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Financing of the United Nations Multidimensional Integrated Stabilization Mission in Mali

Budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali for the period from 1 July 2022 to 30 June 2023

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) for the period from 1 July 2022 to 30 June 2023, which amounts to \$1,262,069,700.

The proposed budget in the amount of \$1,262,069,700 represents an increase of \$90,457,200, or 7.7 per cent, compared with the apportionment of \$1,171,612,500 for the 2021/22 period.

During the period from 1 July 2022 to 30 June 2023, MINUSMA will continue to work towards its overall objective of long-term peace and stability in Mali, including the implementation of its adaptation plan involving all components (civilian, police and military).

The budget provides for the deployment of 13,289 military contingent personnel, 345 United Nations police officers, 1,575 formed police unit personnel, 837 international staff (including 1 general temporary assistance position), 903 national staff, 206 United Nations Volunteers and 19 government-provided personnel.

The total resource requirements for MINUSMA for the financial period from 1 July 2022 to 30 June 2023 have been linked to the Mission's objective through a number of results-based budgeting frameworks, organized according to components (support for the peace process, the political transition and elections; protection of civilians and security support; promotion and protection of human rights and reconciliation; restoration of State authority and rule of law; and support). The human resources of the Mission, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management, which can be attributed to the Mission as a whole.

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

Financial resources

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

Category	Expenditure (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
Military and police personnel	490 635.6	485 350.5	508 170.5	22 820.0	4.7
Civilian personnel	206 098.9	223 648.5	235 501.3	11 852.8	5.3
Operational costs	406 624.7	462 613.5	518 397.9	55 784.4	12.1
Gross requirements	1 103 359.2	1 171 612.5	1 262 069.7	90 457.2	7.7
Staff assessment income	18 476.1	17 968.6	20 566.1	2 597.5	14.5
Net requirements	1 084 883.1	1 153 643.9	1 241 503.6	87 859.7	7.6
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 103 359.2	1 171 612.5	1 262 069.7	90 457.2	7.7

Human resources^a

	<i>Military observers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Formed police units</i>	<i>International staff</i>	<i>National staff^b</i>	<i>Temporary positions</i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
Executive direction and management										
Approved 2021/22	–	–	–	–	100	76	–	32	–	208
Proposed 2022/23	–	–	–	–	101	76	1	30	–	208
Components										
Support for the peace process, the political transition and elections										
Approved 2021/22	–	–	–	–	35	19	–	15	–	69
Proposed 2022/23	–	–	–	–	35	19	–	15	–	69
Protection of civilians and security support										
Approved 2021/22	–	13 289	345	1 575	57	88	–	13	–	15 367
Proposed 2022/23	–	13 289	345	1 575	57	88	–	13	–	15 367
Promotion and protection of human rights and reconciliation										
Approved 2021/22	–	–	–	–	35	39	–	25	–	99
Proposed 2022/23	–	–	–	–	37	39	–	25	–	101
Restoration of State authority and rule of law										
Approved 2021/22	–	–	–	–	32	34	–	17	19	102
Proposed 2022/23	–	–	–	–	32	34	–	17	19	102
Support										
Approved 2021/22	–	–	–	–	568	647	–	104	–	1 319
Proposed 2022/23	–	–	–	–	574	647	–	106	–	1 327
Total										
Approved 2021/22	–	13 289	345	1 575	827	903	–	206	19	17 164
Proposed 2022/23	–	13 289	345	1 575	836	903	1	206	19	17 174
Net change	–	–	–	–	9	–	1	–	–	10

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

^b Includes 150 National Professional Officers and 753 national General Service staff.

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was established by the Security Council in its resolution 2100 (2013). The most recent extension of the mandate was authorized by the Council in its resolution 2584 (2021), by which the Council renewed the mandate until 30 June 2022.
2. The Mission is mandated to help the Security Council achieve the overall objective of long-term peace and stability in Mali, namely, to support the implementation of the peace agreement, the political transition and the stabilization of central Mali.
3. Within this overall objective, MINUSMA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (support for the peace process, the political transition and elections; protection of civilians and security support; promotion and protection of human rights and reconciliation; restoration of State authority and rule of law; and support), which are derived from the mandate of the Mission.
4. The expected accomplishments would lead to the fulfilment of the Security Council's overall objective within the lifetime of the Mission and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSMA in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared with the budget for the 2021/22 period, including reclassifications, have been explained under the respective components.
5. The Mission, with its headquarters established in Bamako, covers the central and northern regions of Mali with five regional field offices, located in Gao, Kidal, Ménaka, Mopti and Timbuktu, and four military sectors (east, west, north and centre).

B. Planning assumptions and mission support initiatives

6. In view of the current context in Mali and the continuing centrality of the mandated strategic priorities of MINUSMA, the key assumptions underlying the planned activities of the Mission for the 2022/23 period include the following:

(a) The political and security situation in Mali will remain challenging, with the prolonged political transition having generated further challenges in the context of continued volatility of the security situation, including increasing terrorist threats. Despite the efforts of the transitional Government, delayed implementation of the transition process and the Government's action plan affected the completion of the political transition process. In addition, core reform priorities and provisions stipulated in the peace agreement will remain outstanding. Completion of those tasks will require continued good offices by MINUSMA and coordinated international and regional support, as well as the reprioritization and realignment of core activities within existing resources to address the changing context and ensure efficient mandate delivery;

(b) As a result of the prolonged political transition and extended electoral calendar, national authorities will still require technical, security and logistical

support from MINUSMA and international partners for the implementation of the electoral cycle and delayed electoral processes. Consistent engagement with political actors and civil society, including women's and youth groups, will promote broad participation in the electoral processes, as well as the prevention and mitigation of election-related conflicts to ensure peaceful, transparent and credible elections. The Mission will continue to engage with national, regional and international stakeholders and partners, including the United Nations country team, to best leverage comparative advantages, competencies and funding mechanisms;

(c) The sanctions will have negatively affected economic and social conditions in Mali, while also having an impact on coordinated national and regional support for the political process, necessitating the Mission's continued good offices;

(d) Continued efforts will be required to further stabilize the centre of Mali, especially in view of the political, economic and procedural challenges in redefining and subsequently implementing the strategy to protect civilians, reduce intercommunal violence and re-establish State presence, State authority and basic social services in central Mali. As its second strategic priority, the Mission will continue to facilitate the implementation by Malian actors of the politically led stabilization strategy for the centre. That support and its modalities, in particular with regard to the rule of law, security sector reform and disarmament, demobilization and reintegration, will be guided by increased results-based approaches to increase efficiency and credibility with Malian authorities, the population and regional and international partners;

(e) The mission adaptation process will continue to ensure that MINUSMA is in a position to adapt to the evolving situation on the ground. It will further build on the increased flexibility and mobility of the civilian and police personnel of MINUSMA and, notably, the force component's strengthened integrated response capacities for the protection of civilians. To that end, MINUSMA will continue to support Malian public safety actors in protecting key population centres, creating space for the peace process to unfold and facilitate the return of State authority. There is a risk of insecurity further expanding into southern Mali, causing a further degradation of State authority. Preventive action plans for regions such as Ségou, San and Sikasso will be facilitated in coordination with national authorities and the United Nations country team to mitigate that risk;

(f) The Mission will continue its measures to prevent the spread of the coronavirus disease (COVID-19). Although national restrictions will have been reduced, the Mission will continue to implement mitigation measures to ensure that its personnel are not a contagion vector. The long-term socioeconomic impact of COVID-19 will have further exacerbated poverty rates and vulnerabilities, while international humanitarian and development funding is expected to decline. The Mission will continue its integrated efforts in coordination with the United Nations country team to mitigate the negative impacts of COVID-19 and ensure progress towards its strategic objectives;

(g) In line with the Action for Peacekeeping agenda, the Mission will continue to enhance its focus on integrated planning, performance evaluation and accountability for strengthened and impact-oriented mandate delivery. This will be achieved through strengthened military and police component evaluations, as well as through the expanded use of the Comprehensive Planning and Performance Assessment System. Other performance-reporting tools and a close oversight of the implementation of the delegation of authority will be accompanied by risk mitigation measures. MINUSMA will continue to make all necessary efforts to promote gender parity, consider and manage the environmental impacts of its operations and strengthen the conduct of its personnel with a strict application of the United Nations zero-tolerance policy with regard to all forms of sexual exploitation and abuse. The Mission will also strengthen

partnerships through practical measures to increase collaboration and complementarity with regional actors, the humanitarian and development parts of the United Nations system and other multilateral and bilateral partners.

7. The Comprehensive Planning and Performance Assessment System was launched in MINUSMA in August 2019 and is being used regularly to plan, assess, adapt and strengthen operations to enhance mandate delivery, as well as to inform the development of the results-based budgeting frameworks. The System is used regularly to assess the effectiveness and impact of Mission outputs and identify best practices and areas where operations can be strengthened. MINUSMA is also using System data and analysis to better illustrate to Member States how the Mission is contributing to change over time – and where it faces challenges – including through reports of the Secretary-General and Security Council briefings.

8. MINUSMA used its internal planning processes to inform the development of the results-based budgeting frameworks, with a view to ensuring that: (a) they are focused on the highest priorities of the Mission; (b) they are based on the most recent analysis of the local context and emerging opportunities; (c) they target stakeholders identified as key to promoting change and achieving mandated tasks; (d) they are reflective of assessments of the Mission's performance and impact; and (e) the indicators in the results-based budgeting frameworks are aligned with impact-oriented indicators and outputs of the Comprehensive Planning and Performance Assessment System and are therefore increasingly focused on impact. The use of the System in developing its results-based budgeting frameworks also helped MINUSMA to focus the foreseen outputs on what has proved to be most impactful, such as in areas related to the protection of civilians and early warning.

Support for the peace process, the political transition and elections

9. The transition period will warrant continued political engagement and good offices, as well as technical and logistical assistance, to ensure the implementation of the outstanding provisions of the peace agreement with regard to critical reform processes, most importantly administrative and territorial reorganization, decentralization and security sector reform. MINUSMA will work with the transitional authorities and the signatory movements to promote continued adherence to the agreement and ensure that its accelerated implementation is a priority in their agendas. Public expectations and scrutiny by political parties, signatory movements and civil society will remain high as the transitional authorities' agenda continues to be implemented, with the continuing potential for social unrest if socioeconomic and security conditions continue to deteriorate.

10. The support of MINUSMA will remain critical for advanced implementation and acceptance of the 2015 peace agreement, as well as the implementation by Malian actors of a comprehensive politically led strategy for the stabilization of central Mali. In that context, efforts to foster confidence among the parties over modalities in the implementation of outstanding processes, such as the disarmament, demobilization and reintegration of former combatants and their integration in the Malian Defence and Security Forces will remain essential. To sustain the revitalization of the implementation of the peace agreement, the Mission will utilize continued good offices and active engagement with the national Government and signatory movements, including the Coordination des mouvements de l'Azawad and the Platform coalition of armed groups, to address divergent views and resolve issues of common concern, with a view to ensuring their continued and full support for the peace agreement. Engagement in and ownership of the peace agreement by key national stakeholders and by the Malian parties will continue to be a key factor for its successful implementation. In these efforts, the support of MINUSMA for the parties

and other Malian stakeholders will continue as the primary strategic priority of the Mission.

11. Through good offices and technical and logistical support, the Mission will support the national authorities to maintain political momentum for the implementation of the peace agreement, in line with a revised road map, seeking to broaden inclusive political participation therein. Although the parties have committed themselves to implementing the peace agreement, the possibility that some political stakeholders will continue to request a “re-reading” of the provisions of the agreement, in line with relevant provisions, could require additional efforts by the Mission and the international mediation team in support of a consensual way forward.

12. A particular focus will also be placed on supporting the Malian authorities in the sequencing of political and institutional reform processes, implementing inclusive security sector reform and meaningfully increasing the representation of women in the implementation mechanisms of the peace agreement and in decision-making bodies. Emphasis will be placed on the continued provision of support for women’s networks and women leaders, gender mainstreaming and coordination for the advancement of gender equality in decision-making roles within political processes, and the fight against gender-based violence. Strengthened strategic communications will remain key in supporting public participation in political processes, by informing the population of the Mission’s mandate and helping to restore the trust of the population in State institutions.

13. Essential political and institutional reform processes, notably those necessary for the implementation of the peace agreement, including security sector reform, administrative and territorial reorganization, and decentralization, are expected to have seen progress but with significant delays. Intensified coordination support from international actors, including MINUSMA, will continue to be required as the Government works to initiate steps to implement key reforms, subject to the duration of the transition, and to address underlying structural causes for political and social tensions, conflict and violence in Mali.

14. Emphasis on supporting the Cadre politique de gestion de la crise au centre du Mali, including its Permanent Secretariat and its regional committees, will remain a priority in order to advance stabilization processes in the centre, while parallel efforts will seek to support the defence and security measures of the 2015 peace agreement and the restoration of State authority. The Mission’s comprehensive approach in support of Malian actors to stabilize the centre will include facilitation of the implementation of the comprehensive politically led strategy, including through good offices, capacity-building and support for consultations; and conflict prevention, conflict management, peacebuilding and sustaining peace, through good offices, enhanced early warning mechanisms, fostering local peace agreements, respecting human rights obligations, promoting reconciliation initiatives, strengthened integrated operations in support of physical protection and coordinated action to ensure humanitarian access.

Protection of civilians and security support

15. Terrorist and asymmetric threats will persist in northern Mali and remain a significant threat in central Mali against a backdrop of limited State presence, further exacerbating insecurity and tensions along community lines. Terrorist armed groups and other non-State violent extremists and armed groups will continue to pursue violent attacks with increased sophistication and complexity against civilian populations, as well as national and international forces, resulting in higher expectations for MINUSMA with respect to the protection of civilians in these areas.

16. The Mission will mitigate increased threats to civilians through more frequent coordinated and integrated physical protection operations, increased use of early warning and rapid response mechanisms and efforts to ensure humanitarian access, in coordination with the United Nations country team. Armed conflict in the centre will remain a driver of insecurity and intercommunal conflict and will require the Mission's continued good offices and technical assistance to support the Malian authorities in advancing inclusive political processes.

17. The humanitarian situation, in particular in Mopti and Ménaka and adjacent regions, will continue to deteriorate, with increasing vulnerability and new waves of internal displacement. Insecurity and threats directed towards the activities and/or property of humanitarian actors will continue to constrain humanitarian space and impede effective delivery of humanitarian assistance. MINUSMA will continue to support the United Nations country team and other relevant actors to deliver life-saving assistance in high-threat or difficult-access areas. This requirement for dedicated security support will extend to most if not all key aspects of the restoration of State authority in the 2022/23 period, including support for electoral processes unable to be completed during the 2021/22 period.

18. The Mission's adaptation efforts will continue to ensure it remains fit for purpose, with particular attention being paid to the stabilization needs in central Mali. To that end, the consolidation of uniformed personnel, equipment, infrastructure and assets will allow for a flexible approach in the face of shifting challenges related to security and protection of civilians. MINUSMA will continue to adjust the adaptation timeline in response to the changing country context. The high-risk security environment and the vastness of the country, coupled with the poor condition of the infrastructure, will continue to impede access and lengthen response times to regions for all components of MINUSMA. In consequence, helicopters and intelligence, surveillance and reconnaissance assets will continue to be an essential component of the Mission's ability to ensure continuity of operations and protect civilians.

19. The Malian Armed Forces will have redeployed reconstituted units to the north but will continue to rely on MINUSMA for support. The progressive transfer of responsibilities to the Malian Defence and Security Forces continues as a fundamental goal in the pursuit of security and protection for the population, including through continued collaboration with international partners such as the European Union. Increased deployment of the Malian Defence and Security Forces to central Mali will remain vital in reducing the influence of radical, terrorist and local community-based armed groups and militias impeding State control. MINUSMA operational and logistical support for the redeployment of the Malian Defence and Security Forces in central Mali will include coordinated operations, led by clear, coherent and dynamic planning, and strengthened information- and intelligence-sharing, within the limits of the mandate and without prejudice to the basic principles of peacekeeping. National security forces, including the National Police, the National Gendarmerie, the National Guard and the Civil Protection General Directorate will have undertaken additional efforts to redeploy units to the north and centre but will continue to face challenges and limited capacity to operate independently, requiring continued support from international and regional partners.

20. Moreover, to enable the deployment of Malian Defence and Security Forces personnel and the protection of civilians in a high-threat environment, efforts to enhance the long-term ability of those Forces to respond to and mitigate explosive threats is required. The steady intensity of the threat of explosive devices, in both northern and central Mali, will require MINUSMA, through the Mine Action Service, to continue to provide critical support for the mitigation of the threat of improvised explosive devices. This complementarity of capabilities in the distinct roles between the military and police personnel of MINUSMA and the Mine Action Service will

ensure continued resource-effective and flexible delivery of mine action services on behalf of MINUSMA.

21. The accelerated disarmament, demobilization and reintegration process will have been completed, with a national disarmament, demobilization and reintegration process launched as part of wider implementation of the peace agreement and security sector reform. However, the Mission will continue to support the operationalization of the reconstituted units in northern Mali with a view to those units progressively assuming greater security responsibilities in their respective areas of deployment. MINUSMA will continue to support the national disarmament, demobilization and reintegration programme by providing administrative, technical and financial assistance for the demobilization of the signatory groups. The implementation of the national programme will be complemented by the facilitation of community violence reduction programmes to dismantle community-based armed groups and militias, reduce tensions and improve security conditions.

Promotion and protection of human rights and reconciliation

22. The human rights and humanitarian situation will continue to worsen, largely owing to an intensification of violence involving extremist groups, community-based armed groups and militias, as well as the continued capacity challenges facing the Government and its security forces. The lack of capacity of Malian authorities may impede the advancement and full implementation of activities and action plans related to the protection and promotion of human rights. The promotion and protection of human rights will remain an essential tool to enable national institutions to uphold the rule of law. To that end, MINUSMA will continue to investigate allegations and report on human rights violations, while also building the capacity of national institutions, civil society organizations, including women's and youth associations, and human rights defenders for the full implementation of activities and action plans related to the protection and promotion of human rights and the strengthening of the civic and democratic space. This will require adequate capacity to monitor, document and report on violations and abuses of human rights and international humanitarian law throughout Mali, together with efforts to prevent such violations and abuses, including grave violations against children and conflict-related sexual violence. Technical support will also be required to continue the implementation of the reconciliation and justice measures of the 2015 peace agreement, including the recommendations of the Truth, Justice and Reconciliation Commission and the follow-up to the recommendations of the International Commission of Inquiry for Mali. Improving the effectiveness of the Malian Defence and Security Forces and their respect for human rights and international humanitarian law will continue to require intensive support from the Mission, in accordance with the human rights due diligence policy on United Nations support for non-United Nations security forces, with a focus on increasingly targeted mitigating measures to address human rights protection gaps.

