absent contingent-owned major equipment in line with General Assembly resolution 67/261, based on historical trends of the actual serviceability of contingent-owned equipment.

	<i>Variance</i>	
<b>International staff</b>	\$10 897.1	7.3%

• **Management: changes in vacancy rates**

147. The increased requirements are attributable primarily to: (a) the application of the lower vacancy rate of 8.5 per cent in the computation of international staff costs compared with the rate of 10.3 per cent applied in the approved budget for the 2019/20 period; (b) higher rates for international salaries based on the revised salary scale and the higher rate for common staff costs based on actual average monthly expenditure for the current period compared with the rates applied in the approved budget for the 2019/20 period; and (c) the proposed establishment of nine new posts (1 P-3 and 8 Field Service), with the application of a vacancy rate of 50.0 per cent.

	<i>Variance</i>	
<b>National staff</b>	\$1 015.0	4.2%

• **Management: changes in vacancy rates**

148. The increased requirements are attributable primarily to: (a) the application of the lower vacancy rate of 13.2 per cent for national General Service staff in the computation of national staff costs compared with the vacancy rate of 16.0 per cent applied in the approved budget for the 2019/20 period; (b) higher rates for national salaries based on the revised local salary scale; and (c) the proposed establishment of five new posts (national General Service), with the application of a vacancy rate of 50.0 per cent.

	<i>Variance</i>	
<b>United Nations Volunteers</b>	\$837.3	9.6%

• **Management: increased inputs and outputs**

149. The increased requirements are attributable primarily to: (a) the proposed establishment of eight new international positions (United Nations Volunteer), with the application of a vacancy rate of 50.0 per cent; and (b) the higher rate of 13.0 per cent for programme support costs reflected in the revised memorandum of understanding compared with the rate of 8.0 per cent applied in the approved budget for the 2019/20 period.

	<i>Variance</i>	
<b>Government-provided personnel</b>	\$253.6	61.5%

• **Management: changes in vacancy rates**

150. The increased requirements are attributable primarily to the application of the lower vacancy rate of 26.0 per cent in the computation of the mission subsistence allowance compared with the rate of 58.0 per cent applied in the approved budget for the 2019/20 period.

	<i>Variance</i>	
<b>Consultants and consulting services</b>	\$59.8	9.3%

• **Management: increased inputs and outputs**

151. The increased requirements are attributable primarily to consulting services for training with respect to the implementation of the comprehensive performance assessment system, investigation techniques in the military and police contexts and field occupational safety and health, for which a provision was not included in the approved budget for the 2019/20 period.

	<i>Variance</i>	
<b>Official travel</b>	\$807.7	20.1%

• **Management: increased inputs and outputs**

152. The increased requirements are attributable primarily to higher costs for: (a) official travel, owing to a higher number of trips to participate in senior management meetings and subject matter conferences compared with the number of trips included in the approved budget for the 2019/20 period; and (b) travel outside the mission area for training, owing to the participation of civilian staff in capacity development courses in their respective areas of expertise and/or areas in which they have been accorded new responsibilities by the Mission to serve in various local committees.

	<i>Variance</i>	
<b>Facilities and infrastructure</b>	\$42 615.1	43.7%

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

153. The increased requirements are attributable primarily to: (a) higher costs for construction, alteration, renovation and major maintenance services, the acquisition of additional safety and security equipment and office furniture for the existing camps and the development of new sites to accommodate the reconfiguration of the military contingent units to support the adaptation of the force, in line with the assessment of the situation in northern and central Mali in connection with the implementation of the Mission's primary and secondary strategic priorities outlined in Security Council resolution [2480 \(2019\)](#); (b) security services for the installation and maintenance of the new and more economical camp surveillance and protection systems (counter-rocket, artillery and mortar systems and ground artillery detection radar), which were acquired during the 2018/19 period to replace the Mission's former secure network and camp protection system under letters of assist with a government provider and which curtail the more costly planned expansion included under the budget line for communications and information technology in the approved budget for the 2019/20 period; (c) maintenance services owing to the finalization of the contract for end-to-end operation and maintenance of water supply and wastewater treatment systems, as

well as the outsourced cleaning services for all mission sites, compared with the contractual estimates under negotiation that were included in the approved budget for the 2019/20 period; and (d) the higher anticipated consumption of 29.2 million litres of fuel for generators compared with 25.5 million litres included in the approved budget for the 2019/20 period.

154. The increased requirements are offset in part by: (a) reduced requirements for utilities and waste disposal services, owing to the lower rates for medical waste management based on the new contract effective 1 August 2019 for non-hazardous solid and biomedical waste management; and (b) the availability of spare parts and supplies from existing stocks for prefabricated units and generators acquired during the 2018/19 and 2019/20 periods.

	<i>Variance</i>	
<b>Ground transportation</b>	\$2 938.7	18.8%

• **Management: increased inputs and outputs**

155. The increased requirements are attributable primarily to the rental of 60 vehicles to provide electoral support to the Government of Mali for a period of nine months, compared with a four-month period for the same number of vehicles included in the approved budget for the 2019/20 period; and the acquisition of replacement specialized purpose vehicles and additional vehicles to support movement control and engineering operations in line with the assessment of the situation in northern and central Mali in connection with the implementation of the Mission's primary and secondary strategic priorities outlined in Security Council resolution [2480 \(2019\)](#).

