



# General Assembly

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Agenda item 165

**Financing of the African Union-United Nations Hybrid  
Operation in Darfur****Budget performance of the African Union-United Nations  
Hybrid Operation in Darfur for the period from 1 July 2020  
to 30 June 2021****Report of the Advisory Committee on Administrative and  
Budgetary Questions**

Appropriation for 2020/21	\$484,687,100
Expenditure for 2020/21	\$477,342,800
Unencumbered balance for 2020/21	\$7,344,300



## I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the budget performance of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) for the period from 1 July 2020 to 30 June 2021 ([A/76/688](#)). During its consideration of the report, the Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 11 April 2022.

2. The mandate of UNAMID was established by the Security Council in its resolution [1769 \(2007\)](#) and extended in subsequent resolutions of the Council until the present reporting period. The mandate for the performance period was provided by the Council in its resolutions [2495 \(2019\)](#), [2517 \(2020\)](#) and [2523 \(2020\)](#), as well as resolution [2525 \(2020\)](#), in which the Council decided to extend the mandate of the mission up to 31 December 2020, and resolution [2559 \(2020\)](#), in which the Council decided to terminate the mandate of UNAMID as of 31 December 2020. In the same resolution, the Council requested the Secretary-General to commence the drawdown of UNAMID personnel on 1 January 2021 and to complete the withdrawal of all uniformed and civilian UNAMID personnel by 30 June 2021, except for those required for the mission's liquidation. The Council further decided that, for the duration of the drawdown and liquidation, a guard unit would be retained from within the Operation's existing footprint to protect UNAMID personnel, facilities and assets ([A/76/688](#), para. 7).

## II. Budget performance for the period from 1 July 2020 to 30 June 2021

3. The Advisory Committee recalls that, in his previous report ([A/75/597](#)), the Secretary-General set out the proposed budget for the maintenance of UNAMID for the period from 1 July 2020 to 30 June 2021, which amounted to \$474,041,600 gross (\$458,822,800 net). Following the recommendation of the Committee ([A/75/633](#), para. 36), the General Assembly, in its resolution [75/251 A](#), authorized the Secretary-General to enter into commitments for the Operation in an amount not exceeding \$198,779,900 for the period from 1 January to 30 June 2021, taking into account the amount of \$240,182,900 previously authorized by the General Assembly for the Operation for the period from 1 July to 31 December 2020 under the terms of its resolution [74/261 C](#) ([A/76/688](#), paras. 1–3).

4. The Advisory Committee also recalls that, in response to the adoption of Security Council resolution [2559 \(2020\)](#), in which the Council decided to terminate the mandate of UNAMID as of 31 December 2020, the Secretary-General, in his note [A/75/800](#), requested the General Assembly to grant him authority to enter into commitments with assessment in the total amount of \$46,724,300 gross (\$39,917,600 net) for the responsible drawdown of UNAMID for the period from 1 January to 30 June 2021. Following the recommendation of the Committee ([A/75/839](#), para. 20), the General Assembly in its resolution [75/251 B](#) authorized the Secretary-General to enter into commitments for the Operation in an amount not exceeding \$45,724,300 for the period from 1 January to 30 June 2021, taking into account the amount of \$240,182,900 for the period from 1 July to 31 December 2020 and the amount of \$198,779,900 for the period from 1 January to 30 June 2021 previously authorized by the General Assembly for the Operation under the terms of its resolutions [74/261 C](#) and [75/251 A](#), respectively ([A/76/688](#), paras. 4–6).

5. In his report, the Secretary-General indicates that UNAMID incurred \$477.3 million in expenditure for the reporting period, representing a resource utilization rate of 98.5 per cent, compared with \$509.3 million in expenditure and a resource utilization rate of 99.0 per cent in the 2019/20 period. The unencumbered balance of \$7.3 million reflects the effect of: (a) reduced requirements of \$4.9 million for operational costs, owing primarily to the lower-than-budgeted requirements under other services, supplies and equipment resulting from a smaller number of assets transferred from UNAMID, cancellation of programmatic activities and lower demand for individual contractors, as well as lower demand for services under communications and information technology and facilities and infrastructure because of the closure of UNAMID team sites; and (b) reduced requirements under civilian personnel in the amount of \$2.3 million owing primarily to lower-than-budgeted payments resulting from the earlier separation of international staff members from service than estimated in the approved budget (*ibid.*, summary). A detailed analysis of the budget implementation is provided in section II.B of the report of the Secretary-General.