23. Focus will be placed on strengthening national ownership of prevention, protection, service delivery and accountability with respect to conflict-related sexual violence, in line with the joint communiqué signed by the previous Government and the United Nations in March 2019. MINUSMA, in close collaboration with partners of the United Nations country team and civil society, will continue to engage with the Government on the implementation of the four strategic areas of the action plan to prevent conflict-related sexual violence: prevention, protection, care or management of survivors and the fight against impunity.

Restoration of State authority and rule of law

24. The Government will continue to face challenges in increasing the presence and restoration of State authority in northern and central Mali. Taking into account the complex threat environment and the limited resources to mitigate threats, the support of MINUSMA will be required for the restoration and extension of more effective and accountable State authority that is capable of delivering some key basic services and strengthening prospects for the rule of law in priority areas, including support for the implementation of the Government's politically led stabilization strategy for central Mali. Sustainable increases in State presence and service delivery will require a coordinated and effective deployment of regional and local government officials, the Malian Defence and Security Forces and justice and corrections personnel. In coordination with the United Nations country team and its partners, the Mission will support the Government to strengthen its capacities at the national, regional and local levels for social protection, enhanced social cohesion and equitable access to good quality basic services. The importance of working towards the provision of public and Government services, including through the physical presence of different departments at the community, *cercle* and regional levels, as well as the fulfilment of peace dividends, will be emphasized as a crucial tool for peacebuilding and reconciliation. Support for the Government to provide a protective environment, enable the return of internally displaced persons and refugees, organize elections and provide basic social services to the population will remain critical in this regard.

25. Impunity related to serious human rights violations and abuses, corruption, terrorism and transnational organized crime will remain a major concern throughout Mali. Judicial reforms, including criminal law reform, military justice reform, land reform and reforms to foster constructive complementarity between formal and traditional justice, will continue to be supported in coordination with efforts to deploy and strengthen effective judicial and penitentiary systems. Increased effort will also be placed on the fight against impunity, with technical support for judicial authorities on the investigation, prosecution, detention and trials of individuals suspected of crimes aimed at destabilizing peace efforts, including terrorism-related crimes, mass atrocities and transnational organized crime, as well as monitoring the judicial response to emblematic cases, including violation and abuses of international human rights law and international humanitarian law. The Mission will continue to support the national authorities to prevent the spread of radicalization and violent extremism in prison settings. A national mechanism to follow up on the recommendations of the International Commission of Inquiry will have been established.

Mission support initiatives

26. The budget proposal for the 2022/23 period includes mission support initiatives that are aligned with the mandated tasks set out by the Security Council in its resolution [2584 \(2021\)](#) to support the two strategic priorities. The challenging security environment has led the Mission to prioritize the continued implementation of projects related to enhancing the security of peacekeepers and mission personnel. The Mission will also continue to support the adaptation of the force, increasing its flexibility and augmenting its capabilities to respond to security challenges and protect civilians. In addition, the Mission will strive to incorporate the disability inclusion strategy in its projects, in particular by reconfiguring its access points and bunkers. Furthermore, the Mission will continue its efforts related to minimizing its environmental footprint.

27. The proposed budget for the 2022/23 period includes a total of seven construction projects with estimated costs of over \$1 million each. Two of the projects are related to enhancing security: (a) construction of field defence structures in five

temporary operating bases (\$3.0 million); and (b) Mission-wide perimeter security enhancements, including firefighting and hydrant systems and access entry points that comply with the disability inclusion strategy (\$2.1 million). Three of the projects are related to supporting the adaptation of the force: (a) conversion of a temporary operating base in Ogossogou to a camp for 150 persons (\$2.1 million); (b) construction of three transit camps, in Mopti, Ansongo and Ménaka, for mobile task force operations (\$1.6 million); and (c) expansion in Ansongo and Douentza to accommodate storage of fuel and ammunition (\$1.0 million). Lastly, two of the projects are related to the continuous improvement of existing facilities: (a) construction of hard-walled accommodation and ablutions to replace prefabricated facilities that are beyond their useful lives, as part of the implementation of the Elsie Initiative for Women in Peace Operations (\$3.0 million); and (b) construction of bunkered movement control offices and passenger terminals (check-in, VIP and other passenger waiting rooms, luggage screening areas and washrooms) and non-bunkered arrival halls in Aguelhok, Tessalit, Timbuktu, Kidal, Ménaka and Douentza (\$1.2 million).

28. In compliance with the United Nations environment policy, the Mission will continue with the improvement of sludge treatment facilities and wastewater treatment plants in Bamako, Kidal, Goundam and Ber, which will involve the replacement of wastewater treatment plants that have aged and have demonstrated structural issues. The Mission also plans to replace fuel power generation with renewable energy produced by photovoltaic sources. The Mission is also sourcing a contractor for waste management services, including non-hazardous solid and biomedical waste collection, treatment, disposal and composting in 12 locations.

29. The Mission will continue to enhance the security of its bases, in addition to the construction of field defence structures, with the planned construction of a safe room and expansion of the security reception space in Kidal and the installation of closed-circuit television in Ménaka. The Mission will also improve the protection of its camps in the regions through the construction of counter-rocket, artillery and mortar (C-RAM) platforms in Kidal and unmanned aerial system facilities in Gao, Timbuktu and Mopti.

30. To enhance the security of peacekeepers and mission personnel, and situational awareness for the protection of civilians, the Mission will continue to deploy unmanned aerial systems and C-RAM systems. The Mission will deploy visual threat detection systems in Gao, Kidal, Timbuktu, Ménaka and Mopti. In addition, the Mission will deploy C-RAM systems in Kidal and a ground surveillance radar and command system in Douentza. Perimeter intrusion and detection systems will also be implemented in Douentza, Aguelhok and Ansongo.

31. Based on its anticipated operational imperatives, the Mission intends to deploy 12 fixed-wing aircraft and 33 helicopters for the 2022/23 period. The Mission also plans to deploy 23 unmanned aerial vehicles in 11 unmanned aerial systems and 4 manned intelligence, surveillance and reconnaissance platforms. It is expected that the construction projects related to the deployment of air assets (the expansion of parking areas, facilities for housing ground control equipment, taxiways, apron extensions, hard surfaces, special fuel storage facilities, climate-controlled hangars and office space in Gao, Mopti and Kidal) will be completed by the end of the 2021/22 period.

32. The average age of the Mission's vehicle fleet is between 13 and 15 years, which is past the expected useful life. The use of the vehicles has been overextended in the particularly rough roads and terrain in Mali, with many vehicles in constant disrepair. As a result, for the safety of mission personnel, the Mission intends to replace these vehicles in a phased manner. For the 2022/23 period, the Mission intends to replace the 25 oldest light passenger vehicles. In addition, based on recommendations from

the Security and Safety Section, the Mission intends to replace 30 armoured vehicles in regional locations.

33. The budget proposal for the 2022/23 period includes the proposed establishment of nine posts and one temporary position, which are critical for mandate implementation, and addresses the Mission's operational imperatives. The proposed reclassification of two posts is critical to reflect a level of the post that is commensurate with the scope of responsibilities required to fulfil the role.

34. The estimated resource requirements for the maintenance and operation of the Mission for the 2022/23 period reflect increased requirements primarily for: (a) the application of the lower vacancy rate for the 2022/23 period for military contingents; (b) higher costs for self-sustainment of contingent-owned equipment, owing to the expected improved performance of the related equipment; (c) higher costs for rations as they relate to warehouse operations and mobilization fees to guarantee food safety and availability in Timbuktu for sector west; (d) the application of a revised salary scale for national staff; (e) the expected deployment of five additional military utility helicopters and four unmanned vehicles in the context of the adaptation of the force; (f) additional requirements for fuel costs; (g) the acquisition of safety and security equipment; and (h) higher costs for the operation and maintenance of an end-to-end solution for water supply and wastewater treatment systems and for the operation and maintenance of generators.

C. Regional mission cooperation

35. Cooperation with regional partners will be essential for the implementation of the Mission's mandate. Through the Agreement Monitoring Committee, which consists of members of the international mediation team, led by Algeria, as well as regional and international partners of Mali, the Mission will continue to play an important role in helping to advance the implementation of the peace agreement. Regional actors, including those focused on security support, will pursue their respective mandates by implementing different, but complementary, activities to promote peace and security in Mali. Such cooperation at the regional level will be of continued importance to ensure coordinated support for the Government by the Mission.

36. MINUSMA support for coordination and continued engagement with the Malian authorities and the African Union, through the African Union Mission for Mali and the Sahel, the Group of Five for the Sahel, the Economic Community of West African States (ECOWAS) and other international partners, including States in the subregion, will remain key, in particular in advancing the stabilization of the centre, the peace process and finding common ground throughout the political transition. During the 2022/23 budget period, MINUSMA will also continue to engage with the United Nations Office for West Africa and the Sahel (UNOWAS) and Governments in the region to improve regional political and security analysis and to exchange information and experiences. This cooperation, jointly with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), will also extend to issues related to the women and peace and security agenda, in line with Security Council resolution [1325 \(2000\)](#).

37. The Mission will continue to convene meetings of the Instance de coordination au Mali to strengthen operational coordination and to enhance ways to exchange information, focused on threats, among national and international forces in Mali. MINUSMA will continue to strengthen the coordination of operations with the Malian Defence and Security Forces, the Joint Force of the Group of Five for the Sahel and other international partners in an effort to increase synergy on the respective mandates. In the centre, the Mission and its partners will further strengthen

cooperation and concurrence and increase the complementarity of efforts in support of the implementation of a national stabilization strategy.

38. The Mission will continue to support the Joint Force of the Group of Five for the Sahel during the 2022/23 budget period, in line with the recommendations of the Security Council in its resolutions [2391 \(2017\)](#) and [2531 \(2020\)](#), as they continue their fight against extremist armed groups and organized crime. The Instance de coordination au Mali will also continue to meet to identify priorities, challenges and solutions, including with a view to ensuring effective, sustainable and predictable financing of the Joint Force.

D. Partnerships, country team coordination and integrated missions

39. Throughout the continued political transition, the integrated transition support plan will continue to be utilized as the strategic framework for the Mission and the United Nations country team, setting out the overall vision and joint priorities of the United Nations and expanding on the lessons learned in the previous period. In complementarity with the United Nations Sustainable Development Cooperation Framework for the period 2020–2024 and the humanitarian response plan, it will provide a results-focused planning framework for a more coherent, resource-effective and integrated response of the United Nations in the context of elections and the continued political transition situation. The integrated transition support plan will form the basis for consultations on the development of a revised integrated strategic framework, which will be developed after the completion of the political transition.

40. The United Nations integrated elections team will continue to play a role in supporting the Malian authorities to facilitate the electoral process. MINUSMA, in partnership with the United Nations Development Programme (UNDP) and UN-Women, will provide technical, operational and security support to ensure the necessary political engagement and security efforts for the creation of an environment conducive to the implementation of institutional reforms and electoral processes. The integrated elections team will continue to foster the participation of women and youth in the electoral process as a key element for the return to democratic and inclusive governance.

41. The Mission will increase its coordination of efforts with UN-Women, the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) to promote the empowerment and participation of women in the political processes, ensuring that the significant achievements in women's participation in the peace process and political life are protected throughout the political transition and the electoral process. The Mission will also continue to promote strategies that enhance the protection of women from conflict-related sexual violence and the protection of children in the Malian conflict.

42. MINUSMA, in partnership with key stakeholders, including humanitarian and development actors, will strengthen efforts to create a secure environment for the safe delivery of humanitarian assistance and will support the voluntary, safe and dignified return, local integration and resettlement of internally displaced persons and refugees. In addition, MINUSMA will continue to work with partners, including the World Bank, to reinforce the capacity of the National Disarmament, Demobilization and Reintegration Commission on support for the long-term socioeconomic reintegration of ex-combatants into civilian life.

E. Results-based budgeting frameworks

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

Executive direction and management

44. Overall Mission direction and management are to be provided by the immediate office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Office of the Special Representative of the Secretary-General									
Approved posts 2021/22	1	–	3	2	2	8	2	–	10
Proposed posts 2022/23	1	–	3	2	2	8	2	–	10
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2021/22	1	–	2	1	1	5	2	–	7
Proposed posts 2022/23	1	–	2	1	1	5	2	–	7
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2021/22	1	–	2	–	1	4	2	–	6
Proposed posts 2022/23	1	–	2	–	1	4	2	–	6
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions ^b 2021/22	–	–	–	–	–	–	–	–	–
Proposed temporary positions ^b 2022/23	–	1	–	–	–	1	–	–	1
Net change (see table 2)	–	1	–	–	–	1	–	–	1
Subtotal									
Approved posts and positions 2021/22	1	–	2	–	1	4	2	–	6
Proposed posts and positions 2022/23	1	1	2	–	1	5	2	–	7
Net change	–	1	–	–	–	1	–	–	1
Office of the Chief of Staff									
Approved posts 2021/22	–	1	16	23	9	49	11	24	84
Proposed posts 2022/23	–	1	16	23	9	49	11	24	84
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Strategic Communications and Public Information Division									
Approved posts 2021/22	–	1	4	6	5	16	50	5	71
Proposed posts 2022/23	–	1	4	6	5	16	50	5	71
Net change	–	–	–	–	–	–	–	–	–
Conduct and Discipline Team									
Approved posts 2021/22	–	1	2	2	1	6	1	1	8
Proposed posts 2022/23	–	1	2	3	1	7	1	1	9
Net change (see table 4)	–	–	–	1	–	1	–	–	1
Heads of Field Offices									
Approved posts 2021/22	–	4	3	–	4	11	8	–	19
Proposed posts 2022/23	–	4	4	–	4	12	8	–	20
Net change (see table 5)	–	–	1	–	–	1	–	–	1
HIV/AIDS Unit									
Approved posts 2021/22	–	–	1	–	–	1	–	2	3
Proposed posts 2022/23	–	–	–	–	–	–	–	–	–
Net change (see table 3)	–	–	(1)	–	–	(1)	–	(2)	(3)
Total									
Approved posts 2021/22	3	7	33	34	23	100	76	32	208
Proposed posts 2022/23	3	7	33	35	23	101	76	30	207
Net change	–	–	–	1	–	1	–	(2)	(1)
Total temporary positions									
Approved temporary positions ^b 2021/22	–	–	–	–	–	–	–	–	–
Proposed temporary positions ^b 2022/23	–	1	–	–	–	1	–	–	1
Net change	–	1	–	–	–	1	–	–	1
Total									
Approved 2021/22	3	7	33	34	23	100	76	32	208
Proposed 2022/23	3	8	33	35	23	102	76	30	208
Net change	–	1	–	1	–	2	–	(2)	–

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

^b Funded under general temporary assistance.

International staff: increase of 2 posts and 1 temporary position; transfer of 1 post (HIV/AIDS Unit to the Mission Support Division)

United Nations Volunteers: transfer of 2 positions (HIV/AIDS Unit to the Mission Support Division)

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

Table 2

Human resources: Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Position	+1	D-1	Chief of Service, Programme Management	Establishment	In Bamako
Total	+1		(see table 1)		

45. The approved staffing establishment of the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) comprises six posts (1 ASG, 1 P-5, 1 P-4, 1 Field Service and 2 national General Service). The Mine Action Service provides mine action services to MINUSMA through its long-standing partnership with the United Nations Office for Project Services (UNOPS), in accordance with the umbrella memorandum of understanding between the United Nations and UNOPS of 2014. The Office of Internal Oversight Services (OIOS) recommended in its audit on the monitoring and evaluation mechanism of the Mine Action Service (2019/152) that the Mine Action Service strengthen its control environment and increase financial monitoring and monitoring and evaluation. The Board of Auditors restated the findings of OIOS and, in its audit of the United Nations peace operations in 2020 ([A/75/5 \(Vol. II\)](#)), called upon the Mine Action Service to reduce its dependency on UNOPS, increase its field-based presence and knowledge, increase efforts to directly implement aspects of the mine action programmes and evaluate the UNOPS partnership to ensure that it is cost-effective.

46. In this regard, it is proposed that the head of the mine action component in the Mission be reflected on the Mission's staffing table instead of being budgeted under other supplies, services and equipment in line with the previous implementation modality with UNOPS. The proposed new approach will ensure that UNMAS directly leads in threat assessment, programme design and monitoring and representation with mission leadership and Government stakeholders and partners. The cost of the proposed position is offset by a corresponding reduction of operational costs under the other supplies, services and equipment class of expenditure.

47. In this context, it is proposed that one temporary position, as shown in table 2, be established.

Table 3
Human resources: HIV/AIDS Unit

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	-1	P-4	HIV/AIDS Officer	Redeployment	HIV/AIDS Unit to the Medical Services Section (Mission Support Division)
Positions	-2	UNV	HIV/AIDS Regional Officer	Redeployment	HIV/AIDS Unit to the Medical Services Section (Mission Support Division)
Total	-3		(see table 1)		

48. In addition, it is proposed to change the reporting line of the HIV/AIDS Unit (1 P-4 and 2 United Nations Volunteer) from the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) to the Medical Services Section reporting to the Service Delivery Management pillar. This change will align the Mission with the recommendation of the Health-Care Management and Occupational Safety and Health Division for the HIV/AIDS Unit to be integrated within the Medical Services Section to ensure efficiency of resources and to capitalize on existing medical and health promotion expertise within the Mission.

Conduct and Discipline Team

Table 4
Human resources: Conduct and Discipline Team

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-3	Conduct and Discipline Officer	Establishment	In Mopti
Total	+1		(see table 1)		

49. The approved staffing establishment of the Conduct and Discipline Team comprises a total of eight posts and positions (1 D-1, 2 P-4, 1 P-3, 1 P-2, 1 Field Service, 1 National Professional Officer and 1 United Nations Volunteer).