	<i>Variance</i>	
<b>Air operations</b>	\$18 888.9	13.0%

• **Management: increased inputs and outputs**

156. The increased requirements are attributable primarily to: (a) higher costs for the rental and operation of the Mission's fleet of aircraft and associated landing and ground handling charges, owing to the reconfiguration and expansion of the Mission's rotary-wing aircraft fleet (36 rotary-wing aircraft in the 2020/21 period, compared with 29 in the 2019/20 period); and (b) the higher fixed costs for fixed-wing aircraft, with respect to the Mission's manned intelligence, surveillance and reconnaissance platforms under letters of assist and contractual arrangements, to support the Mission's operational requirements in the context of the adaptation of the force. The increased requirements are offset in part by lower contractual costs under the final negotiated terms for services for an unmanned intelligence, reconnaissance and surveillance platform under a letter of assist with a government provider compared with the estimates included in the approved budget for the 2019/20 period.

	<i>Variance</i>	
<b>Marine operations</b>	\$615.5	50.3%

• **Management: increased inputs and outputs**

157. The increased requirements are attributable primarily to the anticipated acquisition of 940 sea containers resulting from the consequential impact of higher acquisitions of cooling, electrical, office, safety and security equipment, vehicles and vehicle workshop equipment to transport to the Mission's area of operations, compared with 545 containers included in the approved budget for the 2019/20 period.

	<i>Variance</i>	
<b>Communications and information technology</b>	(\$27 458.8)	(29.9%)

• **Management: reduced inputs and outputs**

158. The reduced requirements are attributable primarily to lower costs for the maintenance of communications and information technology equipment and support services in connection with the curtailment of the planned expansion of the Mission's former secure network and camp protection system and its subsequent replacement, under letters of assist, with a new camp surveillance and protection system (counter-rocket, artillery and mortar systems and ground artillery detection radar), which was acquired during the 2018/19 period, and the associated requirements for installation and maintenance for the 2020/21 period, as reflected in the budget line for security services under facilities and infrastructure. The reduced requirements are offset in part by increased requirements for the acquisition of communications and information technology equipment and spare parts to support the adaptation of the force.

	<i>Variance</i>	
<b>Medical</b>	(\$680.3)	(7.3%)

• **Management: reduced inputs and outputs**

159. The reduced requirements are attributable primarily to lower costs for medical services, based on the historical expenditure pattern for hospitalization services, and for medical equipment, owing to the availability of existing stocks, compared with the services and equipment included in the approved budget for the 2019/20 period.

	<i>Variance</i>	
<b>Other supplies, services and equipment</b>	\$6 245.8	7.0%

• **Management: increased inputs and outputs**

160. The increased requirements are attributable primarily to: (a) the engagement of additional individual contractual personnel to support the Mission's engineering projects and the movement of convoys in the context of the adaptation of the force and communications and information technology projects, compared with the personnel and projects included in the approved budget for the 2019/20 period; and (b) higher freight and related costs for the transportation of equipment for engineering, movement control, camp surveillance, protection and communications and information technology in connection with increased acquisitions. The increased requirements are offset in part by reduced requirements for mine detection and mine-clearing services owing to efforts to identify economies of scale, apply lessons learned and implement a gradual transition of weapons and ammunition activities to the Malian authorities.

	<i>Variance</i>	
<b>Quick-impact projects</b>	\$800.0	20.0%

• **Management: increased inputs and outputs**

161. The increased requirements are attributable primarily to the proposed implementation of additional quick-impact projects, as detailed in paragraphs 136 to 139 above, to support increased activities of the force in central Mali in the context of the second strategic priority entrusted to the Mission by the Security Council in its resolution [2480 \(2019\)](#), compared with the projects included in the approved budget for the 2019/20 period.

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

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

(a) Appropriation of the amount of \$1,196,908,800 for the maintenance of the Mission for the 12-month period from 1 July 2020 to 30 June 2021;

(b) Assessment of the amount in subparagraph (a) above at a monthly rate of \$99,742,400 should the Security Council decide to continue the mandate of the Mission.

## V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286 and 73/320, 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*

Requests the Secretary-General to ensure that the results-based budget framework adequately permits consideration of each mission's progress towards achieving mandated tasks and its effective use of resources, with full regard to accountability and the changing mandate of the mission (para. 15).

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).

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

The results-based budgeting framework reflects the priority tasks outlined by the Security Council in its resolution 2480 (2019), as well as the Mission's expected accomplishments, indicators of achievement and related outputs.

The ratio of substantive to support staff in the 2018/19 period was 1:2. The ratio of substantive to support staff in the 2019/20 period is 1:2, and the planned ratio for the 2020/21 period is 1:2.

The Mission continues to invest in enhancing the skills and capacities of national staff, which builds ownership. National staff continued to be trained by the Integrated Mission Training Centre, and some have benefited from external training paid for by the Organization.

Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report (para. 22).

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

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

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).

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

The MINUSMA Senior Gender Adviser, who has been reporting directly to the Office of the Special Representative of the Secretary-General since 1 July 2017, continues to ensure that gender perspectives are strategically considered, supported, planned and implemented. The Senior Gender Adviser continues to collaborate with the Mission's leadership and serves as an example for all other parts of the Mission with regard to gender mainstreaming.

MINUSMA is continuing its efforts to improve the gender gap across all categories of staff. The Mission recognizes that external factors such as challenging security and living conditions in the regions have hampered these efforts.

MINUSMA continues to make every effort to recruit and retain female candidates to achieve gender parity. As part of this effort, the Head of Mission has urged all section chiefs to ensure that suitable qualified female candidates receive consideration for all vacant positions. The Mission is working closely with all stakeholders to further close its gender gap and continues its advocacy with programme managers to select female applicants.