6. Regarding the expenditure under certain objects, the Advisory Committee was informed, upon enquiry, of the following:

(a) The reduced requirements and outputs under programmatic activities were attributable mainly to the review or cancellation of programmatic projects initiated during the period from 1 July to 31 December 2021 and assessed after the UNAMID mandate was terminated in line with the provisions of Security Council resolution [2559 \(2020\)](#). During the performance period, UNAMID had to cancel or downscale those programmatic activities that either had originally been planned to be initiated after 31 December 2020 and had to be cancelled or could not be finalized due to time and operational constraints related to the termination of the mandate;

(b) The increased requirements for the death and disability claims of military contingents were attributable mainly to the creation of a provision for death and disability claims that were currently being reviewed by the United Nations Headquarters or that could be received after the repatriation of UNAMID military contingents. On the basis of the lessons learned from previous liquidations, the United Nations Secretariat continues to receive death and disability claims with respect to uniformed personnel repatriated from closed peacekeeping missions. Given the number of UNAMID police and military personnel repatriated during the 2020/21 period, it was decided to make provisions to ensure that the mission's resources were sufficient to cover death and disability claims that had already been received or could be received in the future;

(c) Under civilian personnel, the increased requirements for the United Nations Volunteers class of expenditures in the amount of \$1.6 million were attributable mainly to a provision to cover payments due to international Volunteers at the time of their repatriation. The rise in the volunteer living allowance due to an increase in the post adjustment multiplier for the Sudan also contributed to increased requirements. Upon separation from UNAMID, Volunteers received a lump sum payment calculated for the travel costs to either the place of recruitment or the domicile. In addition, separating international Volunteers received an exit lump sum allowance based on their accrued service;

(d) In terms of support, the lower consumption across the different categories of fuel is due to the termination of the mandate and the closure of team sites, the separation of staff and the repatriation of uniformed personnel. Similarly, reduced requirements and outputs under geospatial, information and telecommunication technology were attributable to the decommissioning of unserviceable equipment and the drawdown of the operation with the resulting reduction of personnel and physical

locations to support. With regard to vehicle management and ground transportation, the lower actual outputs were attributed to the gradual reduction in the number of vehicles and vehicular equipment requirements as a result of the closure of sites and the repatriation of personnel. Furthermore, UNAMID operated daily shuttle bus services, further optimizing and reducing the use of personal vehicles.

7. Upon enquiry, the Advisory Committee was also provided with the financial position of the mission, as at 31 March 2022, which is reflected in table 1 below. **The Advisory Committee trusts that updated information on the financial position, including the outstanding contribution of Member States to UNAMID will be provided to the General Assembly at the time of its consideration of the present report.**

Table 1

**Summary of the UNAMID financial position as at 31 March 2022**

(Thousands of United States dollars)

<i>Description</i>	<i>Amount</i>
<b>I. Cash assets</b>	<b>12 933.1</b>
<b>II. Cash requirements (liabilities)</b>	
Contributions received in advance	198.6
Unliquidated obligations, including prior-period obligations	42 215.8
Other accounts payable and liabilities	3 746.0
<b>Subtotal</b>	<b>46 160.4</b>
<b>III. Net cash available (I less II)</b>	<b>(33 227.3)</b>
<b>IV. Credits due to Member States for the period ended 30 June 2021</b>	
(a) Unencumbered balance	7 344.3
(b) Other revenue	
Investment revenue	533.0
Other/miscellaneous revenue	2 002.5
Cancellation of prior-period obligations	9 073.2
<b>Subtotal, other revenue</b>	<b>11 608.7</b>
<b>Total credits due to Member States (a)+(b)</b>	<b>18 953.0</b>
<b>V. Cash surplus/(shortfall) (III less IV)</b>	<b>(52 180.3)</b>
<b>Contributions outstanding from Member States</b>	<b>147 987.4</b>

