



General Assembly

Distr.: General
13 November 2020

Original: English

Seventy-fifth session

Agenda item 169

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

Budget for the African Union-United Nations Hybrid Operation in Darfur for the period from 1 July 2020 to 30 June 2021

Report of the Secretary-General

Contents

	<i>Page</i>
I. Mandate and planned results	5
A. Overall	5
B. Planning assumptions and mission support initiatives	6
C. Regional mission cooperation	11
D. Partnerships and country team coordination	12
E. Results-based budgeting frameworks	12
II. Financial resources	38
A. Overall	38
B. Non-budgeted contributions	39
C. Efficiency gains	39
D. Vacancy factors	39
E. Contingent-owned equipment: major equipment and self-sustainment	40
F. Training	40
G. Mine detection and mine-clearing services	41
H. Other programmatic activities	41
III. Analysis of variances	43



IV. Actions to be taken by the General Assembly	47
V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286 and 74/261 C, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly	47
A. General Assembly	47
B. Advisory Committee on Administrative and Budgetary Questions	57
C. Board of Auditors	65
D. Office of Internal Oversight Services	66
Annexes	
I. Definitions	67
II. Organization charts	69
Map	73

Summary

The Secretary-General, in his note on the financing of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) for the period from 1 July to 31 December 2020 (A/74/810), indicated that a detailed budget proposal for the 2020/21 period would be prepared for consideration during the main part of the seventy-fifth session of the General Assembly.

The present report contains the budget for UNAMID for the period from 1 July 2020 to 30 June 2021, which amounts to \$474,041,600. In its resolution 74/261 C, the General Assembly authorized the Secretary-General to enter into commitments of up to \$240,182,900 until 31 December 2020. The present budget proposal takes into consideration the amounts authorized by the Assembly for the 2020/21 period.

The proposed budget provides for the deployment of up to 49 military observers, 4,001 military contingent personnel, 760 United Nations police officers, 1,740 formed police personnel, 527 international staff, 872 national staff, 97 temporary positions, 68 United Nations Volunteers and 6 government-provided personnel by 30 June 2021.

The total resource requirements for UNAMID for the financial period from 1 July 2020 to 30 June 2021 have been linked to the Operation's objective through a number of results-based budgeting frameworks, organized according to components, which have been aligned with the key priorities endorsed by the Security Council in its resolution 2429 (2018) and reiterated in its resolutions 2479 (2019), 2495 (2019) and 2525 (2020), namely: (a) support to the peace process; (b) protection of civilians; (c) support to the mediation of community conflict; and (d) support. The human resources of the Operation in terms of the number of personnel have been attributed to the individual components, with the exception of the Operation's executive direction and management, which can be attributed to the Operation as a whole.

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

Financial resources

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

Category	Expenditures (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
Military and police personnel	343 272.5	226 194.8	209 067.8	(17 127.0)	(7.6)
Civilian personnel	216 654.0	161 913.4	171 693.7	9 780.3	6.0
Operational costs	155 051.1	126 397.4	93 280.1	(33 117.3)	(26.2)
Gross requirements	714 977.6	514 505.6	474 041.6	(40 464.0)	(7.9)
Staff assessment income	21 180.6	14 186.3	15 218.8	1 032.5	7.3
Net requirements	693 797.0	500 319.3	458 822.8	(41 496.5)	(8.3)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	714 977.6	514 505.6	474 041.6	(40 464.0)	(7.9)

Human resources^a

	<i>Military observers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Formed police units</i>	<i>Inter- national staff</i>	<i>National staff^b</i>	<i>Temporary position^c</i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
Executive direction and management										
Approved 2019/20	—	—	—	—	68	40	—	—	—	108
Proposed 2020/21	—	—	—	—	68	40	—	—	—	108
Components										
Support to the peace process										
Approved 2019/20	—	—	—	—	10	16	—	—	—	26
Proposed 2020/21	—	—	—	—	10	16	—	—	—	26
Protection of civilians										
Approved 2019/20	49	4 001	760	1 740	52	34	—	2	6	6 644
Proposed 2020/21	49	4 001	760	1 740	52	34	—	2	6	6 644
Support to the mediation of community conflict										
Approved 2019/20	—	—	—	—	10	14	—	—	—	24
Proposed 2020/21	—	—	—	—	10	14	—	—	—	24
Support										
Approved 2019/20	—	—	—	—	390	774	97	66	—	1 327
Proposed 2020/21	—	—	—	—	387	768	97	66	—	1 318
Total										
Approved 2019/20	49	4 001	760	1 740	530	878	97	68	6	8 129
Proposed 2020/21	49	4 001	760	1 740	527	872	97	68	6	8 120
Net change	—	—	—	—	(3)	(6)	—	—	—	(9)

^a Represents the highest level of authorized/proposed strength.

^b Includes 124 National Professional Officers and 748 national General Service staff.

^c Funded under general temporary assistance.

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

I. Mandate and planned results

A. Overall

1. The mandate of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) was established by the Security Council in its resolution 1769 (2007). The most recent extension of the mandate was authorized by the Council in its resolution 2525 (2020), by which the Council extended the mandate until 31 December 2020. In the same resolution, the Council also requested the Secretary-General and the Chairperson of the African Union Commission to provide the Council with a special report, by 31 October 2020, that would include an assessment of the situation on the ground, including the impact of the peace process on the security situation in Darfur, the capacity of the transitional Government of the Sudan, especially of the police, to protect civilians and to make recommendations on the responsible drawdown and exit of UNAMID, taking into account the impact of the coronavirus disease (COVID-19) pandemic. The special report was published in November 2020 (S/2020/1115).

2. Pending the decision by the Security Council on the special report and in accordance with its resolution 2525 (2020), the Operation will continue to implement that resolution and the provisions of resolutions 2429 (2018), 2479 (2019) and 2495 (2019). Implementation of the Operation's mandate during the period will take into consideration the signing of the Juba Agreement for Peace in the Sudan on 3 October 2020 and the need for continued coordination and transition measures and efficiencies with the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS). The Operation will adjust its geographical footprint in order to enhance engagement with the Government of the Sudan at the federal and state levels on the protection of civilians, pursuant to resolution 2525 (2020), as the Operation's strategic priority. An integrated team, led by a political team leader, and supported by police and other substantive sections, are to be deployed to Darfur state capitals – from where UNAMID had withdrawn in an earlier drawdown – to support state authorities in implementing the Government's National Plan for Civilian Protection (S/2020/429, annex), in a manner that is consistent with United Nations principles, purposes and generally accepted international standards.

3. The Operation is mandated to assist the Government of the Sudan in achieving the overall objective of a lasting political solution and sustained peace and security in Darfur. In the meantime, the Juba Agreement and the National Plan for Civilian Protection have substantially changed the context of the Operation.

4. Within the context of this overall objective, UNAMID will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components: (a) support to the peace process; (b) protection of civilians; (c) support to the mediation of community conflict; and (d) support, which are derived from the mandate of the Operation. UNAMID will also focus on strengthening the capacity of the Government of the Sudan and other key stakeholders, including UNITAMS through its mandate related to the protection of civilians, to undertake this task after the departure of UNAMID from Darfur.

5. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Operation, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNAMID, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management of the Operation, which can be attributed to

the Operation as a whole. Variances in the number of personnel, compared with those presented in the approved budget for the 2019/20 period, including proposed staffing actions, have been explained under the respective components.

6. The Operation is headed by the Joint Special Representative of the Chairperson of the African Union Commission and the Secretary-General, at the level of Under-Secretary-General. The Joint Special Representative is assisted by a Deputy Joint Special Representative of the Secretary-General at the level of Assistant Secretary-General. The military component is headed by a Force Commander at the Assistant Secretary-General level, while a Police Commissioner at the D-2 level heads the Police Division.

7. The overall management of UNAMID is carried out on the basis of United Nations standards, principles, and established practices. Backstopping and command and control structures for the Operation are provided by the United Nations. All command and control structures and the main offices of the Operation are located in Khartoum and Darfur.

B. Planning assumptions and mission support initiatives

8. During the period from 1 July 2020 to 30 June 2021 and within its deployed capabilities, UNAMID will continue to implement its mandate as set out in resolution [2525 \(2020\)](#), in which it is stated that its strategic priority is the protection of civilians. A reference is made in resolution [2525 \(2020\)](#) to paragraph 3 (iii) of resolution [2495 \(2019\)](#), in which it is stated that UNAMID shall focus on the protection of civilians, monitoring and reporting on human rights, including sexual and gender-based violence and grave violations against children, the facilitation of humanitarian assistance and the safety and security of humanitarian personnel, and contribute to the creation of the necessary security conditions for the voluntary, informed, safe, dignified and sustainable return of refugees and internally displaced persons, or where appropriate, their local integration or relocation to a third location. The decision of the Council regarding the future of UNAMID will be taken following the submission of the special report of the Secretary-General and the African Union Chairperson. Until such a decision is taken, it is prudent to retain the current resources of the Operation to sustain it throughout the entire budget period. In the meantime, the Operation is currently continuing its transition and drawdown planning.

9. The peace talks in Juba culminated in the signing of a comprehensive peace agreement signed on 3 October 2020 by the Government of the Sudan, the Sudanese Revolutionary Front coalition of armed opposition groups and the Sudan Liberation Army-Minni Minawi faction. The Juba Agreement consists of region-specific protocols pertaining to Darfur, the Two Areas as they relate to the Sudan People's Liberation Movement-North Malik Agar faction, and east, north and central Sudan, as well as a separate protocol on national issues. The latter extends the transitional period to 39 months from the signing of the Agreement, reallocates key positions in the Government and seats in the National Assembly to the signatories, and contains calls for national dialogue and constitutional reform. The protocols on central, east and north Sudan address economic, political, social and cultural issues in each region. The protocol involving the Agar faction stipulates power- and wealth-sharing and security arrangements that include the formation of a national army, a permanent ceasefire and monitoring mechanism, and a comprehensive disarmament, demobilization and reintegration programme. The protocol on Darfur deals with power- and wealth-sharing; security arrangements; issues related to displacements; accountability and justice; and land and intercommunal violence. These provisions stipulate, among others, the following: the reinstatement of Darfur's regional status; proportional allocation of state and local government posts; the launch of a Darfur

development fund with an annual budget of \$750 million for 10 years; the resolution of forcible land occupation and the establishment of a Darfur land commission, the establishment of a special court and appointment of an independent prosecutor; and the voluntary return of internally displaced persons and refugees with guarantees of security, return of land, compensation and basic services. The provisions for security arrangements include a permanent ceasefire and monitoring mechanism and the deployment of forces comprising 12,000 civilian protection force, composed of elements of the Sudanese Armed Forces and the signatory armed movements, to protect civilians in Darfur, which was established by the Sovereign Council through decree No. 360 of 13 October 2020. The civilian protection force began to deploy on 15 October to 3 sectors and 18 team sites in Darfur.

10. A key planning assumption for the period is that UNAMID responsibilities will make the transition to the Government of the Sudan and other United Nations system partners, including UNITAMS and the United Nations country team. UNAMID will continue to be guided by the whole-of-system approach for Darfur, keeping in mind the anticipated drawdown and eventual closure of the Operation, and the avoidance of a gap in critical peacebuilding and stabilization capacities in Darfur's protection hotspots, in particular in the greater Jebel Marra area. The whole-of-system transition concept is predicated on close cooperation with United Nations system partners and focused on providing sustainable solutions to critical conflict drivers to prevent a relapse into conflict and enabling the Government, UNITAMS, the United Nations country team, civil society partners and international actors to mitigate the impact of the eventual exit of UNAMID.

11. The Operation will continue to focus on the protection of civilians as a strategic priority, while at the same time increasing its activities to a two-fold transition of activities to UNITAMS and the Government of the Sudan. It will also support the deployment of UNITAMS and may be expected to accelerate its drawdown and planning for an eventual exit. The transition of common strategic objectives from UNAMID to UNITAMS will be phased, sequenced and efficient, and will maintain the necessary personnel until UNITAMS becomes operational in Darfur. This would allow for a smooth handover of responsibilities to UNITAMS and would mitigate some of the protection gaps.

12. At the federal level, UNAMID will focus on the transition and handover of protection functions, including physical protection, to the Government of the Sudan, in line with the Juba Agreement and the National Plan for Civilian Protection announced by the Government in May 2020, in coordination with UNITAMS. The Operation will adjust its footprint to strengthen its advisory and liaison capacity at the federal and state levels to support governmental authorities in the implementation of the National Plan; utilize requisite capacity for physical protection, in particular in the greater Jebel Marra area; and put in place response modalities in coordination with the Sudanese authorities for in extremis situations in other parts of Darfur. Furthermore, the implementation of programmatic activities that advance protection objectives, done either by UNAMID or through the State liaison functions modality, will be readjusted and focus primarily on the hotspots/conflict-prone areas.

13. The Operation will continue to respond to threats to civilians posed by the explosive remnants of war, especially within the greater Jebel Marra area, where activities had been halted during the COVID-19-related lockdown. UNAMID and the United Nations country team will jointly support the National Mine Action Centre as the United Nations seeks to ensure the transition of this role to national authorities and local non-governmental organizations, with the aim of preserving local capacities for the safe disposal of explosive remnants of war during the transition period and after UNAMID exits from Darfur. If UNAMID enters its anticipated drawdown and liquidation phases, the United Nations Mine Action Office would retain explosive

remnants of war teams to support team site closures and the disposal of ammunition but would no longer perform its current explosive remnants of war clearance activities. Responsibility for mine action in Darfur, including explosive remnants of war clearance, will transfer from UNAMID to the Government of the Sudan, supported by UNITAMS in accordance with paragraph 2 (iii) (a) of Security Council resolution [2524 \(2020\)](#).

14. Within its current mandate, capacities and existing resources, the Operation is also requested to provide support to the Government of the Sudan in its effort to contain the spread of COVID-19 as it relates to the protection of civilians. The modalities for support would include the distribution of sanitary supplies and information, education and communication materials across Darfur, focusing on hotspots and camps for internally displaced persons and justice and prisons institutions, within which are found the most vulnerable populations, and the provision of public health education, training-of-trainer sessions and awareness-raising workshops to communities in order to raise the awareness of Darfuris on preventive measures to help to stop the spread of the pandemic within their communities. In addition, the Operation will support state-level medical institutions, within the Operation's mandate and resources, to support elements of the national country preparedness and response plan for COVID-19 in Darfur. The Operation will also take all appropriate steps to protect the safety, security and health of all UNAMID and other United Nations personnel present in Darfur from the threat of COVID-19 by implementing relevant measures as communicated and required by global health agencies, the Department of Operational Support and the Government.

15. During this period, the final phase of the State liaison functions activities will be implemented, leading to a phased closure of the mechanism. The programmatic activities in the more stable areas of Darfur shall either be completed or handed over to the United Nations country team or other partners for continued sustainability of the services and mechanisms that were jointly implemented. Work towards the further enhancement of the protective environment in the most volatile areas, in the greater Jebel Marra area, South Darfur (Kalma) and West Darfur will be oriented towards the eventual handover to other partners, including the Sudanese authorities, UNITAMS and the United Nations country team. Programmes will be geared towards addressing the conflict drivers in these volatile areas through, among others, extending State authority through the further enhancement of the criminal justice chain, human rights monitoring, support for conflict resolution initiatives in addressing intercommunal conflict, especially land-related conflicts, support for resilience and livelihood activities and interventions to promote peaceful coexistence, and the monitoring of grave violations against the most vulnerable groups, in particular women and youth. In this regard, priority efforts should be given to areas with an increased prevalence of intercommunal conflicts, especially in areas where farmers and herders conduct livelihood activities and around migratory routes. UNITAMS and the United Nations country team will establish an appropriate mechanism for joint and coordinated peacebuilding support, on the basis of lessons learned from the State liaison functions, in accordance with paragraph 7 of resolution [2524 \(2020\)](#).

16. Support for the implementation of the Juba Agreement, especially for Darfur, will remain a priority for UNAMID and will be coordinated closely with UNITAMS and other partners, such as the African Union. The Operation will continue to support the national Peace Commission through advocacy, policy development and capacity-building, ensuring continued collaboration with the United Nations country team for complementarity in the provision of support process to the Commission. If requested to do so, the Operation will support the implementation of a cessation of hostilities agreement and other security arrangements, as well as a disarmament, demobilization and reintegration programme, in the context of the peace process.

17. The UNAMID military component, with an authorized strength of 4,050 military personnel, including 135 staff officers and 49 military observers, will operate from seven team sites and a temporary operating base, with its headquarters in Zalingei, Central Darfur. The component will comprise four infantry battalions, one of which will be earmarked as a force reserve battalion stationed at Zalingei, a military police company, a headquarters company, a multi-role engineering company and a level II medical facility in Kabkabiyah, North Darfur. The police component, with an authorized strength of 2,500 police personnel, comprising 760 individual police officers and 11 formed police units of up to 1,740 personnel, will be deployed in the 12 team sites, 1 temporary operating base, a mobile training team and a capacity-building and development team in the State liaison functions areas, the Khartoum Liaison Office, UNAMID headquarters in Zalingei, Central Darfur, and the logistics base in El Fasher, to perform human resources and administrative support functions. Owing to COVID-19 constraints, uniformed components adjusted their patrolling to area dominance with minimal person-to-person interactions in order to observe social distancing. Numbers of patrols were also reduced to short-range patrols, and person-to-person capacity-building for police was constrained. Nevertheless, training and capacity-building activities that were compliant with social distancing, the use of face masks, hand hygiene and other rules continued as far as feasible.

18. UNAMID will ensure that the cross-cutting principles of gender equality and women's rights and commitments under Security Council resolutions on women and peace and security are integrated into all components of the mandate for the 2020/21 period. The Operation will advocate the protection of women's rights and ensure the increased participation of Darfuri women in the political and peace process, conflict resolution, governance structures, post-conflict planning and peacebuilding. Through the support of national and state-level women's mechanisms, UNAMID will promote gender equality and women's rights across Darfur, in line with the provisions of Security Council resolution [1325 \(2000\)](#), for a smooth transition of functions to UNITAMS, the United Nations country team and state and federal institutions, including the Ministry of Labour and Social Development, for the unarmed protection of civilians.

19. In line with resolution [2525 \(2020\)](#), UNAMID is requested to continue transition planning and management in accordance with established policies, directives and best practices. UNAMID will continue to maintain its current authorized personnel strength, apart from a decrease of nine posts in the Procurement Section, compared with the approved staffing levels for the 2019/20 period. The overall decrease in resource requirements in the amount of \$40.5 million compared with the Operation's approved budget for the 2019/20 period reflects reductions in procurement volumes because UNAMID operations have declined in response to previous Security Council resolutions. The Operation will further review its footprint in the Darfur region should the Council convey this decision with respect to the anticipated drawdown and eventual closure of UNAMID through its resolution, which is expected to be adopted in December 2020.