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

The mission-wide environmental action plan has been developed with the respective implementing sections (mainly Engineering).

#### *Energy production*

Solar energy production for lighting and backup energy, light-emitting diode (LED) lights, generator synchronization in the main camps and building with double roofing have contributed to reducing the Mission's greenhouse gas emissions.

## Decision/request

## Action taken to implement decision/request

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

Further recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address

*Water consumption*

Water consumption was monitored with the installation of a water meter in each camp to ensure a rational use of water supplied.

*Wastewater treatment plants*

Significant improvements were accomplished in terms of the installation and operation of wastewater treatment plants in the main camps, and the improvement of dumping sites in some locations fostered the mission-wide reduction, from significant to moderate, of the risk associated with wastewater management.

*Solid waste management*

Solid waste was managed with minimum risks to the environment and the local communities at all MINUSMA sites.

*Recycling*

The recycling of plastics and metal waste is still ongoing, and gas emissions from incinerators are monitored to prevent health and safety risks to MINUSMA staff and the local communities.

*Monitoring*

The Mission carried out close monitoring to track non-conformities at all sites (MINUSMA and contractors' sites) through 142 environmental inspections, some of which were supported by raising the awareness of staff/troops of the Mission's environmental mandate and associated requirements.

For casualty response, the Mission has 35 clinics run by the various contingents, 3 level II hospitals in the sectors, 1 commercially contracted damage-control surgical facility and 4 level I United Nations-owned clinics. The Mission also has in place aeromedical evacuation teams in two locations. The Mission also has contractual agreements with three medical facilities outside its areas of operation for evacuation purposes whenever necessary. To improve its 10-1-2 casualty response, MINUSMA is in the process of setting up a contract with a hospital in Niamey to ensure shorter flights for all evacuations out of the Gao and Ménaka regions.

MINUSMA continues to ensure strict adherence to the flight control procedures/rules to mitigate the risk of flying unmanned aerial systems. This is particularly critical in the face of the dynamic retasking of

challenges facing the deployment and utilization of such systems in individual peacekeeping missions (para. 34).

unmanned aerial vehicle missions for maximal utilization of their extended loiter time.

There are still critical operational and safety risks owing to the very high threat level in the existing airspace arrangements/management and the fact that MINUSMA medium-altitude unmanned aerial vehicles do not have “see and avoid”, “sense and avoid” or “detect and avoid” capabilities.

In the 2018/19 period, 10 unmanned aerial systems with 28 unmanned aircraft were deployed and are based in Gao and Timbuktu.

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).

MINUSMA has a security-in-depth methodology composed of administrative, physical and technical security controls to protect ICT infrastructure and data. Administrative controls include a continually updated disaster recovery plan, a security incident response plan, awareness and security technical training, change and configuration controls, policies (acceptable-use policy and bring-your-own-device policy), standard operating procedures, security assessments and audits, vulnerability management and technical guidance documents. Technical controls include security zones using firewalls, virtual local area networks, adaptive security appliances, network address translation, filtering, intrusion protection systems, distributed denials of service, anti-virus and anti-malware programs, authentication services, authorization and accounting services and access controls. There are also various physical structures protecting the installations and equipment. Sensitive digital products from unmanned aerial systems sensors are transmitted and processed through the Mission’s secured network, which complies with the United Nations classification level of “strictly confidential”.

Recalls paragraph 39 of its resolution [69/307](#) and paragraphs 136 to 138 of the report of the Advisory Committee, reaffirms its request to the Secretary-General to ensure consistency, transparency and cost-efficiency in the budgeting for unmanned aerial systems in individual peacekeeping operation budget proposals in this regard, including by presenting expected accomplishments and indicators of achievement, as well as information on outputs, as appropriate, in the context of the results-based budget framework, and also reaffirms its request to the Secretary-General to include comprehensive information, including on lessons learned from the utilization of unmanned aerial systems in United Nations peacekeeping operations, in his next overview report (para. 36).

The Secretary-General, in paragraph 41 of and annex III to his report on the overview of the financing of the United Nations peacekeeping operations ([A/73/776](#)), provided comprehensive information on unmanned aerial systems.



*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).

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).

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

Recalls paragraph 38 of its resolution [69/307](#), and requests the Secretary-General to continue to consider measures to be implemented to strengthen the security of air crews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security

MINUSMA operated and maintained 421 light passenger vehicles, 152 special-purpose vehicles, 8 ambulances, 12 armoured personnel carriers and 175 armoured vehicles (including 3 armoured ambulances) during the 2018/19 period. The Mission continues to review the composition of its vehicle fleet to ensure that vehicles meet its operational requirements.

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

In the 2018/19 period, MINUSMA continued to implement its construction projects and prioritized them in accordance with the Mission's needs.

MINUSMA has in place various systems to ensure adequate controls are in place in the areas of procurement and assets management. The Mission continues to implement the supply chain management modules in Umoja, which have led to internalized control systems. For example, Umoja reports on stock availability before acquisitions are available and provides timely recording and recognition of assets upon acquisition. The Mission also conducts 100 per cent physical verification of assets, while ensuring any impairment and depreciation is undertaken as needed.

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

MINUSMA utilizes system contracts established by the Global Procurement Support Section (formerly known as the Regional Procurement Office) to meet particular needs whenever possible. However, the Mission undertakes its own procurement processes in cases where there are no system contracts for mission-required commodities and/or services, as MINUSMA procurement takes advantage of its knowledge of the local market and use of local languages.