8. Upon enquiry, the Advisory Committee was informed that, as at 30 June 2019, the outstanding contributions to UNAMID had amounted to \$134.2 million and had reached \$209.2 million and \$179.6 million at the end of June 2020 and June 2021, respectively. The Committee notes the current outstanding contributions of \$148 million, as at 31 March 2022, and the negative trend of high outstanding contributions to the mission in previous cycles. **The Advisory Committee recalls the repeated calls by the General Assembly for all Member States to pay their assessed contributions on time, in full and without condition (see para. 39 below).**

*Non-budgeted voluntary contributions*

9. Upon enquiry, the Advisory Committee was also provided with a breakdown of the non-budgeted voluntary contributions received by UNAMID during the period from 1 July 2020 to 30 June 2021, as reflected in table 2 below.

Table 2

**Detailed non-budgeted voluntary contributions in kind received by UNAMID from 1 July 2020 to 30 June 2021**

(Thousands of United States dollars)

<i>Status of mission agreement is inclusive of:</i>	<i>Amount</i>
1. Landing rights at airport	301.9
2. Landing rights at seaport(s)	379.2
3. Radio frequency fees	112.4
4. Vehicle registration	255.9
5. Land contributed by the Government of the Sudan	73.6
<b>Total</b>	<b>1 123.0</b>

*Staffing*

10. The Advisory Committee was provided, upon enquiry, with the incumbency status as at 31 January 2022, which is reflected in table 3 below. **The Advisory Committee trusts that updated information on the incumbency status will be provided to the General Assembly at the time of its consideration of the present report.**

Table 3

**Incumbency status (as at 31 January 2022)**

<i>Posts</i>	<i>Planned<sup>a</sup></i>	<i>Encumbered</i>	<i>Vacancy rate (%)</i>
<b>Military and police</b>			
Military observers	—	—	—
Military contingents	—	—	—
United Nations police	2	2	—
Formed police	360	—	100.0
<b>Civilian posts</b>			
International staff	80	74	7.5
National staff			
National Professional Officers	7	6	14.3
National General Service	85	78	8.2
<b>General temporary assistance</b>			
International staff	—	4	N/A
National staff			
National Professional Officers	—	—	—
National General Service	—	—	—

<i>Posts</i>	<i>Planned<sup>a</sup></i>	<i>Encumbered</i>	<i>Vacancy rate (%)</i>
<b>United Nations Volunteers</b>			
International	9	5	44.4
National	—	—	—
<b>Government-provided personnel</b>	—	—	—

<sup>a</sup> Representing the planned deployment for January 2022 in the approved budget taking into consideration the gradual drawdown of staff in line with the mission's liquidation plan.

11. The Advisory Committee recalls the concerns expressed by the Board of Auditors over the lack of a comparative review process in the selection of staff to form the UNAMID liquidation team (see [A/76/5 \(Vol. II\)](#), paras. 98–101). Upon enquiry, the Committee was informed that the work of UNAMID on the liquidation team framework, structure and staff eligibility criteria had begun in March 2020. The work served as a prerequisite and basis for the Operation's formulation of its drawdown plan and the identification of personnel to be separated during the drawdown period ending on 30 June 2021. There were two categories of personnel who were not included in the liquidation team: those who did not meet the criteria set for the designation of personnel to serve on the team, and those who met the criteria but could not be accommodated as there were not enough posts or positions.

12. The criteria for designation to the liquidation team, in addition to having the confidence of Mission Support Division leadership in terms of a staff member's abilities and competencies, included having: the right attitude (being a team player with demonstrated commitment); the right functional skill sets; the right delegations of authority; the right Umoja roles; the right memberships to the local committee on contracts, the local property survey board, the local claims review board and the tender opening committee; the right rating of core values, core competencies and managerial competencies, where applicable; and a year-end assessment. The criteria were published in the UNAMID liquidation team framework, advertised in broadcasts and directives to all the mission staff and discussed in town hall meetings, which were open to all personnel. The selection was open to internal and external candidates on the basis of those criteria. Internal candidates included UNAMID personnel who were serving in the mission or had left UNAMID for other parts of the United Nations Secretariat during the drawdown period but were not earmarked for the liquidation team. External candidates were UNAMID personnel who had separated from the mission and the United Nations system.