50. The mandate of the Conduct and Discipline Team is derived from General Assembly resolution [59/300](#) and was established in the Department of Peacekeeping Operations in November 2005 as part of a series of reforms in United Nations peacekeeping designed to strengthen accountability and uphold the highest standards of conduct among United Nations personnel. The Team is currently accomplishing its framework through prevention, enforcement and remedial actions, including implementing the United Nations comprehensive strategy on assistance and support for victims of sexual exploitation and abuse by United Nations staff or related personnel by enabling complainants or victims of sexual exploitation and abuse to access the necessary assistance and support, as well as addressing court-ordered paternity and child support claims. The work of the Team is supported by the Secretary-General's zero-tolerance policy for sexual exploitation and abuse, serious misconduct and sexual harassment, while prioritizing victims' rights and assistance.

51. The staffing structure of the Conduct and Discipline Team has remained the same since the inception of the Mission in 2013, despite the fact that the authorized number of uniformed personnel has increased significantly. In addition, in its resolution [68/259](#) B, the General Assembly confirmed that the Conduct and Discipline Team of MINUSMA would assume an additional regional role to address conduct and

discipline matters in field missions located in West Africa, which further increased the workload.

52. The new context requires additional capacity for the Conduct and Discipline Team to strengthen its work on accountability and responsibility of managers and commanders and expand efforts to prevent misconduct among all categories of personnel through training, outreach activities and risk management, notably on prevention of abuse of authority in the United Nations workplace and sexual exploitation and abuse. The Mission has also intensified the implementation of the victim assistance programme and outreach efforts to the local population, in particular in terms of reporting mechanisms. Only one of the Team's posts is based outside of Bamako, in Gao, and a regional presence of Conduct and Discipline Officers is critical, particularly given the high number of uniformed personnel located in Sector Centre.

53. If approved, the Conduct and Discipline Officer (P-3) in Mopti would be responsible, under the supervision of the Regional Chief of the Conduct and Discipline Team in Gao, for implementing a comprehensive training programme for all categories of personnel, conducting risk management and assessment visits and developing specific training programmes to prevent misconduct adapted to the local environment. The Mopti sector covers remote locations where soldiers are deployed in locations that are very difficult to access, with approximately 4,000 uniformed personnel deployed. Civilian personnel are also present in these locations, without the presence of the Conduct and Discipline Team.

54. The increased staffing in Sector Centre will allow the Conduct and Discipline Team to fill the current gaps in capacity in this critical area, as there is no presence of the Team in the region. The proposed post will be closer to the personnel in need of assistance and the local population and will disseminate the policy of zero-tolerance for sexual exploitation and abuse and misconduct reporting mechanisms.

55. In this context, it is proposed that one post, as shown in table 4, be established.

Heads of Field Offices

Table 5

Human resources: Heads of Field Offices

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-4	Coordination Officer	Establishment	In Mopti
Total	+1		(see table 1)		

56. The approved staffing establishment of the Mopti office of the Head of Office comprises a total of four posts (1 D-1, 1 Field Service, 1 National Professional Officer and 1 national General Service).

57. The Field Office in Mopti is one of five MINUSMA regional field offices and a critical office for the stabilization strategy for the centre, protection of civilians and restoration of State authority, among other key tasks. Between January and September 2021, the number of terrorist-related incidents in the Mopti region was the highest in the country. The presence of extremist and radical armed elements has exacerbated risks associated with the protection of civilians and continues to limit the capacity of the Government to deploy State forces and civilians in these areas. Despite these increasing challenges and the heightened workload of the Mopti Field Office, the staffing structure of the Office has not changed and is insufficient to address the Mission's second strategic objective of supporting the implementation of the

stabilization strategy for the centre. Additional capacity and coordination support is also required as extremist and radical armed elements continue to expand their operations in the south, and to enhance coordination and planning coherence with United Nations agencies, funds, programmes and partners in the region.

58. The Coordination Officer (P-4) will provide critical substantive support and backstopping functions to the Mopti Head of Office. The Coordination Officer will facilitate the communication of information between all substantive sections and Mission components deployed in Mopti and with Mission headquarters. The Coordination Officer will organize and coordinate meetings on operational and planning processes and support overall management, including for the preparation of relevant documents such as agenda background documents and written summaries and will conduct follow-up activities, as appropriate. As the deputy in the Mopti Field Office, the Coordination Officer will support the articulation and coordination of field office and regional strategies, support oversight and planning for Mission mandate implementation and strengthen coordination with partners and national authorities. Most importantly, the Coordination Officer will ensure consistency, coherence and continuity in the implementation of the Mission mandate by all sections and components deployed to Mopti.

59. To improve Mission-wide coordination, information-sharing and strategic oversight of the Mission's activities in the field offices and as part of the Mission's adaptation plan, the Mission identified the urgent need for three Coordination Officer positions (P-4) in Mopti, Ménaka and Timbuktu. The Mission was able to identify two existing positions in Ménaka and Timbuktu to cover this requirement, but there is no P-4 post within existing resources that can be deployed to Mopti. The increasing complex security and political challenges in Mopti necessitate additional capacity beyond the current three international staff. If the Coordination Officer post (P-4) is not approved, the Mission will not have sufficient capacity to advance its second strategic objective of supporting the politically led stabilization strategy for the centre.

60. In this context, it is proposed that one post, as shown in table 5, be established.

Component 1: support for the peace process, the political transition and elections

61. The Mission will focus its efforts on providing support for the national authorities and the signatory parties to implement political reforms as envisaged in the peace agreement and following the requirements of the political transition. The reforms are expected to advance the ongoing constitutional reform and decentralization agenda and include support for elections delayed in 2021/22. The Mission will continue to prioritize efforts that reinforce national engagement with, and commitment to, implementation of the two MINUSMA strategic priorities: the implementation of the peace agreement, and the stabilization of the centre. Supporting Malian leadership of political solutions and national ownership of negotiated solutions between all stakeholders will be essential to effectively and sustainably advance political reforms, strengthen State functions, including security and the provision of basic services, and counter extremist radicalism. In support of a clearly articulated government vision and reform agenda at the national level, the Mission will promote an inclusive political process, involving broad participation of political leaders, the military, civil society and women's and youth organizations.

62. The commitment of all parties and concrete steps towards the implementation of the peace agreement will be essential to ensure that the peace process remains on track and to avoid further delays in its implementation, and to enhance public confidence in the peace process more generally. In the context of the return to democratic governance and constitutional order, the full implementation of the

agreement will remain the primary strategic priority for the Mission and will serve as the principal framework for peace and stabilization in northern Mali. Good offices, confidence-building initiatives and mediation efforts will focus on ensuring continued commitment by the Malian authorities and signatory movements through the updated road map for the implementation of the peace agreement. Increased focus on working with the parties to accelerate the implementation of the peace agreement will continue to be required, ensuring compliance and concrete measures to revitalise the roles played by the Agreement Monitoring Committee and the Technical Commission on Security. Support for government efforts to fully operationalize the Northern Development Zone will also be prioritized.

63. The political landscape remains fragile and complex and the role of the Mission will remain critical. The priority focus will be placed on facilitating inclusive dialogue and effective participation in national and local governance bodies and processes for political parties, signatory movements and civil society organizations, particularly women's and youth associations, religious leaders, labour unions and other socioeconomic and politico-economic stakeholders. This will be complemented by the Mission's efforts to support the Government in enhancing the political process, including through support for strengthening inclusive local peace, dialogue and reconciliation processes and greater community engagement. To that end, the Mission will support initiatives for political, social, societal, religious and economic consultations and discussions at all levels. Strategic communications and outreach efforts will continue to be used intensively to advance public and political support.

64. To advance political processes in alignment with the political transition, MINUSMA will provide political, technical and logistical support for Malian State institutions and other national political and governmental structures in their efforts to advance outstanding reforms envisaged under the peace agreement, including territorial restructuring and security sector reforms, and to conduct outstanding free and fair electoral processes successfully at all levels. MINUSMA will contribute through its integrated United Nations electoral team (comprised of the MINUSMA Electoral Affairs Section, UNDP and UN-Women) to building national electoral capacities, including the training and equipping of electoral agents to help local administrative authorities with technical and logistical tasks.

65. To mitigate the continued risk of political destabilization, the Mission will support the Government to restore confidence in its institutions and political processes, while also ensuring the continued implementation of national strategies and outstanding transition and reform processes. To that end, the Mission's electoral assistance will focus on: improvement of security conditions conducive to the organization of elections; provision of legal expertise, as well as logistical, technical, and security support; and promotion of youth and women's participation in the electoral processes, while advancing the legal framework for elections. The Mission will also provide assistance to the national Government to implement all required and outstanding electoral cycle reforms based on the electoral calendar. Advisory assistance will also continue to support the territorial restructuring process.

66. In accordance with the second strategic objective set out in Security Council resolution [2584 \(2021\)](#) and in alignment with national priorities, the Mission will also maintain continued support for the implementation of a comprehensive politically led stabilization strategy for the centre, including the restoration and extension of State authority, rule of law and the dismantlement/disarmament of militias. In central Mali, the Mission will continue to engage in political, operational and technical facilitation of the implementation of the stabilization strategy and promote inclusive political dialogues across communal fault lines in order to enhance broader participation and a sense of national cohesion. The priority focus in this area will include technical and political support for the Permanent Secretariat of the Cadre politique de gestion de la

crise au centre du Mali and continuing inclusive consensus-building support for its stakeholders. In doing so, the Mission will promote and strengthen national ownership in the implementation of both of the Mission's strategic objectives by all relevant stakeholders and segments of the Malian population.

67. Support for local authorities across the country, in particular in central Mali, will be underlined by strengthened efforts to increase State presence and enable it to deliver basic services. MINUSMA will also promote and support the inclusion and effective participation of civil society in the processes of governance at the national, regional and communal levels in order to enhance stakeholders' ownership of the processes and encourage the State to secure dividends for the Malian population. To that end, the Mission will also continue to support efforts to strengthen the capacity of civil society organizations, including women's and youth organizations, to participate effectively and shape decision-making processes and secure broader sociopolitical engagement in governance.

68. MINUSMA will also continue efforts to promote gender mainstreaming to make progress towards the full and effective involvement, inclusion, participation and representation of women in the national and local political processes. In alignment with the women and peace and security agenda, increased participation of women in the peace agreement mechanisms and representation in elected positions at all levels of governance will continue to be prioritized. The Mission will continue its support for the authorities and for women's networks in central Mali on preventing gender-based violence and conflict-related sexual violence and will ensure coordinated and efficient responses to those violations by providing support for survivors through the existing one-stop centre.

Expected accomplishment

Indicators of achievement

1.1 Progress towards completion of the political transition, including transferring the national governing authority to democratically elected authorities, in which women's representation and participation are increased

1.1.1 Good offices by the Special Representative of the Secretary-General are conducted with national stakeholders for political and institutional reforms to be achieved (2020/21: not applicable; 2021/22: not quantified; 2022/23: 6 meetings)

1.1.2 Increase of representation of women in the parliament (2020/21: not applicable; 2021/22: 28 per cent; 2022/23: 31 per cent)

1.1.3 Sustained participation of female candidates in elections (2020/21: 30 per cent; 2021/22: 30 per cent; 2022/23: 30 per cent)

1.1.4 Increase in the number of activities by youth organizations in the prevention of election-related violence (2020/21: 2; 2021/22: 2; 2022/23: 4)

1.1.5 The territorial restructuring process leading to the readjustment of electoral boundaries is completed and the related law is implemented (2020/21: not applicable; 2021/22: 1; 2022/23: 3)

Outputs

- Provision of logistical support for good offices meetings, including 2 meetings with political parties and 2 meetings with civil society representatives, including youth and women, and religious leaders on the political transition

- 4 capacity-building workshops of women's and youth organizations to increase their participation in electoral processes and political and institutional reforms, and 10 workshops with political parties and youth, women's and other civil society organizations, aimed at establishing mechanisms to prevent election-related violence and support institutional reforms
- 7 regional meetings to support women's situation rooms (vestibules de veille) in Bamako district and northern regions to promote participation by women as candidates and voters in the elections
- 5 coordination mechanisms operationalized and Security Council resolution 1325 (2000) on women and peace and security implemented through workshops, videoconferences, meetings and technical support to promote and improve the full and effective participation, involvement and representation of women in the peace process
- 3 national meetings and 81 awareness-raising sessions with civil society organizations, including women's and youth groups, to strengthen their networks and build capacity for transparency, accountability and citizen engagement in Bamako, Mopti, Ménaka, Gao, Kidal, Taoudenni and Timbuktu regions
- 7 workshops and 3 awareness-raising sessions to support identification of potential electoral candidates and advocacy mechanisms to ensure that women's and youth priorities are considered at all levels of the reforms and electoral processes, and a quota of 30 per cent women (in accordance with Malian law No. 2015-052) in elective and nominative positions is respected
- Capacity-building efforts required for the successful management of electoral disputes provided through 2 workshops for the new independent elections management body, local authorities, the Ministry of Justice and the Constitutional Court to support a peaceful electoral process
- Support through 6 workshops to build the capacity of the independent elections management body, civil society organizations, women's organizations, local authorities, political parties, Malian security forces, signatory groups and the media to ensure sound prevention and mitigation of election-related conflicts
- 50 armed escorts and 300 patrols deployed to assist the Malian security forces in securing the most vulnerable polling stations and to accompany the transport of electoral materials so as to support a peaceful and secure electoral process
- 4 multimedia products, 2 dedicated press briefings, 2 press tours to regions, at least 10 radio productions including debates, interviews and programmes, and 60 radio spots (public service announcements with language versions) to inform Malian citizens and voters about electoral procedures to prevent conflicts triggered by the electoral process
- 10 workshops with Malian authorities to support operationalization and strengthening of the new electoral constituencies within the 10 new regions
- 2 capacity-building workshops and 2 experts in institutional and electoral reforms to enable the Government to pursue and complete the political and institutional reform process, including the adoption of a new electoral legal framework incorporating the recommendations and suggestions of the various actors in the process
- 10 capacity-building workshops, weekly technical advice and financial support to support the professionalization of the new independent elections management body following its operationalization and deployment

*Expected accomplishment**Indicators of achievement*

1.2 Accelerated implementation of the peace agreement, including through the secretariat of the Agreement Monitoring Committee

1.2.1 Monthly plenary sessions of the Agreement Monitoring Committee and its four thematic subcommittees are convened and reports are drafted (number of plenary sessions held: 2020/21: 4; 2021/22: 12; 2022/23: 12)

1.2.2 The High Representative of the President for the implementation of the peace agreement and other Government institutions coordinate increased international support for the acceleration of the peace process (number of meetings: 2020/21: limited number; 2021/22: 12; 2022/23: 12)

1.2.3 Good offices by the Special Representative of the Secretary-General to fast-track the implementation of the peace agreement with the signatory parties and other national stakeholders are conducted to resolve points of contention (2020/21: not applicable; 2021/22: 7; 2022/23: 7)

1.2.4 Increased participation of women in the Agreement Monitoring Committee (percentage of female participants: 2020/21: not applicable; 2021/22: 31 per cent; 2022/23: 31 per cent)

Outputs

- 20 multimedia products and 100 radio products, including feature stories, debates, programmes and interviews, 5 key projects with local radio and television outlets in Mopti, Gao and Timbuktu regions, 1 series of sensitization videos led by the MINUSMA senior leadership and 2 outreach campaigns in support of Peace Day and the International Day of United Nations Peacekeepers
- Monthly plenary sessions of the Agreement Monitoring Committee and monthly sessions of its four thematic subcommittees are organized and technical assistance is provided by the Mission, including the coordination of preparatory meetings, along with the dissemination of the reports of the monthly sessions, and management of documents related to the implementation of the peace agreement
- Monthly coordination meetings are held before the Agreement Monitoring Committee with the High Representative of the President for the implementation of the peace agreement and other relevant stakeholders, including with the international mediation team and other international actors
- 3 consultations with the signatory movements to support the efforts to transform them into political entities
- Technical and logistical support for 2 meetings with signatory movements, 2 meetings with political parties and 2 meetings with the National Transition Council
- 2 meetings with the actors of the Nouakchott Process and 2 meetings with the Ministerial Coordination Platform for the Sahel, bringing together Sahel member States, regional organizations and international partners
- 1 meeting on inter-mission cooperation between MINUSMA and UNOWAS in support of the peace process and its regional dynamics
- Logistical support for 3 workshops for youth, women and religious leaders on the peace agreement to secure support for the agreement by the population

Expected accomplishment

Indicators of achievement

1.3 Increased implementation by Malian actors of the comprehensive politically led strategy to protect civilians, reduce intercommunal violence and re-establish State presence, State authority and basic social services in central Mali

1.3.1 Increased number of meetings at the national, regional and local levels between communities, stakeholders, structures of the Cadre politique de gestion de la crise au centre du Mali, State institutions and elected officials for coordination and cooperation on stabilization of the centre (2020/21: not applicable; 2021/22: 6; 2022/23: 7)

1.3.2 Civil society organizations (including for women and youth) participate in the enhancement of the strategy for central Mali (number of organizations: 2020/21: 160; 2021/22: 180; 2022/23: 190)

1.3.3 Increased leadership of the Cadre politique de gestion de la crise au centre du Mali to enhance national coordination on the stabilization strategy for the centre (number of meetings convened: 2020/21: not applicable; 2021/22: 2; 2022/23: 12)

1.3.4 The Cadre de concertation of the Permanent Secretariat of the Cadre politique de gestion de la crise au centre du Mali engages with governmental and civil society organizations at the Bamako level and conducts mediation field missions to the central regions (2020/21: not applicable; 2021/22: 48 meetings at the central level and 12 at the decentralized level; 2022/23: 24 central-level exchanges and 6 missions at the decentralized level)

Outputs

- Organizational support for 12 coordination meetings of the Permanent Secretariat with the ministries that are part of the Cadre politique de gestion de la crise au centre du Mali in an effort to improve the implementation of the national strategy for the stabilization of the centre
- Logistical and technical support for 24 meetings of the Cadre de concertation with the Permanent Secretariat, ministries and governmental and non-governmental institutions at the Bamako level, as well as 6 decentralized mediation field missions to promote dialogue and reconciliation initiatives
- Organization of 4 meetings between communities and other relevant stakeholders and different structures of the Cadre politique de gestion de la crise au centre du Mali
- Organization of 4 meetings to support sustainable partnerships on the implementation of the comprehensive politically led strategy with civil society organizations, including for youth, women and traditional and religious leaders, in order to promote contributions and adherence to the strategy
- Technical expertise (5 consultants) and logistical support for the Permanent Secretariat of the Cadre politique de gestion de la crise au centre du Mali to facilitate implementation by Malian actors of the strategy for the centre
- Quarterly confidence-building initiatives to increase understanding among all segments of the population and local stakeholders of the peace agreement and the stabilization strategy for the centre to prevent and manage local conflict and improve civil-military relations
- 10 activities, including workshops, to support civil society organizations (including for women and youth) and local authorities in national ownership of implementation of the stabilization strategy for the centre
- 50 outreach sensitization sessions for the centre, as well as regular multimedia, media and radio coverage of relevant activities and events, with a focus on women's and youth groups in the centre region

- Awareness-raising campaigns on gender-based violence and conflict-related sexual violence in partnership with the Ministry of Women's Affairs and women's networks in the Mopti region

External factors

Changes in the political, security, economic and humanitarian contexts not foreseen in the planning assumptions; other instances of force majeure; changes in mandate during the reporting period; changes in the financial and political support of the international community for the peace process; delays in the political transition, the electoral calendar and the implementation of the constitutional reform and territorial re-structuring; and the level of commitment of the parties to the peace agreement and stabilization process in the centre

Table 6
Human resources: component 1, support for the peace process, the political transition and elections

	International staff							United Nations Volunteers	
Civilian staff	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff ^a		Total
Political Affairs Division									
Approved posts 2021/22	—	3	9	11	4	27	14	10	51
Proposed posts 2022/23	—	3	9	11	4	27	14	10	51
Net change	—	—	—	—	—	—	—	—	—
Electoral Affairs Section									
Approved posts 2021/22	—	1	3	3	1	8	5	5	18
Proposed posts 2022/23	—	1	3	3	1	8	5	5	18
Net change	—	—	—	—	—	—	—	—	—
Total									
Approved posts 2021/22	—	4	12	14	5	35	19	15	69
Proposed posts 2022/23	—	4	12	14	5	35	19	15	69
Net change	—	—	—	—	—	—	—	—	—

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

Component 2: Protection of civilians and security support

69. MINUSMA will further enhance its efforts to support the Malian authorities in securing and stabilizing areas affected by the threat or presence of armed conflict and physical violence, advance the protection of civilians, establish a safe and secure environment conducive to the restoration and extension of State authority and support the operationalization of the Malian Defence and Security Forces, with a particular focus on the reconstituted units.