20. The Operation will also plan and prepare for the closure and handover of team sites and assets to designated civilian end users, including UNITAMS and the United Nations country team, following the decision of the Security Council expected by 31 December 2020. In the meantime, preparatory activities for drawdown and closure broadly include environmental assessment and clean-up, asset, equipment and inventory reduction, housekeeping exercise at all locations, and the reduction in footprint, where feasible.

21. UNAMID maintains 14 team sites including the Operation's headquarters in Zalingei, 1 logistics base at El Fasher, an office in Port Sudan and the Khartoum

Liaison Office. Depending on the decision of the Security Council on the course of action with respect to the anticipated drawdown and eventual closure of UNAMID, the Operation envisages a sequenced closure of all locations, the repatriation of uniformed personnel and a significant reduction in the number of civilian personnel. The timelines are based on limitations related to the COVID-19 pandemic, procedural delays, internal capacity and seasonal constraints owing to the rainy season and related accessibility of the Operation's facilities during this period. UNAMID is prepared for an immediate drawdown in 2021, with closures of the team sites in the less volatile areas, such as Saraf Umrah, Kutum, Khor Abeche, Menawashie, Kass, Golo, Nertiti, Sortony, Tawilah, Kalma (plus Nyala II), Zalingei, Shangil, Tobaya, Kabkabiyah and El Fasher. While the Kutum team site was being prepared for the closure, the deteriorating security situation in the area might delay the drawdown process, especially if the Council mandates the continuation of activities related to the protection of civilians during the drawdown period. The Operation's drawdown plan will be kept under constant review, depending on the decision of the Council and fast-changing developments on the ground.

22. On the basis of lessons learned from the looting incidents in El Geneina and Nyala, the Operation developed and agreed to a strategy for site handover that includes a tailored and phased approach to each site, with the aim of bringing civilian end users in situ while the mission is still present and thus enable a managed handover that would secure political support and resources to maintain the sites in the most useful way possible, in order to benefit the local community. With regard to the implementation of the revised strategy for the handover of UNAMID team sites/premises in the context of the eventual mission drawdown and exit, the Operation has developed terms of reference and established a workstream to recommend agreed options for sustainable end use by civilian entities in the common interest of the wider community and work with the identified end users to enable them to maintain and manage the sites/facilities through capacity-building, training or other support.

23. The Operation will continue to provide in-house training opportunities to assist and prepare national staff in their future professional careers. Outgoing national staff are encouraged to take advantage of advertised vacancies in the follow-on mission (UNITAMS) and other United Nations agencies, funds and programmes, and to hone their skills for the local job market. To this end, the Operation has, in the past 12 months, held the following courses and fairs: a "career pathway and empowering your transition" workshop, a project management course, a microenterprise development fair in cooperation with local governmental institutions and authorities, vocational training programmes (vehicle mechanics, general electricity, plumbing, air conditioning, welding, and carpentry and general construction) affiliated with local educational institutions, and an e-course on unarmed civilian protection.

24. Until viable solutions to address the COVID-19 pandemic are found and applied at the country level, UNAMID will continue to implement and deliver its mandate under a COVID-19 operating environment and with the mitigation measures conveyed by the Government of the Sudan, the Department of Operational Support and international health organizations. UNAMID will maintain continuity of critical mandated priorities in Darfur through a regular review of the Operation's mitigation measures and medical preparedness to ensure that UNAMID and United Nations personnel and the communities that the Operation serve in are protected and remain safe. The crisis management working group will continue to monitor the COVID-19 pandemic situation on the ground in Darfur and at the country level, and will recommend to the crisis management team decisions, actions and adjustments that the Operation should undertake for staff safety and operability. In addition, the Operation will also take the opportunity during its interactions with stakeholders, in particular the communities that have limited access to information sources, to inform and raise

the awareness of communities on the COVID-19 pandemic, and to impart safety and precautionary actions that need to be adopted for their individual and collective community safety.

C. Regional mission cooperation

25. The hybrid nature of UNAMID embodies and ensures close cooperation between the African Union and the United Nations, which will continue to be fostered through joint strategic assessments, regular senior-level meetings and joint visits, frequent contacts at the highest levels and the development of common approaches to a wide range of issues. The Operation will engage members of the Peace and Security Council of the African Union, the African Union Commission and other regional and international partners in facilitating a transition to UNITAMS and securing political consensus for key issues relating to protecting its legacy and investment for durable peace and stability in Darfur.

26. The Operation's close cooperation with the United Nations Mission in South Sudan (UNMISS), which was strengthened through the conduct of the peace negotiations in Juba and the key role played by the Government of South Sudan as the mediator, will remain because the implementation of the Juba Agreement will necessitate a continued close relationship.

27. Similarly, the United Nations Interim Security Force for Abyei (UNISFA) is a strong partner that ensures complementarity of efforts in supporting the transition. UNMISS, UNISFA and UNAMID will continue to hold monthly meetings through videoconferencing, as well as face-to-face meetings, on a quarterly basis. The Security Council, in its resolution [2024 \(2011\)](#), mandated UNISFA to support the operations of the Joint Border Verification and Monitoring Mechanism, and UNAMID and UNMISS will continue to provide support towards this effort.

28. As events in Chad, Libya and the region continue to have an impact on Darfur and the Sudan, the Operation's cooperation with the missions in the Sahel and Central Africa, namely, the United Nations Support Mission in Libya (UNSMIL) and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), continue to be critical for monitoring developments on arms proliferation, human trafficking, the increased recruitment of children to serve as mercenaries in regional wars, and other political and security developments. The Operation will continue to cooperate with UNITAMS, UNMISS, UNISFA, MINUSCA and UNSMIL to assess and analyse cross-border issues, with a view to ensuring a common understanding of the political and security situation as it affects Darfur, regional security and the safety and the security of United Nations personnel and assets.

29. The Regional Service Centre in Entebbe, Uganda, provides its client missions, including UNAMID, with support in the areas of back office transactions, including in human resources, travel, vendor payments, training, conference services, information technology services, audit and oversight and ombudsman functions.

30. During the visit of the UNITAMS planning team in July and August 2020, UNAMID provided complete logistical support to facilitate the visit, including the provision of vehicles, drivers, cell phones and security while the team was in Khartoum and Darfur. In Darfur, the team also received logistical support through the provision of air and road transport, accommodation, scheduling of visits to governmental authorities, camps for internally displaced persons, civil society interlocutors and the United Nations country team offices. UNAMID also provided telecommunications services to facilitate remote meetings and arranged for all governmental approvals and visas for travel to Darfur. Furthermore, UNAMID

assisted in planning and support for visits to other areas in the Sudan through its office in Khartoum. In addition, reconnaissance of locations and preparation of the initial support plan was prepared by UNAMID.

31. UNAMID and the United Nations country team will continue to collaborate closely in the areas of political engagement, advocacy, messaging on protection (of civilians) and implementation of the UNAMID transition as UNITAMS is being set up to be sufficiently operational in Darfur. In addition, the Office for the Coordination of Humanitarian Affairs will increasingly take on all humanitarian liaison functions in accordance with its mandate, most importantly in the greater Jebel Marra area, including the areas to which access was previously restricted, as UNAMID prepares for its eventual drawdown and exit from Darfur.

D. Partnerships and country team coordination

32. The relationship with UNITAMS during 2020/21 will be a top priority for UNAMID. A coordination mechanism, mandated by the Security Council, is being established with the start-up team of UNITAMS, and will guide all strategic planning and implementation, while determining timelines, sequencing and modalities for the transition of tasks. Concurrently, UNAMID will ensure the transition of its partnership with the United Nations country team, which had been achieved through the State liaison functions mechanism, to its coordination mechanism with UNITAMS, which is an integrated mission.

E. Results-based budgeting frameworks

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

Executive direction and management

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

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

Table 1
Human resources: executive direction and management

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Joint Special Representative									
Approved posts 2019/20	1	–	4	1	1	7	2	–	9
Proposed posts 2020/21	1	–	4	1	1	7	2	–	9
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2019/20	–	1	2	5	1	9	4	–	13
Proposed posts 2020/21	–	1	2	5	1	9	4	–	13
Net change	–	–	–	–	–	–	–	–	–
Field Coordination Unit									
Approved posts 2019/20	–	1	–	1	1	3	–	–	3
Proposed posts 2020/21	–	1	–	1	1	3	–	–	3
Net change	–	–	–	–	–	–	–	–	–
State liaison functions									
Approved posts 2019/20	–	–	2	20	–	22	27	–	49
Proposed posts 2020/21	–	–	2	20	–	22	27	–	49
Net change	–	–	–	–	–	–	–	–	–
Office of Legal Affairs									
Approved posts 2019/20	–	–	2	2	1	5	3	–	8
Proposed posts 2020/21	–	–	2	2	1	5	3	–	8
Net change	–	–	–	–	–	–	–	–	–
Joint Operations Centre									
Approved posts 2019/20	–	–	3	5	1	9	–	–	9
Proposed posts 2020/21	–	–	3	5	1	9	–	–	9
Net change	–	–	–	–	–	–	–	–	–
Joint Mission Analysis Centre									
Approved posts 2019/20	–	–	3	2	–	5	2	–	7
Proposed posts 2020/21	–	–	3	2	–	5	2	–	7
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Joint Special Representative									
Approved posts 2019/20	1	–	2	3	2	8	2	–	10
Proposed posts 2020/21	1	–	2	3	2	8	2	–	10
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2019/20	2	2	18	39	7	68	40	–	108
Proposed posts 2020/21	2	2	18	39	7	68	40	–	108
Net change	–	–	–	–	–	–	–	–	–

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

Component 1: Support to the peace process

36. In accordance with Security Council resolution [2495 \(2019\)](#) and in close consultation with UNITAMS, UNAMID will continue to support the implementation of the Juba Agreement facilitated by the Government of South Sudan, between the Government of the Sudan and the Sudan armed movements, which is aimed at reaching a comprehensive peace agreement, as stipulated in the constitutional declaration of the transition period.

37. UNAMID, in cooperation with UNITAMS, will engage the parties and various implementation and follow-up mechanisms to be established within the framework of a comprehensive peace agreement. The Operation, in collaboration with UNITAMS and the United Nations country team, will continue to provide technical and logistical support to the newly established Peace Commission, which has been mandated to support the peace process.

38. The Operation will also provide support through engagement with the Government of the Sudan to ensure that Darfur enjoys the peace dividends and that the gains attained to date are not lost. UNAMID will continue to monitor the political and security situation, including regional developments, and closely coordinate with United Nations missions in the region, as well as regional and external partners, in the implementation of the political mandate.

39. The Operation will ensure that mandate implementation embodies the principle of gender equality and that it pursues its commitments under Security Council resolutions [1325 \(2000\)](#), [1820 \(2008\)](#), [1888 \(2009\)](#), [1889 \(2009\)](#), [1960 \(2010\)](#), [2106 \(2013\)](#), [2122 \(2013\)](#), [2242 \(2015\)](#), [2467 \(2019\)](#) and [2493 \(2019\)](#). To this end, the Operation will support, promote and facilitate the increased participation of Darfuri women in the ongoing political and peace process, governance structures, ceasefires, and disarmament, demobilization and reintegration mechanisms.

40. The UNAMID communications strategy will be implemented in accordance with the priorities of the Operation's preparatory activities towards anticipated drawdown and transition to national stakeholders, the United Nations country team and the follow-on special political mission. This will be done through proactive community outreach, media monitoring and multimedia platforms (radio, video, publications and mission websites) to ensure a greater understanding of the Operation's activities as it plans its exit from Darfur and of the handover to a follow-on presence. The Operation will also conduct public information activities and community outreach regarding its anticipated drawdown and team site and facilities handover; plan farewell events; repatriate and dispose of its broadcast/audiovisual equipment; and archive its public information content.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
1.1 Support to the peace process, including mediation between the transitional Government of the Sudan and the non-signatory armed movement of Sudan Liberation Army-Abdul Wahid, leads to a comprehensive peace agreement	<p>1.1.1 Continued engagement with the transitional Government of the Sudan and armed movements to achieve and implement a comprehensive peace agreement</p> <p>1.1.2 Effective participation of all the major stakeholders, including internally displaced persons, women and civil society, and native administration in the political process</p>

Outputs

- Organization of 4 meetings with the leadership of Sudan Liberation Army-Abdul Wahid to ensure its active engagement in the political and peace processes
 - Organization of quarterly consultations with the Government of the Sudan and armed movements, the African Union, and regional and international partners on the progress of the implementation of the peace agreement
 - Quarterly consultative forum with subregional and regional organizations, United Nations missions and other external partners in the region to assess political developments and support the peace process and the implementation of a peace agreement
 - Issuance of 4 annexes to reports of the Secretary-General on UNITAMS to the Security Council
 - Facilitation of 5 workshops for members of the Darfur regional coalition for the dissemination of the peace agreement across the five states of Darfur
 - Public information outreach campaigns to highlight the UNAMID transition process and eventual exit, through the dissemination of thematic information, education and communication materials, bearing key messages advocating support for the implementation of the Operation's mandate, as follows: 4 thematic workshops for internally displaced persons, youth, women's groups and community leaders; 1 debate on topics of peace as they relate to security and development; 4 cultural and theatre/drama events; 4 sport events; 4 musical events; 3 open days in collaboration with other substantive sections; 6 celebrations of United Nations-recognized international days; and 9 visits to primary and secondary schools for outreach on the UNAMID transition
 - Updates made on the UNAMID website, including 18 news features and human-interest stories in English and Arabic; daily production and circulation of photo of the day to the Operation's distribution lists; and 1 annual magazine illustrating the work of the military and police components as they transfer functions to national stakeholders
 - Audio public information campaigns to highlight the work of the Operation, as follows: 4 live radio broadcasts of United Nations events on Darfur FM and state radio stations; 30 episodes of "UNAMID this week", a 30-minute radio programme broadcast twice a week; and 4 radio public service announcements on substantive issues relating to the Operation
 - Updates made on the Operation's external website, including daily news updates, a combination of information notes and press releases on developments in the Operation, as appropriate; daily website updates and social media platforms to raise awareness of the work of the substantive sections, the Operation's overall mandate and the peace process; 4 press briefings by the Head of Mission and the Spokesperson; daily distribution of news to and from the media; one 15- to 20-minute video documentary on the UNAMID legacy; three 2- to 3-minute video news stories on the Operation's activities uploaded on social media; and information updates on electronic platforms in continuous support of the UNAMID mandate
-

External factors

Provision of political and financial support by national, regional and international actors towards the peace process; willingness of all the Darfuri stakeholders to participate in the peace process; the fulfilment of commitments by the signatory parties to agreements reached at the Juba talks; the cohesiveness of the Government of the Sudan; and the absence of unexpected events such as a coup d'état or civil unrest

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

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Political and Mediation Support Section (formerly Doha Document for Peace in Darfur Implementation Support Unit)									
Approved posts 2019/20	–	1	3	2	1	7	2	–	9
Proposed posts 2020/21	–	1	3	2	1	7	2	–	9
Net change	–	–	–	–	–	–	–	–	–
Communications and Public Information Section									
Approved posts 2019/20	–	–	1	2	–	3	14	–	17
Proposed posts 2020/21	–	–	1	2	–	3	14	–	17
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2019/20	–	1	4	4	1	10	16	–	26
Proposed posts 2020/21	–	1	4	4	1	10	16	–	26
Net change	–	–	–	–	–	–	–	–	–

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

Component 2: Protection of civilians

41. UNAMID will continue to protect civilians and support the safe and timely provision of humanitarian assistance to populations in need throughout Darfur. While this will continue to require smooth coordination of all Operation elements, including military, police, child protection, protection of civilians, human rights, ordnance disposal, rule of law, governance and community stabilization, it will be increasingly accomplished through joint coordination with the Government of the Sudan, UNITAMS and the United Nations country team.

42. The main focus will remain on engaging with the Government of the Sudan and the newly deployed civilian protection force to ensure that the latter takes on the responsibility of protecting civilians in a responsible manner that respects human rights and national and international protection obligations, and provides internally displaced persons with the possibility of choosing whether to integrate locally or return to their areas of origin. The main vehicle for such engagement will be support for the Government in the dialogue on the implementation of the National Plan for Civilian Protection, as communicated to the Security Council on 21 May 2020. The Operation will continue to advocate with authorities at the federal, state and local levels through the State liaison functions modality and established governmental mechanisms to address the root causes of the conflict.

43. Pursuant to the implementation of the National Plan for Civilian Protection, the Operation will focus on assisting the authorities in the roll-out of the Darfur-wide protection monitoring framework. Coordination on the implementation of the plan will be done in collaboration with the United Nations country team, including the Office of the United Nations High Commissioner for Human Rights (OHCHR), and UNITAMS to prevent protection gaps following the exit of the Operation. Recognizing the enhanced willingness of the Government of the Sudan to protect civilians in Darfur and the need to reinforce the national capacity for protection,

UNAMID will focus on enabling the Government to operationalize the national plan on protecting civilians for the physical protection of more than 60 camps and sites for internally displaced persons in Darfur and contribute to enhancing a protective environment in areas prone to communal conflicts. In addition, the Operation will continue to provide programmatic support through in-house implementation and the expansion of the State liaison functions in the Jebel Marra area, and consolidate programming in other hotspot areas as a necessary conduit for the establishment of UNITAMS capacity and enhancement of United Nations country team capacity to take on crucial civilian protection and peacebuilding work in Darfur after the exit of UNAMID.

44. The Ordnance Disposal Office will support the Operation's programme of work by enabling protection activities and freedom of movement for the Operation and humanitarian personnel in areas where explosive remnants of war pose a threat. The Office will continue to support the transition of activities from UNAMID to the United Nations country team with staff embedded in the State liaison functions. The Office will support a rapid response to explosive ordnance disposal incidents, clear explosive hazards in priority areas of return and transfer mine action responsibilities to the Mine Action Service and the National Mine Action Centre and its partners. In support of the Operation's eventual drawdown and exit from identified teams sites, should the Security Council so decide, the Office will ensure that the areas are surveyed and free of explosive hazards prior to their eventual handover and ensure the proper disposal of expired weapons and ammunition of troop- and police-contributing countries and those not safe for repatriation.

45. The military component will endeavour to provide a stable and secure environment in the greater Jebel Marra area by being a deterrent presence in high-risk areas, facilitating dialogue and engagement in communities, providing physical protection of civilians at risk, preventing armed attacks and creating a protective environment for the delivery of humanitarian assistance. The component will also continue to deploy liaison officers for better coordination between the local military authorities of the Sudanese Armed Forces, intelligence organizations and their headquarters. In addition, the force shall maintain readiness and respond to in extremis situations outside the Operation's area of responsibility in Darfur. The military component will also support the implementation of the Juba Agreement, as may be necessary, and, if requested, provide technical expertise on such issues as security arrangements, monitoring of the cessation of hostilities through the Darfur Ceasefire Commission, and assist the Sudan Disarmament, Demobilization and Reintegration Commission and the Darfur Security Arrangements Implementation Commission on disarmament, demobilization and reintegration.