13. The Department of Operational Support, whose role was advisory, recommended, in November 2020, that the mission prepare job descriptions for those functions that would be required during the liquidation phase. The Department further advised that, once identified, the liquidation team members would not be subject to a comparative review process, a practice put in place since the closure of the United Nations Operation in Côte d'Ivoire in 2017. The exemption of the liquidation team from the comparative review process arose from the recognition that a liquidation team would require specific functions, skill sets and roles that needed to be clearly established prior to the full drawdown of the mission. In contrast, a comparative review process only compares staff generally performing similar functions and does not assess the specific functions or skills that might be required during liquidation. As the decision to assign staff members to the liquidation team rested with the Director of Mission Support, he had to ensure that those designated to be on the team had the necessary expertise and knowledge to be retained to work through the liquidation period.

14. The Advisory Committee is of the view that any criteria for the selection of liquidations teams should be objective and transparent and relate to the experience and competencies required for each function (see also [A/76/735](#), para. 22).

15. As regards payments due to staff at the time of their separation from service, the Advisory Committee was informed, upon enquiry, that such payments were posted under common staff costs for the respective category of civilian personnel, namely, international staff, national staff, and civilian staff under general temporary assistance. In addition to payments provided upon separation, common staff costs include other payments and allowances provided to United Nations civilian personnel in line with the Staff Regulations and Rules of the United Nations and the methodology approved by the International Civil Service Commission. During the 2020/21 period, the most significant differences in absolute terms were identified under common staff costs for international staff in the amount of \$2.6 million, or 3.2 per cent. The common staff cost ratio for the UNAMID drawdown period has been estimated at 95 per cent, compared with the common staff cost ratio of 110.3 per cent approved for the mission in the 2020/21 period and representing the actual ratio for 12 months, from 1 January to 31 December 2019. Such a reduction was applied to avoid duplication, as the original common staff cost ratio already includes payments due to staff members at the time of their separation from service under regular turnover.

16. The Advisory Committee was further informed, upon enquiry, that the common staff costs related to payments due to staff members at the time of separation from service or relocation to another duty station (for international staff) were calculated on the basis of the analysis of each UNAMID staff member's plan for separation during the mission's drawdown period from 1 January to 30 June 2021. The situation of each international staff member has been analysed on the basis of parameters including contractual arrangements, grade and step, gross and net salaries, accrued annual leave, separation age, total years in service, and the cost of relocating the staff member to their home country, all of which affected the separation payments.

17. The Advisory Committee was also provided, upon enquiry, with information on the expenditures posted under common staff costs for international and national staff, as well as civilian staff under general temporary assistance, during the 2020/21 budget period and the period from 1 July 2021 to 31 January 2022, as reflected in table 4 below.

Table 4

**UNAMID expenditures under common staff costs related to payments due to staff members at the time of separation from service posted during the 2020/21 period and 2021/22 period until 31 January 2022.**

(Thousands of United States dollars)

<i>Expenditure commitment item</i>	<i>Amount (1 July 2020 to 31 January 2022)</i>
<b>I. Posts</b>	
<b>a. International staff</b>	
Relocation grant	3 560.7
Repatriation grant	10 301.0
Termination indemnity	12 089.7
Compensation in lieu of notice	186.1
Accumulated annual leave	6 617.8
Separation-related travel	640.7

<i>Expenditure commitment item</i>	<i>Amount (1 July 2020 to 31 January 2022)</i>
Staff assessment	(4 116.9)
<b>Subtotal, international staff</b>	<b>29 279.2</b>
<b>b. National staff</b>	
Accumulated annual leave	4 834.1
Staff assessment	(1 057.9)
<b>Subtotal, national staff</b>	<b>3 776.2</b>
<b>II. General temporary assistance</b>	
<b>a. International staff</b>	
Relocation grant	146.0
Repatriation grant	409.1
Termination indemnity	138.8
Compensation in lieu of notice	6.8
Accumulated annual leave	235.5
Separation-related travel	23.2
Staff assessment	(143.2)
<b>Subtotal, international staff</b>	<b>816.2</b>
<b>b. National staff</b>	
Accumulated annual leave	334.9
Staff assessment	(64.8)
<b>Subtotal, national staff</b>	<b>270.1</b>
<b>Total</b>	<b>34 141.7</b>

18. Upon enquiry, the Advisory Committee was informed that a total of \$26.1 million had been paid to 1,131 staff members as part of their separation package. Memorandums of understanding had been concluded for enhanced and/or exceptional termination packages for 73 staff members in order to minimize the costly and lengthy litigation process. The Committee was provided, upon enquiry, with the available information on the payments due to UNAMID staff members at the time of separation from service, per contract type, for the period from 1 January 2021 to 28 February 2022. The Committee was informed that more detailed information on the payments upon separation to UNAMID staff would be provided in the context of the UNAMID budget performance report for the period from 1 July 2021 to 30 June 2022.