70. Protecting civilians is primarily the responsibility of the Malian authorities. To address terrorist attacks and increasing threats against civilians, MINUSMA will support the efforts of the Malian authorities through good offices, the provision of physical protection and the reinforcement of a protective environment in close coordination with the United Nations country team and humanitarian partners. Support for improving the effectiveness of local protection mechanisms will enhance the involvement and responsibility of all protection and security actors, including local authorities, representatives of the community and civil society and members of

the Malian Defence and Security Forces. In partnership with the United Nations country team and Malian authorities, local stakeholders will be mobilized and empowered to jointly assess and identify risks to reduce community-based violence, facilitate social cohesion, strengthen community alert networks and threat assessments and support reconciliation and protection. These activities will be aimed at preventing and reducing intercommunal conflict and will strengthen the stabilization efforts of Malian State authorities in the centre.

71. MINUSMA will continue to enhance its responsiveness through the mission adaptation plan, using the mobile task forces to respond to emerging security threats. The Mission's integrated strategy for the protection of civilians will be underpinned by its strategy to address the roots of the crisis through support for political processes, local level dialogue and enhanced community-based early warning mechanisms, as well as the increased deployment of more effective and accountable State forces.

72. MINUSMA will continue making efforts to increase the effectiveness of operations, notably in the centre, through the use of temporary operating bases that will enable better coordinated operations as a fully integrated mission, with the Malian Defence and Security Forces and the Mission's international and humanitarian partners to strengthen efforts to protect civilians and support communities. The MINUSMA police component will also continue to support the deployment of the Malian Defence and Security Forces in northern and central Mali through capacity-building, technical support and joint operations for the protection of civilians, including protection of women and girls against conflict-related sexual violence.

73. The Mission will continue to provide specific support for the operationalization of the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and to build the capacity of the national authorities to prosecute those suspected of crimes that risk destabilizing the peace process. To enhance community-based capacity for the peaceful resolution of disputes, the Mission will also continue to support the efforts of the Malian authorities and civil society actors to strengthen community engagement and provide confidence-building support and facilitation at the local level to encourage dialogue, mediation, reconciliation and social cohesion. MINUSMA will also continue its support for the establishment of additional local reconciliation bodies.

74. Continued efforts for preventing youth recruitment into armed groups, building community resilience, countering violent extremism and reducing community violence will continue to be essential measures for effective security support and the protection of civilians. The Mission will continue to use community violence reduction programmes in northern Mali in complementarity with the national disarmament, demobilization and reintegration programme. Support for the National Disarmament, Demobilization and Reintegration Commission will include the implementation of a community rehabilitation programme aimed at supporting the disarmament and dismantlement of self-defence groups, particularly in the centre. Rehabilitation efforts will include short-term activities, with a focus on supporting the Malian authorities and other partners to identify short-term employment opportunities for vulnerable groups, particularly women and youth.

75. In the north, the Mission will support the Platform coalition in implementing the action plan prohibiting the recruitment and use of children in conflict. The Mission will also continue working with the Coordination des mouvements de l'Azawad on its action plan against recruitment and use of children in conflict and the sexual violence against children act signed in 2017.

76. As the threat posed to the civilian population and to United Nations personnel by explosive hazards is expanding and intensifying throughout Mali, the Mission will focus on enabling adaptation while increasing the Mission's operational readiness and

on developing the capacity and autonomy of uniformed units to mitigate explosive threats. The Mission will continue to strengthen national capacities by training national teams, while enhancing coordination with all partners in line with the principles of the Action for Peacekeeping Plus initiative and the recommendations of the independent strategic review of responses to the threat of improvised explosive devices by peacekeeping missions. MINUSMA will remain actively engaged in support for the Government towards the establishment of a Malian-led mine action response to protect civilians. It will also focus on further developing community resilience to explosive threats through the capacity development of national civil society organizations and actors on risk education and victim assistance.

77. The Mission will support the Government, through its National Council for Security Sector Reform and its Commissariat in the continuation of efforts to implement key security sector reform strategies and plans, such as the action plan for the implementation of the 2018–2023 national security sector reform strategy, the 2018–2022 national border policy and the national strategy against terrorism and violent extremism. MINUSMA will continue its activities to support capacity-building initiatives of the Malian Defence and Security Forces to more effectively and progressively prevent and respond to violence and reduce the capability of armed actors to commit physical violence against civilians. The Mission will also continue to support efforts to coordinate international assistance for security sector reform to ensure the coherence of international efforts to rebuild the Malian security sector, within the framework set out by the peace agreement. Progress on broader security sector reform will, in turn, put the necessary framework in place for further efforts in the disarmament, demobilization and reintegration of ex-combatants.

78. The Mission will continue to support the disarmament, demobilization and reintegration of former combatants, their integration into the Malian Defence and Security Forces and their redeployment as part of reconstituted and reformed units of the Malian Defence and Security Forces. MINUSMA will also support the regular disarmament, demobilization and reintegration process, including for those individuals who were deemed ineligible during the accelerated disarmament, demobilization and reintegration process and have yet to access reinsertion support.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.1 Improved capacity to sustain security in the north and the protection of civilians in the centre	<p>2.1.1 Number of recorded civilian violent deaths and injuries (2020/21: 1,831; 2021/22: 1,500; 2022/23: 1,000)</p> <p>2.1.2 Number of incidents of direct violence or threats of direct violence against civilians (2020/21: 1,190; 2021/22: 1,000; 2022/23: 800)</p> <p>2.1.3 Increase in the number of Malian Defence and Security Forces teams with enhanced capacity in explosive hazard management enabling them to deploy to high-risk areas and to protect the civilian population (2020/21: 32; 2021/22: 34; 2022/23: 36)</p> <p>2.1.4 Increase in the creation and implementation of and interaction with security advisory committees in the northern and central regions (2020/21: 26 security advisory committees; 2021/22: total of 18 committees, including 4 regional committees and 14 local committees; 2022/23: 60 committees)</p>

Outputs

- Provide a safe and secure environment through 1,100 aerial surveillance missions, 1,500 force protection of civilian patrols, 15 force-led operations and at least 13 mission-integrated operations, coordinated with Malian armed forces, and with international partners where relevant
- Enable agile responses to security situations through the establishment of 2 integrated and coordinated temporary operating bases
- Redeployment of the Malian Defence and Security Forces is supported in central Mali during coordinated operations, on the basis of clear, coherent and dynamic planning, including through casualty evacuation
- Advice and monitoring provided to Malian security forces through the provision of 3,000 activities in the central and northern regions and in specialized serious and organized crime and terrorism units and general directorates in Bamako, encompassing gender perspectives, such as on-the-job training, co-location and operational support
- Provision of technical assistance, sensitization and support for the organization and delivery of 48 security advisory committee meetings (in Bamako, Mopti, Ménaka, Gao and Timbuktu) aimed at gathering Malian security forces, members of the local population, community representatives, civil society, influencers etcetera, at regional, *cercle* and commune levels, to discuss local security issues
- Provision of advice and technical support for the training institutions of the Malian Defence and Security Forces to ensure the integration and mainstreaming of matters related to the protection of civilians, with a focus on gender, into their training sessions
- Technical and practical week-long training sessions for 6,324 members of the Malian security forces on various theoretical, practical and train-the-trainer modules, including community violence reduction, forensics and public order management, in cooperation with partners, to further enhance their aptitude in the areas of community policing, the fight against organized crime and terrorism, deontology, human rights and gender
- Support for the development of Malian security forces training programmes, harmonizing training schedules and curricula and reinforcing cooperation and future joint operations between the Malian Defence and Security Forces directorates and decision makers, through 22 meetings and follow-up workshops with staff of the Malian Defence and Security Forces from the Ministry of Security and Civil Protection and from general and regional directorates to provide technical advice on strategy development
- Provision of strategic assistance through exchange of information and strategic visions to promote decision-making, through the organization of 4 meetings of the Instance de coordination au Mali – Sécurité intérieure (commanders and directors) with the aim of strengthening coordination and promoting synergy of efforts between these different actors
- 2 information and outreach sensitization campaigns for the centre and the north, 100 radio features and news stories, 10 interactive radio programmes for callers to voice their concerns live on the radio, 5 radio debates to discuss security concerns and promote awareness of security issues and the Mission's work to address them, 30 multimedia and radio products on the activities and operations of the MINUSMA force and police, and multiplatform communication campaigns
- 8 infantry troop-contributing countries with improvised explosive device awareness training capacity (basic improvised explosive device awareness and avoidance skills) provided with mentoring and training assistance prior to deployment and when in the mission area as required
- 100 per cent of infantry battalions and combat convoy companies and 9 formed police units deployed to central and northern Mali trained in context-specific search and detection upon request, including 40 dedicated improvised explosive device threat mitigation training courses for tactical commanders and mission planners

- 2 troop-contributing countries and their explosive ordnance disposal companies provided with context-specific training and mentoring in accordance with United Nations standards, and such training also provided to the explosive ordnance disposal teams of 4 combat convoy companies once in the mission and upon request, to ensure they are qualified to conduct basic improvised explosive device response tasks
- 1 improvised explosive device disposal team in Timbuktu to cover operational gaps and 100 per cent of MINUSMA supercamps provided with explosive-detection dog capacity as part of the Mission's efforts to protect assets and personnel against the threat posed by explosive hazards
- 8 training courses on context-specific improvised explosive device threat mitigation to fully enable 2 additional Malian Defence and Security Forces response teams in advanced explosive ordnance detection and disposal, and provision of technical advice and mentoring to strengthen and sustain the Malian explosive threat mitigation training capability and to respond to explosive threats countrywide

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.2 Enhanced effective community-based mechanisms for conflict management and protection of civilians	<p>2.2.1 Decrease in the number of internally displaced persons and refugees owing to violence during the reporting period, whether they are still displaced or have returned to their areas of origin (2020/21: 386,454; 2021/22: 40,000; 2022/23: 380,000)</p> <p>2.2.2 Increase in engagement and community participation in community-oriented policing activities to support outreach and advocacy for a community-based policing approach (number of citizens sensitized: 2020/21: 4,160; 2021/22: 18,000; 2022/23: 12,000)</p> <p>2.2.3 Number of municipalities covered by functioning community-based mechanisms for early warning and protection of civilians (2020/21: 56; 2021/22: 70; 2022/23: 80)</p> <p>2.2.4 Following threats of imminent violence against civilians, the MINUSMA early warning mechanism is triggered and physical action is taken to cease the violence (2020/21: 50 per cent; 2021/22: 75 per cent; 2022/23: 75 per cent)</p> <p>2.2.5 Number of regional reconciliation support teams and established municipal reconciliation committees that are operational (2020/21: 45; 2021/22: 42; 2022/23: 44)</p> <p>2.2.6 Increase in the number of community dialogues undertaken in support of the Ministry of Reconciliation, Peace and National Cohesion in Charge of the Peace Agreement and National Reconciliation at the subnational level to manage local conflicts (2020/21: 33; 2021/22: 42; 2022/23: 44)</p> <p>2.2.7 Number of new regional reconciliation support teams and municipal reconciliation committees established (2020/21: not applicable; 2021/22: not applicable; 2022/23: 40)</p>

Outputs

- Provision of technical assistance and support for the organization and delivery of community sensitization sessions (in Bamako, Mopti, Ménaka, Gao and Timbuktu) for 2,400 members of the Malian security forces and community representatives, as well as members of the local population, civil society, influencers, et cetera, at regional, *cercle* and commune levels, especially in the centre, on topics including the return of State authority, security sector reform, human rights, gender mainstreaming and mine awareness to increase activities related to community-oriented policing
- 16 meetings of the mine action working group coordinated to protect the civilian population from explosive hazards, 16 tailored explosive threat information products delivered to partners and 4 coordination meetings to provide technical advice and support for Malian institutions to make progress towards the operationalization of a national governance structure
- 4 Malian civil society organizations provided with capacity development for the prevention and protection of populations at risk of explosive hazards to increase the sustainability of the national mine action response
- ≥40,000 beneficiaries provided with explosive ordnance risk awareness, as well as referral and provision of assistance to victims of explosive incidents and/or community violence reduction initiatives to strengthen community resilience to explosive ordnance
- 44 dialogues in support of efforts by the regional reconciliation support teams and municipal reconciliation committees to prevent, manage and address communal conflicts or election-related violence in identified priority areas of the central and northern regions
- 10 training sessions for members of the regional reconciliation support teams and municipal reconciliation committees to strengthen their capacity to promote social cohesion and reduce local inter- and intracommunal conflicts and election-related violence in the central and northern regions
- 14 training sessions for focal points on the protection of civilians and early warning in Mopti, Ségou, Gao, Ménaka, Goundam, Timbuktu, Kidal, Tessalit, Aguelhok and Ansongo
- 40 additional regional reconciliation support teams and communal reconciliation committees established in the new regions and in priority municipalities of northern and central Mali, to reinforce and expand the early warning and response capacity of the Ministry of Reconciliation, Peace and National Cohesion in Charge of the Peace Agreement and National Reconciliation to address intercommunal violence
- 20 coordination meetings with protection of civilians stakeholders and established community-based mechanisms for early warning and protection of civilians to conduct protection of civilians risk and threat assessments, as well as identify and monitor required responses in Mopti, Ségou, Gao, Ménaka, Timbuktu, Kidal, Tessalit, Aguelhok, Ansongo and Goundam
- 35 coordination meetings with regional reconciliation support teams in each of the regions of Mopti, Ségou, Gao, Ménaka, Taoudenni, Timbuktu and Kidal to provide operational guidance and supervise the activities of established municipal reconciliation committees
- 6 capacity-building activities for local government actors in Gao, Ménaka, Mopti, Timbuktu, Taoudenni and Kidal, including the special advisers of regional governors on reconciliation, disarmament, demobilization and reintegration and the regional directorates of the relevant transition ministry for women's affairs, to enhance their awareness and actions with regard to integrating a gender perspective into protection of civilians matters
- 20 multimedia products, 100 radio products, including feature stories, news, debates and programmes, at least 35 weekly radio programmes in Peulh and Dogon to address reconciliation issues and promote dialogue, 1 outreach campaign, including 1 national short film festival in partnership with the National Cinematographic Centre of Mali, and 20 outreach community sensitization sessions for the centre and north

- 6 workshops to support the Malian police and the gendarmerie in designing and integrating modules on conflict-related sexual violence into the curriculum of the National Police Academy and the National Gendarmerie Academy
- Up to 3,500 combatants of the signatory armed groups in the disarmament, demobilization and reintegration process provided with HIV prevention services in the cantonment camps and other predesignated locations
- 1 World AIDS Day and 2 outreach campaigns organized to increase awareness of the fight against HIV-related stigma and discrimination among staff, people living with HIV and key populations in conflict zones

*Expected accomplishment**Indicators of achievement*

2.3 Reduced influence of armed movements and self-defence groups through reinsertion and community rehabilitation in the centre and through disarmament, demobilization and reintegration in the north

2.3.1 Number of ex-combatants of armed movements participating in the disarmament, demobilization and reintegration process in the north, including women and children, identified, verified, profiled and registered with demobilization cards (2020/21: 2,300; 2021/22: 3,500; 2022/23: 4,000)

2.3.2 Number of former combatants of the armed movements, including women, benefiting from short-term socioeconomic reinsertion projects (2020/21: 1,800; 2021/22: 3,500; 2022/23: 4,000)

2.3.3 Number of direct beneficiaries in community violence reduction projects, including members of self-defence groups in the centre of Mali (2020/21: 30,057; 2021/22: 10,000; 2022/23: 20,000)

2.3.4 Number of community violence reduction projects implemented (2020/21: 30; 2021/22: 30; 2022/23: 30)

2.3.5 Number of former elements of self-defence groups participating in the group disarmament and dismantlement process in the centre of the country, including women and children, identified, verified, profiled and registered with demobilization cards (2020/21: delayed; 2021/22: 1,000; 2022/23: 1,000)

2.3.6 Number of weapons and amount of ammunition collected from the self-defence groups and registered and stored during the disarmament and dismantlement process in the centre (2020/21: 0; 2021/22: 1,000; 2022/23: 1,000)