46. The police component will continue to protect civilians by ensuring the safety and security of internally displaced persons camps, communities and areas of return; facilitating humanitarian assistance; and creating a protective environment in support of the National Plan for Civilian Protection by coordinating the development and training of the Sudan Police Force on the protection of civilians, integrity, investigation and services in support of child victims, victims of sexual abuse and domestic abuse in Darfur. The police component will gradually ensure the transition of its protection tasks to the Police Force and work to enhance the capacity of the Police Force for community policing, focusing specifically on building trust between communities and the Police Force, and to strengthen the extension of State authority and rule of law presence. In addition, the police component will support the physical protection of civilians strategy of the Government of the Sudan. Formed police units will provide operational support to individual police officers during confidence-building patrols in camps for internally displaced persons, communities and conflict-prone hotspots; conduct public order management with the Police Force; and provide

protection for humanitarian organizations personnel and United Nations installations and assets.

47. UNAMID will engage with the United Nations country team, UNITAMS and the Government of the Sudan to enhance local ownership in addressing human rights concerns, including conflict-related sexual violence and sexual and gender-based violence, and child protection and advancing gender equality. The Operation will ensure respect for fundamental rights encapsulated in the constitutional declaration that remains central to the Juba peace process and the implementation of peace agreements. In preparation for the transition to the Government, UNITAMS and the United Nations country team, UNAMID will continue to improve the capacity of civil society, government institutions and transitional justice mechanisms, in particular the National Human Rights Commission, in the advocacy and monitoring of and reporting on human rights issues, while supporting the enhancement of the protection theme in security institutions, in compliance with the human rights due diligence policy on United Nations support for non-United Nations security forces.

48. UNAMID will continue to follow up on the implementation of the Security Council resolutions on children and armed conflict. The Operation will cooperate with the United Nations Children's Fund (UNICEF) and UNITAMS in conducting capacity-building on the international child rights legal framework and juvenile justice for national counterparts and law enforcement agencies, to improve the juvenile justice system in the best interest of children. In addition, the Operation will intensify its cooperation with the Sudan State Council for Child Welfare and Family and the Child Protection Unit within the Sudan Police Force structure to enhance their knowledge and build their capacity to respond to post-conflict issues of children affected by the conflict and to engage in related development programmes, and provide technical support to the national high-level committee on the action plan to develop a national strategy on the protection of children affected by the conflict. In cooperation with UNITAMS and UNICEF, the Operation will engage in dialogue with the Sudan Liberation Army-Abdul Wahid splinter groups towards the signing of command orders to prevent and end the recruitment of children and other grave violations.

49. UNAMID will implement activities focused on supporting the strengthening of a protective environment and community stabilization in hotspots and other conflict areas by building the capacity of rule of law actors (prosecutorial, judiciary, prison and police personnel); promoting accountability, and supporting community-based justice mechanisms in addressing intercommunal tensions and protection risks in hotspot areas, especially in the greater Jebel Marra area; and building the capacity of rural courts to mediate intercommunal conflicts in order to foster peaceful coexistence between the host communities and returnees. The Operation will continue to support prison authorities through capacity-building and the adoption of standard operating procedures on prison management. Furthermore, the Operation, will provide technical support and office equipment and furniture to rule of law and family and child protection institutions, and provide support on gender-responsive justice delivery. The Operation will provide technical advice on and support the implementation of the rule of law provisions of the Juba Agreement and engage with the justice and prison authorities at the national and state levels on the transfer of rule of law tasks.

50. UNAMID will continue to promote gender equality by ensuring that each functional area of the Operation adequately promotes gender perspectives in the implementation of its outputs. The Operation will continue to strengthen the women's protection networks in camps for internally displaced persons to detect early warning signs of elements affecting women and peace and security, including sexual and gender-based violence and conflict-related sexual violence. Survivors of such violence will be referred by the Operation to the relevant United Nations country team

and the Combating Violence Against Women Unit in the Ministry of Health and Social Development of the Government of the Sudan. The Operation, in collaboration with the United Nations country team, will continue to support the Darfur states authorities and transitional institutions in integrating gender perspectives into their policies, programmes and legislation. The Operation will also strengthen civil society organizations, especially women's groups and organizations, in analysing, advocating and promoting women and peace and security issues at the state and local levels.

51. Further to the signing of the framework for cooperation on combating conflict-related sexual violence between the Government of the Sudan and the United Nations in March 2020, UNAMID will continue to support the Government in the dissemination of the framework to raise awareness of this instrument among Darfuris, in particular in the hotspot areas of the greater Jebel Marra area, and to promote understanding of the obligations of the Government as the duty bearer in protecting the rights of all citizens. The Operation, in close cooperation with OHCHR, will provide technical support to the Government for the development of the framework implementation plan and facilitate capacity-building for relevant ministries on investigation methodologies and the prosecution of perpetrators of conflict-related sexual violence. In addition, UNAMID will support civil society organizations, in particular lawyers' associations, in assisting survivors of conflict-related sexual violence in advocating the prosecution of perpetrators. In close collaboration with the United Nations Population Fund, the Operation will also identify relevant partners for referral pathways for medical, psychosocial and economic support to help to rebuild the lives of survivors of conflict-related sexual violence.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.1 Stable and secure environment in Darfur	<p>2.1.1 Reduced number of violent intercommunal (inter-ethnic or inter-tribal) conflicts due to improved early warning capacities and information-sharing (2018/19: 21; 2019/20: 33; 2020/21: 30)</p> <p>2.1.2 Reduced number of civilian fatalities as a result of intercommunal (inter-ethnic or inter-tribal) conflicts due to improved early warning capacities and information-sharing (2018/19: 57; 2019/20: 185; 2020/21: 150)</p> <p>2.1.3 Reduced number of civilian fatalities resulting from armed conflict between parties to the conflict (2018/19: 48; 2019/20: 15; 2020/21: 14)</p> <p>2.1.4 Number of explosive ordnance items disposed of throughout Darfur, with a focus on the areas of return and the Jebel Marra area (2018/19: 2,280; 2019/20: 1,903; 2020/21: 6,000)</p> <p>2.1.5 Number of responses to explosive ordnance incidents through survey activities across Darfur, with a focus on the areas of return and the Jebel Marra area (2018/19: 168; 2019/20: 260; 2020/21: 260)</p> <p>2.1.6 Reduction in the number of criminal/public order incidents in internally displaced persons camps and areas of return (2018/19: 384; 2019/20: 342; 2020/21: 308)</p>

Outputs

- A total of 255,500 troop-days provided by 1 force reserve battalion (4 companies) ready to intervene in any part of the operational area (175 troops per company for 4 companies for 365 days)
- A total of 262,800 troop-days provided by the headquarters company to ensure static security, office clerks and radio operators for force headquarters (75 troops per day for 7 team sites and 1 temporary operating base for 365 days), and for logistical and administrative escorts (15 troops per day for 7 team sites and 1 temporary operating base for 365 days)
- A total of 394,200 troop-days provided by 17 companies ready to intervene for 7 team sites and 1 temporary operating base (45 troops per patrol for 3 patrols per day for 7 team sites and 1 temporary operating base for 365 days)
- A total of 2,920 liaison officer-days for close liaison with national and local authorities, other parties, tribal leaders and local communities to resolve conflict-related issues (8 officers for 365 days)
- Provision of security services, including logistics and medical evacuation support, throughout the area of operations to the United Nations country team, and international and national non-governmental humanitarian organizations, and to organizations associated with reconstruction and development processes in the greater Jebel Marra area
- A total of 91,980 police operational days for security patrols for the protection of internally displaced persons and communities, including the implementation of community-oriented policing activities throughout the greater Jebel Marra area (6 police personnel per patrol for 42 patrols per day for 365 days)
- A total of 304,410 formed police operational days for security patrols for the protection of internally displaced persons and communities, including the implementation of community-oriented policing activities throughout the greater Jebel Marra area (90 formed police unit personnel from 5 units for 365 days and 64 formed police unit personnel from 6 units for 365 days)
- A total of 152,205 formed police operational days to provide reserve support and protection to United Nations police personnel and security for UNAMID installations, humanitarian escorts and the quick-reaction force throughout the greater Jebel Marra area (45 formed police unit personnel from 5 units for 365 days and 32 formed police unit personnel from 6 units for 365 days)
- Organization of 156 safety coordination meetings with the Sudan Police Force, local communities and humanitarian agencies in the Jebel Marra area, in coordination with the United Nations country team and all stakeholders, to build trust between the Police Force and the local communities
- Organization of 676 awareness-raising activities with the Sudan Police Force leadership in the Jebel Marra area on issues of sexual and gender-based violence in order to facilitate the recruitment of female community policing volunteers (1 activity per week for 52 weeks in 12 team sites and 1 temporary operating base)
- Organization of 6 workshops for members of 90 community committees to strengthen their knowledge of community policing and enhance the relationship between the police and communities in handling security and community tasks
- Organization of 5 workshops for 225 community policing volunteers on community policing, human rights, sexual and gender-based violence, and family and child protection in order to build their capacity to support community policing activities
- Organization of 4 two-day workshops in 4 team sites for 100 participants on mainstreaming vulnerable sections of society, in particular women and children; expanding the understanding and scope of actors (i.e., civil society organizations, government institutions, women's groups, the Sudan Police Force, United Nations agencies and the general population); the role of the law in providing a predictable environment for those needing protection; and reconciling the various threats to civilian security

- Organization of 5 coordination and confidence-building meetings for 125 community members and 50 police officers in 5 team sites to specifically address the trust deficit between the community and the Sudan Police Force and other government law enforcement agencies
- Provision of explosive hazards assessment in 200 suspected contaminated areas and disposal of 6,000 items of explosive ordnance
- Survey and clearance of 10 UNAMID team sites and mission headquarters in Zalingei, subject to closure, for explosive hazards prior to their handover to the Government of the Sudan
- Disposal of all ammunition that has expired or that is unsafe for transport received from repatriating troop- and police contributing countries
- Provision of 2 mentoring session to relevant national institutions involved in mine action in Darfur, to strengthen their capacity to address issues related to residual explosive ordnance

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.2 The transitional Government of the Sudan creates a long-term protective environment in Darfur, in line with international humanitarian law and human rights standards	<p>2.2.1 Number of engagements with the relevant transitional Government of the Sudan authorities at the local and state levels on protection requirements and international humanitarian law principles to build their capacity in fostering a protective environment (2018/19: 175; 2019/20: 225; 2020/21: 204)</p> <p>2.2.2 Number of high-level engagements by the Operation leadership with the federal authorities on handing over protection of civilians tasks before the exit of the Operation (2018/19: not applicable; 2019/20: 10; 2020/21: 10)</p>

Outputs

- In conjunction with the United Nations country team, production of 6 protection assessment reports to improve analysis in support of protection of civilians prevention and response actions
- Joint mapping with the United Nations country team of areas considered sufficiently stabilized to support a dignified and voluntary return of internally displaced persons
- Strengthening of 20 women's protection networks, with a focus on areas of displacement and return
- Organization of 2 workshops with the Ministry of Labour and Social Development on integrating gender perspectives into Darfur state transitional institutions' policies, programmes and legislation within the women and peace and security agenda

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.3 Civilians in Darfur benefit from improved protection and increased access to humanitarian assistance	<p>2.3.1 Advocacy with local authorities on protection and access by the Operation (2018/19: not applicable; 2019/20: 175; 2020/21: 180)</p> <p>2.3.2 Advocacy through State liaison functions with local and state authorities on protection and access (2018/19: not applicable; 2019/20: 75; 2020/21: 24)</p>

2.3.3 Protection of civilians-focused assessment and verification missions to the deep field, in coordination with the United Nations country team and humanitarian country team partners (2018/19: not applicable; 2019/20: 140; 2020/21: 12)

Outputs

- Monthly meetings with the United Nations country team to coordinate the United Nations protection response in Darfur and support data-sharing and handover, in coordination with UNITAMS and the United Nations country team (Office of the United Nations High Commissioner for Refugees as lead)
- Monthly reports on human rights violations and the protection of civilians to provide information and assessments on key protection concerns
- Provision of security escorts, when requested by humanitarian actors, in coordination with the Office for the Coordination of Humanitarian Affairs
- Organization of bimonthly trust-building activities between communities and the national security actors at the community level to support national security actors in endorsing their post-UNAMID protection function

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.4 Promotion and protection of human rights in Darfur	<p>2.4.1 Number of strategies, policies and action plans elaborated by the transitional Government of the Sudan and/or oversight and legislative bodies for the promotion and protection of human rights, including transitional justice and women's rights in Darfur (2018/19: 2; 2019/20: 2; 2020/21: 2)</p> <p>2.4.2 Number of outreach sessions conducted by the National Human Rights Commission in the implementation of its human rights action plan (2018/19: 3; 2019/20: 3; 2020/21: 6)</p> <p>2.4.3 Increase in the number of transitional Government of the Sudan responses addressing reports or allegations of human rights violations, including conflict-related sexual violence and sexual and gender-based violence, in Darfur (2018/19: 77; 2019/20: 51; 2020/21: 56)</p>

Outputs

- Provision of technical assistance and support, through 2 meetings and 1 workshop, to justice institutions on the integration of human rights-based approaches to justice and legislative reform, and on implementing the recommendations contained in the periodic report on the Sudan
- Provision of technical assistance and logistical support, through 1 workshop and 2 meetings, to the National Human Rights Commission and transitional justice mechanisms in enhancing their capacity to fight impunity, to promote accountability and to develop their knowledge of human rights
- Provision of technical assistance, through 2 workshops, to civil society actors to build their skills to monitor and report on human rights and use human rights-based approaches
- Conduct of 20 field visits to monitor and investigate the human rights situation, comprising 15 fact-finding visits to locations of alleged violations and local communities and 5 follow-up visits to verify actions taken and follow up on their progress

- Organization of 3 community awareness-raising campaigns on human rights and dissemination of human rights educational outreach materials to raise awareness of national and international human rights instruments in 4 locations
- Organization of 4 awareness-raising campaigns on the protection of women's human rights, focusing on sexual violence in conflict and gender-based violence and distribution of advocacy materials
- Organization of 2 workshops on combating violence against women, including conflict-related sexual violence in the greater Jebel Marra area
- Organization of 3 awareness-raising workshops for the dissemination of the framework of cooperation on combating conflict-related sexual violence in the Sudan
- Organization of 2 three-day consultations on the national action plan on Security Council resolution [1325 \(2000\)](#) for 100 members of Darfuri women's regional coalitions/networks

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
2.5 Progressive elimination of grave violations against children committed by the parties to the conflict	<p>2.5.1 Number of community-based strategic plans issued and implemented by tribal leaders to end the recruitment and use of children in communal conflicts and other grave violations against children (2018/19: 0; 2019/20: 2; 2020/21: 2)</p> <p>2.5.2 Number of meetings held with the National High-level Committee on the Action Plan to provide technical support to the committee in developing a national strategy on the protection of children in conflict (2018/19: not applicable; 2019/20: 1; 2020/21: 1)</p> <p>2.5.3 Number of child protection committees in Darfur trained to raise awareness of child rights and child protection at the community level to enable communities to take ownership of the protection of children (2018/19: 82; 2019/20: 10; 2020/21: 10)</p> <p>2.5.4 Number of parties to the conflict trained on child rights and child protection to raise their awareness and knowledge of the 6 grave child rights violations and international norms and standards (2018/19: 7; 2019/20: 13; 2020/21: 2)</p>

Outputs

- Organization of 2 meetings with ethnic leaders to negotiate and provide advice on and support for the drafting and implementation of community-based strategic plans to prevent the use of children in communal conflicts
- Organization of 1 meeting with armed groups to promote the adoption of measures to prevent the recruitment and use of child soldiers in communal conflicts
- Preparation and submission of 2 reports on mainstreaming and capacity-building to the Special Representative of the Secretary-General for Children and Armed Conflict and 2 reports on grave violations committed against children and to the Working Group on Children and Armed Conflict

- Organization of 5 training sessions on children's rights and child protection for 250 national child protection stakeholders, including members of civil society organizations, community policing volunteers, members of government institutions, members of community-based child protection committees and child protection focal points
- Organization of 10 monitoring missions to field localities and camps for internally displaced persons to follow up on and verify allegations of grave violations committed against children
- Organization of monthly meetings of the monitoring and reporting mechanism working group to follow up on, verify, document and respond to violations perpetrated against children
- Organization of 3 community awareness-raising campaigns, under "No child soldiers-protect Darfur", aimed at ending the recruitment and use of children by armed forces, armed groups and communities in ethnic clashes
- Organization of 2 training sessions on child protection, on the theme of "Train parties to the conflict on the protection of children/promote local ownership of the protection of the child", aimed at building the capacity and enhancing the knowledge of parties to the conflict regarding the promotion and protection of the well-being of children affected by the conflict

*Expected accomplishments**Indicators of achievement*

2.6 Strengthened rule of law institutions

2.6.1 Number of civil disputes on land resolved by rural courts in compliance with national and international standards (2018/19: not applicable; 2019/20: not applicable; 2020/21: 1,800)

2.6.2 Number of policies, guidance materials and standard operating procedures developed and adopted for improved management and accountability of prisons, as foreseen in the national five-year strategic plan for prisons (2018/19: 8; 2019/20: 13; 2020/21: 8)

2.6.3 Number of prison officers trained on the newly adopted standard operating procedures for prison management and operations (2018/19: 748; 2019/20: 667; 2020/21: 720)

Outputs

- Provision of support, through organization of 2 workshops, in Khartoum and El Fasher, to federal and state justice and prison authorities, in collaboration with the United Nations country team and UNITAMS, on the transition and transfer of rule of law tasks, especially in hotspot areas, and on the implementation of the protective environment aspects of the National Plan for Civilian Protection
- Provision of advice on and technical support for the implementation of the provision related to the rule of law, justice and accountability of the anticipated peace agreement, in coordination with UNITAMS, through the organization of 5 state-level capacity-building workshops for the bar association on their role in the National Plan for Civilian Protection and the implementation of the peace agreement
- Organization of 4 four-day workshops for general prosecutors and police investigators to enhance their capacity to address protection risks and threats in the hotspots in the greater Jebel Marra area and West Darfur
- Organization of 2 three-day criminal justice forum workshops for a total of 80 participants to strengthen the coordination among justice actors and civil society in addressing protection of civilian challenges