19. With regard to the placement of downsized staff, the Advisory Committee was informed, upon enquiry, that as at 31 December 2021, a total of 93 downsized UNAMID staff members (holding permanent, continuing or fixed-term appointments) had moved to various positions within the Organization, including 75 downsizing staff placed under the authority of the Assistant Secretary-General for Human Resources (4 reinstatements, 63 on lateral reassignments, 3 on reassignments at a lower level and 5 on temporary assignments) and 18 downsizing staff selected through the staff selection system in Inspira (10 at a lateral level, 1 at a lower level, 4 on promotion and 3 on temporary assignment). The Committee was also provided with preliminary information on the efforts to retain downsizing UNAMID staff within the United Nations system during the period from 1 May to December 2021. The Committee was informed that more information on the efforts to retain downsized



UNAMID staff would be provided in the context of the UNAMID budget performance report for the period from 1 July 2021 to 30 June 2022.

20. Upon enquiry with regard to the policy supporting drawdown and separation, the Advisory Committee was informed that staff rules 9.6 and 13.1 provided the policy basis for the downsizing of United Nations civilian staff. While guidance exists on physical closure and property reduction, no United Nations administrative guidance exists to date to expand on the staff rule provisions that cover downsizing and closure of entities. This fact, in addition to the mass staff drawdown and separation at the scale of UNAMID, led to an increase in staff anxiety and grievances and, accordingly, to multiple submissions of management evaluation cases. Many staff, in particular the 204 staff members holding permanent and continuing appointments on 1 January 2021, had felt let down by the United Nations system. This point was exacerbated by the fact that a total of 125 staff members had received their continuing appointment in 2018. United Nations Headquarters was working on administrative guidance on the placement of staff outside of the drawing down and/or liquidating entity, which would accommodate the lessons learned from UNAMID liquidation.

21. With regard to the status of management evaluation cases, the Advisory Committee was informed, upon enquiry, that out of an initial population of 1,396 international and national staff on 1 January 2021, 63 staff had raised a total of 129 management evaluation cases, of which 27 cases had been against other United Nations entities and 102 against UNAMID. Of those 102 cases, 33 had been closed by the Management Evaluation Unit for being duplicates and/or not receivable. To date, only five management evaluation cases (two of which were expected to be closed in March 2022) and four outstanding United Nations Dispute Tribunal cases (also expected to close in March 2022) remained pending.

22. The Advisory Committee received, upon enquiry, information on the staff members holding permanent and continuing appointments who had been separated or placed in other missions, by post, level, contract type, and status and receiving entity. The Committee also requested, but did not receive, the list of the 63 staff who had raised management evaluation cases, by type of case and by nationality. **The Advisory Committee trusts that this information, as well as updated information on the status of the pending cases, will be provided to the General Assembly at the time of its consideration of the present report (see also [A/76/735](#), para. 22, [A/75/822](#), para. 75, [A/74/737](#), para. 60, and [A/73/755](#), para. 75).**

#### *Disposition of assets*

23. In his report, the Secretary-General indicates that UNAMID, in line with the provisions of financial rule 105.23 (e) of the Financial Regulations and Rules of the United Nations, gifted to the host Government infrastructure assets such as boreholes, surplus medical waste incinerators, specialized heavy equipment such as firefighting equipment, earth moving equipment, and water and sanitation equipment. UNAMID also gifted various assets such as ambulances, generators, refrigerated containers and polymerase chain reaction testing equipment in support of Sudanese coronavirus disease (COVID-19) response activities. The mission further supported local activities to mitigate the impact of desert locust infestation through the gifting of four-wheel drive vehicles, minibuses and other equipment ([A/76/688](#), para. 53).