2.3.7 Number of weapons and amount of ammunition collected, registered and stored from the disarmament, demobilization and reintegration programme in the north (2020/21: 2,300; 2021/22: 4,000; 2022/23: 4,000)

Outputs

- 3,500 combatants from the signatory armed groups and 1,000 members of self-defence groups are screened, demobilized, provided with food, non-food items and a medical visit, are sensitized and are provided with psychosocial support at the cantonment camps and other predesignated locations, and the 1,000 members of self-defence groups are rehabilitated into their community of return

- Support the National Disarmament, Demobilization and Reintegration Commission and the National Integration Commission through 5 capacity-building workshops to strengthen their capacities for the implementation of the national disarmament, demobilization and reintegration programme
- Facilitation of 5 capacity-building workshops with civil society members, including women's organizations and community leaders, to advocate for the implementation of the disarmament, demobilization and reintegration programme
- Implementation of 30 community violence reduction projects targeting up to 20,000 direct beneficiaries comprising youth at risk, women, special needs groups, people associated with ex-combatants, self-defence groups and community members to improve community resilience and security
- Facilitation of 8 sensitization workshops for the return of ex-combatants within their communities, participating in the disarmament and dismantlement process for self-defence groups
- 4 capacity-building workshops for implementing partners and other stakeholders on community violence reduction/community-based rehabilitation projects and objectives
- Age-based screening and sensitization on child rights conducted for up to 4,500 combatants in the disarmament, demobilization and reintegration programme and in the self-defence groups in the disarmament and dismantlement process, and the identified children are separated and handed over to protection institutions in cooperation with the transitional Government and UNICEF
- 8 visits to the 12 cantonment sites to verify and advocate for the release of children associated with armed groups and for the integration of a gender perspective, to raise awareness on conflict-related sexual violence and to train members of armed movements on child protection and child rights in coordination with UNFPA, UNICEF and UN-Women
- Support for the security sector reform, disarmament, demobilization and reintegration and community violence reduction communication action plan through 24 new radio programmes broadcast on issues related to the cantonment, disarmament, demobilization and reintegration and community violence reduction projects, in particular with regard to the disarmament and dismantlement process for self-defence groups in the centre
- 10 multimedia products, 2 outreach sensitization activities, 50 radio products, including interviews, debates and programmes on matters related to the cantonment, disarmament, demobilization and reintegration process and community violence reduction projects, and at least 2 press briefings on the support provided by the Mission to the national authorities

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.4 Reform of security institutions, including through the implementation of the security provisions of the peace agreement	<p>2.4.1 Progress in the redeployment of defence and security forces in the northern and central region of Mali to enhance security in that area (2020/21: 1 plan developed; 2021/22: 3,000 integrated Malian Defence and Security Forces units redeployed in the north; 2022/23: 4,000 Malian Defence and Security Forces elements)</p> <p>2.4.2 Implementation of 3 separate strategies: (a) national security sector reform strategy; (b) national border policy; and (c) national strategy of the Government on the prevention and combating of terrorism and violent extremism (2020/21: 3; 2021/22: 3; 2022/23: 3)</p>

2.4.3 Implementation of a security sector strategy action plan and 2 complementary strategies (border and defence) (2020/21: 1 action plan and 2 policies under development; 2021/22: 1 action plan and 1 complementary strategy and 1 national security policy implemented; 2022/23: 1 action plan and 1 complementary strategy and 1 national security policy implemented)

2.4.4 Support transport, training and integration of ex-combatants into the Malian Defence and Security Forces (2020/21: 448; 2021/22: 4,000; 2022/23: 4,000)

Outputs

- Support for security sector reform through 5 multimedia products, 10 radio products, including interviews, news, feature stories and debates, and 1 media briefing
 - Technical, administrative and logistic support for the implementation of the redeployment plan for the Malian Defence and Security Forces in the north and the centre, through 36 meetings with the Ministry of Security and Civil Protection and the Malian Defence and Security Forces focal points at the general directorate and regional levels, in the identification, design, implementation, follow-up, review and adaptation of 40 projects that will enable the restoration of State authority and return of social services
 - 12 coordination meetings to improve the ability of the Technical Commission on Security to monitor the ceasefire and investigate violations, update security arrangements and monitor and support the cantonment and disarmament, demobilization and reintegration processes
 - Strengthen the capacities of the members of the National Council for Security Sector Reform and its Commissariat on the security sector reform process thorough 10 workshops and meetings to elaborate a national security policy and establish the territorial police
 - Coordination of 12 international assistance meetings on security sector reform with the support of the international community to promote awareness of Malian actors
 - Support the enhancement of the democratic oversight of parliamentarians and their assistants on security sector governance through 4 training workshops, in collaboration with civil society organizations, including women's and youth platforms
 - Support the enhancement of the capacity-building of members of the Ministry of Religious Affairs and civil society organizations through 2 awareness and sensitization workshops to facilitate the implementation of the national policy on preventing and combating violent extremism
 - 1,000 members of the Malian Defence and Security Forces from reconstituted units transported by air to their regional deployment locations to minimize the risk associated with ground-based deployments
 - 3,000 members of the Malian Defence and Security Forces and their dependants sensitized on HIV/AIDS, prevention of conflict-related sexual violence and the provision of access to treatment, care and support services
 - 3 working sessions to provide technical support and advice for schools and academies of the Malian Defence and Security Forces to ensure the integration of gender mainstreaming into their curricula and training programmes
-

External factors

The willingness of armed groups to engage in the national disarmament, demobilization and reintegration process and to comply with the national programme eligibility criteria, including the commitment of all parties to respect their engagements as signed in the peace agreement; progress in the implementation of the redeployment plan of the reconstituted and reformed Malian Defence and Security Forces, in terms of capacity development and the generation of additional employable units for deployment to northern and central Mali

Table 7
Human resources: component 2, protection of civilians and security support

Category									Total
I. Military observers									
Approved 2021/22									—
Proposed 2022/23									—
Net change									—
II. Military contingents									
Approved 2021/22									13 289
Proposed 2022/23									13 289
Net change									—
III. United Nations police									
Approved 2021/22									345
Proposed 2022/23									345
Net change									—
IV. Formed police units									
Approved 2021/22									1 575
Proposed 2022/23									1 575
Net change									—
V. Civilian staff									
									</

Subtotal, civilian staff									
Approved posts 2021/22	1	5	21	25	5	57	88	13	158
Proposed posts 2022/23	1	5	21	25	5	57	88	13	158
Net change	–	–	–	–	–	–	–	–	–
Total (I–V)									
Approved posts 2021/22	1	5	21	25	5	57	88	13	15 367
Proposed posts 2022/23	1	5	21	25	5	57	88	13	15 367
Net change	–	–	–	–	–	–	–	–	–

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

Component 3: promotion and protection of human rights and reconciliation

79. In line with resolution [2584 \(2021\)](#), the Mission will continue to support the Malian authorities in promoting and protecting human rights and advancing the fight against impunity for human rights violations and abuses, including against women and children, and for violations of international humanitarian law, with a particular focus on central Mali. In this regard, the Mission will continue to provide the necessary support and technical advice to relevant entities in the investigation of serious violations and abuses of human rights to ensure that the appropriate preventive and corrective measures are taken to assure the accountability of perpetrators of international crimes, including war crimes and crimes against humanity, to advance the fight against impunity and to strengthen the rule of law. The Mission will strengthen protection measures for victims and witnesses of violations and abuses of human rights and will assist the Government to strengthen the existing human rights protection framework to strengthen the accountability system for perpetrators of human rights violations and abuses.

80. The Mission's comprehensive approach to promoting and protecting human rights and reconciliation will include strengthened support for the progressive implementation of the stabilization strategy for the centre, including through the Cadre politique de gestion de la crise au centre du Mali. The implementation of the stabilization strategy will seek to advance the rule of law, restore State authority and build the capacity of the Malian Defence and Security Forces to combat terrorist threats and violent activity in the centre, while advancing fundamental human rights. The Mission will continue to engage with national authorities on support for the implementation of the Loi d'entente nationale, outlining a number of measures aimed at fostering reconciliation. MINUSMA and the United Nations Office on Drugs and Crime will also continue to support and build the capacity of the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime, whose jurisdiction was extended to war crimes, genocide and crimes against humanity, as a key mechanism to fight impunity.

81. The Mission will conduct fact-finding missions to investigate and report publicly and regularly to the Security Council on violations and abuses of international humanitarian law, including conflict-related sexual violence and grave violations against children in situations of armed conflict, will refer documented cases of human rights abuses and violations, including those against women and children, to competent State authorities, and will continue to support the Government to take proper preventive and remedial measures. To that end, the Mission will continue to support the strengthening of the Government's capacities and processes for the protection and promotion of human rights through the reporting, investigation and monitoring of grave human rights violations, including conflict-related sexual

violence and grave violations against children in situations of armed conflict, and other violations of the rights of children, women, internally displaced persons and other vulnerable groups.

82. In line with the Government's commitment under the peace agreement and to further operationalize transitional justice mechanisms, the Mission will advocate and provide technical support for relevant authorities to set up a mechanism for follow-up on the recommendations contained in the final report of the International Commission of Inquiry and establish two successor bodies (the agency for reparations and the centre for memory and reconciliation) of the Truth, Justice and Reconciliation Commission.

83. As part of its ongoing support for the Malian Defence and Security Forces, the Mission will continue to implement the human rights due diligence policy, while focusing on increasingly targeted mitigating measures to address human rights protection gaps identified in the process. To maintain the protection of human rights throughout the electoral cycle, the Mission will continue working with human rights defenders, youth, community and religious leaders, community alert networks and other relevant actors through capacity-building projects, technical support on monitoring, reporting and advocacy and dialogue on human rights issues to strengthen the democratic space and foster national ownership on human rights protection and promotion activities.

Expected accomplishment

Indicators of achievement

3.1 Mechanisms and initiatives adopted and strengthened to prevent and address human rights violations and abuses, with particular attention given to grave violations against children and conflict-related sexual violence

3.1.1 At least 1 thematic report and 4 quarterly notes on human rights published by MINUSMA (2020/21: 5; 2021/22: 9; 2022/23: 6)

3.1.2 Proportion of cases of human rights violations and abuses raised by MINUSMA with relevant national authorities/signatory armed groups that are subject to subsequent action/follow-up (2020/21: not applicable; 2021/22: not applicable; 2022/23: 30 per cent)

3.1.3 Number of additional protection projects effectively rolled out in favour of victims and witnesses collaborating with MINUSMA (2020/21: not applicable; 2021/22: not applicable; 2022/23: 12)

3.1.4 A strategy and operational guidelines adopted for the institutionalization of human rights training into the curricula of training institutions for the Malian Defence and Security Forces (2020/21: not applicable; 2021/22: not applicable; 2022/23: strategy and operational guidelines adopted)

3.1.5 Proportion of projects assessed regarding the human rights due diligence policy and mitigation measures implemented (2020/21: 100 per cent of projects assessed and 70 per cent of mitigatory measures followed up; 2021/22: 70 per cent of projects assessed and 60 per cent of mitigatory measures followed up; 2022/23: 100 per cent of projects assessed and 90 per cent of mitigatory measures followed up)

Outputs

- 30 radio productions, 10 multimedia products, 2 dedicated press briefings on human rights-related issues and full coverage by multimedia and radio of human rights investigations and reports, 4 outreach campaigns on key human rights days: Universal Children's Day, 16 days of Activism against Gender-based Violence campaign, International Day for the Elimination of Sexual Violence in Conflict and International Women's Day
- Human rights promotion and prevention, including respect for legal procedures and monitoring of conditions of detention through 52 monitoring and investigative missions, including visits to detention facilities, transfer and follow-up of at least 12 emblematic cases of violations of human rights, 1 comprehensive protection programme, and adoption of 1 strategy, including operational guidelines for inclusion of human rights training in the curricula of the Malian Defence and Security Forces training institutions
- Timely publication of 1 thematic report and quarterly notes on trends in human rights violations and abuses
- Application of the human rights due diligence policy with targeted mitigation measures to strengthen the human rights compliance of the Malian Defence and Security Forces by conducting follow-up activities (meetings/dialogue and field missions) to facilitate the implementation of at least 90 per cent of recommended mitigatory measures through 6 awareness-raising and 12 training sessions
- Strengthened advocacy and technical assistance on conflict-related sexual violence, including mainstreaming reparations for victims in the reconciliation process through the provision of 6 workshops for national government institutions, 6 workshops for gender-based violence victims associations, members of the Truth, Justice and Reconciliation Commission, the Coordination des mouvements de l'Azawad and the Platform coalition, and 10 awareness-raising sessions on early warning capacity with communities in 5 regions
- 4 key annual human rights campaigns organized and supported with outreach programmes through 50 radio productions, 5 multimedia products and 2 dedicated press briefings on Security Council resolutions
- Parties to the conflict engaged to take corrective measures to prevent and respond to conflict-related sexual violence through the organization of 8 field visits (2 per region) to monitor commitment on prevention and response to conflict-related sexual violence, and the initiation of 5 dialogue sessions for members of the Malian Defence and Security Forces
- Strengthened and expanded monitoring, analysis and reporting arrangement mechanisms at the headquarters and regional levels through the provision of 4 workshops on data analysis, 2 workshops on technical and political validation, 2 follow-up review sessions and the organization of 1 open debate with all stakeholders to evaluate State ownership and levels of implementation
- Advocacy, capacity-building and technical support provided to strengthen the national child protection framework through 8 workshops in Bamako with the National Parliament (1), the judicial authorities (1), the youth network for the defence of children's rights (1) and with local stakeholders in the regions (5)
- Parties to the conflict engaged to implement, monitor and evaluate their action plans signed with the United Nations to end and prevent the 6 grave violations against children in situations of armed conflict, including the recruitment and use of children within armed forces and groups, through 6 workshops with signatory armed groups; 2 meetings of the United Nations-Government-Coordination des mouvements de l'Azawad joint technical working group; 2 meetings of the United Nations-Government-Platform coalition joint technical working group and 15 camp visits
- Regular monitoring and reporting conducted on grave violations against children in situations of armed conflict through 15 field missions (in the regions of Kidal, Gao, Timbuktu, Ménaka and Mopti) to investigate grave violations of children's rights and conduct dialogue with the leaders of armed groups, self-defence organizations and militias

- Child protection capacities strengthened for the Malian Defence and Security Forces (military, police and gendarmerie) to improve the integration of the specific needs of conflict-affected children into security sector reform through 5 training sessions
- Effective functioning of local education protection committees facilitated through the provision of technical advice and 6 regional workshops with local stakeholders and authorities on the Safe Schools Declaration, which was endorsed by Mali in 2018
- Capacity strengthened for government authorities and national partners, including civil society and children's rights organizations, on the monitoring and reporting mechanism on grave violations against children in situations of armed conflict through 5 training sessions in the regions

*Expected accomplishment**Indicators of achievement*

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

3.2.1 Increase in the number of civil society organizations, particularly in the centre, that publish publicly available reports on human rights issues (2020/21: 0; 2021/22: 4; 2022/23: 10)

3.2.2 Proportion of youth benefiting from a training and sensitization programme on human rights, democracy and citizenship who complete the training programme and settle in the area where they were trained (2020/21: not applicable; 2021/22: not applicable; 2022/23: 70 per cent)

Outputs

- Increased capacity and knowledge on human rights standards and principles and international humanitarian law and its application among the Malian judicial and non-judicial communities, the Malian Defence and Security Forces and signatory armed groups through the provision of 2 technical workshops on the protection of fundamental rights, 1 seminar in collaboration with the International Institute of Human Rights, 7 training workshops and awareness-raising sessions in 7 regions and 3 workshops for key ministries and members of the National Transition Council
- Increased capacity of youth to counter violent extremism through 2 vocational training projects, and provision of equipment and human rights education for 100 young women and men
- Strengthened capacity of national institutions, civil society organizations and human rights defenders to monitor and publicly report on human rights violations and abuses, in line with international applicable standards, through the provision of 1 week-long training programme and the implementation of 1 capacity-building project for rights-based organizations in 4 localities

*Expected accomplishment**Indicators of achievement*

3.3 The Malian transitional justice mechanism and process operate in accordance with human rights standards and relevant authorities, including non-judiciary authorities, have increased capacity to fight against impunity in regard to human rights violations and abuses

3.3.1 Increase in the number of measures taken in the fight against impunity following dialogue with relevant authorities, including the army and judicial authorities (2020/21: not applicable; 2021/22: not applicable; 2022/23: 8 cases are appropriately investigated and brought before the justice system)

3.3.2 A national mechanism to follow up on the recommendations of the International Commission of Inquiry is established by the Malian authorities (2020/21: not applicable; 2021/22: not applicable; 2022/23: 1 mechanism)

3.3.3 Number of mechanisms on reparation for victims established, following the termination of the mandate of the Truth, Justice and Reconciliation Commission on 31 December 2021 (2020/21: not applicable; 2021/22: not applicable; 2022/23: 1)

Outputs

- Increased capacity of relevant judicial authorities to expedite investigations and proceedings for human rights-related cases, including emblematic cases of human rights violations and abuses, through 12 advocacy and follow-up meetings with the Malian authorities in all regions and provision of technical and logistical support for the Military Prosecutor and gendarmerie investigative units
- Enhanced strategic advocacy and engagement to establish a national mechanism for follow-up on recommendations made by the International Commission of Inquiry and the establishment of two successor bodies to the Truth, Justice and Reconciliation Commission, through advocacy and strategic advice for the establishment of a national mechanism and provision of technical support for the effective implementation of the recommendations of the Commission of Inquiry and of the national policy on reparation for victims
- Increased capacity of non-judicial authorities to prevent the expansion of violent extremism and promote human rights at the community level through the organization of 6 dialogue sessions with religious/customary leaders focused on strengthening the resilience of communities against violent extremism
- Enhanced national capacity to respond and follow-up on sexual and gender-based violence cases through the provision of support on the management of the existing sexual and gender-based hotline, including the creation of 1 hotline standard operating procedure

External factors

Further deterioration of the security situation and continuous attacks in the northern and central regions of Mali resulting in limited access and a lack of engagement and dialogue from the parties to the peace agreement

Table 8

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

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Protection of Civilians Unit									
Approved posts 2021/22	–	–	2	2	–	4	–	2	6
Proposed posts 2022/23	–	–	2	3	–	5	–	2	7
Net change	–	–	–	1	–	1	–	–	1
Child Protection Unit									
Approved posts 2021/22	–	–	1	2	–	3	3	1	7
Proposed posts 2022/23	–	–	1	2	–	3	3	1	7
Net change	–	–	–	–	–	–	–	–	–
Gender Affairs Advisory Unit									
Approved posts 2021/22	–	–	1	1	–	2	3	2	7
Proposed posts 2022/23	–	–	1	1	–	2	3	2	7
Net change	–	–	–	–	–	–	–	–	–

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			
Human Rights Division									
Approved posts 2021/22	–	1	8	14	1	24	31	19	74
Proposed posts 2022/23	–	1	8	14	1	24	31	19	74
Net change	–	–	–	–	–	–	–	–	–
Office of the Women’s Protection Adviser									
Approved posts 2021/22	–	–	1	1	–	2	2	1	5
Proposed posts 2022/23	–	–	1	2	–	3	2	1	6
Net change	–	–	–	1	–	1	–	–	1
Total									
Approved posts 2021/22	–	1	13	20	1	35	39	25	99
Proposed posts 2022/23	–	1	13	22	1	37	39	25	101
Net change	–	–	–	2	–	2	–	–	2

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

International staff: increase of 2 posts

Protection of Civilians Unit

Table 9
Human resources: Protection of Civilians Unit

	Change	Level	Functional title	Action	Description
Post	+1	P-2	Associate Data Scientist	Establishment	In Bamako
Total	+1		(see table 8)		

84. The approved staffing establishment of the Protection of Civilians Unit comprises six posts and positions (1 P-5, 1 P-4, 2 P-3 and 2 United Nations Volunteer).