- Provision of support in strengthening community engagement in justice delivery, through the organization of 2 capacity-building workshops for paralegals providing services in justice and confidence centres in camps for internally displaced persons in West Darfur
- Provision of office equipment and furniture to 1 prosecution office and 1 rural court in West Darfur and 2 family and child protection centres in the Jebel Marra area, and provision of office equipment for the prosecution offices in Kutum, Kass, Zalingei and Nertiti and for legal advisors of Ministry of Justice in El Fasher and Zalingei, in support of the National Plan for Civilian Protection
- Provide technical advice on the development, adoption and validation of 8 standard operating procedures on prisons management through the national prison development meeting
- Organization of 5 two-week training workshops on prison duties and human rights, including application of standard operation procedures in prison operations, for 150 newly recruited prison officers to address protection issues affecting prisons in the hotspot areas (Kutum, Kabkabiyah, Nertiti, Kass and Zalingei)
- Organization of 5 two-week in-service training workshops on a human rights approach to prison management and integration of standard operating procedures into prisons operation for 200 prison officers
- Weekly meetings with state prison administration authorities on the implementation of the adopted standard operation procedures to strengthen management and operations in prisons in Darfur
- Organization of 5 one-day awareness-raising workshops for police, judiciary, prosecutors and social services and medical personnel on the provision of criminal justice services, in line with resolutions [1325 \(2000\)](#) and [2429 \(2018\)](#)
- Organization of 5 one-day workshops in 5 states on sexual and gender-based violence and operations of the Sudan Police Force gender desks for Police Force gender desk officers
- Organization of 5 two-day workshops on ethical reporting of sexual and gender-based violence for Sudan Police Force gender desk officers
- Conduct of 1 advocacy forum with the judiciary on measures to increase recruitment and participation of women in the formal justice system
- Organization of 4 round-table workshops for rural and district courts judges and land administration authorities, to enhance linkages between traditional (judiyya), administrative and judicial remedies on land issues
- Organization of 1 one-day workshop for district court judges on the adjudication of land disputes
- Organization of 5 train-the-trainer workshops for district court judges to create a pool of trainers to train rural court judges in Darfur
- Organization of 2 training workshops for rural court judges on mediation of intercommunal conflicts and land management aspects
- Conduct of 10 five-day training courses for 400 Sudan Police Force officers to build their capacity in community-oriented policing initiatives
- Organization of 9 three-days workshops for 45 senior leaders of the Sudan Police Force in Central, South and North Darfur and 3 workshops for 15 senior leaders of the Police Force in each state on change management, command and control, and crime analysis and mapping
- Organization of 7 three-day training workshops for 120 mid-level officers of the Sudan Police Force in Zalingei, Golo and Nertiti in Central Darfur, Kutum and Sortoni in North Darfur, El Geneina in West Darfur and Kalma in South Darfur, and 3 workshop for 40 mid-level officers of the Police Force in each state on police conduct and discipline, protection of victims of sexual and gender-based violence in the workplace, early warning and quick response and implementation of community policing initiative

-
- Organization of 31 ten-day training-of-trainer courses for 330 officers of the Sudan Police Force in team sites in Central, South, and North Darfur, including training in Central Darfur on conducting patrols, intelligence-led policing, and investigation of organized and transnational crime, training in South Darfur on early warning, quick response and sexual and gender-based violence, and training in North Darfur on protection of civilians, public order management and investigation of human trafficking and smuggling
 - Organization of 7 community dialogues with the 125 gender desk officers of the Sudan Police Force in the 5 Darfur states, including hotspots (Kutum, Sortoni, El Geneina, Kalma, Zalingei, Golo and Nertiti) to build trust and confidence within the communities and create awareness of laws related to gender-based violence
 - Organization of 8 advocacy forums for 130 officers of the Sudan Police Force, including 65 female police officers, to accelerate the recruitment of qualified and motivated women candidates and ensure their admission into the police education system and police services
 - Provision of equipment to Riyad and Danderin police stations, Makada police post and Sirba and Rossi community policing centres in West Darfur; Al-Laboub community policing centre in East Darfur; Mershing and Gradia police posts, Kaileik police station and Gatena police post in Kass locality in South Darfur; and Hamidiya police post in Zalingei, Central Darfur
 - Upgrading of a total of 11 Sudan Police Force gender desks through minor renovations of offices and provision of equipment and furniture (office desks, office cabinets, desktop computer and printer, and office and plastic chairs) for 1 gender desk in North Darfur and 10 gender desks in Central Darfur
 - Minor rehabilitation of Kutum police headquarters and Kutum locality main police station, and provision of equipment to 8 police stations in Kutum locality (Fata Borno, Disa, Gabir, Masri, Umm Sulay 'ah, Hashabah, Ssrakoli and Damrat Elshiekh police stations) and 2 police posts in Central Darfur (Gurney village and Guildo police posts in Nertiti locality)
 - Expansion and construction of training facilities at Zalingei training school in Central Darfur
 - Provision of equipment to 1 community policing centre at Azum and one police station in Nertiti, Central Darfur, in support of community-oriented policing initiative
 - Organization of a campaign for the creation of quota of at least 15 percent representation of women in key positions in the Sudan Police Force in all states
-

External factors

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

Table 3
Human resources: component 2, protection of civilians

Category	Total
<i>I. Military observers</i>	
Approved 2019/20	49
Proposed 2020/21	49
Net change	–
<i>II. Military contingents</i>	
Approved 2019/20	4 001
Proposed 2020/21	4 001
Net change	–
<i>III. United Nations police</i>	
Approved 2019/20	760
Proposed 2020/21	760
Net change	–
<i>IV. Formed police units</i>	
Approved 2019/20	1 740
Proposed 2020/21	1 740
Net change	–
<i>V. Government-provided personnel</i>	
Approved 2019/20	6
Proposed 2020/21	6
Net change	–
<i>VI. Civilian staff</i>	
	<div> <div>International staff</div> <div> <div>USG– ASG</div> <div>D-2– D-1</div> <div>P-5– P-4</div> <div>P-3– P-2</div> <div>Field Service</div> <div>Subtotal</div> <div>National staff^a</div> <div>United Nations Volunteers</div> <div>Total</div> </div> </div>
Office of the Force Commander	
Approved posts 2019/20	1 1 – – 1 3 2 – 5
Proposed posts 2020/21	1 1 – – 1 3 2 – 5
Net change	– – – – – – – – –
Police Division	
Approved posts 2019/20	– 2 11 – 1 14 – – 14
Proposed posts 2020/21	– 2 11 – 1 14 – – 14
Net change	– – – – – – – – –
Protection of Civilians Coordination/Humanitarian Liaison Section	
Approved posts 2019/20	– 1 4 2 1 8 11 – 19
Proposed posts 2020/21	– 1 4 2 1 8 11 – 19
Net change	– – – – – – – – –

VI. Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Gender Advisory Unit									
Approved posts 2019/20	–	–	1	1	–	2	5	–	7
Proposed posts 2020/21	–	–	1	1	–	2	5	–	7
Net change	–	–	–	–	–	–	–	–	–
Human Rights Section									
Approved posts 2019/20	–	1	4	10	1	16	8	2	26
Proposed posts 2020/21	–	1	4	10	1	16	8	2	26
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2019/20	–	–	1	1	–	2	3	–	5
Proposed posts 2020/21	–	–	1	1	–	2	3	–	5
Net change	–	–	–	–	–	–	–	–	–
Rule of Law, Judicial System and Prison Advisory Section									
Approved posts 2019/20	–	1	3	2	1	7	5	–	12
Proposed posts 2020/21	–	1	3	2	1	7	5	–	12
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2019/20	1	6	24	16	5	52	34	2	88
Proposed posts 2020/21	1	6	24	16	5	52	34	2	88
Net change	–	–	–	–	–	–	–	–	–
Total (I–VI)									
Approved posts 2019/20									6 644
Proposed posts 2020/21									6 644
Net change	–	–	–	–	–	–	–	–	–

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

Component 3: Support to the mediation of community conflict

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

commissioners, the native administration and community leaders in sustaining the community-based peaceful coexistence structures established by the Operation. In several areas affected by the spread of COVID-19 and intercommunal violence, the Operation will support the efforts of the Government in containing the spread of COVID-19 and, at the same time, promote peaceful coexistence, reconciliation and peaceful conflict resolution, in particular in the greater Jebel Marra area. Through the State liaison functions, UNAMID and the United Nations country team will jointly support peacebuilding priorities, such as resilience and livelihoods/durable solutions and host community service delivery for internally displaced persons.

53. The Operation will continue to facilitate the implementation of community stabilization projects in the greater Jebel Marra area for direct beneficiaries, including at-risk youth and community members, especially internally displaced persons and returnees, in collaboration with stakeholders, including local and community leaders, government line ministries, UNITAMS, the United Nations country team and the Sudan Disarmament, Demobilization and Reintegration Commission. The projects will provide support for vocational skills training, livelihood and income-generating opportunities for at-risk youth to prevent them from joining armed groups and gangs and engaging in banditry and criminal activities. Several projects will be implemented in the most vulnerable, volatile and conflict-prone areas in the greater Jebel Marra area to address the proliferation of arms in Darfur and to raise the awareness of local community members on the importance of safe storage, marking, registration and voluntary surrender of illegal firearms possessed by the civilian population, in particular in camps for internally displaced persons.

54. Following the Juba Agreement of 3 October 2020, UNAMID, if requested, will support the design, planning and implementation of the disarmament, demobilization and reintegration of active armed movements in the Sudan, as required, in collaboration with national authorities, UNITAMS and the United Nations country team. The scope and modalities of support will be aligned with security arrangement provisions in the Juba Agreement and at the request of national authorities and their assigned bodies. UNAMID will engage with key stakeholders, and on the basis of their comparative advantages, promote synergies to ensure that timely support is provided throughout its transition. To achieve this goal, the Operation will promote an integrated planning process to mobilize key actors, secure sufficient resources and prevent operational gaps, which could undermine the effective implementation of the Juba Agreement and future peace agreements. These activities will serve as a basis for the subsequent provision of advisory support, technical assistance and programmatic activities. Moreover, the Operation will promote women's meaningful participation at all stages of the disarmament, demobilization and reintegration process. In addition, workshops on disarmament, demobilization and reintegration, small arms and light weapons management, community support projects and psychosocial healing will be organized in partnership with the Sudan Disarmament, Demobilization and Reintegration Commission, UNITAMS and the United Nations country team in preparation for the planning and implementation of the disarmament, demobilization and reintegration programme in Darfur as a follow-up to the Juba Agreement.

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

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
3.1 Local conflict mediation and resolution	<p>3.1.1 Reduced number of local-level conflicts through inclusive dialogue and increased community engagement (2018/19: 25; 2019/20: 33; 2020/21: 20)</p> <p>3.1.2 Number of agreements for peace, reconciliation and the cessation of hostilities signed by the parties to communal conflict (2018/19: 0; 2019/20: 0; 2020/21: 3)</p> <p>3.1.3 Establishment of formalized coordination mechanisms to address intercommunal conflicts (2018/19: strengthened collaboration between coordination mechanisms; 2019/20: reinforcement of strengthened collaboration between coordination mechanisms in the greater Jebel Marra area; 2020/21: extension of state-level coordination mechanisms to the greater Jebel Marra area)</p>

Outputs

- Facilitation of 10 dialogues between farmers and pastoralist groups in the greater Jebel Marra area, in coordination with local authorities, the native administration and other relevant government bodies, to mitigate conflicts and promote peaceful coexistence
- Organization of 8 outreach meetings with farmers and pastoralists in the greater Jebel Marra area to promote consultation and initiate dialogue to pre-empt clashes, defuse tensions and resolve conflicts on access to and management of natural resources
- Organization of 8 meetings with agricultural protection committees, peaceful coexistence committees and reconciliation (*ajaweed*) committees in the greater Jebel Marra area, to de-escalate conflicts and monitor the implementation of cessation of hostilities and local peace agreements
- Organization of 4 capacity-building workshops on peacebuilding and 2 seminars on good governance in the greater Jebel Marra area for local stakeholders, including civil society, government officials and local authorities, in partnership with the United Nations country team
- Organization of 2 meetings with the traditional mechanism (*ajaweed* or *judia*) in the greater Jebel Marra area to advocate the inclusion of women in the traditional reconciliation process
- Organization of 6 meetings with the native administration to advocate the inclusion of women in the traditional reconciliation process in Darfur
- Organization of 1 strategic-level stocktaking workshop on mediation of intercommunal conflicts in Darfur

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
3.2 Stabilization of communities under threat of recruitment of their members by armed or criminal groups	<p>3.2.1 Increased number of ex-combatants participating in disarmament, demobilization and reintegration programmes and in receipt of reinsertion support (2018/19: 729; 2019/20: 0; 2020/21: 0)</p> <p>3.2.2 Implementation of targeted employment creation and community stabilization projects focused on youth and women's participation in the greater Jebel Marra area (2018/19: 58; 2019/20: 20; 2020/21: 6)</p>

3.2.3 Increased number of civilians surrendering illegally owned weapons in exchange for livelihood incentives (2018/19: 0; 2019/20: 200; 2020/21: 0)

Outputs

- Organization of monthly meetings with the Sudan Disarmament, Demobilization and Reintegration Commission, the United Nations country team and other relevant partners to plan and coordinate support for the implementation of a programme for the disarmament, demobilization and reintegration of ex-combatants from the signatories to the Doha Document for Peace in Darfur
- Provision of technical and logistical assistance to relevant national institutions, including the Sudan Disarmament, Demobilization and Reintegration Commission and the Darfur Security Arrangements Implementation Commission, and reinsertion payment in support of the demobilization of ex-combatants
- Organization of 1 lessons-learned workshop on the disarmament, demobilization and reintegration programme in Darfur
- Organization of 1 strategic-level stocktaking workshop on civilian arms control in Darfur
- Organization of 2 workshops on psychosocial healing of former combatants, including a workshop for officials from the Sudan Disarmament, Demobilization and Reintegration Commission and the Government of the Sudan, and a training-of-trainers workshop for field-based personnel of the Commission and Darfur state authorities
- Organization of 2 capacity-building workshops on the integration of a gender perspective into the disarmament, demobilization and reintegration process; 1 workshop for officials of the Sudan Disarmament, Demobilization and Reintegration Commission and relevant state line ministries in the greater Jebel Marra area; and 1 workshop for women leaders of civil society organizations/groups, with a focus on the inclusion of female ex-combatants
- Implementation of 6 community stabilization projects and 2 community security and arms control projects in the greater Jebel Marra area

External factors

Reduction or increase in incidents of intercommunal conflict; displacement of civilians; the signing and implementation of cessation of hostilities or peace agreements by parties to the conflict; clashes, civilian fatalities and displacement caused by factors and complexities beyond intercommunal conflicts; the willingness of the relevant parties to come to an agreement to cease hostilities and of the Government of the Sudan to support such interventions; the Government and parties to the conflict cooperate on and support the implementation of the disarmament, demobilization and reintegration process for signatory armed movements; and the availability of uniformed personnel for the provision of escort and security for staff conducting operations in the field

Table 4

Human resources: component 3, support to the mediation of community conflict

	International staff						National staff ^a	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Governance and Community Stabilization Section									
Approved posts 2019/20	—	1	2	6	1	10	14	—	24
Proposed posts 2020/21	—	1	2	6	1	10	14	—	24
Net change	—	—	—	—	—	—	—	—	—

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG–ASG</i>	<i>D-2–D-1</i>	<i>P-5–P-4</i>	<i>P-3–P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Total									
Approved posts 2019/20	–	1	2	6	1	10	14	–	24
Proposed posts 2020/21	–	1	2	6	1	10	14	–	24
Net change	–	–	–	–	–	–	–	–	–

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

Component 4: support

56. The support component is tasked with providing rapid, effective, efficient and responsible services to support mandate implementation through the delivery of related outputs, service improvements and efficiency gains. Support will be provided for up to 49 military observers, 4,001 military contingent personnel, 760 United Nations police officers, 1,740 formed police personnel, 527 international staff, 872 national staff, 97 temporary positions, 68 United Nations Volunteers and 6 government-provided personnel. The range of support will encompass the implementation of conduct and discipline and HIV/AIDS programmes, personnel administration, financial management services, health care, the maintenance and construction of office and accommodation facilities, information technology and communications, air and surface transport operations, supply and resupply operations and the provision of security services Operation-wide.

<i>Expected accomplishments</i>	<i>Indicators of achievement</i>
4.1 Rapid, effective, efficient and responsible support services for the Operation	<p>4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, medical evacuation/casualty evacuation) (2018/19: 94 per cent; 2019/20: 69 per cent; 2020/21: ≥ 90 per cent)</p> <p>4.1.2 Average annual percentage of authorized international posts vacant (2018/19: 10.2 per cent; 2019/20: 9 per cent; 2020/21: 9 per cent ± 2 per cent)</p> <p>4.1.3 Average annual percentage of female international civilian staff (2018/19: 28 per cent; 2019/20: 26 per cent; 2020/21: 27 per cent)</p> <p>4.1.4 Average number of calendar days for roster recruitments, from posting of the job opening to candidate selection, for P-3 to D-1 and FS-3 to FS-7 (2018/19: not applicable; 2019/20: 87; 2020/21: ≤ 75)</p> <p>4.1.5 Average number of calendar days for post-specific recruitments, from posting of the job opening to candidate selection, for P-3 to D-1 and FS-3 to FS-7 (2018/19: not applicable; 2019/20: 154; 2020/21: ≤ 124)</p> <p>4.1.6 Overall score on the Administration's environmental management scorecard (2018/19: 64; 2019/20: 100; 2020/21: 100)</p> <p>4.1.7 Percentage of all information and communications technology incidents resolved within</p>

the established targets for high, medium and low criticality (2018/19: 78 per cent; 2019/20: 84 per cent; 2020/21: 95 ≥ per cent)

4.1.8 Overall score on the Department of Operational Support property management index based on 20 underlying key performance indicators (2018/19: ≥ 1,800, 2019/20: ≥ 1,341; 2020/21: ≥ 1,800)

4.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2018/19: 1,511; 2019/20: 1,341; 2020/21: ≥ 1,800)

4.1.10 Deviation from the demand plan in terms of planned quantities and the timeliness of purchase (2018/19: not applicable; 2019/20: 11 per cent; 2020/21: ≤ 20 per cent)

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

4.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2018/19: 99 per cent; 2019/20: 99 per cent; 2020/21: 95 per cent)

Outputs

Service improvements

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

Aviation services

- Operation and maintenance of 10 aircraft (2 fixed-wing and 8 rotary-wing aircraft)
- Provision of a total of 5,588 planned flight hours from commercial providers for all services, including passenger, cargo, patrols and observation, search and rescue, and casualty and medical evacuation
- Oversight of aviation safety standards for 10 aircraft and 14 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance, and accounting services for a budget of \$474.0 million, in line with delegated authority

Civilian personnel services

- Provision of human resources services for up to 1,564 authorized civilian personnel (527 international staff, 872 national staff, 97 temporary positions and 68 United Nations Volunteers), including support for claims, entitlements and benefits processing, travel, recruitment, post management, budget preparation, training and staff performance management, in line with delegated authority

Facility, infrastructure and engineering services

- Maintenance and repair services for all mission sites
- Implementation of 5 construction, renovation and alteration projects
- Operation and maintenance of 1,369 United Nations-owned generators
- Operation and maintenance of United Nations-owned water supply and treatment facilities (including 18 water and waste treatment plants and 36 boreholes)
- Provision of waste management services, including liquid and solid waste collection and disposal, at 23 sites

Fuel management services

- Management of supply and storage of 23.4 million litres of fuel (5 million litres for air operations, 1.8 million litres for ground transportation and 16.6 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities

Geospatial, information and telecommunications technology

- Provision of and support for 1,877 handheld portable radios, 783 mobile radios for vehicles and 35 base station radios
- Operation and maintenance of 1 radio production facility
- Operation and maintenance of a network for voice, fax, video and data communication, including 1 Earth station hub, 34 very small aperture terminals, 78 telephone exchanges and 109 microwave links, as well as provision of mobile phone service plans
- Provision of and support for 2,101 computing devices and 239 printers for an average strength of 2,106 civilian and uniformed end users, in addition to 106 computing devices and 13 printers installed for connectivity of contingent personnel, as well as other common services
- Support for and maintenance of 35 local area networks and wide area networks at 89 sites
- Analysis of geospatial data covering 350,000 km², maintenance of topographic and thematic layers, and production of 1,785 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (1 level I clinic and 2 level I-plus hospitals) and support for contingent-owned medical facilities (24 level I clinics and 1 level II-plus hospital) in 16 locations and maintenance of contractual arrangements with 2 other level III hospitals in Khartoum
- Maintenance of medical evacuation arrangements to 4 level IV hospitals in 4 locations outside the mission area (Egypt, Kenya, South Africa and United Arab Emirates)

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 6,550 authorized military and police personnel (49 military observers, 135 military staff officers, 3,866 contingent personnel, 760 United Nations police officers and 1,740 formed police personnel) and 6 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 22 military and formed police units
- Supply and storage of rations, combat rations and water for an average strength of 3,866 military contingent and 1,636 formed police personnel

- Support for the processing of claims, including official travel requests and entitlements, for an average strength of 4,050 military and 2,500 police personnel and 6 government-provided personnel

Vehicle management and ground transportation services

- Operation and maintenance of 1,157 United Nations-owned vehicles (including 575 light passenger vehicles, 272 special purpose vehicles, 8 ambulances, 15 armoured vehicles and 287 other specialized vehicles, trailers and attachments), through 2 main workshops and 7 repair facilities at 9 locations, and provision of daily shuttle services 7 days a week transporting United Nations personnel within mission area

Security

- Provision of security services, 24 hours a day, 7 days a week, throughout the mission area
- 24-hour close protection to senior mission staff and visiting high-level officials
- Operation-wide site security assessment, including residential surveys for 120 residences
- Conduct of a total of 1,084 information sessions on security awareness and contingency plans for all mission personnel and security induction training and primary fire training/drills for all new mission personnel

Conduct and discipline

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

HIV/AIDS

- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all mission personnel and implementation of HIV awareness-raising programmes, including peer education, for all mission personnel

External factors

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

Table 5
Human resources: component 4, support

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Director of Mission Support									
Approved posts 2019/20	–	1	5	7	8	21	21	–	42
Proposed posts 2020/21	–	1	5	7	8	21	21	–	42
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief Operations and Resource Management									
Approved posts 2019/20	–	1	13	12	59	85	141	8	234
Proposed posts 2020/21	–	1	13	12	59	85	141	8	234
Net change	–	–	–	–	–	–	–	–	–

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Service Delivery									
Approved posts 2019/20	–	1	13	21	73	108	243	39	390
Proposed posts 2020/21	–	1	13	21	73	108	243	39	390
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions 2019/20	–	–	–	1	15	16	81	–	97
Proposed temporary positions 2020/21	–	–	–	1	15	16	81	–	97
Net change	–	–	–	–	–	–	–	–	–
Subtotal, Service Delivery									
Approved 2019/20	–	1	13	22	88	124	324	39	487
Proposed 2020/21	–	1	13	22	88	124	324	39	487
Net change	–	–	–	–	–	–	–	–	–
Supply Chain Management									
Approved posts 2019/20	–	1	6	6	58	71	103	19	193
Proposed posts 2020/21	–	1	6	5	56	68	97	19	184
Net change	–	–	–	(1)	(2)	(3)	(6)	–	(9)
Security and Safety Section									
Approved posts 2019/20	–	–	5	8	84	97	256	–	353
Proposed posts 2020/21	–	–	5	8	84	97	256	–	353
Net change	–	–	–	–	–	–	–	–	–
Conduct and Discipline Team									
Approved posts 2019/20	–	–	2	4	1	7	4	–	11
Proposed posts 2020/21	–	–	2	4	1	7	4	–	11
Net change	–	–	–	–	–	–	–	–	–
HIV/AIDS Unit									
Approved posts 2019/20	–	–	1	–	–	1	6	–	7
Proposed posts 2020/21	–	–	1	–	–	1	6	–	7
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2019/20	–	4	45	58	283	390	774	66	1 230
Proposed posts 2020/21	–	4	45	57	281	387	768	66	1 221
Net change	–	–	–	(1)	(2)	(3)	(6)	–	(9)
Approved temporary positions as at 30 June 2020	–	–	–	1	15	16	81	–	97
Proposed temporary positions 2020/21	–	–	–	1	15	16	81	–	97
Net change	–	–	–	–	–	–	–	–	–

	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG-ASG</i>	<i>D-2-D-1</i>	<i>P-5-P-4</i>	<i>P-3-P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Total, support									
Approved as at 30 June 2020	–	4	45	59	298	406	855	66	1 327
Proposed 2020/21	–	4	45	58	296	403	849	66	1 318
Net change	–	–	–	(1)	(2)	(3)	(6)	–	(9)

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

Service Delivery

International staff: decrease of 3 posts

National staff: decrease of 6 posts

57. It is proposed that nine posts under Service Delivery (1 Procurement Officer (P-3), 2 Procurement Assistant (Field Service) and 6 national staff posts (5 Procurement Assistant (national General Service staff) and 1 Administrative Assistant (national General Service staff)) be abolished in the Procurement Section effective 1 July 2020, owing to the reductions in procurement volumes, given that UNAMID operations have declined in response to the reduced footprint of the Operation and in preparation for its anticipated drawdown and eventual closure.

II. Financial resources

A. Overall

(Thousands of United States dollars; budget year is 1 July 2020 to 30 June 2021)

Category	Expenditure (2018/19)	Apportionment (2019/20)	Cost estimates (2020/21)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)/(2)
Military and police personnel					
Military observers	2 980.5	1 560.1	1 464.1	(96.0)	(6.2)
Military contingents	248 969.5	144 964.9	127 279.1	(17 685.8)	(12.2)
United Nations police	37 247.1	19 962.7	23 804.8	3 842.1	19.2
Formed police units	54 075.4	59 707.1	56 519.8	(3 187.3)	(5.3)
Subtotal	343 272.5	226 194.8	209 067.8	(17 127.0)	(7.6)
Civilian personnel					
International staff	131 618.7	112 018.7	119 694.0	7 675.3	6.9
National staff	71 957.0	38 871.2	40 912.9	2 041.7	5.3
United Nations Volunteers	5 770.8	3 708.1	3 547.7	(160.4)	(4.3)
General temporary assistance	6 784.7	7 037.4	7 277.0	239.6	3.4
Government-provided personnel	522.8	278.0	262.1	(15.9)	(5.7)
Subtotal	216 654.0	161 913.4	171 693.7	9 780.3	6.0
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	10.3	196.1	136.1	(60.0)	(30.6)
Official travel	3 225.4	2 184.7	2 034.1	(150.6)	(6.9)
Facilities and infrastructure	36 347.4	17 432.3	15 995.0	(1 437.3)	(8.2)
Ground transportation	5 603.5	3 322.7	1 979.3	(1 343.4)	(40.4)
Air operations	55 202.9	37 252.1	30 064.1	(7 188.0)	(19.3)
Marine operations	179.7	5.2	—	(5.2)	(100.0)
Communications and information technology	16 472.4	14 523.5	13 269.1	(1 254.4)	(8.6)
Medical	740.8	803.3	1 366.1	562.8	70.1
Special equipment	—	—	—	—	—
Other supplies, services and equipment	37 268.7	50 677.5	28 436.3	(22 241.2)	(43.9)
Quick-impact projects	—	—	—	—	—
Subtotal	155 051.1	126 397.4	93 280.1	(33 117.3)	(26.2)
Gross requirements	714 977.6	514 505.6	474 041.6	(40 464.0)	(7.9)
Staff assessment income	21 180.6	14 186.3	15 218.8	1 032.5	7.3
Net requirements	693 797.0	500 319.3	458 822.8	(41 496.5)	(8.3)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	714 977.6	514 505.6	474 041.6	(40 464.0)	(7.9)

B. Non-budgeted contributions

58. 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 ^a	5 529.8
Voluntary contributions in kind (non-budgeted)	122.8
Total	5 652.6

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

C. Efficiency gains

59. The Operation does not foresee any efficiency gains during the period from 1 July 2020 to 30 June 2021 as it prepares for its anticipated drawdown and eventual closure.

D. Vacancy factors

60. 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^a</i>	<i>Budgeted 2019/20^b</i>	<i>Projected 2020/21</i>
Military and police personnel			
Military observers	0.0	32.0	35.0
Military contingents	(0.6)	0.0	7.0
United Nations police	1.4	32.0	29.0
Formed police units	5.3	6.0	6.0
Civilian personnel			
International staff	10.2	9.0	12.0
National staff			
National Professional Officers	6.9	0.0	1.0
National General Service staff	2.9	2.0	1.0
United Nations Volunteers			
International	5.4	7.0	7.0
National	—	—	—
Temporary positions ^c			
International staff	6.3	0.0	6.0
National Professional Officers	0.0	0.0	0.0
National General Service staff	6.3	0.0	1.0
Government-provided personnel	0.0	0.0	0.0

^a Based on monthly incumbency and planned monthly strength.

^b The budgeted vacancy factors for uniformed personnel and civilian personnel during the 2019/20 period take into consideration the average actual deployment as at 31 December 2019.

^c Funded under general temporary assistance.

61. The projected vacancy factors for uniformed personnel and civilian personnel take into consideration the average actual deployment as at 30 September 2020.

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

62. Requirements for the period from 1 July 2020 to 30 June 2021 are based on standard reimbursement rates for major equipment (under wet-lease arrangements) and self-sustainment in the total amount of \$56,581,500, as follows:

(Thousands of United States dollars)

Category	Estimated amount		Total
	Military contingents	Formed police units	
Major equipment	23 603.8	13 531.7	37 135.5
Self-sustainment	13 303.3	6 142.7	19 446.0
Total	36 907.1	19 674.4	56 581.5
Mission factors	Percentage	Effective date	Last review date
A. Applicable to mission area			
Extreme environmental condition factor	2.6	1 July 2017	1 June 2017
Intensified operational condition factor	3.8	1 July 2017	1 June 2017
Hostile action/forced abandonment factor	3.7	1 July 2017	1 June 2017
B. Applicable to home country			
Incremental transportation factor	0.0–3.5		

F. Training

63. 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)

Category	Estimated amount
Consultants	
Training consultants	–
Official travel	
Official travel, training	216.1
Other supplies, services and equipment	
Training fees, supplies and services	264.5
Total	480.6

64. 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	33	71	100	538	165	460	10	26	–
External ^a	94	54	70	49	24	44	15	9	30
Total	127	125	170	587	189	504	25	35	30

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

65. During the period from 1 July 2020 to 30 June 2021, the Operation will continue to provide training to international and national staff and military and police personnel to ensure that they maintain up-to-date knowledge in various substantive and technical skills. More specifically, UNAMID will prioritize training activities that provide staff members, in particular national staff members, with useful tools and knowledge to facilitate and optimize their chances of employment after the closure of the Operation.

G. Mine detection and mine-clearing services

66. 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	7 074.9
Mine detection and mine-clearing supplies	–

67. The proposed requirements for mine detection and mine-clearing services in the total amount of \$7,074,900 include requirements for international and national staff (\$2,213,800); contracts and grants for survey, clearance and risk education regarding explosive remnants of war (\$4,259,100); and other operational expenses and travel of personnel (\$68,800). The balance represents support and management fees for the United Nations Office for Project Services (UNOPS) in the amount of \$533,200.

H. Other programmatic activities

68. 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:

Breakdown of programmatic activities for the African Union-United Nations Hybrid Operation in Darfur for the period 1 July 2020 to 30 June 2021

(Thousands of United States dollars)

<i>Programmatic activities</i>	<i>State liaison functions (four Darfur states and greater Jebel Marra area)</i>	<i>UNAMID core activities</i>	<i>Total</i>
Support for rule of law institutions (police, judiciary and corrections)	1 219.0	471.1	1 690.1
Support for the promotion of human rights	1 007.1	145.0	1 152.1
Support for durable solutions and livelihoods	3 637.3	–	3 637.3
Support for immediate service delivery	1 162.3	–	1 162.3
Operational support costs	1 448.9	–	1 448.9
Support for peace process	–	1 084.3	1 084.3
Protection of civilians	–	1 815.0	1 815.0
Total for the period 1 July 2020 to 30 June 2021	8 474.6	3 515.4	11 990.0
Total for the period 1 July 2019 to 30 June 2020	28 251.4	4 883 125.0	33 134 488.0

69. The Security Council, in its resolution [2429 \(2018\)](#), endorsed a two-pronged approach for peacekeeping in the greater Jebel Marra area and peacebuilding in the rest of Darfur. The two-pronged approach combines peacebuilding and stabilization measures and peacekeeping tasks to adapt to the needs of the population in Darfur, which was further retained in resolutions [2495 \(2019\)](#), [2517 \(2020\)](#) and [2525 \(2020\)](#).

70. The State liaisons functions, established and functional as from 1 January 2019, continue to be the primary mechanism for the implementation of the peacebuilding concept in the four Darfur states (North, South, East and West Darfur) under the programmatic lead of the United Nations country team and in close cooperation with national actors using UNAMID financial and human resources. During the 2019/20 budget period, the State liaison functions were gradually expanded into the greater Jebel Marra area, beginning with Kass in South Darfur and Nertiti and Zalingei in Central Darfur in January 2020, and will continue to be expanded further in Central Darfur during the current fiscal year. Concurrently, the Operation will also implement its core programmatic activities across the greater Jebel Marra area in support of stabilization and peacebuilding activities in the hotspot areas where the State liaison functions mechanism is not present, and implement drawdown activities through coordination with the United Nations country team and UNITAMS.

71. The programmatic resources will support the four pillars of the State liaison functions with infrastructure upgrades, training and capacity-building of rule of law institutions, including justice, prisons and police, to enhance their capacity for justice delivery and a strengthened protective environment; support durable solutions through the provisions of direct livelihood support to returnees and host communities by restoring productive capacities, addressing land and resources issues, and facilitating the peaceful resolution and prevention of intercommunal conflicts; support the immediate service delivery pillar through the procurement and distribution of core relief items for extremely vulnerable households within the communities of internally displaced persons and extension of essential public services in high returnee areas and host communities; and continue to support the promotion of human rights through capacity-building workshops for key human rights actors (e.g., Sudan Police Force, family and child protection units, civil society organizations and women's protection networks), strengthening access to justice and

referral pathways for conflict-related sexual violence and gender-based violence services, and capacity-building of relevant actors for human rights monitoring and follow-up actions.

72. Core programmatic resources will continue to support the peace process implementation for Darfur through support for women's participation in the political process, the provision of capacity-building and logistics support to the Peace Commission, and the transformation of Darfur armed movements into political parties, among others, during the transitional period. The Operation will also support the protection of civilians mandate through the launch of pilot unarmed civilian protection training and activation in three hotspot areas in Darfur; undertake confidence-building workshops with communities on the role of national security actors on the protection of civilians following the departure of UNAMID; continue to support the native administration and UNAMID-initiated community mediation mechanisms on addressing and mediating intercommunal conflicts; support the implementation of community stabilization and arms collection projects; support the capacity-building of human rights institutions and transitional justice mechanisms, and enhance the capacity of civil society organizations to monitor and report on human rights violations, as well as criminal justice actors to fight impunity; continue to build the capacity of the Sudan Police Force; and undertake advisory, technical and coordination meetings and round tables for the transition of the Operation's rule of law tasks to national justice and prisons authorities in Darfur and Khartoum.

III. Analysis of variances¹

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

	<i>Variance</i>	
Military observers	(\$96.0)	(6.2%)

- **Mandate: change in the costing parameters and vacancy rates**

74. The reduced requirements are attributable mainly to a reduced planned mission subsistence allowance rate to be applied during the budget period owing to the provision of accommodation to military observers by the Operation. The application of a higher proposed vacancy rate of 35.0 per cent compared with the budgeted vacancy rate of 32 per cent during the 2019/20 period also contributes to lower resource requirements.

	<i>Variance</i>	
Military contingents	(\$17 685.8)	(12.2%)

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

75. The reduced requirements are attributable mainly to the repatriation of the military contingent personnel during the 2019/20 period, who were retained longer than anticipated owing to security concerns, and bringing the actual total number of UNAMID military contingent personnel in line with the authorized strength of 4,001, compared with the average planned deployment of 4,166 military contingent personnel. The application of a higher proposed vacancy rate of 7.0 per cent compared

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

with the budgeted vacancy rate of zero per cent during the 2019/20 period also contributed to lower resource requirements. The reduced requirements are offset in part by additional requirements related to the repatriation of one military utility helicopter unit as a result of the Operation's drawdown in the 2018/19 and 2019/20 periods.

	<i>Variance</i>	
United Nations police	\$3 842.1	19.2%

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

76. The increased requirements are attributable mainly to an increased mission subsistence allowance rate to be applied during the 2020/21 period, owing to the change in accommodation to be provided to the United Nations police officers during the budget period, compared with the accommodation planned for the 2019/20 period.

	<i>Variance</i>	
Formed police units	(\$3 187.3)	(5.3%)

• **Mandate: change in cost of travel**

77. The reduced requirements are attributable mainly to the lower planned cost of travel of formed police units during rotations in line with the historical expenditure patterns and to no additional provisions for the repatriation of formed police units during the budget period.

	<i>Variance</i>	
International staff	\$7 675.3	6.9%

• **Management: change in the costing parameters and vacancy rates**

78. The increased requirements are attributable mainly to an increase in the average salary levels of UNAMID international staff in line with Operation's historical expenditure patterns. The increased requirements are offset in part by the application of a higher vacancy rate of 12 per cent during the 2020/21 period compared with the budgeted vacancy rate of 9 per cent during the 2019/20 period.

	<i>Variance</i>	
National staff	\$2 041.7	5.3%

• **Management: change in the costing parameters**

79. The increased requirements are attributable mainly to an increase in the average salary levels of UNAMID national staff in line with Operation's historical expenditure patterns. The increased requirements are offset in part by lower provisions related to payments due to staff members at the time of separation from service compared with provisions planned during the 2019/20 period.

	<i>Variance</i>	
United Nations Volunteers	(\$160.4)	(4.3%)

• **Management: change in the costing parameters**

80. The reduced requirements are attributable mainly to the application of a higher vacancy rate for the budget period compared with the lower average actual vacancy

rate of 3 per cent during the period from July to October 2019, taken into account in 2019/20 resource requirements.