24. Upon enquiry, the Advisory Committee was informed that UNAMID had planned the disposal of United Nations property in preparation for the drawdown and liquidation, in accordance with the criteria and grouping established in Financial Regulation 5.14. This included the development and continuous updating of the preliminary asset disposal plan in the prescribed five groups: group I for equipment in good condition to be transferred to other peacekeeping operations or placed in

reserve and maintained by the United Nations Logistics Base at Brindisi, Italy; group II for equipment to be redeployed to other United Nations activities funded from assessed contributions; group III for equipment to be sold at fair value to other United Nations agencies, international organizations and governmental and non-governmental organizations; group IV for equipment to be disposed of by commercial sale; and group V for equipment to be contributed free of charge to the Government.

25. As the Secretary-General indicates in his report, a joint inspection team from the United Nations Logistics Base at Brindisi and UNAMID was established to inspect all high-value assets identified for the United Nations reserve to complete the required technical assessment and confirmation of their condition. In parallel, as coordinated by the Logistics Base, surplus assets required for immediate operational use were shipped directly to the requesting field operations (A/76/688, para. 92). Upon enquiry, the Advisory Committee was informed that all assets identified by the Logistics Base team for shipment to the United Nations reserve had been transferred, except for two assets that had been lost during the looting incident in El Fasher, which had started on 24 December 2021: a soil compactor with a historical acquisition cost of \$255,690.54 and a forklift with a historical acquisition cost of \$357,236.22. Both assets had exceeded their estimated useful life and were fully depreciated. **The Advisory Committee recommends that the General Assembly request the Secretary-General to routinely include a summary table with information on the acquisition and the current value of all assets received by United Nations Logistics Base at Brindisi from all missions in his future budget submissions.**

26. Upon enquiry, the Advisory Committee was informed that, during the first months of the liquidation period, the mission had managed to obtain the agreement of the host country to publish commercial sales of surplus assets, including equipment and inventories. Despite the extensive publication and advertisement of the sales, very little interest had been expressed in response, as a result of which they had been cancelled.

27. Upon enquiry, the Advisory Committee was provided with a summary of the United Nations-owned assets transferred to other operations and the assets sold to the United Nations country team and the host Government, as contained in table 5 below. The Committee was informed that more detailed information on the disposition of UNAMID assets, including those transferred or sold, would be provided in the context of the final report of the Secretary-General on the mission's disposition of assets.

Table 5

**Summary of the United Nations-owned assets transferred or sold at fair market value**

**A. United Nations-owned assets transferred from UNAMID**

(Thousands of United States dollars)

<i>Financial year</i>	<i>Number of assets, including property, plant and equipment and inventory</i>	<i>Acquisition cost</i>	<i>Net book value</i>
2020/21	1 596 188	20 615.6	3 440.9
2021/22	2 463 236	25 434.4	5 444.6
<b>Total</b>	<b>4 059 424</b>	<b>46 050.0</b>	<b>8 885.5</b>

## B. United Nations-owned assets sold by UNAMID

(Thousands of United States dollars)

<i>Financial year</i>	<i>Number of assets, including property, plant and equipment and inventory</i>	<i>Acquisition cost</i>	<i>Net book value</i>
2020/21	13 779	9 382.7	1 355.3
2021/22	3 200	15 723.3	2 766.9
<b>Total</b>	<b>16 979</b>	<b>25 106.0</b>	<b>4 122.3</b>

## III. Other matters

### *Lessons learned from the UNAMID liquidation*

28. In his report, the Secretary-General indicates that a lessons-learned study was commissioned in August 2021, a report on which was to be presented to the Security Council in December 2021 ([A/76/688](#), sect. VI.A). Upon enquiry, the Advisory Committee was provided with a copy of the study ([S/2021/1099](#)).

29. Upon enquiry, the Advisory Committee was also informed of the key lessons learned from the UNAMID liquidation, including: (a) the formulation of a communications strategy, as soon as possible, for engagement with all interlocutors, such as the host Government, United Nations Headquarters, the United Nations Integrated Transition Assistance Mission in the Sudan (UNITAMS) and the United Nations country team; (b) the urgent need for a United Nations policy governing the process of separating staff during the downsizing and liquidation of a United Nations field operation; (c) the need for Headquarters to critically review the criteria and assess the conditions for realizing the benefits of conducting a liquidation on this scale in the context of the prevailing political and deteriorating security environment; and (d) the need for the liquidation team to have the right balance of management capacity and technical or subject matter expertise.