The Mission ensures that, upon their arrival in Bamako, the air crews of all commercial air operators and military aviation units are provided with mandatory security training. In addition, in accordance with aviation standard operating procedures, all air crews are given adequate briefings before they take up their duties. Moreover, upon the deployment of air crews to the main operations base in the field, air

aspects are in place, and to report thereon in the context of the next overview report (para. 47).

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

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

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

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

regions provide to air crews an additional briefing on, among other subjects, security issues pertaining to the region.

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

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

MINUSMA developed and finalized the integrated strategic framework in February 2019, which includes a transition plan putting forward a gradual transfer of roles and responsibilities to the Malian Government, the United Nations country team and other partners and a monitoring framework. MINUSMA maintains constant coordination and communication with such parties in order to strengthen mandate delivery based on comparative advantages.

MINUSMA has put forward specific programmatic activities to help to support the implementation of its mandate. The cost of each activity implemented during the 2018/19 period will be presented in the supplementary information. These projects are implemented in accordance with the Administration's guidelines on mandated programmatic activities as well as the specific guidelines for disarmament, demobilization and reintegration, community violence reduction projects and mine action.

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

## Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

(Resolution [73/320](#))

### *Decisions and requests*

### *Action taken to implement decisions/requests*

Notes with regret the increasing number of casualties, and requests the Secretary-General to further strengthen the measures to ensure the safety and security of Mission personnel, in particular uniformed personnel, and to report to the General Assembly on steps taken in this regard in the context of the next Mission budget submission (para. 9).

The Mission is increasing its efforts to ensure the safety and security of mission personnel through a strengthened intelligence architecture in order to increase situational awareness and coordinate decision-making and measures while also addressing explosive threats. Efforts related to the protection of civilians have continued, in particular localized conflict-prevention efforts and capacity-building of national actors and institutions.

Notes that the various programmatic activities, to be financed through assessed contributions, of peacekeeping missions must be directly linked to Security Council mandates and reflect the evolution of those mandates (para. 13).

MINUSMA programmatic activities are key to the implementation of the Mission's mandate. They support the priority tasks highlighted in Security Council resolution [2423 \(2018\)](#), aimed at the implementation of the peace agreement and support for the restoration of State authority in the centre of the country, including through the provision of support for increased inclusivity in the peace process, particularly that of civil society, including women and youth.

Also emphasizes the importance of the accountability system of the Secretariat, and requests the Secretary-General to continue to strengthen risk management and internal controls in the management of peacekeeping budgets and to report thereon in the context of his next report (para. 16).

The senior leadership team and the Resource Stewardship Executive Group meet on a regular basis to prioritize activities, taking into consideration the overall political, security and logistical challenges and opportunities and risks. The Group is chaired by the Special Representative of the Secretary-General and is composed of the senior leadership of the Mission. It is the designated body within MINUSMA to make decisions on the use of resources and exercise delegation of authority, governance and oversight of the use of resources.

## **B. Advisory Committee on Administrative and Budgetary Questions**

### **Cross-cutting issues**

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

### *Request/recommendation*

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

The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31).

During the 2018/19 period, MINUSMA had redeployed funds between expenditure groups, which was necessitated by freight for the unplanned deployment of contingent-owned equipment combined with the improved performance of major equipment and the higher number of deployed troops and formed police personnel meeting the self-sustainment standards; and the increased costs of international and national staff, owing to the lower actual vacancy rates compared with

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

The Advisory Committee recalls the General Assembly's request in its resolution 69/307 that the Secretary-General reduce the overall environmental footprint of each peacekeeping mission. In this connection, the Committee reiterates the importance of further prioritizing and intensifying those measures found to be the most effective, including those involving disposal, removal and recycling of mission assets and materials (see A/68/782, para. 120). The Committee also looks forward to the finalization of the updated environmental management and waste management policies and trusts that specific implications relating to the impact of those policies in field missions will be included in the next overview report, along with an update on the implementation of the Rapid Environment and Climate Technical Assistance Facility project and the continuing efforts to introduce renewable energy technology alternatives in peacekeeping operations (para. 94).

In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings cited above, together with the additional observations and recommendations made in paragraphs 119 to 138 below, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of

the rates applied in the budget. The redeployment of funds was possible owing to reduced requirements pertaining to air operations, owing to the Mission's implementation of cost-efficiency measures to optimize its fleet and flight operations in accordance with the initiatives of the Secretary-General by changing the planned fleet composition with respect to the delayed deployment and non-deployment of air assets.

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

The mission-wide environmental action plan has been developed with the respective implementing sections (mainly Engineering). With regard to energy production, solar energy production for lighting and backup energy, LED lights, generator synchronization in the main camps and building with double roofing have contributed to reducing the Mission's greenhouse gas emissions. Water consumption was monitored with the installation of a water meter in each camp to ensure a rational use of water supplied. A significant improvement was accomplished in terms of the installation and operation of wastewater treatment plants in the main camps, and the improvement of dumping sites in some locations fostered the mission-wide reduction, from significant to moderate, of the risk associated to wastewater management. Solid waste was managed with minimum risks to the environment and the local communities at all MINUSMA sites. The recycling of plastics and metal waste is still ongoing, and gas emissions from incinerators are monitored to prevent health and safety risks to MINUSMA staff and the local communities. The Mission carried out close monitoring to track non-conformities at all sites (MINUSMA and contractors' sites) through 142 environmental inspections, some of which were supported by raising the awareness of staff/troops of the Mission's environmental mandate and associated requirements.