	<i>Variance</i>	
General temporary assistance	\$239.6	3.4%

• **Management: change in the costing parameters**

81. The increased requirements are attributable mainly to an increase in the average salary levels of UNAMID international staff in line with Operation's historical expenditure patterns. The increased resource requirements are offset in part by the application of a 6 per cent vacancy rate for national staff, compared with a zero per cent vacancy rate approved for the 2019/20 period.

	<i>Variance</i>	
Government-provided personnel	(\$15.9)	(5.7%)

• **Management: change in the costing parameters**

82. The reduced requirements are attributable mainly to a decrease in the projected cost of travel for government-provided personnel during the budget period in line with Operation's historical expenditure patterns.

	<i>Variance</i>	
Consultants and consulting services	(\$60.0)	(30.6%)

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

83. The reduced requirements are attributable mainly to lower demand for individual consultants and consulting services owing to preparation for the Operation's anticipated drawdown and eventual closure and an increased reliance on the Operation's in-house expertise.

	<i>Variance</i>	
Official travel	(\$150.6)	(6.9%)

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

84. The reduced requirements are attributable mainly to restrictions in connection with the COVID-19 pandemic and the increased utilization of virtual meetings and videoconferencing capacities. The reduced requirements are offset in part by additional provisions related to quarantine measures, implemented by the Government of the Sudan to reduce the spread of COVID-19.

	<i>Variance</i>	
Facilities and infrastructure	(\$1 437.3)	(8.2%)

• **Management: reduced cost of petrol oil and lubricants**

85. The reduced requirements are attributable mainly to the lower projected unit cost of diesel fuel of \$0.56 per litre compared with \$0.73 per litre provided for in the 2019/20 period, as well as lower maintenance fees. The reduced requirements are offset in part by additional requirements under construction, alteration, renovation and major maintenance related to management of the Zamzam tipping site, Nyala landfill and waste management yard in the El Fasher logistics base, in preparation for the Operation's anticipated drawdown and eventual closure.

	<i>Variance</i>	
Ground transportation	(\$1 343.4)	(40.4%)

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

86. The reduced requirements are attributable mainly to: (a) the lower projected consumption of 1.8 million litres of diesel fuel and petrol during the 2020/21 period compared with the planned consumption of 2.6 million litres during the 2019/20 period, owing to the Operation's smaller footprint; (b) the lower projected unit cost of diesel fuel of \$0.57 compared with \$0.73 per litre during the 2019/20 period; and (c) the lower planned acquisition of spare parts.

	<i>Variance</i>	
Air operations	(\$7 188.0)	(19.3%)

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

87. The reduced requirements are attributable mainly to: (a) the proposed drawdown of the UNAMID aviation fleet by four rotary-wing aircraft and reduced volume of acquisition of aviation fuel owing to a smaller footprint of the Operation; and (b) the lower projected unit cost of aviation fuel of \$0.55 per litre compared with \$0.70 per litre during the 2019/20 period.

	<i>Variance</i>	
Communications and information technology	(\$1 254.4)	(8.6%)

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

88. The reduced requirements are attributable mainly to no acquisition of information and communications technology assets and lower requirements for the maintenance of communications and information technology equipment owing to the smaller footprint of the Operation and a reduction in the number of information technology assets in use.

	<i>Variance</i>	
Medical	\$562.8	70.1%

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

89. The increased requirements are attributable mainly to the increased demand for personal protection equipment to contain the spread of COVID-19 and to ensure the safety and security of UNAMID personnel.

	<i>Variance</i>	
Other supplies, services and equipment	(\$22 241.2)	(43.9%)

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

90. The reduced requirements are attributable mainly to the reduced level of programmatic activities, from \$33.1 million during the 2019/20 period to \$11.9 million during the 2020/21 period, owing to the Operation's preparatory activities towards its anticipated drawdown and eventual closure and adjustments to the scope of the Operation's programmatic activities after the recent drawdown.

IV. Actions to be taken by the General Assembly

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

(a) Appropriation of the amount of \$474,041,600 for the maintenance of the Operation for the 12-month period from 1 July 2020 to 30 June 2021, inclusive of the amount of \$240,182,900 previously authorized for the period from 1 July to 31 December 2020 under the terms of General Assembly resolutions 74/261 C;

(b) Taking into account the amount of \$240,182,900 previously assessed on Member States for the period from 1 July 2020 to 31 December 2020 under the terms of General Assembly resolutions 74/261 C, assessment among Member States of the additional amount of \$233,858,700 for the six-month period from 1 January to 30 June 2021.

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

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

Decision/request

Action taken to implement decision/request

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

The Operation has formulated a results-based budgeting framework to accomplish its mandated tasks. The framework allows the Operation to utilize its resources effectively while adjusting for changes in the work environment.

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).

Over the past nine budget cycles, the Operation has nationalized 181 Professional and Field Service posts and international United Nations Volunteers positions as part of its efforts to realign staffing ratios and to save costs. However, the Operation does not intend to nationalize any posts during the 2020/21 period owing to its anticipated drawdown and eventual closure.

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

There has been a major improvement in the recruitment lead time, owing mainly to the recent improvement in the issuance of entry visas by the Government of the Sudan to new staff members selected for international posts at UNAMID. The Operation has reduced its recruitment lead time from 112 to 101 days. Nevertheless, and with due regard to the prospective

Decision/request

achieved in the context of the 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).

Action taken to implement decision/request

drawdown of the Operation, subject to the decision of the Security Council, UNAMID will continue its efforts to fill all the vacancies in a timely manner.

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

UNAMID made significant efforts to retain and increase the number of women candidates to fill senior-level positions (P-5 and above) in the Operation. The percentage of women at the P-5 and above levels is 26 per cent, compared with 22 per cent in June 2018. The Operation will continue to endeavour to increase the representation of women in senior-level positions and in its workforce in general.

In its effort to reduce its environmental footprint, the Operation completed the construction of a sanitary landfill in Nyala, which was later vandalized during the looting of Nyala super camp and has been downgraded to a controlled tipping site in Zamzam for the disposal of solid wastes; centralized the treatment of wastewater to reduce the energy load on the generators and constructed centralized the waste management yard at the El Fasher logistics base for the management of hazardous and non-hazardous waste; installed and commissioned two large-capacity general purpose incineration pieces of equipment at the waste management yard for the disposal of hazardous and non-hazardous waste; installed bulb crushers across mission locations for the safe disposal of fluorescent bulbs/tubes; established specialized commercial contracts for the disposal of e-waste, ballistic protective equipment (e.g., kevlar jackets and blue helmets) and other hazardous materials; and installed photovoltaic solar panels to provide power supply to communications and information technology infrastructure. To reduce the dependency on fossil fuels, boreholes and water heaters were utilized. The Operation also conducted training and awareness-raising campaigns on best practices related to energy conservation and water and waste management.

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

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

Recalls paragraph 39 of its resolution [69/307](#) and paragraphs 136 to 138 of the report of the Advisory Committee ([A/70/742](#)), reaffirms its request to the Secretary-General to ensure consistency, transparency and cost-efficiency in the budgeting for unmanned aerial systems in individual peacekeeping operation budget proposals in this regard, including by presenting expected accomplishments and indicators of achievement, as well as information on outputs, as appropriate, in the context of the results-based budget framework, and also reaffirms its request to the Secretary-General to include comprehensive information, including on lessons learned from the utilization of unmanned aerial systems in United Nations peacekeeping operations, in the next overview report (para. 36).

The Operation confirms its compliance with the standard operational procedures on casualty evacuations, based on the 10-1-2 casualty evacuation policy available to mission-wide stakeholders. Meetings are conducted to ensure that stakeholders are fully aware of their expected responsibilities. Live mission-wide exercises have been carried out, as recently as December 2019. All casualty evacuations executed during the reporting period were done successfully within the 10-1-2 timelines, with the full participation of all stakeholders. Medical facilities mission-wide are reminded regularly of the importance of having all personnel fully acquainted on all aspects of the policy document. In January 2020, a training session on basic and advanced life and trauma support was organized for all military and police medical personnel. The training sessions planned for April 2020 were postponed owing to the COVID-19 pandemic response plan, which placed restrictions on training activities. This will be reviewed as soon as the infection rate is significantly reduced.

UNAMID confirms that effective measures are in place to ensure the security of information gathered. To date, the Operation has not deployed an unmanned aerial system.

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

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

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

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

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

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

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

In compliance with instructions from United Nations Headquarters on the United Nations-owned vehicles transformation plan, the UNAMID Vehicle Establishment Committee has developed a transformation plan to optimize the composition of the mission's vehicle fleet and ensure that its vehicles are fit for purpose.

UNAMID has taken steps to refurbish existing accommodations and provide accommodations with attached bathrooms, especially in remote field locations. Priority has been given to female staff members and uniformed personnel, in accordance with the system-wide strategy on gender parity.

In addition, accommodations are equipped with necessary amenities, to the extent possible, by utilizing available stock.

The mission continues to ensure realistic planning and budgeting by establishing priority projects in support of the mandate and by proposing estimates according to the resource requirements, based on local market knowledge and similar experience with other projects. The Operation is not conducting nor planning to conduct multi-year projects or projects above \$1 million during the 2020/21 period.

The Acquisition Planning and Requisitioning Unit of the Operation is responsible for planning, monitoring and tracking all aspects of the Operation's supply chain, to ensure that a continuous supply of goods and services is available to meet operational requirements. A core function of the Unit is to verify existing stock levels before initiating any procurement action. The Chief of the Unit is the designated official accountable for the implementation of this and other related policies designed to eliminate unnecessary purchases.

The Operation utilizes locally available construction materials, including concrete blocks, steel, sand and gravel. In addition, local capacity and knowledge is being utilized through the hiring of individual contractors for routine maintenance and for short-term construction projects.

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

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 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).

As of July 2020, UNAMID no longer funded staff in the Global Procurement Support Section owing to a reduction in UNAMID procurement volumes, given that the mission is preparing for its anticipated drawdown and eventual closure. Notwithstanding that, UNAMID continues to utilize Support Section contracts, where relevant.

The following measures are already in place to strengthen the security of air crews working under contract with the United Nations:

(a) As part of the standard crew briefing for crew members who arrive in the Operation, UNAMID provides a comprehensive security briefing about the security situation within the mission area;

(b) The UNAMID Security Section provides an aviation threat assessment to the Aviation Section on a daily basis;

(c) The daily crew briefing includes the aviation threat assessment and an aviation risk management briefing;

(d) On the basis of the daily aviation threat assessment, the Aviation Section may request the deployment of ground protection forces and/or special arrangements with the Government of the Sudan at certain landing sites, whenever required, in accordance with the aviation risk assessment.

While recognizing the contribution that quick-impact projects have made over the years, the Operation decided to discontinue such projects during the 2017/18 budget period in favour of a more holistic programmatic approach focused mainly on community stabilization projects.

UNAMID has partnered with the United Nations country team since January 2019 to implement a whole-of-system approach to the transition and to provide sustainable solutions to the critical drivers of conflict, through the State liaison functions in the stabilized areas of North, South, East and West Darfur where the UNAMID presence had been withdrawn. Through the State liaison functions mechanism, UNAMID staff are embedded in the United Nations country team for the coordinated joint implementation of programmatic activities aimed at addressing intercommunal conflict and promoting resilience and durable solutions for the affected communities. In order to ensure the smooth transition of the State liaison functions to the United Nations country team and the Government of the Sudan,

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, 79, 80, 81 and 82).

a joint transition action plan was developed with the United Nations country team covering the political, security and programmatic transition. The joint transition cell implements the joint transition action plan and supports UNAMID senior management and the United Nations country team in managing and implementing the United Nations transition in Darfur. The programmatic interventions to be undertaken in the State liaison functions areas of operations in Darfur are done in consultation with the Government through a joint committee consisting of five representatives each from the Government and the United Nations (both UNAMID and United Nations country team member entities).

The Operation has regularly included programmatic funds in its budgets to support mandate implementation on peace consolidation, promoting local conflict mediation and reconciliation, implementing community stabilization projects, strengthening the rule of law and justice, promoting human rights and gender mainstreaming, and providing support for the peace process. Since January 2019, the Operation has also requested programmatic funds in support of the transition concept in the stabilized areas of North, South, East and West Darfur, which are jointly undertaken by UNAMID and the United Nations country team.

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

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

(Resolution [74/261](#) C)

Requests the Secretary-General to establish clear frameworks and guidelines to determine the solicitation procedure, whether invitation to bid or request for proposal, to be utilized for, inter alia, acquiring different types of goods and services, including aviation services, and to update the United Nations Procurement Manual accordingly (para. 9).

Given that most locally conducted bids are still made through email and hard copy, award announcements have not been done in the public domain (e.g., using United Nations Global Marketplace). Rather, UNAMID informs respondents to the solicitation through regret letters, including the awardee of the contract. Should forthcoming changes in the United Nations Procurement Manual provide such requirements, UNAMID will comply.

Decision/request

Action taken to implement decision/request

Also requests the Secretary-General to take measures to ensure that the Organization conforms to best practices in public procurement with respect to transparency, including by placing additional information in the public domain on the outcome of procurement exercises conducted, including in the area of aviation services, so as to further increase the transparency of the procurement operations of the Organization, and to update the United Nations Procurement Manual accordingly (para. 10).

Notes the ongoing development of impact-based performance indicators as part of the implementation of the Comprehensive Performance Assessment System, and in this regard requests the Secretary-General in his next report to provide information on how the indicators will measure the performance by the Operation of mandated tasks and the impact of resource allocation on that performance, as well as how the indicators will contribute to the identification of the required resources for each mandated task (para. 11).

Requests the Secretary-General to provide in his next report an execution plan for, and analysis of, the implementation of the new Comprehensive Performance Assessment System, including on its correlation with mission planning and budget formulation, in order to facilitate consideration by the General Assembly of resource requests for implementation of the System (para. 12).

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, in order to facilitate mandate implementation and increase transparency, and to report thereon in his next report (para. 13).

Notes with grave concern the threat to life, health, safety and security caused by the coronavirus disease (COVID-19) pandemic and the importance of ensuring the safety, security and health of peacekeeping personnel, maintaining the continuity of critical mandate delivery, including protection of civilians,

UNAMID to consider a public link such as the United Nations Global Marketplace to announce publicly the outcome of procurement exercises of significant contracts.

UNAMID was requested to implement the Comprehensive Performance Assessment System by the Security Council in its resolution [2525 \(2020\)](#). The mission has been working closely with the Secretariat's Comprehensive Performance Assessment System team to develop the relevant modules of the System. An update on its progress was included in the special report submitted to the Council in November 2020 ([S/2020/1115](#)).

The Operation is working closely with the Secretariat's Comprehensive Performance Assessment System team to develop the performance assessment and reporting modules of the UNAMID System tool, given the late inclusion of the development and implementation of the tool at UNAMID. An update on its progress was included in the special report submitted to the Security Council in November 2020 ([S/2020/1115](#)).

UNAMID has a Risk Management Unit that is adequately staffed and headed by a staff member at the P-4 level. The Unit reports to the Director of Mission Support and engages with the Office of the Chief of Staff on risk mitigation activities. Within regard to internal controls on budgeting and budget implementation, the mission, with the assistance of the Internal Control Section at Headquarters in New York, has undertaken an analysis and documented a matrix on the risk and control measures on budget management to ensure judicious utilization of Member State funds. This matrix is part of the wider programme on the Organization's project on the statement of internal control.

The timely response of UNAMID to the pandemic included but was not limited to the following:

- (a) By late March 2020, UNAMID had enacted a COVID-19 contingency and response plan and a business continuity plan in line with Headquarters directives;

minimizing the risk of mission activities causing the virus to spread and, where appropriate, and within mandates, supporting national authorities, upon their request, in their response to COVID-19 in collaboration with the Resident Coordinator and other United Nations entities in the country, and requests the Secretary-General to indicate in his next performance report how the Mission responded (paras. 15–16).

Notes the progress made in the implementation of the multi-year environmental strategy to reduce the footprint of peacekeeping operations, and requests the Secretary-General to enhance measures for the implementation of the strategy in all peacekeeping missions, in line with the five pillars of the strategy, in accordance with particular conditions on the ground and in full compliance with the relevant rules and regulations, and to report thereon in the context of his next overview report (para. 17).

Underlines the important contribution that programmatic activities make to the implementation of the mandates of the Operation, including for the prevention and resolution of conflicts, and that all such activities must be directly linked to the mandates of the Mission (para. 18).

(b) UNAMID activated its crisis management team and crisis management working group chaired by the Operation's Chief of Staff to monitor the situation and take practical steps to protect all United Nations personnel in Darfur, and meetings have been held daily;

(c) UNAMID issued various directives, guidance and health advisories through regular broadcasts on the pandemic to inform and update staff on health, safety and mitigation measures;

(d) Alternate and flexible arrangements for non-essential staff to work from home (if feasible) and others outside the mission to telecommute was put in place;

(e) UNAMID implemented a partial lockdown from 3 May to early in August 2020;

(f) UNAMID also put in place a phased return to office plan in the context of COVID-19 to provide guidance to mission managers on how best to implement a phased return to the workplace for all mission personnel in a safe and healthy way, in compliance with existing national and international guidelines.

The Operation's environmental performance score increased from 64 in 2018/19 to 66 in 2019/20 and continues to show improvement. Wastewater and waste management risks continue at a moderate level. While energy demand and water consumption increased slightly in 2019/20 owing to a higher number of local personnel accommodated in UNAMID compounds during the COVID-19-related lockdown, the mission continues to implement robust energy-saving and water conservation initiatives. Furthermore, the Operation is continuing its efforts to implement an environmental clean-up of sites, tree planting and other community-based environment-related projects and initiatives through the State liaison functions mechanism aimed at leaving a positive legacy in the host communities.

UNAMID has a peacebuilding mandate in four Darfur states, namely North, South, East and West Darfur. Through a joint analysis carried out by the Government of the Sudan, UNAMID and the United Nations country team of areas of returnees, internally displaced persons and host communities have been identified, as well as interventions aimed at addressing resource-based intercommunal conflicts and promoting durable solutions. The peacebuilding projects have contributed to strengthening social cohesion, infrastructure development or rehabilitation, capacity-building, and awareness-raising and advocacy in support of the strategic priorities of the Operation.

Decision/request

Requests the Secretary-General to ensure that the Operation is responsible and accountable for the use of its programmatic funds, in line with relevant guidance and bearing in mind the specific context in which the Operation operates, and to include, in his next budget submission and performance report, detailed information on the programmatic activities of the Operation, including on how those activities have contributed to the implementation of mission mandates, on the linkage to the mandates, on the implementing entities and on the performance by the Operation of appropriate oversight (para. 19).

Expresses concern over the allegations of sexual exploitation and abuse reported in peacekeeping missions, and requests the Secretary-General to continue to implement the United Nations zero tolerance policy on sexual exploitation and abuse with regard to all civilian, military and police personnel, and to report thereon in the context of his next report on cross-cutting issues (para. 20).