85. The protection of civilians is a core task of the mandate of MINUSMA, as well as a whole-of-Mission activity, requiring an integrated approach by all Mission components: civilian, police and military, and, where appropriate, coordination with the United Nations country team. The responsibility for the protection of civilians has increased in recent years, without a corresponding staffing adjustment since the creation of the Unit. The latest mandate defined the following additional priority tasks, under paragraph 28 (c) (ii) of Security Council resolution [2531 \(2020\)](#):

(a) To strengthen early warning mechanisms and systematically record and analyse the Mission's rate of response;

(b) To strengthen community engagement and protection mechanisms, including interaction with civilians, community outreach, reconciliation, mediation, support for the resolution of local and intercommunal conflicts and public information;

(c) To take mobile, flexible, robust and proactive steps to protect civilians, including through the set-up of a mobile task force, prioritizing the deployment of

ground and air assets, as available, in areas where civilians are most at risk, while expecting the Malian authorities to assume their responsibilities in the respective areas;

(d) To mitigate the risk to civilians before, during and after any military or police operation, including by tracking, preventing, minimizing and addressing civilian harm resulting from the Mission's operations;

(e) To prevent the return of active armed elements to key population centres and other areas where civilians are at risk, engaging in direct operations pursuant only to serious and credible threats.

86. To respond to the related demands and advise the senior leadership on how to meet those additional obligations, it is proposed to establish an Associate Data Scientist (P-2) to create a protection of civilians data cell. With the aim of improving the Mission's capacity to prevent, pre-empt and respond to threats against civilians, the Associate Data Scientist will be charged with collecting relevant data and producing visual tools and statistics for analytical purposes, such as spatio-temporal impact mapping of the force and United Nations police patrolling and operations. This will enable the Protection of Civilians Unit to produce more evidence-based threat assessments, using quantitative data and measurable indicators to support improved decision-making by the senior leadership. It will monitor the activities of the Mission in relation to the protection of civilians and measure and substantiate the effective capacity of the Malian Defence and Security Forces to provide protection for the affected communities. Moreover, the establishment of the data cell responds to the request to strengthen the early warning mechanism in accordance with the priority tasks described in Security Council resolution [2531 \(2020\)](#), tasking the Mission to strengthen early warning mechanisms and systematically record and analyse the Mission's rate of response. It is furthermore aligned with key commitments in the Data Strategy of the Secretary-General for Action by Everyone, Everywhere, which is aimed at improving the use of data in peace operations and allocating resources for capacity related to data and innovation. Enhancing comprehensive data management concerning protection of civilians will advance the Mission's response to the commitments under the Action for Peacekeeping initiative to strengthen the protection provided by peacekeeping operations, support effective performance and accountability by all peacekeeping components and strengthen the impact of peacekeeping on sustainable peace.

87. With this proposed establishment, the Protection of Civilians Unit will be able to improve its capacity to manage data, foresee trends and prevent incidents, as well as prioritize the high volume of requests and competing obligations.

88. The increasing complexity of the Malian context, the expanding threats against civilians and related incidents and trends require an increased capacity to compile, analyse and visualize various data sources (ranging from text-based data from local newspapers to georeferenced data on armed group movements). The post requires coding skills in multiple languages to meet the demand for data analysis, forecasting and management. The volatility of the conflict requires the Mission to fulfil its commitments with respect to the early warning rapid response, spatio-temporal impact mapping and geospatial information systems.

89. In addition, the creation of a data cell will facilitate collaboration with other offices in the Mission, such as the Joint Mission Analysis Centre, the Joint Operations Centre, the Force headquarters cell and the Strategic Planning Unit to develop joint tools, conduct mapping exercises and cross-check data collection and geographic information system products, among other things.

90. Based in Bamako, the post will ensure strategic coordination with the mission leadership and operational engagement with the force and United Nations police at the national level and record information within existing tools and databases in close cooperation with the Joint Operations Centre and the Joint Mission Analysis Centre for a mission-wide approach.

91. Failure to strengthen and adjust the current staffing structure could compromise the effective and efficient delivery of timely reports, support for decision-making and corrective actions with a direct impact on the protection of civilians mandate of MINUSMA. It would furthermore significantly obstruct the implementation of the task of strengthening the early warning mechanisms and systematically recording and analysing the rate of response of the Mission. As insecurity increases and risks related to the protection of civilians expand, greater capacity is required to address this critical challenge and support comprehensive, mission-wide data capture and assessment to inform decision-making and enact preventative action. In addition, failure to protect civilians will directly affect the legitimacy and credibility of the United Nations presence on the ground.

92. In this context, it is proposed that one post, as shown in table 9, be established.

Office of the Women's Protection Adviser

Table 10

Human resources: Office of the Women's Protection Adviser

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-3	Child Protection Officer	Establishment	In Gao
Total	+1		(see table 8)		

93. The approved staffing establishment of the Office of the Women's Protection Adviser comprises five posts and positions (1 P-5, 1 P-3, 1 National Professional Officer, 1 national General Service and 1 United Nations Volunteer).

94. The role of the Office of the Women's Protection Adviser is to support the monitoring, analysis and reporting system on sexual violence; provide overall substantive guidance and coordination across all relevant mission components on conflict-related sexual violence prevention and response measures; facilitate dialogue with parties to the conflict with a view to protection; coordinate the development and implementation of comprehensive strategies to combat sexual violence; promote local ownership and prevention strategies on conflict-related sexual violence through advocacy, sensitization, capacity-building and training activities at the community level, including engagement with religious and traditional leaders; and mainstream sexual violence considerations into policies and operations.

95. The increased insecurity and violence committed by violent extremist elements has resulted in an increase in risks related to the protection of civilians, particularly pertaining to the rights of children and preventing conflict-related sexual violence.

96. Owing to insufficient staffing and the lack of a field presence, the Office of the Women's Protection Adviser and the Child Protection Unit are able only to partially cover and implement field-based activities and plans and conduct ad hoc engagement with partners. The workload has also increased owing to the required follow-up and implementation of action plans signed by the signatory armed groups to prevent conflict-related sexual violence, including the joint communiqué signed between the United Nations and the Government and its action plan to prevent the recruitment and use of child soldiers. These activities require a dedicated staff member to conduct

mentoring, reinforce capacities, follow-up on implementation and draft reports on the implementation status of the action plans.

97. At the strategic level, the post will support both women and child protection mandates and support advocacy and coordination with actors engaged in the implementation of the various action plans. The incumbent of the post will conduct at least 15 high-level advocacy sessions with officials of regional and subregional organizations (ECOWAS/African Union), ministries engaged in the implementation of government-supported plans and high-level political and military leaders of armed groups. The incumbent will also engage with the Working Group on Children and Armed Conflict, the Security Council informal expert group on conflict-related sexual violence and the Mali group of friends of the Working Group. The incumbent will report to the Senior Women's Protection Adviser on the status of implementation of the various action plans. Lastly, the incumbent will conduct bilateral and multilateral meetings and advocacy sessions with high-ranking officials in the field to ensure the implementation of the action plans.

98. At the technical level, the incumbent will coordinate negotiations and dialogue with armed groups and government technical officials and will be in charge of following up on the implementation of the three action plans developed by the armed groups of the Coordination des mouvements de l'Azawad and the Platform coalition, which each contain four key pillars and more than 50 activities planned per year in the regions of Gao, Kidal, Ménaka, Mopti, Taoudenni and Timbuktu. The Child Protection Officer will provide quarterly and annual monitoring and coordination reports to the section's leadership and United Nations Headquarters.

99. The deployment of the Child Protection Officer in Gao will address a critical gap in current protection resources and will represent a fundamental tool for the implementation of action plans and related activities for both women and child protection teams.

100. The current staffing of the Child Protection Unit and the Office of the Women's Protection Adviser cannot meet the current requirements and workload and there remains a significant gap in the capacity of field offices. The action plans were signed by the armed groups under the guidance and auspices of the mission leadership and require increased capacity. The plans also require coordinated support from the offices of the Special Representatives of the Secretary-General on Sexual Violence in Conflict and for Children and Armed Conflict, the entire United Nations system in Mali and the Mission and its Women's Protection and Child Protection offices to contribute to the reduction and eradication of grave violations against children and conflict-related sexual violence in Mali. Failure to provide this additional capacity will result in a weakened capacity to accompany armed groups and government stakeholders in the implementation of the action plans. The inability to meet the rising need and support the implementation of the action plans would negatively affect the Mission's support for the peace and reconciliation processes and the implementation of its mandate as it relates to the promotion and protection of human rights and the protection of civilians. The proposed post is critical in order to support a reduction in the increasing number of conflict-related sexual violence cases and grave child rights violations occurring in the centre and northern regions.

101. In this context, it is proposed that one post, as shown in table 10, be established.

Component 4: restoration of State authority and rule of law

102. The Mission will support the Malian authorities as Mali undertakes essential institutional reforms to restore State authority in the context of the prolonged transition and as outlined in the peace agreement. To improve and sustain security conditions and deliver wider peace dividends to the population, MINUSMA will

support Malian counterparts to advance the restoration of State authority through the increased and effective deployment of local authorities and interim administrations, as well as judicial and penitentiary capacity in the centre and the north. Strengthened and integrated coordination with the national authorities, the United Nations country team and local partners will seek to advance civil servant capacity and effectiveness, while also contributing to the rule of law and strengthening stabilization efforts, including in the centre. At the national level, the Mission will also prioritize essential technical assistance, in coordination with partners, for the implementation of legal and territorial reforms.

103. Through its continued good offices, the Mission will support the Government to increasingly transfer State services to decentralized or deconcentrated *collectivités territoriales* and operationalize all interim administrations at the regional, *cercle* and municipal levels. Capacity-building activities will be key to implementing decentralization reforms and ensuring that the population can access public services. In collaboration with relevant partners and in alignment with the peace agreement, the Mission will extend its support for the effective participation of local governance bodies in the framework of the Northern Development Zone, as envisaged in the peace agreement.

104. The Mission's support for State and local authorities to implement the Government's politically led stabilization strategy for central Mali will concurrently advance the rule of law and support reconciliation and social cohesion, while also improving security conditions through the progressive redeployment of the Malian Defence and Security Forces. The Mission will further leverage its quick-impact projects to complement and reinforce the provision of basic services and conflict resolution activities in central and northern Mali, with a focus on supporting vulnerable populations, including women and youth.

105. The continued technical and programmatic support for justice and the rule of law will be critical to facilitate an increased presence and capacity of the criminal justice system to fight against impunity and provide justice services for the population. The Mission will continue efforts aimed at enhancing the effectiveness of the Malian criminal justice chain institutions, which will be key to strengthening confidence between the local populations and the State's judicial and security actors. In coordination with partners, the Mission will support the national authorities to strengthen prison infrastructure and enhance prison capacity to safely and securely detain high-risk detainees and to prevent the spread of radicalization and violent extremism in prison settings. Building capacity and infrastructure will be essential for ensuring that the Malian prison service is able to detain high-profile detainees effectively without compromising a human rights-based and competent management system that meets international standards. The multiple efforts of the Mission will strengthen the fight against impunity, with technical support for the judicial authorities on the investigation, prosecution, detention and trials of individuals suspected of crimes that destabilize peace efforts, including terrorism-related crimes, mass atrocities and transnational organized crime, as well as monitoring the judicial response to emblematic cases, including violation and abuses of international human rights law and international humanitarian law. A particular focus will be placed on monitoring the functioning of the military justice system, as well as the regulation of land disputes, which continues to be a major source of tension between communities. Moreover, interventions addressing the prevention of and fight against corruption in the justice sector through the enhancement of judicial integrity and in prison settings will continue.

Expected accomplishment	Indicators of achievement
4.1 Progress in the restoration of State authority with civil servants performing basic State functions in central and northern Mali	<p>4.1.1 Percentage of State officials who are deployed to their respective duty stations, at the regional, <i>cercle</i> and <i>arrondissement</i> levels and in the northern regions (2020/21: 17 per cent; 2021/22: 40 per cent; 2022/23: 20 per cent)</p> <p>4.1.2 Number of regions, <i>cercles</i> and communes with functioning interim administrations and/or newly elected councils (2020/21: 5 regions, 24 <i>cercles</i> and 49 communes; 2021/22: 5 regions, 24 <i>cercles</i> and 47 communes; 2022/23: 5 regions, 24 <i>cercles</i> and 50 communes)</p> <p>4.1.3 Percentage of national budgetary allocation effectively disbursed to territorial collectives of the north and centre regions (2020/21: 26 per cent; 2021/22: 25 per cent; 2022/23: 30 per cent)</p> <p>4.1.4 Number of committees revitalized (<i>comités communaux, local et régional d'orientation, de coordination, et de suivi des actions de développement</i>) in the north and the centre (2020/21: not applicable; 2021/22: 46; 2022/23: 79)</p> <p>4.1.5 Number of youth civil society organizations that participated in peaceful conflict resolution initiatives and the election process (2020/21: not applicable; 2021/22: 170; 2022/23: 180)</p> <p>4.1.6 Implementation of priority action plans at the regional, <i>cercle</i> and communal levels (2020/21: 5 at regional level, 24 at <i>cercle</i> level and 49 at communal level; 2021/22: 5 at regional level, 24 at <i>cercle</i> level and 72 at communal level; 2022/23: 5 at regional level, 24 at <i>cercle</i> level and 50 at communal level)</p> <p>4.1.7 Number of implemented peace dividend projects, including for confidence-building towards the Mission and its mandated tasks, social cohesion and inter- and intracommunal conflict resolution, security institutions and the rule of law, operationalization and effectiveness of State authorities and support for the peace process (2020/21: 132; 2021/22: 126; 2022/23: 126)</p>

Outputs

- Technical assistance through at least 12 working sessions for the effective appointment of qualified (trained) civil administrators and affiliates to the over 400 vacant positions in the *corps préfectoral*, including in the new regions, through good offices by mission leadership
- Facilitate State-society dialogue on issues of local interest, including collaboration with regional pilot committees of the strategic political framework for crisis management with regard to the centre through 54 meetings (5 regional and 47 municipal)

- 2 capacity-building sessions in the new regions (San, Bandiagara and Douentza) born out of the Ségou and Mopti regions for 210 prefects, sub-prefects, mayors and affiliates
- Provide technical advice for the review process on the political and institutional reforms related to the roll-out of the peace agreement and the charter of the transition by providing training for 100 prefects, sub-prefects, mayors and affiliates to review progress in local governance policies, territorial police, the Northern Development Zone and decentralization efforts
- Support civil society organizations, including women's and youth organizations, to play an active role in the implementation of the peace agreement through the facilitation of 2 meetings and 20 workshops in Bamako, Mopti, Ségou, Timbuktu, Taoudenni, Gao, Ménaka and Kidal with an influential role vis-à-vis the Government through citizen control of public action
- Support the implementation of the peace agreement and respond to specific needs in central Mali through the provision of peace dividend projects (including 96 quick-impact projects) in line with Malian priorities coordinated through meetings with national and international partners
- Facilitate 12 working sessions with technical and financial partners on the implementation of socioeconomic components of the peace agreement with the transitional Government at the national and regional levels along with other development and humanitarian partners
- Progress towards redeployment and acceptance of State administration through 5 multimedia and 15 radio products
- Extrabudgetary funds mobilized during the budget year by the Mission for its donor-funded trust fund for peace and security in Mali, amounting to an overall increase of at least 15 per cent of funds

*Expected accomplishment**Indicators of achievement*

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

4.2.1 Implementation by the Ministry of Justice of a reform of the justice sector through the revision of the applicable legal framework, including a revised criminal procedure code, criminal code and legal framework on the role of and complementarity between formal and traditional justice practices (2020/21: under review; 2021/22: reformed legislation adopted; 2022/23: reformed legislation adopted on civil and criminal law matters)

4.2.2 Increased percentage of consistently present magistrates and other judicial authorities (who were nominated) in the north and centre (2020/21: 84 per cent; 2021/22: 80 per cent; 2022/23: 85 per cent)

Outputs

- Support for a constructive complementarity between formal justice and traditional justice mechanisms through 15 awareness and/or training sessions and 1 inclusive conference with government counterparts, traditional and formal actors and civil society representatives
- Facilitation of 20 advisory sessions on international criminal justice standards, techniques and best practices for judges, prosecutors and other judicial/court staff on national support for the holding of 2 round tables/workshops on the coordination framework for criminal justice stakeholders in support of collaboration among judicial and prison authorities, and organization of 6 mobile hearings and 6 judicial missions in areas where the judicial authorities have been relocated on security grounds