The United Nations conducted a comprehensive review of aviation in field missions to enhance the cost effectiveness and efficiency of air operations, as reported in paragraph 111 of the report of the Secretary-General on the overview of the financing of the United Nations peacekeeping operations (A/72/770). Based on the review of the Mission's

*Request/recommendation*

air operations, including the possibility of realizing significant cost savings in future budgets (para. 116).

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

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

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

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

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

*Action taken to implement request/recommendation*

expenditures for the 2018/19 period, reduced requirements of \$37.5 million were realized.

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

The Secretary-General, in paragraph 41 of and annex III to his report on the overview of the financing of the United Nations peacekeeping operations ([A/73/776](#)), provided comprehensive information on unmanned aerial systems. The MINUSMA budget is based on actual existing contracts and foreseen requirements and, where that is not possible, required unmanned aerial systems costs are based on contracts that exist in other missions.

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

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

MINUSMA strives to continue to improve the medical standards and capabilities and in that regard the Mission has implemented the capacity-building of medical staff using "Health Care Quality and Patient Safety" assessments for level I-plus, level II and level III hospitals as well as capacity-building and training on pre-hospital trauma life support and advanced cardiac life support. The Mission also plans to conduct predeployment training for military medical personnel and ensure compliance with the troop-contributing countries' level II medical staff clearance.

## Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

(A/73/755/Add.7 and General Assembly resolution 73/320)

### *Request/recommendation*

The Committee notes with concern the high number of casualties and pending death and disability claims and recalls paragraph 25 of General Assembly resolution 66/264, in which the Assembly urged the Secretary-General to take all necessary measures to ensure the timely settlement of all such claims within three months from the date of their submission. The Committee recommends that the Assembly request the Secretary-General to undertake additional efforts to address the backlog of death and disability claims (para. 9).

The Committee trusts that the Mission will ensure that troop accommodations meet United Nations standards and that it will provide an update in its next report (para. 16).

The Advisory Committee recalls the request of the General Assembly, expressed consistently in its resolutions on peacekeeping budgets, that the Secretary-General ensure that vacant posts be filled expeditiously (A/71/836, para. 108). The Committee also reiterates its view that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates. In cases where the proposed budgeted rates differ from the actual rates at the time of budget preparation, clear justification should be provided in related documents for the rates used (A/70/742, para. 45). The Committee stresses once again that the continuing requirement for posts that have been vacant for two years or longer should be reviewed and the posts either proposed for retention, with rejustification, or abolishment in subsequent budget proposals (A/69/839, para. 67; see also General Assembly resolution 66/264) (para. 21).

The Committee welcomes the pro bono contribution made by the Government of Germany and trusts that the Secretary-General will provide updated information to the General Assembly at the time of its consideration of the present report (para. 35).

Noting the delay in deploying unmanned aerial vehicles in Kidal, the Advisory Committee trusts that updated information will be presented to the General Assembly at the time of its consideration of the present report. The Committee recommends that the Assembly request the Secretary-General to include a detailed analysis of the use of unmanned aerial systems,

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

The Mission continues to work with the Uniformed Capabilities Support Division to take the required and necessary measures to ensure the timely settlement of death and disability claims.

MINUSMA has made every effort to ensure that a high percentage of the deployed troops are provided with accommodations that meet United Nations standards. As at 30 June 2019, 93 per cent of troops were accommodated in premises that met United Nations standards.

The Mission is finalizing its recruitment strategy aimed at accelerating the filling of long-vacant posts. The budgeted vacancy rates applied by the Mission are based on the actual vacancy rates in the month/period preceding budget finalization. However, the fact that lapse of time between budget finalization and budget approval is long enough to affect the vacancy rates applied at the time of budget preparation remains a challenge.

A letter of assist was signed with a Member State for the provision of an unmanned aerial system at an annual cost of \$3 million.

A total of 547 unmanned aerial vehicle flights were deployed during the 2018/19 period, as follows: 271 for intelligence-gathering; 204 for operations; 62 for convoy support; and 10 for emergency operations.



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

including information on their efficiency, cost and the lessons learned from their utilization in his next report on MINUSMA (para. 37).

The 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. The Committee reiterates that more efforts are required, in particular in areas where travel can be better planned (see also [A/73/779](#), para. 16) (para. 39).

The Committee trusts that detailed information on the quick-impact projects will be included in the next report of the Secretary-General on MINUSMA (para. 41).

The Advisory Committee welcomes the measures taken by MINUSMA to implement its environment strategy and encourages the Mission to pursue its efforts in this area (para. 43).

The Advisory Committee notes the low level of female representation, particularly among national General Service staff and government-provided personnel, and encourages the Mission to increase female representation (para. 44).

The Mission continues to encourage its staff to comply with the advance purchase policy directive, and efforts are under way to improve the rate of compliance.

A total of 154 quick-impact projects were implemented across the mission area, including in support of the integrated strategic framework, together and in complementarity with the United Nations country team and the humanitarian country team efforts.

The mission-wide environmental action plan has been developed with the respective implementing sections. With regard to energy production, solar energy production for lighting and backup energy, LED lights, generator synchronization in the main camps and building with double roofing have contributed to reducing the Mission's greenhouse gas emissions. Water consumption was monitored with the installation of a water meter in each camp to ensure a rational use of water supplied. A significant improvement was accomplished in terms of installation and operation of wastewater treatment plants in the main camps, and the improvement of dumping sites in some locations fostered the mission-wide reduction, from significant to moderate, of risk associated to wastewater management. Solid waste was managed with minimum risks to the environment and the local communities at all MINUSMA sites. The recycling of plastics and metal waste is still ongoing, and gas emissions from incinerators are monitored to prevent health and safety risks to MINUSMA staff and the local communities. The Mission carried out close monitoring to track non-conformities at all sites (MINUSMA and contractors' sites) through 142 environmental inspections, some of which were supported by raising the awareness of staff/troops of the Mission's environmental mandate and associated requirements.