Action taken to implement decision/request

UNAMID has in place mechanisms to ensure that it is responsible for the use of its programmatic funds. The governance and oversight mechanism for its programmatic activities were derived from the guidelines on mandated programmatic activities of 1 November 2017, which are applied to mission-level planning, review, approval, monitoring and reporting of projects. The mission also confirms that its programmatic activities are linked directly to the provisions of the relevant Security Council resolutions and aligned with the Operation's priorities. The project review and approval committee is an accountability mechanism to ensure that the proposed activities are aligned with the mandate prior to the finalization of the memorandums of understanding. Furthermore, the oversight and reporting requirements are specified in the relevant memorandums of understanding with the implementing partners, including mandatory financial and substantive reports and in-site visits by both parties to the memorandums where activities are being implemented.

The related response for all peacekeeping missions, including UNAMID, to address issues raised in paragraph 20 will be included in the context of the next report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

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

All newly arrived personnel from all categories are targeted to be trained on the prevention of sexual exploitation and abuse and other forms of misconduct. The Operation regularly conducts misconduct risk assessments to identify risks and proactively takes all possible remedial and mitigating measures. In addition, UNAMID has organized several outreach activities to local communities, in particular of internally displaced persons, young people and community volunteers, to raise their awareness of the United Nations zero tolerance policy on sexual exploitation and abuse and provide information related to the mission's community-based complaint reception mechanism.

Recognizes the increasing security challenges faced by United Nations peacekeepers, reaffirms its commitment to the improvement of the safety and security of Operation personnel, in particular uniformed personnel, and requests the Secretary-General to further strengthen the measures in this regard and to report thereon to the General Assembly in the context of the next budget submission for the Operation (para. 21).

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

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (para. 23).

Reiterates its concern about the high number of vacancies in civilian staffing, and further reiterates its request to the Secretary-General to ensure that vacant posts are filled expeditiously (para. 24).

UNAMID has also signed a joint framework agreement with 52 United Nations agencies, funds and programmes, non-governmental organizations and humanitarian and development partners to synergize efforts to prevent sexual exploitation and abuse and ensure adequate support for the victims of sexual exploitation and abuse.

UNAMID has established stronger measures to ensure the safety and security of its peacekeepers. Threat assessments to United Nations personnel and facilities are now being revised on a monthly basis; escorts are assigned to patrols and humanitarian workers on the basis of the likelihood and impact of the identified threats in each geographical area of operation; contingency plans of contingent and formed police units are now updated monthly in accordance with the outcome threat assessments of their relevant area of operations; and all UNAMID camps have updated defence plans with a centralized command and control structure, including periodic update of plans by contingent units and rehearsal of defence plans as and when warranted by the security situation. In addition, the Operation provides mandatory Safe and Secure Approached in Field Environments training to all new mission personnel during induction in order to raise their awareness of personal safety and security in the field environment.

While recognizing the contribution that quick-impact projects have had over the years, the Operation decided to discontinue such projects during the 2017/18 budget period in favour of a more holistic programmatic approach focused mainly on community stabilization projects.

Over the past nine budget cycles, the Operation has nationalized 181 Professional and Field Service posts and international United Nations Volunteers positions as part of its efforts to realign staffing ratios and to save costs. However, the Operation does not intend to nationalize any post at any time in the mission's life cycle owing to its anticipated drawdown and eventual closure.

The present number of vacancies in civilian staffing is line with the approved vacancy rates factored into the budget.

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

Requests the Secretary-General to ensure that vacant posts are filled expeditiously, and decides not to abolish the posts that have been vacant for 24 months or longer during the current budget period (para. 25).

Also requests the Secretary-General to review the posts that have been vacant for 24 months or longer and to propose in his next budget submission either their retention, with clear justification of need, or their abolishment (para. 26).

Further requests the Secretary-General to conduct a comparative assessment of the services provided by respective entities for mine action activities and to provide the results in the context of his next report (para. 27).

Recognizes the important role played by regional and subregional actors for peacekeeping operations, and in this regard encourages the Secretary-General to deepen the partnership, cooperation and coordination of the United Nations with regional and subregional actors in accordance with relevant mandates, and to provide information on these deepened engagements in the context of his next report (para. 28).

The vacant posts have been filled expeditiously during 2020/21 budget period. The Operation has maintained the approved vacancy rates and kept some posts vacant while awaiting the Security Council resolution on the future of UNAMID.

The Operation recommends retaining two posts of Security Officer that will be vacant for two years in November 2020 while awaiting the Security Council resolution on the future of UNAMID.

The Operation undertook a comparative assessment of the services provided by relevant entities for mine action activities at UNAMID. Mine action activities in support of the Operation's mandate include explosive threat assessment; clearance and disposal of explosive ordnance; explosive ordnance risk education; victim assistance; assessment and management of weapons and ammunition stores; ammunition disposal; and national capacity-building. It was determined in the assessment that UNAMID relied solely on UNOPS, the implementing partner for the Mine Action Service, for battle area clearance and explosive ordnance disposal. UNOPS, in collaboration with the United Nations police, delivers national capacity-building. In the context of UNAMID and upon assessment of the mission's uniformed capabilities, UNOPS demonstrated comparative advantage in terms of in-house capacity.

Cooperation with regional and subregional actors plays an important role in developing joint strategies for conflict prevention and resolution. To this end, UNAMID regularly works with the African Union through engagement with the parties in support of the peace process in Darfur.

B. Advisory Committee on Administrative and Budgetary Questions

Observations and recommendations on cross-cutting issues related to peacekeeping operations

(A/70/742)

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

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

The Operation ensures that redeployments between expenditure groups and classes are done only when necessary, to minimize their frequency.

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 for 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 looks forward to the finalization of the updated environmental management and waste management policies and trusts that specific implications relating to the impact of those policies in field missions will be included in the next overview report, along with an update on the implementation of the Rapid Environment and Climate Technical Assistance Facility project and the continuing efforts to introduce renewable energy technology alternatives in peacekeeping operations (para. 94).

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

The Operation recommends retaining two posts of Security Officer that will be vacant for two years in November 2020 while awaiting the Security Council resolution on the future of UNAMID.

The Operation continues to implement measures to reduce its overall environmental footprint by disposing of 266,510 kg of e-waste and 8,048 kg of ballistic protective equipment and other hazardous materials by specialized waste contractors; dispose of medical waste and vehicles and generator filters, and the disposal of used mattresses by incineration equipment (incinerators); and undertake environmental clean-up of various sites. The Operation was exceptionally exempted from developing its specific waste management plan owing to its anticipated drawdown and eventual liquidation. Between March 2018 and March 2020, the Operation facilitated four in-mission visits by Rapid Environment and Climate Technical Assistance teams focusing on strategies and methodologies for the safe disposal of hazardous materials and chemicals, non-hazardous waste and disposal facilities, as well as the remediation of shooting range and petroleum, oil and lubricant contaminated sites. The Operation has also been engaging the Rapid Environment and Climate Technical Assistance teams remotely on various environmental matters related to the Operation's implementation of the Department of Operational Support's environment strategy and compliance with the Department's waste management policies.

The Operation continues to undertake cost-savings initiatives, including a continuous review of its flight programme in the sectors to enhance the efficiency and cost-effectiveness of air operations within the mission area. The Operation continuously undertakes the optimization and reconfiguration of its air fleet in line with the drawdown and the closure of different sectors and team sites, which resulted in the reduction of two helicopters in the 2015/16 period (\$5.8 million cost reduction), two helicopters in the 2016/17 period (\$5.3 million cost reduction) and three aircraft in the 2017/18 period (\$9.6 million cost reduction). The Operation further realized total efficiency gains of \$10.5 million in aircraft rental costs owing to the optimization of air fleet configuration by reducing the air fleet by one fixed-wing aircraft and four civilian helicopters during the 2018/19 period. The Operation undertook those measures to contribute to and comply with the initiative of the Secretary-General on cost reduction to enhance the efficiency and cost-effectiveness of air operations in peacekeeping

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

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).

operations. UNAMID conducted a further review of aircraft utilization during the 2019/20 period and recommended a further reduction in its fleet, which resulted in savings of \$6.6 million in rental and fuel costs. The savings were realized by cancelling the letter of assist of the military utility helicopters with the Government of China.

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

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

A performance framework for aviation across all peacekeeping missions was developed for measuring air assets utilization: percentage of approved flight hours utilized (excl. search and rescue and medical evacuation/casualty evacuation), target: ≥ 90 per cent. The purpose of this indicator is to reflect whether missions have appropriately forecasted standard flight hours and are able to use them adequately. Given that the number of medical/casualty evacuation and search and rescue flights cannot be reliably forecasted in advance, they are disregarded.

During the 2019/20 performance year, UNAMID utilized 76 per cent of the budgeted flight hours for commercial aircraft and 33 per cent for military helicopters. The utilization was affected owing to the suspension of normal flight operations to all sectors as imposed by the Government of the Sudan in the wake of the COVID-19 pandemic. In addition, military air assets were tasked with supporting logistics operations because the peacekeeping force did not plan any military tasks.

To date, UNAMID has not deployed an unmanned aerial system. The mission has not included requirements for unmanned aerial systems in the resourcing for the 2019/20 period nor in its 2020/21 proposed budget.

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

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

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

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

The Operation continues to ensure realistic planning and budgeting by establishing priority projects in support of the mandate and by proposing estimates according to the resource requirements, based on local market knowledge and similar experience with other projects. The Operation is not conducting nor planning to conduct multi-year projects or projects above \$1 million during the 2020/21 period.

The Operation does not plan to acquire light passenger vehicles, including sedan-type, multipurpose or alternative-type vehicles, during the 2020/21 period. In response to a reduction in the footprint of UNAMID, the mission implemented the transfer of surplus vehicles, including light passenger vehicles, to other peacekeeping missions, including UNISFA, MINUSCA and the United Nations Multidimensional Integrated Stabilization Mission in Mali, as well as to United Nations entities financed from regular budget and members of the United Nations country teams. Going forward, the mission plans to transfer some surplus light passenger vehicles to UNITAMS during 2020/21 period.

UNAMID has limited night flight capability for medical/casualty evacuation in all helicopter landing sites; medical/casualty evacuation can be supported under visual meteorological conditions. The mission finds that obtaining flight clearances from authorities during night hours has been challenging, although the situation improved significantly during the 2019/20 period.

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

([A/73/755/Add.10](#))

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

The Advisory Committee 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 budget documents for the rates used (para. 17).

The Operation's 2020/21 budget proposal is based on the latest available vacancy rates as of 30 September 2020.

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

The Advisory Committee recalls that the General Assembly, on a number of occasions, has expressed concern at the low rate of compliance with the advance purchase policy directive and reiterates that stronger efforts are required in that respect (see also [A/73/779](#), para. 16). Furthermore, the Committee considers that in view of the pattern of expenditure and the current downsizing of UNAMID, the proposed level of resources for official travel may not be fully justified (para. 19).

UNAMID reiterates that, to the extent possible, the Operation implemented the advance purchase directives. All the staff undertaking official travel are instructed to submit requests for official travel at least 21 days prior to the expected departure date. This is to ensure compliance with the advance purchase policy directive, to the extent possible. UNAMID notes the fact that, in some instances, travel is not planned and is urgently required, in which case the reasons for deviation from the advance purchase policy directive have to be justified. UNAMID will continue to endeavour to ensure that all the travel is compliant with the advance purchase policy directive in the future.

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

([A/74/592](#))

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

The Advisory Committee stresses the importance of compliance with the United Nations environmental and waste management policy and procedures, as requested by the General Assembly in paragraph 31 of its resolution [70/286](#). Furthermore, the Committee is of the view that lessons learned from the closed peacekeeping operations with respect to environmental clearance activities should be applied by the Operation and trusts that updated information will be provided to the General Assembly at the time of its consideration of the present report (para. 22).

In compliance with the United Nations environmental and waste management policy and procedures, the Operation has constructed a centralized waste management yard at the El Fasher logistics base and initiated the process of upgrading its controlled tipping site at mission headquarters in Zalingei; installed and commissioned two large-capacity general purpose incineration pieces of equipment for the disposal of both non-hazardous and hazardous waste; installed 15 bulb crushers fitted with mercury vapour trapping filters for the safe disposal of fluorescent tubes and bulbs; and solicited the services of specialized waste contractors for the removal, destruction/recycling and disposal of hazardous and non-hazardous materials.

The Operation has established an engagement mechanism with the Environment Section in the Department of Operational Support, the Environmental Technical Support Unit of the United Nations Logistics Base at Brindisi and the Rapid Environment and Climate Technical Assistance team, with a focus on drawdown and liquidation environment-related matters, ranging from discussions on the Operation's site closure environmental clean-up plan, a review of recommendations of site-specific remedial action plans included in the pre-closure environmental assessment reports; and the sharing of best practices and lessons learned from other closed operations on waste management and environmental risk management initiatives.

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

(A/74/746)

Request/recommendation

The Advisory Committee notes the effort to document the lessons learned and best practices of UNAMID and encourages the Operation to take into consideration the lessons learned from other field operations with regard to mission downsizing and closure. The Committee trusts that detailed information on the lessons learned from UNAMID mandate implementation and drawdown will be included in the next report of the Secretary-General on the Operation (para. 24).

The Advisory Committee considers that identifying and drawing from lessons learned and best practices from closing field operations constitutes a core activity of the United Nations. The Committee recalls that the General Assembly has reaffirmed that the use of consultants for these activities should be kept to an absolute minimum and that their services should be used only when necessary, and stressed the need to use the in-house capacity of the Organization to perform core activities or to fulfil functions that are recurrent over the long term (General Assembly resolutions [70/247](#), para. 45, and [71/263](#), para. 34) (para. 25).

The Advisory Committee reiterates that additional clarification is needed regarding the delineation and monitoring of the different programmatic activities undertaken in Darfur, together with more realistic resource requirements related to them. The Committee trusts that updated information will be provided to the General Assembly at the time of its consideration of the present report and that updated details will be included in the next report of the Secretary-General on UNAMID (see [A/74/592](#), para. 21) (para. 39).

Action taken to implement request/recommendation

UNAMID confirms that, in addition to the best practices and lessons learned from studies in which it has participated, the mission had also drawn on earlier downsizing and closures in field operations in Côte d'Ivoire and Liberia for its downsizing and planning purposes.

UNAMID confirms that the use of external consultants is kept to a minimum and utilized when in-house expertise is not available. In the case of the hired consultants for the 2020/21 submission, the international consultant is providing specific expertise to develop monitoring tools for the State liaison functions, while the national consultants are providing valuable expertise on analysis of local political activities and developments to help the Operation to understand emerging issues that occur in the field, in order to improve early warning and quick-response capabilities and support the coordination between the Operation and the Government of the Sudan through the 5+8 Committee (five United Nations and eight government representatives) on the implementation of agreed action points for the Darfur peacebuilding programme. In addition, expert gender technical capacity is also required to support the Ministry of Labour and Social Development in integrating gender perspectives into governance structures, programmes and activities, developing a reporting mechanism between the Ministry's women and family departments and the combating gender-based violence unit, and developing partnerships with women's mechanisms in Darfur.

UNAMID will continue to fulfil its mandate through monitoring, investigation and reporting, advocacy, mainstreaming and capacity-building to prevent any gaps in the protection of human rights that could emerge in the absence of a sustained and robust protection and monitoring mechanisms related to the anticipated drawdown and eventual closure of UNAMID. In view of the impact of the COVID-19 pandemic that disrupted the implementation of most programmatic activities, UNAMID has reprioritized activities that can be realistically achieved before its exit and those that will be transferred to the United Nations country team and UNITAMS.

Request/recommendation

The Advisory Committee reiterates the need for capacity-building activities to support national staff during the mission downsizing and requests that detailed information thereon be presented in the next budget proposal (see also [A/74/592](#), para. 14, and [A/73/755/Add.10](#), para. 26) (para. 40).

Action taken to implement request/recommendation

National staff capacity-building has been at the centre of the UNAMID strategy of ensuring that its national staff are able to take up new challenges after separation from Operation, either due to downsizing or the exit of the mission. The aim of the capacity-building programme is to provide and prepare national staff to take up jobs outside UNAMID or venture into private businesses. To ensure that this strategic outcome is realized, the Operation undertook the following measures:

(a) Three microenterprise development fairs were held between 1 December 2019 and March 2020. The Operation successfully organized the fairs on 10 and 11 December 2019 in El Fasher, 16 and 17 February 2020 in Zalingei and 25 and 26 February in Khartoum. Participants were introduced to various investment opportunities through an in-depth discussion between them and the officials of the Sudanese banking sector, agrobusiness enterprises and the import/export and general agriculture sectors, including small and large ruminants, and the animal skin production sector. The programme developed and enhanced national staff capacities, while exposing them to the various skills and competencies in entrepreneurship avenues. It has also enhanced their coping strategies to manage the emotional dynamics relating to downsizing and eventual exit towards a successful career transition. Hence, it was a means of introducing national staff to alternative livelihoods as an option for future career development prospects. It involved an introduction to the investment environment of the Sudan and potential business financing options;

(b) Two 5-day workshops on “career pathways and empowering your transition” were also held in mid-March 2020, in Khartoum, Zalingei and El Fasher, the aim of which was also to further manage the emotional dynamics envisaged with downsizing and the eventual closure of the Operation;

(c) Other career development and soft skills programmes were delivered to national staff, which provided them with the knowledge, skills and competencies that they could use in their career development pathways and enable them make the transition to the private sector. They included:

Request/recommendation

Action taken to implement request/recommendation

- (i) Training and guidance on developing personal history profiles, Inspira job application procedures, competency-based interviewing skills for staff members, entrepreneurship development, essential computer skills, the International Computer Driving Licence programme and administration courses;
- (ii) Training on project identification, project proposal development, project feasibility studies and project management programmes;
- (d) Support in assisting national staff in gaining access to information on career development, including networking, that would help them to make the transition to new career pathways;
- (e) During the COVID-19 pandemic, virtual induction sessions were held for individual police officers, civilian international and national staff, and military liaison and staff officers through Microsoft Teams. Training on Inspira job application and personal history profile processing was held for civilian international and national staff. COVID-19 awareness-raising sessions were also held through Microsoft Teams.

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

(A/74/833)

Request/recommendation

Action taken to implement request/recommendation

The Advisory Committee trusts that the Secretary-General will continue to review and update the guide for senior leadership on field entity closure, including best practice and lessons learned during the closure of UNAMID on the disposal of waste during the liquidation of the Mission, as well as on the transition to a non-peacekeeping presence and cooperation with the United Nations country team for the planning, funding and implementation of programmatic activities (para. 23).

UNAMID has reviewed the closure documents of other missions and guidance provided by United Nations Headquarters and others with respect to preparations for closure and will implement any updates and collect lessons learned from its eventual closure. The Operation continues to collaborate with other United Nations field operations (including UNITAMS) and members of United Nations country team to ensure that items UNAMID assets can be used by those entities, if required.