- At least 15 working sessions and 8 workshops for the validation of 1 national training programme, support in the drafting of laws and decrees to set the foundation for the establishment of 1 corrections training school, implementation of 1 national health policy for prisoners and a prison inspection action plan, drafting of 10 post orders, rules and regulations, policies and health strategies, 5 infrastructure enhancements, and support for the training of 50 national staff on international minimum rules for the treatment of prisoners and prison security
- Support for the implementation of justice reform through 8 introductory sessions on new/amended legislation in support of the Ministry of Justice with regard to the justice sector legal framework, in compliance with rule of law standards
- 40 radio productions, including debates, interviews and feature stories, 24 multimedia products to increase awareness on the peace process, including awareness about projects supported by MINUSMA in the area of stabilization and recovery in central and northern Mali
- 1 assessment on internal oversight mechanisms and at least 4 capacity-building activities on judicial integrity for the reinforcement and operationality of internal oversight mechanisms, so as to increase the number of decisions made on complaints regarding the integrity of judges, and facilitation of Judicial Inspection Service missions in Bamako, the north and the centre
- 5 round-table sessions to provide technical support for the Ministry of Justice and relevant line-ministries in the formulation of a reformed land law or other land-related legislation and regulations so as to reduce intercommunal and other conflicts

*Expected accomplishment**Indicators of achievement*

4.3 Strengthened capacity for criminal justice actors to fight against impunity and increase the functionality of courts and prisons

4.3.1 Increased number of trials held on serious crimes that result in judgments and sentencing (2020/21: 69; 2021/22: 30; 2022/23: 40)

4.3.2 An inclusive criminal policy is formulated, adopted and implemented (2020/21: delayed; 2021/22: adoption and implementation of the criminal policy; 2022/23: continuing implementation of the criminal policy with progress made in the prosecution of identified emblematic cases)

4.3.3 Progress in the reform of the military justice system (2020/21: delayed; 2021/22: key recommendations on the reform process are agreed with national counterparts; 2022/23: key recommendations on the reform process are agreed with national counterparts and a new code is drafted)

4.3.4 Progress towards the operationalization of the satellite offices of the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and its specialized investigation brigade in the centre and the north (2020/21: not applicable; 2021/22: not applicable; 2022/23: satellite office in Mopti is operational and 1 satellite office in the north is provided with infrastructure and equipment)

4.3.5 Increased national capacity to detain high-risk detainees in safe, secure and humane conditions (2020/21: not applicable; 2021/22: not applicable; 2022/23: 1 prison able to detain high-risk detainees)

- Support for the judicial authorities in investigation and prosecution of serious crimes, including peacekeeping fatalities, through the monitoring of at least 10 criminal cases pertaining to those crimes
- Facilitation of at least 4 training workshops and monthly capacity-building, legislative and technical support for investigators, prosecutors and investigating judges in charge of fighting impunity for serious crimes, and technical support provided, resulting in the successful development of a victim and witness protection strategy to ensure effective investigation and prosecution of serious crimes
- Support for the prevention and fight against radicalization and violent extremism through the implementation of 1 risk and needs assessment, and establishment of 1 social integration programme in the prison in Dioila
- Technical support for the implementation and formalization of 1 cooperation framework for improved collection and transmission of evidence between the Malian Defence and Security Forces and the Specialized Judicial Unit
- 10 radio products and 5 multimedia products, including debates and interviews with relevant actors on national laws and international standards applicable to justice

The lack of political will of the Malian stakeholders to implement the 2015 peace agreement and adhere to the stabilization strategy for the centre of Mali, as well as the presence and activities of non-compliant armed groups and violent extremist groups, could disrupt the implementation of these initiatives. A further deterioration of the security situation and continuous asymmetrical attacks in the northern and, particularly, in the central regions of Mali could hinder the fulfilment of the planned activities and could further affect civilians

[illegible]

Justice and Corrections Section

Approved posts 2021/22	–	1	9	7	1	18	12	8	38
Proposed posts 2022/23	–	1	9	7	1	18	12	8	38
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2021/22	–	2	20	7	3	32	34	17	83
Proposed posts 2022/23	–	2	20	7	3	32	34	17	83
Net change	–	–	–	–	–	–	–	–	–
Total, I and II									
Approved posts 2021/22	–	2	20	7	3	32	34	17	102
Proposed posts 2022/23	–	2	20	7	3	32	34	17	102
Net change	–	–	–	–	–	–	–	–	–

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

Component 5: support

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

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
5.1 Rapid, effective, efficient and responsible support services for the Mission	<p>5.1.1 Percentage of approved flight hours utilized (2020/21: 68 per cent; 2021/22: ≥90 per cent; 2022/23: ≥90 per cent)</p> <p>5.1.2 Average annual percentage of authorized international posts vacant (2020/21: 7.2 per cent; 2021/22: 8 per cent ±3 per cent; 2022/23: 6.0 per cent)</p> <p>5.1.3 Average annual percentage of female international civilian staff (2020/21: 30 per cent; 2021/22: ≥35 per cent; 2022/23: ≥36 per cent)</p> <p>5.1.4 Average number of days for roster recruitment to candidate selection for international candidates (2020/21: 109; 2021/22: ≤120; 2022/23: ≤120 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)</p>

5.1.5 Average number of days for post-specific recruitments, from closing of the job opening to candidate selection, for international candidates (2020/21: 353; 2021/22: ≤ 120 ; 2022/23: ≤ 120 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)

5.1.6 Overall score on the Administration's environment management scorecard (2020/21: 71 points; 2021/22: 100 points; 2022/23: 100 points)

5.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2020/21: 98 per cent; 2021/22: ≥ 95 per cent; 2022/23: ≥ 95 per cent)

5.1.8 Compliance with the field occupational safety risk management policy (2020/21: 72.5 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

5.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2020/21: 1,668; 2021/22: $\geq 1,800$; 2022/23: $\geq 1,800$)

5.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2020/21: 28.3 per cent; 2021/22: ≤ 3 per cent; 2022/23: ≤ 5 per cent)

5.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2020/21: 100 per cent; 2021/22: 100 per cent; 2022/23: 100 per cent)

5.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2020/21: 97 per cent; 2021/22: ≥ 95 per cent; 2022/23: ≥ 95 per cent)

Outputs

Service improvements

- Continued implementation of the mission-wide environmental action plan, in line with the Administration's environment strategy
- Continued support for the implementation of the Administration's supply chain management blueprint and strategy
- Continued implementation of standardized mission accommodation structures
- Continued implementation of the Elsie Initiative for Women in Peace Operations by improving the minimum accommodation standards, including kitchenettes, camp layout and recreational facilities, while catering to the specific needs of female civilian and uniformed personnel

- Commencement of the implementation of the disability inclusion strategy by improving access on the bases with ramps and enhanced lighting at night

Audit, risk and compliance services

- Implementation of pending audit recommendations, as accepted by management

Aviation services

- Operation and maintenance of 68 aircraft (12 fixed-wing aircraft, including 4 manned intelligence, surveillance and reconnaissance platforms; 33 rotary-wing aircraft; and 23 unmanned vehicles in 11 unmanned aerial systems)
- Provision of 19,742 flight hours (19,592 for the fleet, plus 150 proposed for the standby aircraft charter agreement aircraft) (10,090 hours by commercial providers, 9,502 hours by military providers and 150 planned hours for 3 standby aircraft charter agreement aircraft) for all services, including passengers, cargo, patrols and observation, search and rescue, and casualty and medical evacuation
- Oversight of aviation safety standards for 68 aircraft and 18 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$1.3 billion, in line with delegated authority
- Support for the finalization of annual financial statements for the Mission in compliance with the International Public Sector Accounting Standards and the Financial Regulations and Rules of the United Nations

Civilian personnel services

- Provision of human resource services for up to 1,946 authorized civilian personnel (837 international staff, 903 national staff and 206 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority
- Provision of in-mission training courses for 1,958 civilian personnel and support for outside-mission training for 245 civilian personnel
- Support for the processing of 2,681 in-mission and 275 outside-mission travel requests for non-training purposes and 245 travel requests for training purposes for civilian personnel

Facility, infrastructure and engineering services

- Maintenance and repair services for 24 mission sites in 12 locations
- Implementation of 24 construction, renovation and alteration projects
- Operation and maintenance of 353 United Nations-owned generators in 12 locations and 2 electrical transformers in 2 locations, in addition to electricity services contracted from local providers
- Operation and maintenance of United Nations-owned water supply and treatment facilities (44 boreholes, 24 water treatment and purification plants and 72 United Nations-owned wastewater treatment plants in 14 locations)
- Provision of waste management services, including liquid and solid waste collection and disposal, in 12 locations
- Provision of cleaning, ground maintenance, pest control and laundry services at 25 sites in 10 locations and of gardening and vegetation control services at 22 sites in 10 locations

- Maintenance and repair services for 3 runways and parking areas in 3 locations, and maintenance and repair services for 10 helicopter landing sites in 8 locations
- Maintenance and repair services for 3.8 km of internal roads, 700 m of peripheral roads and 25,000 m² of parking area in 1 location (Bamako)

Fuel management services

- Management of supply and storage of 59.1 million litres of fuel (14.8 million litres for air operations, 11.6 million litres for ground transportation and 32.7 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 17 locations

Field technology services

- Provision of and support for 4,398 handheld portable radios, 1,934 mobile radios for vehicles and 603 base station radios.
- Operation and maintenance of 11 FM radio broadcast stations and 8 radio production facilities
- Operation and maintenance of a network for voice, video and data communications, including 42 very small aperture terminals, 100 microwave links and 24 telephone exchanges, as well as a secured network, air-to-ground radio communications and voice recording for the MINUSMA air fleet
- Provision of and support for 4,312 computing devices and 512 printers for an average strength of 3,030 end users located in Bamako and other regions, as well as other common services
- Support for and management of 5 fully serviced camp surveillance suites (Kidal, Gao, Mopti, Timbuktu, Ménaka) and implementation of 1 fully serviced camp surveillance suite (Douentza)
- Support for and maintenance of 10 C-RAM sense and warn systems (all locations except Gao (letter of assist))
- Support for and management of 1 fully serviced tactical unmanned aircraft system for camp surveillance and intelligence, surveillance and reconnaissance (Kidal) and 4 counter-unmanned-aircraft systems (Kidal, Gao, Mopti, Timbuktu) and implementation of 3 fully serviced tactical unmanned aircraft systems for camp surveillance and intelligence, surveillance and reconnaissance (Gao, Mopti, Timbuktu)
- Support for and maintenance of 126 local area networks and wide area networks in 12 locations
- Analysis of geospatial data covering 1.24 million km², maintenance of topographic and thematic layers and production of 6,000 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities (5 level I clinics) and support for contingent-owned medical facilities (39 level I clinics in 11 locations, 4 level II hospitals in 4 locations and 1 commercial damage control surgical level I-plus facility in 1 location) and maintenance of contractual arrangements with 2 commercial level II hospitals in 1 location
- Maintenance of 1 commercial damage control surgical facility in 1 location
- Maintenance of medical evacuation arrangements to 3 medical facilities (1 level III and 2 level IV) in 3 locations outside the mission area (Dakar, Nairobi and Cairo)
- Maintenance of a contractual arrangement with a stand-alone commercial aero-medical evacuation team in 2 locations, in Bamako and Mopti, to support aero-medical evacuations within and outside the mission area to advanced medical facilities for critical life- and limb-saving stabilization procedures
- Provision of staff counselling services to mission personnel in 5 locations
- Provision of occupational safety and health activities in 7 locations

Supply chain management services

- Provision of planning and sourcing support for an estimated \$182.6 million in the acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 22,652 tons of cargo within the mission area
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below the threshold value with a total historical cost of \$420 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 15,209 authorized military and police personnel (526 military staff officers, 12,763 contingent personnel, 345 United Nations police officers and 1,575 formed police personnel), in addition to 19 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 64 military and formed police units in 8 locations
- Supply and storage of rations, combat rations and water for an average strength of 13,936 military contingent and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 14,762 military and police personnel and 17 government-provided personnel
- Support for the processing of 606 in-mission and 83 outside-mission travel requests for non-training purposes and 25 travel requests for training purposes for uniformed personnel

Vehicle management and ground transportation services

- Operation and maintenance of 1,169 United Nations-owned vehicles (452 light passenger vehicles, 166 special purpose vehicles, 8 ambulances, 209 armoured vehicles and 334 other specialized vehicles, trailers and attachments) 4,294 contingent-owned vehicles and 7 workshop and repair facilities, and provision of transport and shuttle services
- Repair and maintenance of 50 vehicles for the Mine Action Service (32 armoured vehicles, 16 light passenger vehicles and 2 forklifts)

Security

- Provision of 24-hour close protection to senior mission personnel and visiting high-level officials and of security and safety services to all mission personnel and installations
- Conduct of mission-wide site security assessments, including residential surveys
- 250 information sessions on security awareness and contingency plans for all mission staff
- 47 induction security-training sessions and 7 primary fire training sessions and fire drills for all new mission staff
- 1,000 investigations and investigative actions

Conduct and discipline

- Implementation of the conduct and discipline mandate covering prevention activities, including the provision of training for all military and civilian personnel, conducting risk assessments, outreach activities and remedial actions, and support to victims

HIV/AIDS

- Implementation of an HIV/AIDS sensitization programme as part of induction training for all incoming mission personnel, including peer education and the provision of regular services for existing mission personnel in 7 locations

External factors

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

Table 12

Human resources: component 5, support

Civilian staff	International staff						National staff ^a	United Nations Volunteers	Total
	USG–ASG	D-2–D-1	P-5–P-4	P-3–P-2	Field Service	Subtotal			
Mission Support Division									
Office of the Director of Mission Support									
Approved posts 2021/22	–	1	4	5	7	17	11	2	30
Proposed posts 2022/23	–	1	4	5	7	17	11	2	30
Net change	–	–	–	–	–	–	–	–	–
Operations and Resource Management									
Approved posts 2021/22	–	1	21	21	81	124	99	37	260
Proposed posts 2022/23	–	1	21	21	81	124	99	37	260
Net change	–	–	–	–	–	–	–	–	–
Service Delivery Management									
Approved posts 2021/22	–	1	20	34	134	189	248	36	473
Proposed posts 2022/23	–	1	22	35	134	192	248	38	478
Net change	–	–	2	1	–	3	–	2	5
Supply Chain Management									
Approved posts 2021/22	–	1	10	11	54	76	112	28	216
Proposed posts 2022/23	–	1	10	11	57	79	112	28	219
Net change	–	–	–	–	3	3	–	–	3
Total, Mission Support Division									
Approved posts 2021/22	–	4	55	71	276	406	470	103	979
Proposed posts 2022/23	–	4	57	72	279	412	470	105	987
Net change	–	–	2	1	3	6	–	2	8
Security and Safety Section									
Approved posts 2021/22	–	–	5	11	146	162	177	1	340
Proposed posts 2022/23	–	–	5	11	146	162	177	1	340
Net change	–	–	–	–	–	–	–	–	–

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			
Total									
Approved posts 2021/22	–	4	60	82	422	568	647	104	1 319
Proposed posts 2022/23		4	62	83	425	574	647	106	1 327
Net change	–	–	2	1	3	6	–	2	8

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

International staff: increase of 5 posts and transfer of 1 post (HIV/AIDS Unit from executive direction and management)

United Nations Volunteer: transfer of 2 positions (HIV/AIDS Unit from executive direction and management)

Service Delivery Management

Table 13

Human resources: Transport Section

	Change	Level	Functional title	Action	Description
Posts	-1	FS	Transport Officer	Reclassification	As Transport Officer (P-4) (within the Section) From Transport Officer (FS) (within the Section)
	+1	P-4	Transport Officer	Reclassification	
Total	–				

107. The approved staffing establishment of the Transport Section comprises 110 posts and positions (1 P-5, 23 Field Service, 2 National Professional Officer, 79 national General Staff and 5 United Nations Volunteer). The Section ensures that adequate ground transportation, specialized equipment support, technical manpower and logistics resources are provided to all mission components for the execution and implementation of mandated tasks throughout the area of operation.

108. Following the recent reform initiative of the Secretary-General, MINUSMA signed service-level agreements with the Mine Action Service and the Resident Coordinator Office. As part of its mandate, MINUSMA is also supporting initiatives and operations of the Group of Five for the Sahel. As a result, the fleet of the Mission has increased by 200 vehicles.

109. MINUSMA is a large and complex mission with multiple infrastructural and logistics challenges in addition to operational and political constraints. In accordance with United Nations regulations and rules and in support of the achievement of the mandate of the Mission, it is the responsibility of the Transport Section to manage and maintain the Mission's fleet of 1,219 United Nations-owned vehicles, including the vehicles of the Mine Action Service, operate in seven locations and ensure that adequate ground transportation, specialized equipment support, technical manpower and logistics resources are provided to all mission components for the execution and implementation of mandated tasks.

110. With the Mission implementing the force adaptation plan, the scale and scope of transport activities are being augmented as the fleet size increases. A plan for the

progressive replacement of the Mission's ageing fleet is in place. In addition, the Section will provide repair and maintenance support to the Group of Five for the Sahel, the Mine Action Service and the Resident Coordinator Office and operational support to other United Nations entities. The revised focus of the Mission has increased the level and complexity of the responsibilities of the Section.

111. In this context, it is proposed to reclassify one post of Transport Officer (Field Service) as a Transport Officer (P-4) to assume the functions of Deputy Chief Transport Officer. This will provide the substantive and analytical capabilities required for the coordination of support to all offices in Mali in line with the reform of the Secretary-General. Furthermore, it will fill in the managerial gap between the Chief Transport Officer and the unit heads, which are all at the FS-6 level. The incumbent will be responsible for operations and office management, enabling the Chief Transport Officer to focus on strategic and advisory support to the Chief of Service Delivery Management.

112. In addition, the proposed reclassification of the position is in conformity with the approved surface transport organizational structure and will harmonize the staffing structure of the Mission with the staffing structure of missions of comparable size, complexity, geographical scope and diversity.

113. The Deputy Chief Transport Officer will have overall responsibility for regional/field coordination and supervision, and planning, management and supervision of the provision of transport support within the Mission. The incumbent will also be responsible for assisting the Chief Transport Officer with the implementation of the vehicle establishment, acquisition, maintenance and recovery plans and will be actively involved in the road accident prevention and road safety programmes to ensure that the mission fleet is optimized to meet operational requirements. The Deputy Chief Transport Officer will develop and implement standard operating procedures for surface transport operations in the Mission, supervise the preparation of responses to internal and external audit observations and be responsible for the efficient and accurate accounting of resources for the Section.