**30. The Advisory Committee notes the lessons-learned study and trusts that the lessons will be incorporated into guidance documents and shared with future downsizing missions, as appropriate (see para. 33 below).**

### *Coordination with the United Nations Integrated Transition Assistance Mission in the Sudan and the country team*

31. In its resolution [2525 \(2020\)](#), the Security Council called for a phased, sequenced and efficient transition from UNAMID to UNITAMS and for the mission to establish a coordination mechanism to determine the modalities and timelines for the transition of responsibilities where the two missions have common strategic objectives. As the Secretary-General indicates in his report, during the performance period, UNAMID continued its joint planning and coordination at the strategic and operational levels with UNITAMS and the United Nations country team ([A/76/688](#), paras. 93–94).

32. The Advisory Committee was informed, upon enquiry, that the Office of Internal Oversight Services (OIOS) had conducted an evaluation of the relevance, effectiveness and efficiency of UNAMID in supporting the transition from peacekeeping to peacebuilding in Darfur in collaboration with the United Nations country team. In the resulting report (IED-20-008), OIOS indicated that UNAMID and the country team had struggled to streamline planning, coordination and integration as a result of various factors, including the following:

(a) The transition leadership appeared fragmented in a non-integrated, geographically dispersed decision-making setting, a situation that was compounded by shifting institutional priorities, a lack of clarity in roles and responsibilities, and limited ownership of transition objectives;

(b) The joint planning and coordination mechanisms for the transition were not sufficiently effective because of the late engagement with the Government of the Sudan, inadequate working-level linkages at the operational level and the lack of formally structured coordination in the field;

(c) The peacebuilding aspect of the transition was inordinately delayed because of the political uncertainties, the prevalent security situation, the lack of donor support and internal eligibility processing issues.

33. In addition, persisting systemic issues associated with leadership, integration, institutional silos and other difficulties affected the transition planning and implementation. The acute human resources drawdown and the low morale of staff affected transition planning, preparation and implementation significantly. While the backstopping support provided by Headquarters in terms of guidance, engagement and surge support was found to be adequate, the support provided to the Resident Coordinator Office was determined to be insufficient. The Advisory Committee provides comments on the transition to peacebuilding in the context of its consideration of the report of the Secretary-General on investing in prevention and peacebuilding ([A/76/732](#)). **The Advisory Committee trusts that the key lessons learned and the approved recommendations of the oversight bodies will be taken into consideration in the planning of the transition and closure of a mission, with a view to improved coordination with, and the transfer of residual activities, including programmatic activities to, the United Nations country team, rather than their continued implementation by the mission (see para. 30 above).**

#### *Environmental clearance strategy*

34. In his report, the Secretary-General explains that UNAMID developed a mission-specific environmental site closure and environmental clearance strategy based on the guidelines of the Department of Operational Support on environmental clearance and handover of mission/field entity/field entity sites, as well as improved methods, processes and initiatives drawn from best practices and lessons learned from other closed United Nations peacekeeping missions. As a result of the anticipated short timelines for the mission's drawdown, the environmental clean-up of sites was segmented into two phases: the major clean-up phase, conducted between July and December 2020, and the final environmental clean-up phase, carried out between 1 January and 26 May 2021, prior to closure of each site. UNAMID conducted environmental clean-up in all closed sites prior to their handover to the Government of the Sudan. During the clean-up exercise, the mission worked closely with the host Government, which issued environmental clearance certificates upon final verification of the closed team sites.