MINUSMA continues its efforts to close the gender gap across all categories of staff. The Mission recognizes that external factors such as challenging security and living conditions in the regions have hampered these efforts.

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

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MINUSMA continues to make every effort to recruit and retain female candidates to achieve gender parity. As part of this effort, the Head of Mission has urged all section chiefs to ensure that suitable qualified female candidates receive consideration for all vacant positions. The Mission is working closely with all stakeholders to further close its gender gap and continues its advocacy with programme managers to select female applicants.

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## Annex I

### Definitions

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

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

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

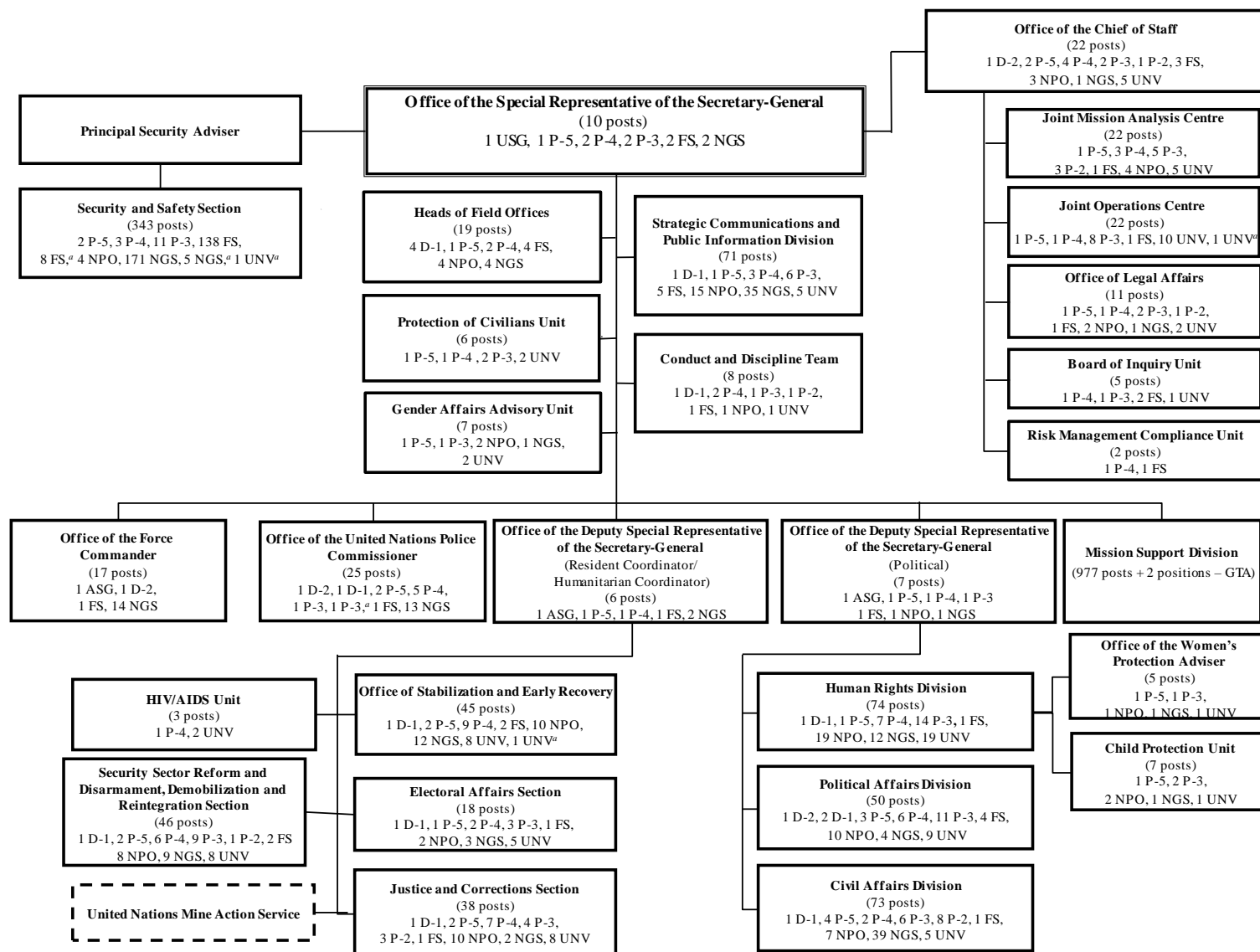
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