C. Board of Auditors

United Nations peacekeeping operations

(A/74/5 (Vol. II))

<i>Recommendation</i>	<i>Action taken to implement recommendation</i>
<p>The Board recommends that Headquarters and missions conduct a comprehensive review of roles assigned in Umoja to ensure that the Umoja roles provisioned match the latest stipulations of the Umoja roles guide/security liaison officer workbook, the active staff list and the authorities delegated (para. 216).</p>	<p>UNAMID always refers to the most recent version of the security liaison officer workbook for Umoja enterprise roles provisioning.</p> <p>Internal mechanisms have been put in place, as follows:</p> <ul style="list-style-type: none"> (a) Periodic review of the Operation's Umoja role-mapping to establish compliance with the provisions of the Umoja role-provisioning guidelines; (b) Deprovisioning of Umoja enterprise roles from users separating from or reassigned to other missions/United Nations entities; this is part of the check-out process; (c) Segregation of duty checks. Security liaison officers periodically run a report to identify any segregation of duty violation issues and take appropriate corrective measures, when required; (d) Umoja enterprise roles alignment. In accordance with instructions from the Director of Mission Support, section chiefs notify the Field Technology Section of changes in functions performed by their staff members, and the security liaison officers take appropriate steps to align the Umoja roles to the new functions; (e) Delegation of authority compliance check. Periodically, the Operation's security liaison officers generate a report of all delegation of authority-related roles and check the validity of each delegation of authority and take appropriate corrective action, when required.
<p>The Board recommends that the Administration, together with the peacekeeping missions and RSCE, develop a common strategy for maintaining files for international staff and national staff ensuring that clear instructions and guidance are given, relevant documents are available, verified and checked for completeness and ideally are accessible by all stakeholders, namely, through an electronic records management system (para. 261).</p>	<p>The Organization has not yet acquired the resources necessary for the digitalization of physical files.</p>

D. Office of Internal Oversight Services

Peace operations

(A/74/305 (Part II))

<i>Recommendation</i>	<i>Action taken to implement recommendation</i>
<p>UNAMID needed to develop a gender strategy and action plan in coordination with the United Nations country team to ensure the sustainability of gender-mainstreaming initiatives in Darfur after the closure of the mission (para. 21).</p>	<p>UNAMID has a gender strategy for the follow-on mission to ensure the sustainability of gender-mainstreaming initiatives in Darfur after the closure of the mission. Discussions are ongoing with the United Nations country team on scaling up the already transferred activities that promote gender equality and the empowerment of women.</p>
<p>However, missions needed to better oversee implementation of their mission-wide environmental action plans, including by further developing programmes to conserve and manage water resources and improve wastewater infrastructure and management. UNAMID had not tailored its environmental strategy to its drawdown phase to effectively prioritize activities (para. 28).</p>	<p>Since December 2017, the Operation has been implementing a robust groundwater monitoring scheme using both automated and manual instruments at its sector headquarters. In addition, the Operation continues to maintain centralized wastewater treatment infrastructure, replacing defective ablution units with water- and energy-efficient ablution units, implementing water leakage detection and camp water supply timing schedules and reusing treated wastewater for the irrigation of trees and dust control.</p> <p>The Operation has promulgated its environmental site closure and environmental clearance strategy tailored to its drawdown and liquidation phases in order to effectively prioritize activities.</p>

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

B. Terminology related to variance analysis

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

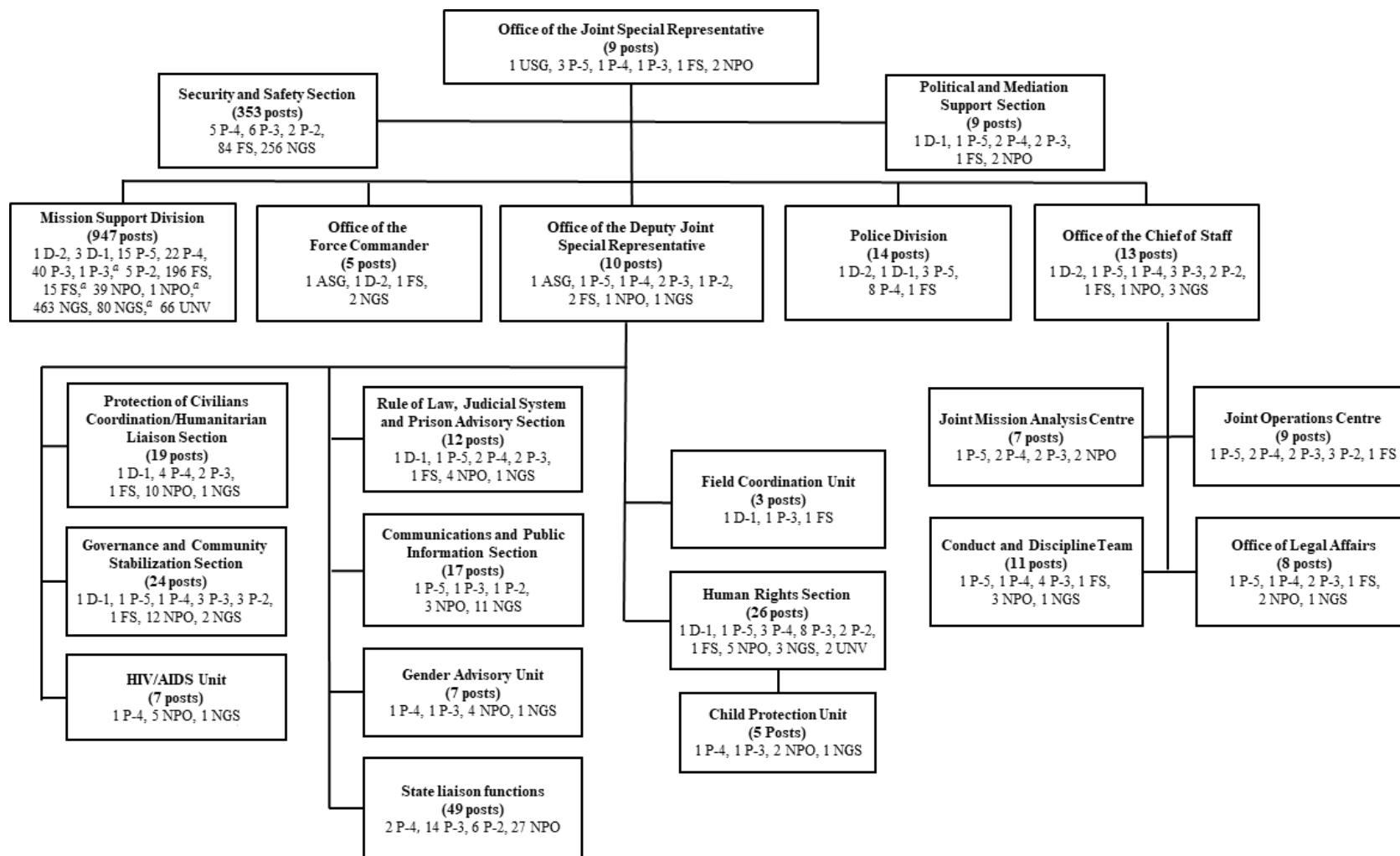
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations,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

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

Annex II

Organization charts

A. Substantive and administrative offices, all locations (1,564 posts)

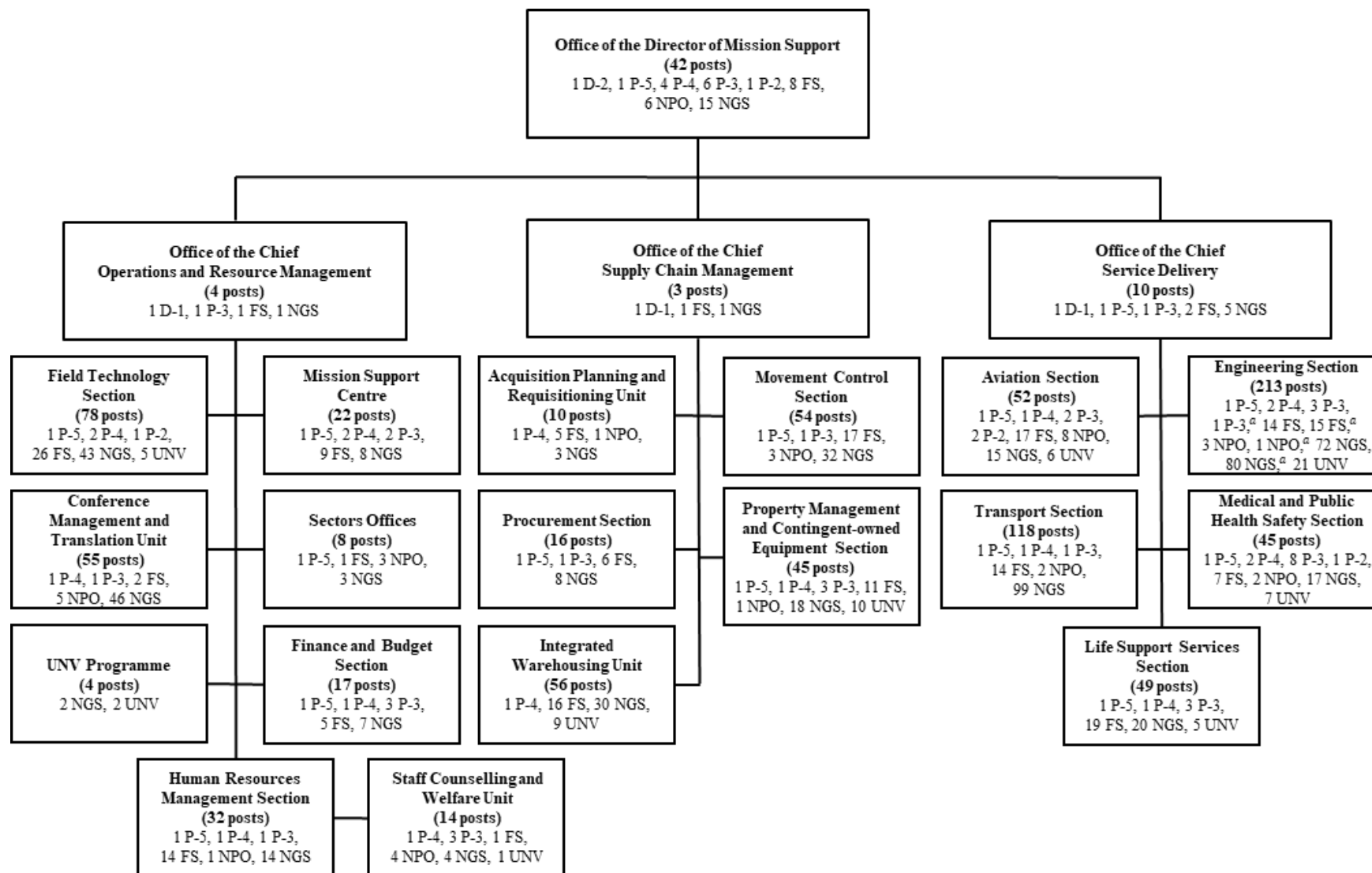


Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service staff; NPO, National Professional Officer; UNV, United Nations Volunteer.

^a General Temporary Assistance.

B. Mission support

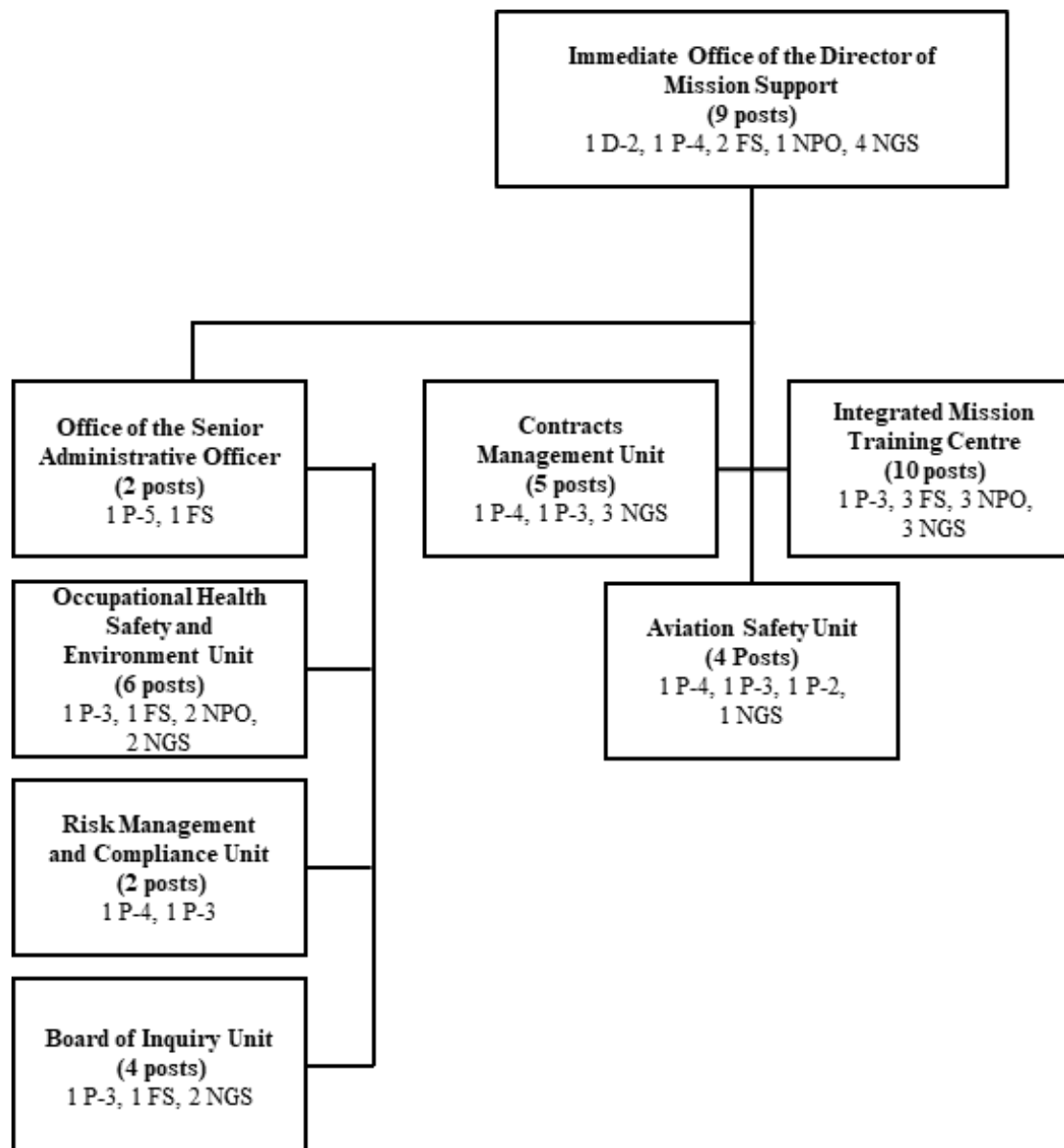
1. Mission Support Division, all locations (947 posts)



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

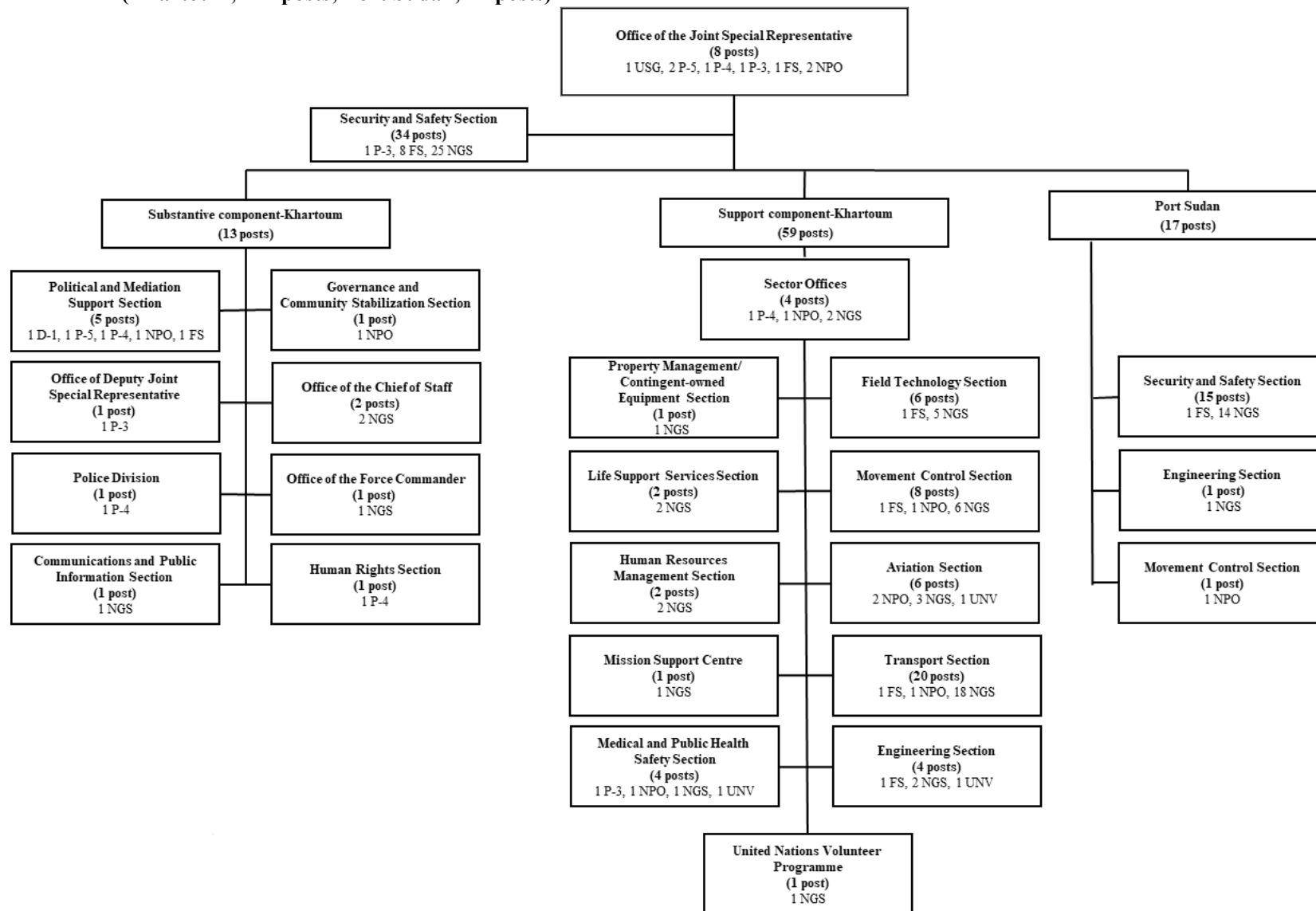
^a General Temporary Assistance.

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



C. Substantive and administrative offices outside of Darfur (131 posts)

(Khartoum, 114 posts; Port Sudan, 17 posts)



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

Map