35. Upon enquiry, the Advisory Committee was informed that, in compliance with the environment and waste management policies and environment strategy of the Department of Operational Support, the environmental performance score of UNAMID had increased from 66 per cent to 73 per cent in the 2020/21 period and continued to exhibit continual improvement. Pursuant to Security Council resolution [2525 \(2020\)](#), UNAMID had completed environmental clean-up and handover of 14 separate sites during the final clean-up phase. As El Fasher camp was the remaining site in Darfur, and given its footprint, the camp was divided into 22 sectors and 5 satellite locations to ensure responsible environmental clean-up, and transitioning and handover to the Government of the Sudan. Between 1 January and 28 December 2021,

UNAMID had completed the major environmental clean-up in all 22 sectors and 5 satellite locations. The final clean-up had been completed in 16 sectors and 4 satellite locations, of which 13 sectors and 2 satellite locations had been handed over to the Government. The looting of the El Fasher camp, which began on 24 December 2021, had adversely affected its environmental conditions. Remaining fully committed to its environmental obligations, UNAMID continued to work with the Department of Operational Support, the Government and the Department for Environment of North Darfur State in implementing a detailed action plan on residual environmental issues, including the safe disposal of retrieved waste materials and the production of final clean-up reports for the El Fasher Camp and satellite sites by 31 March 2022. **The Advisory Committee trusts that the Secretary-General will include detailed updated information on the final environmental clean-up activities in all sectors and sites in his next performance report.**

#### *Impact of the COVID-19 pandemic*

36. The Secretary-General explains in his report that, throughout the reporting period, the COVID-19 pandemic and related restrictions imposed by the Government of the Sudan continued to affect the activities of UNAMID ([A/76/688](#), para. 56–58). Upon enquiry, the Advisory Committee was informed that health concerns over the potential spread of the pandemic, among other factors including operational requirements and the security situation in the mission area, had been taken into consideration during the planning of the separation of UNAMID staff. Through the reimbursement of travel expenses, UNAMID had paid for all COVID-19 polymerase chain reaction tests in Khartoum and had reimbursed, where necessary and until the staff had arrived home, hotel expenses for any separating staff stranded outside the Sudan following their departure from Khartoum and unable to return to their home countries because of pandemic-related restrictions and/or government-imposed mandatory quarantine outside their family domicile. During the reporting period, such costs related to COVID-19 support had amounted to \$275,700.

## **Conclusion**

37. The actions to be taken by the General Assembly regarding the financing of UNAMID are contained in paragraph 132 of the report of the Secretary-General. The Assembly is requested to (a) decide on the treatment of the unencumbered balance of \$7,344,300 with respect to the period from 1 July 2020 to 30 June 2021; and (b) decide on the treatment of other revenue for the period ended 30 June 2021 amounting to \$11,608,700 from investment revenue (\$533,000), other/miscellaneous revenue (\$2,002,500) and the cancellation of prior-period obligations (\$9,073,200).

38. Upon enquiry, the Advisory Committee was informed that, as a result of his expectation that the amounts to be received from Member States as payments of their outstanding contributions would be sufficient to cover UNAMID liabilities, including payments to troop- and police-contributing countries, the Secretary-General had not proposed the deferral of a decision on the treatment of the unencumbered balance and other revenue until the consideration of the final performance report of the mission. During the closure of the 2021/22 financial period, the mission's financial position would be closely monitored; should the position appear to be negative, the Secretary-General would propose such a deferral. In addition, as was done during previous liquidations, the Secretary-General might request the General Assembly to authorize him, on an exceptional basis, with the prior concurrence of the Committee and subject to the relevant rules and regulations, to enter into commitments in respect of expenditures related to the mandated activities of the mission that were identified

after the closure of UNAMID, through the use the Peacekeeping Reserve Fund, if needed.

**39. Taking into account the peculiarity of UNAMID and the history of its financial position (see para. 8 above), the level of the cash shortfall (\$52,180,300) and the uncertainty of the timely payment of outstanding contributions (\$147,987,400), the Advisory Committee recommends that the General Assembly, on an exceptional basis:**

(a) **Take note of the total amount of \$18,953,000, comprising the unencumbered balance of \$7,344,300 with respect to the period from 1 July 2020 to 30 June 2021 and other revenue for the period ended 30 June 2021 amounting to \$11,608,700 from investment revenue (\$533,000), other miscellaneous revenue (\$2,002,500) and the cancellation of prior-period obligations (\$9,073,200);**

(b) **Defer until consideration by the General Assembly of the final performance report of the mission a decision on the treatment of the total amount of \$18,953,000 indicated in subparagraph (a) above.**

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