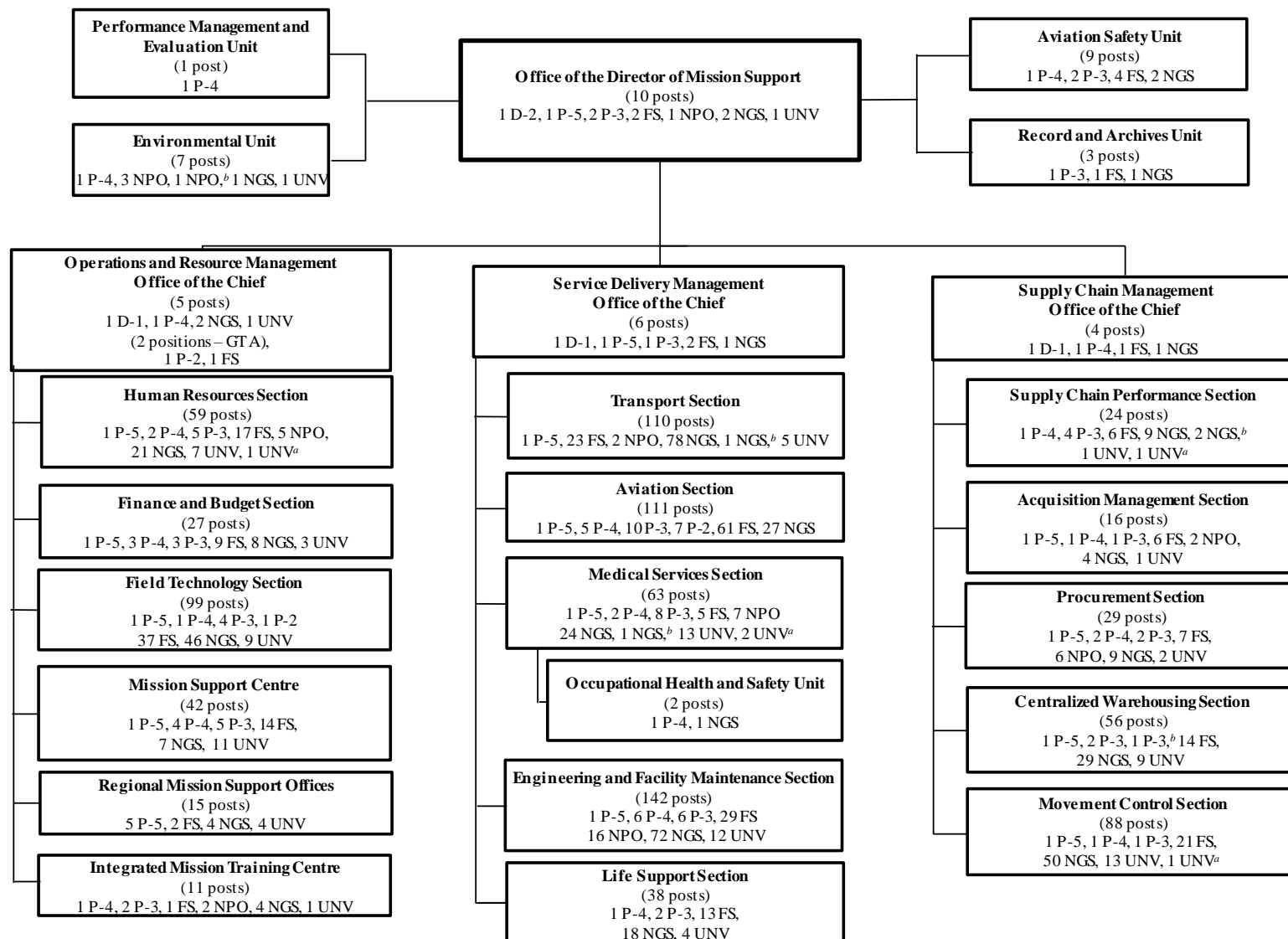
## Annex II

## Organization charts

## A. Substantive and administrative offices



## B. Mission Support Division



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

<sup>a</sup> New post.

<sup>b</sup> Reassignment.

## Annex III

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

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
Peace, security and national reconciliation World Food Programme (WFP): \$840,000 (in 2020) and \$360,000 (in 2021); United Nations Development Programme (UNDP): \$5,118,075 (in 2020); United Nations Educational, Scientific and Cultural Organization (UNESCO): \$75,000 (in 2020–2021) and \$848,362 (in 2020); United Nations Children's Fund (UNICEF): \$1,100,000 (per year in 2020 and 2021); United Nations Capital Development Fund (UNCDF): \$400,000 (in 2020); United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women): \$7,163,764 (in 2019); Office of the United Nations High Commissioner for Refugees (UNHCR): \$4,021,227 (in 2019)	<p>1. Peace and stabilization are ensured through inclusive political dialogue, the reform of the institutions concerned and the promotion of peaceful coexistence and respect for human rights</p> <p>2. Social cohesion is facilitated through transitional justice, inclusive community dialogue and a culture of and education for peace</p>	<p>1.1 Explosives risks are reduced through enhanced national and community capacity</p> <p>1.2 The security sector is strengthened through the implementation of the national policy on security sector reform, including armed groups</p> <p>1.3 The technical, logistical and institutional capacities of the National Commission on Disarmament, Demobilization and Reintegration and relevant stakeholders are strengthened for the implementation of demobilization and inclusive reintegration (ex-combatants, militias and self-defence groups, communities and vulnerable groups, including children)</p> <p>2.1 The technical capacities of institutions in charge of reconciliation and transitional justice processes and civil society are strengthened to promote reconciliation and the right of victims, including women, to truth, justice and reparation</p> <p>2.2 Communities achieve the technical capacity to prevent and manage community conflicts, strengthen social cohesion and create conditions for the return of refugees and internally displaced persons</p> <p>2.3 The technical and material capacities of institutions (the Ministry of Education, the Ministry of Higher Education and Research, students and teachers' unions) are strengthened for the promotion of education in a culture of peace and human rights</p> <p>2.4 Tangible and intangible damaged cultural heritage is rehabilitated and tools for the promotion of diversity in cultural expressions are developed</p>	<p>Lead: UNDP and Food and Agriculture Organization of the United Nations (FAO)</p> <p>United Nations partners: UNICEF, United Nations Industrial Development Organization (UNIDO), International Fund for Agricultural Development (IFAD), United Nations Population Fund (UNFPA), WFP, World Health Organization (WHO), International Labour Organization (ILO), United Nations Human Settlements Programme (UN-Habitat)</p>

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
<p>Good governance</p> <p>WFP: not available; UNICEF: \$954,600 (per year in 2020 and 2021); UNDP: \$7,785,165 (in 2020); UNFPA: \$350,000 (per year in 2020 and in 2021); UN-Women: \$559,537 (in 2019)</p>	<p>3. State, national and local institutions carry out their public service missions more effectively, and non-State actors participate and ensure citizen control in accordance with the principles of good governance and the rule of law</p>	<p>3.1 The capacities of the National Assembly and public finance control structures (Accounts Section of the Supreme Court) are strengthened to improve accountability in the management of public policies</p> <p>3.2 The capacities of the State, the electoral management body and community-based organizations are strengthened to improve the credibility of electoral processes and promote greater participation, especially of women and young people</p> <p>3.3 The strategies and available action plans are operationalized for the reinforcement of decentralization and the consolidation of local governance</p> <p>3.4 The capacity of public institutions (at the national, regional and sectoral levels) for evidence-based planning and programming, monitoring and evaluation and production of comparable and disaggregated statistical data is strengthened</p> <p>3.5 Capacities of civil society organizations and the media are strengthened to improve citizen control, the accountability of institutions and the participation of women and young people in public life</p> <p>3.6 The functioning of the judicial, penitentiary and anti-impunity bodies is improved throughout the national territory in a reformed legal framework in line with the principles of the rule of law</p> <p>3.7 Formal and informal national mechanisms for the promotion and protection of human rights have the institutional and technical capacities to better accomplish their missions in accordance with international standards</p>	<p>Lead: UNDP</p> <p>United Nations partners: UNICEF, UN-Women, UNFPA, UNHCR, UNCDF, International Organization for Migration (IOM)</p>
<p>Access to social services</p> <p>WFP: \$95,976,725 (in 2020) and \$92,807,498 (in 2021);<sup>a</sup> UNESCO: \$2,750,624 (in 2020-2021); UNFPA: \$7,820,000 (in 2020) and</p>	<p>4. Populations, especially women and children, the most vulnerable and those affected by crises, have increased and equitable access to and use of quality basic social services</p>	<p>4.1 Women, children and young people, especially the most vulnerable, use an integrated package of quality health services</p> <p>4.2 People, especially the most vulnerable, have access to quality HIV and AIDS prevention and care services</p> <p>4.3 Mothers and children, especially the most vulnerable or affected by the food and nutrition crises, benefit from a comprehensive package of nutritional interventions at the community and service levels</p>	<p>Lead: UNICEF and UNFPA</p> <p>United Nations partners: WHO, WFP, UNESCO, UNAIDS, UN-Women, FAO, UNHCR, Office for the Coordination of Humanitarian Affairs, UNDP, World Bank</p>

Priorities	Outcomes	Outputs	Lead, partners, mechanism
<p>\$8,820,000 (in 2021); UNICEF: \$33,297,965 (per year in 2020 and 2021); UNDP: \$6,204,987 (in 2020); Joint United Nations Programme on HIV/AIDS (UNAIDS): \$170,000 (in 2019); UN-Women: \$215,000 (per year in 2018 and 2019); UNHCR: \$2,195,233 (in 2019)</p> <p>Sustainable growth</p> <p>FAO: \$18,474,408; WFP: \$22,995,136 (in 2020) and \$23,430,062 (in 2021);<sup>a</sup> UNDP: \$14,692,140; UNESCO: \$9,989,735 (in 2020–2021); UNICEF: \$9,969,158 (per year in 2020 and 2021); UNFPA: \$22,000; WHO: \$621,511; UNIDO: \$294,728; UN-Women: \$2,691,267; UNCDF: \$1,600,000 (in 2019); IFAD: \$18,029,356 (in 2019)</p>	<p>5. Disadvantaged populations, particularly women and young people, benefit from increased productive capacities and opportunities in a healthy and sustainable environment conducive to poverty reduction</p>	<p>4.4 Preschool- and school-age children and young people, especially the most vulnerable, have access to quality basic education</p> <p>4.5 Vulnerable groups (girls, boys and women) are protected against violence, abuse and exploitation and adequately cared for</p> <p>4.6 Vulnerable groups benefit from adequate social protection services</p> <p>5.1 Disadvantaged populations and family farms benefit from technical skills, income-generating capabilities and activities to improve food and nutrition security</p> <p>5.2 State structures, the private sector, the diaspora and civil society have technical skills and means to improve productive and commercial capacities to promote green and inclusive growth</p> <p>5.3 The implementation of national policies for job creation and women's entrepreneurship promotes better socioeconomic integration of young people and women</p> <p>5.4 Vulnerable populations have a better living environment through sustainable access to water and adequate sanitation</p> <p>5.5 The resilience of populations to climate change is reinforced by the implementation of policies to promote the increased use of new and renewable energies, energy efficiency through adaptation to climate change and disaster risk reduction</p> <p>5.6 People and other actors affected by desertification and deforestation have increased capacity to manage natural resources sustainably and protect biodiversity and ecosystems</p>	<p>Lead: UNDP and FAO</p> <p>United Nations partners: FAO, UNCDF, WFP, UNDP, UN-Women, WHO, UNIDO, UNESCO, UNICEF</p>

<sup>a</sup> These figures do not include the scale-up of World Food Programme responses in Mali that is currently under preparation and is to be launched in early 2020.

## Map