114. Currently, the lack of substantive analysis, coordination and efficient oversight of sector operations at a senior level is affecting the functioning of the operational support provided to the Group of Five for the Sahel, the Mine Action Service and the Resident Coordinator Office. The managerial and hierarchal gaps are also adversely affecting the proper chain of technical control, efficiency and operations in the field. The reclassification of the post will strengthen the Section's expected achievements, efficiency and productivity gains by improving the management and utilization of the transport assets of the Mission, which have an approximate value of \$85 million.

115. In that context, it is proposed that the post, as shown in table 13, be reclassified.

Table 14

Human resources: Occupational Health and Safety Unit

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-3	Health and Safety Officer	Establishment	In Gao
Total	+1				

116. The approved staffing establishment of the Occupational Health and Safety Unit comprises 2 posts (1 P-4 and 1 national General Service).

117. MINUSMA is ranked as one of the missions with the highest occupational safety risk in the United Nations, with multiple preventable workplace injuries and

incidents. Most of the injuries and incidents have been highlighted in board of inquiry and audit reports. Injuries include, among other things, traumatic injuries, broken ankles, falls from a height, slip, trip and fall injuries, pinch points and fatalities. The Mission has personnel (civilian and military) and contractors working on its behalf who may be affected by its activities. Proper management of occupational safety and health is therefore critical to the delivery of the mandate of the Mission. In addition, it has become essential to implement safe work practices to limit exposure to COVID-19 at work, and this requires putting in place control measures to eliminate the risk and minimize worker exposure.

118. Field occupational safety and health encompasses the social, mental and physical well-being of workers. Effective workplace health and safety management will help to reduce hazards and their consequences. This, in turn, will have a positive effect on workers' morale and productivity.

119. Owing to the limited staffing of the Occupational Health and Safety Unit (2 posts), MINUSMA does not currently have reliable incident/accident data or a system to manage safety risk. It is important to collate data related to accidents/incidents in the workplace to establish trends and patterns of occurrence and put in place control measures to prevent recurrence.

120. Gao has become a supply chain hub with an increased number of military and civilian personnel. The proposed establishment of one post of Health and Safety Officer (P-3) will support the Occupational Health and Safety Unit in this hub and other smaller regions (Ménaka, Tessalit and Kidal) in Sector North.

121. The establishment of the post will lead, among other things, to: increased awareness of occupational health and safety risks, ensuring that all personnel (military and civilian) and contractors take an active role in minimizing the adverse impacts of work-related accidents/incidents and ill health and injury; improved productivity owing to less absence due to sickness; reduced health-care costs; more efficient working methods and technologies; a healthy and motivated workforce; and proper monitoring, recording and reporting of key performance indicators. It will also ensure that safety briefings and training are conducted and that risk assessments are conducted in a timely manner for all work areas and activities in order to identify workplace hazards and put in place appropriate risk control measures so that risks can be managed sensibly and proportionately and an environment is created in which staff work collaboratively on occupational health and safety matters.

122. In summary, workplace safety is important because it helps prevent deaths, injuries, financial losses and property damage, increases worker productivity, enhances product or service quality and promotes good public relations. The establishment of the post will actively promote awareness and the practice of occupational health and safety, helping to improve workplace health for MINUSMA.

123. The incumbent will help facilitate the timely reporting and investigation of incidents, follow up on the implementation of recommendations resulting from significant hazards reports, inspections and investigations, assist in the Mission's annual self-assessment of compliance with occupational health and safety policies, increase awareness campaigns to improve the safety culture in the Mission and help facilitate the training of personnel.

124. In that context, it is proposed that the post, as shown in table 14, be established.

Table 15
Human resources: Life Support Section

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	-1	P-4	Supply Officer	Reclassification	} As Senior Supply Officer (P-5)
	+1	P-5	Senior Supply Officer	Reclassification	
	+1	FS	Supply Assistant	Establishment	In Bamako
Total	+1				

125. The approved staffing establishment of the Life Support Section comprises 38 posts and positions (1 P-4, 2 P-3, 13 Field Service, 18 national General Service and 4 United Nations Volunteer). The Section is responsible for the provision of services and the management of contracts related to food rations, catering, all types of fuel and lubricants, general supply services and goods. The Section comprises three units – the Rations Unit, the Fuel Unit and the General Supply Unit – operating in 17 locations (5 regional offices that serve as hubs and 12 other locations).

126. MINUSMA is among the largest and most complex of the United Nations missions, and is deployed in a country with a complex security situation, a diverse and unfriendly terrain, precarious lines of communication, a harsh climate and a scarcity of national infrastructure. To facilitate the achievement of its mandate in this adverse environment, the Mission maintains widely dispersed life support resources across its area of operations. The Life Support Section manages 29 contracts with an approximate value of \$120 million for the acquisition of goods and commodities.

127. Since the 2019/20 period, the scope of MINUSMA operations has broadened, with the opening of new sector and suboffices to handle operational and political requirements. Over the years, the scope of the MINUSMA mandate has changed significantly. The implementation of the force adaptation plan in accordance with Security Council resolution [2584 \(2021\)](#) has changed the nature of life support requirements. As a result of the implementation of the Mission's concept of a mobile task force, life support requirements have become more complex, requiring a more dynamic and proactive approach and greater integration than previously. The Chief of the Life Support Section is an integral part of this support concept, from planning to execution, and has responsibilities beyond the immediate operations. A more senior leadership management capacity is needed to handle these dynamic support requirements.

128. In accordance with paragraph 38 of Security Council resolution [2531 \(2020\)](#), paragraph 13 of Council resolution [2391 \(2017\)](#) and the report of the Secretary General ([S/2020/476](#)), as well as the technical agreement between the United Nations, the European Union and the Group of Five for the Sahel, the MINUSMA Life Support Section is now mandated to provide life support consumables (food rations and fuel) to an additional 4,800 troops of countries of the Group of Five for the Sahel and is managing three separate contracts and delivering food and fuel to eight different locations in five different countries of the Sahel. This change in the mandate has significantly broadened the scope of operations of the Life Support Section beyond the MINUSMA area of operations, thus involving the Chief of the Life Support Section in the strategic decision-making process.

129. In addition, the approved staffing establishments of other major peacekeeping missions include a post of Senior Supply Officer (P-5), while the approved staffing establishment of MINUSMA includes a post of Supply Officer (P-4) as the head of the Life Support Section.

130. In that context, it is proposed that the post, as shown in table 15, be reclassified.

131. The General Supply Unit is one of the three units of the Life Support Section. It operates in multiple locations and regional offices and comprises one post of Supply Officer (Field Service). The redeployment of the post from the Centralized Warehousing Section was approved for the 2021/22 period to strengthen internal controls such as the segregation of duties between the custodian function of the Centralized Warehousing Section (Supply Chain Management pillar) and the demand and cost centre function of the Life Support Section (Service Delivery Management pillar).

132. The responsibilities of the General Supply Unit include: assisting in demand and acquisition planning; developing material item specifications; taking part in the solicitation process; technical evaluation of the bids; quality control and receipt of goods; inventory management; distribution planning; ordering and monitoring the transfer of goods; sea container management (approximately 95,000 containers); invoice processing for an approximate value of \$13.5 million; management of 23 contracts; tracking expenditures and reporting; assisting in the formulation of budgets and preparing budget reports; processing material clearances for new/departing staff; and managing client support services.

133. The General Supply Unit cannot function efficiently with one post. If the establishment of the post of Supply Assistant is not supported, MINUSMA will not be able to separate the cost centre and inventory holder/custodian functions. Furthermore, the Centralized Warehousing Section would be required to procure, inspect, receive, issue and account for all general supply items, which runs counter to the principle of segregation of duties.

134. In that context, it is proposed that the post, as shown in table 15, be established.

Table 16

Human resources: Medical Services Section

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	P-4	HIV/AIDS Officer	Redeployment	Redeployment of the HIV/AIDS Unit from the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)
Positions	+2	UNV	HIV/AIDS Regional Officer	Redeployment	Redeployment of the HIV/AIDS Unit from the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)
Total	+3				

135. It is proposed to change the reporting line of the HIV/AIDS Unit (1 P-4 and 2 United Nations Volunteer) from the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) to the Medical Services Section in the Service Delivery Management pillar. This change will be in line with the recommendation of the Division of Health-care Management and Occupational Safety and Health that the HIV/AIDS Unit be integrated within the Medical Services Section to ensure efficiency of resources and to capitalize on existing medical and health promotion expertise within the Mission.

Supply Chain Management

Table 17

Human resources: Centralized Warehousing Section

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+1	FS	Supply Officer	Establishment	In Mopti
	+1	FS	Supply Assistant	Establishment	In Mopti
Total	+2				

136. The approved staffing establishment of the Centralized Warehousing Section comprises 55 posts and positions (1 P-5, 3 P-3, 13 Field Service, 29 national General Service and 9 United Nations Volunteer).

137. Following the decision to bring together, under one managerial lead, the warehouse and asset management functions to implement the global field support strategy and the supply chain management strategy in MINUSMA, all warehouse operations that had been performed by the self-accounting units (now called technical sections or cost centres) were consolidated under one management function: the Centralized Warehousing Section. This new Section is an integral part of the Supply Chain Management pillar and has an essential function as the principal custodian for inbound items, inventory and assets, including the management of returns.

138. The Mission requested the establishment of new posts for the Centralized Warehousing Section in the budget submissions for the 2017/18, 2018/19 and 2019/20 periods. However, the proposed posts have been rejected and the Mission had to outsource some warehousing functions to individual contractors at a higher cost.

139. The Centralized Warehousing Section has two main logistics hubs, in Bamako and Gao, where it has its main warehouses. The Mission also has operational warehouses in Kidal, Mopti, Timbuktu, Tessalit and Ménaka. These warehouses must be staffed adequately to manage inventory and provide the services required by their clients. The core functions of the Section include receiving and inspecting items from vendors and from other missions, the storage of inventory, the issuance of items to end users, the transfer of inventory to other warehouses, carrying out cycle counts and the disposal of assets and inventory that have been declared no longer useable. Moreover, in liaison with the technical units, the Section is responsible for identifying items that can be declared as surplus, obsolete or non-moving stock and making decisions about what to do with them. The Section is also responsible for coordinating and following up with the technical sections and the Supply Chain Performance Section on the write-off status of items that are no longer in serviceable condition. The Section is also responsible for the preparation of statements of work for the disposal of hazardous and non-hazardous materials and the management of contracts thereon. In addition, the Section is responsible for ensuring compliance with the property management key performance indicators with respect to warehousing activities.

140. With only one staff member at the FS-4 level, the warehouse in Mopti is not adequately staffed to effectively manage the inventory of approximately \$7 million. Furthermore, as Mopti is a trans-shipment point for goods delivered by vendors, this location would be handling materials for delivery to Timbuktu and to Douentza.

141. In that context, it is proposed that the two posts, as shown in table 17, be established.

Acquisition Management Section

Table 18

Human resources: Acquisition Management Section

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Posts	+1	P-4	Acquisition Planning Officer	Reassignment	} Within the Section
	-1	P-4	Contract Management Officer	Reassignment	
Total	–				

142. The approved staffing establishment of the Acquisition Management Section comprises 16 posts and positions (1 P-5, 1 P-4, 1 P-3, 6 Field Service, 2 National Professional Officer, 4 national General Service and 1 United Nations Volunteer).

143. With the establishment of the new mission support structure in 2016, missions were expected to create and operationalize an Acquisition Management Section using existing resources. In the context of MINUSMA, the Contract Management Section was restructured and a Contract Performance Evaluation Unit was established to maintain a central repository for contract performance data, while other contracts management functions were transferred to various technical sections responsible for day-to-day contracts management activities.

144. MINUSMA began operationalization of the Acquisition Management Section in 2019/20, in line with the supply chain operational guidance. The Section is responsible for the management, planning and development of, and acquisition process for, various services and commodities using different sourcing options, to include global and regional systems contracts and local markets, logistics forecasting, the management of inventory holdings and supply schedules, and ongoing assessment and prioritization of operational supply chain requirements. The Section is responsible for the planning and monitoring of consumable goods and services for a budget of more than \$400 million.

145. The Acquisition Planning Officer will play a strategic role in acquisition management in the areas of demand, source and delivery planning and requisitioning. The incumbent will perform these functions for the technical units from a centralized section, thus aligning procurement, centralized warehousing and performance management activities.

146. The incumbent will be responsible for the implementation of the new supply chain planning tool, which will streamline the sourcing methods that are critical for the Mission's budget formulation and will develop the Mission demand plan, in the context of the new Umoja demand planning tool. In addition, the proposed reassignment will segregate the contract and acquisition management functions in compliance with internal controls best practices.

147. In this context, it is proposed to reassign one post of Contracts Management Officer (P-4) as a post of Acquisition Planning Officer (P-4), as shown in table 18.

Table 19
Human resources: Movement Control Section

	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	+1	FS	Movement Control Assistant	Establishment	In Mopti
Total	+1				

148. The approved staffing establishment of the Movement Control Section comprises 88 posts and positions (1 P-5, 1 P-4, 1 P-3, 21 Field Service, 50 national General Service and 14 United Nations Volunteer).

149. The Movement Control Section carries out a diverse range of transportation activities to support the delivery of the mandate of MINUSMA. The Section administers, controls and supervises all movement-related activities in the Mission, including: (a) the deployment, rotation, and repatriation of military and police personnel; (b) the planning, coordination and execution of cargo movement within Mali; (c) the surface operations, including planning and coordination support, particularly in Sectors West, East and North, through the Mission's convoy deliveries; (d) the tactical airlift capabilities, planning, and coordination to support Sectors West, East and North; (e) customs clearance and delivery of all United Nations-owned equipment and contingent-owned equipment; and (f) the planning and coordination of the movement of passengers with tactical aircraft in the mission area. The Movement Control Section constantly adapts to the operational needs of the Mission to enable it to function in the challenging and remote areas of Mali.

150. The established Regional Movement Control Units in Mopti, Gao, Timbuktu, Kidal, Tessalit and Ménaka have a high concentration of military and civilian personnel. It is expected that the level of movement-related support required will increase with the implementation of the force adaptation plan, as the Mission begins to use mobile task forces to respond to emerging security threats and moves into a more active role in the northern part of Mali.

151. MINUSMA is among the largest and most complex United Nations missions and is deployed in a country with a complex security situation, diverse and difficult terrain, a harsh climate and a scarcity of national infrastructure. In order for MINUSMA to achieve its mandate under such adverse circumstances, logistical support must be well planned and meticulously executed.

152. The Regional Movement Control Unit in Mopti is headed by a staff member at the P-3 level, supported by four other staff members (1 Field Service, 2 national General Service and 1 United Nations Volunteer). This structure is inadequate to provide logistical support for the operational requirements of the entire region, including the transport of critical life-support items (food and fuel) to and from Bamako and Timbuktu. Furthermore, Douentza is becoming a crucial subregional office in the Mopti region, and providing support to it has entailed considerable additional workload for the team in Mopti. Mopti serves as the base for all of Sector Centre (167 civilians and 2,526 uniformed personnel). Given current developments, the Movement Control Section anticipates increased workload owing to camp expansion and the possible deployment of more staff members and uniformed personnel. In the 2020/21 period, the Section transported 8,411 tons of cargo by air and land and moved 14,575 mission and non-mission passengers. The Section has carried out 78 casualty and medical evacuations and assisted two special flights per week. It supports the Malian Armed Forces, the local population, the Group of Five for the Sahel and military operations.

153. In this context, it is proposed to establish one post of Movement Control Assistant (Field Service) in Mopti, as shown in table 19, to support the Movement Control Section in Mopti and the implementation of decentralized logistics activities to meet the operational challenges of the region.

Operations and Resource Management

154. Under the Operations and Resource Management pillar, the reporting lines of the Welfare Unit and the United Nations Volunteers Support Unit are proposed to be moved from the Human Resources Section to the Office of the Chief of Operations and Resource Management.

155. The objective of the Welfare Unit is to plan and organize activities to improve the well-being of MINUSMA personnel through the implementation of welfare and recreational activities. Welfare and Recreation Committees have been established in the six regional offices and mission headquarters.

156. The objective of the United Nations Volunteers Support Unit is to provide programme and administrative support to the Mission's United Nations Volunteers.

157. The proposal for the Welfare Unit and the United Nations Volunteers Support Unit to report directly to the Office of the Chief of Operations and Resource Management is intended to enhance the Mission's client-oriented approach and timely response to staff welfare and United Nations Volunteers programme and administrative requirements at mission headquarters and in the regional offices. The proposal is also in line with the reporting arrangements for the regional mission support offices, which currently report directly to the Office of the Chief of Operations and Resource Management.

II. Financial resources

A. Overall

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

Category	Expenditures (2020/21)	Apportionment (2021/22)	Cost estimates (2022/23)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	1 321.2	—	—	—	—
Military contingents	426 842.3	423 231.7	444 821.9	21 590.2	5.1
United Nations police	14 015.2	11 944.8	12 296.8	352.0	2.9
Formed police units	48 456.9	50 174.0	51 051.8	877.8	1.7
Subtotal	490 635.6	485 350.5	508 170.5	22 820.0	4.7
Civilian personnel					
International staff	164 190.8	183 292.2	183 254.7	(37.5)	(0.0)
National staff	29 127.7	27 912.7	38 893.5	10 980.8	39.3
United Nations Volunteers	10 560.9	10 315.8	11 504.7	1 188.9	11.5
General temporary assistance	1 430.1	1 384.7	1 005.9	(378.8)	(27.4)
Government-provided personnel	789.4	743.1	842.5	99.4	13.4
Subtotal	206 098.9	223 648.5	235 501.3	11 852.8	5.3
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	359.3	489.3	489.3	—	—
Official travel	1 976.8	3 704.1	3 605.1	(99.0)	(2.7)
Facilities and infrastructure	97 512.0	103 654.0	116 648.8	12 994.8	12.5
Ground transportation	16 271.5	14 564.5	22 111.4	7 546.9	51.8
Air operations	112 757.1	169 554.1	194 295.0	24 740.9	14.6
Marine operations	854.8	1 315.7	1 435.8	120.1	9.1
Communications and information technology	78 801.9	64 740.0	64 890.1	150.1	0.2
Medical	9 650.1	8 700.2	8 822.3	122.1	1.4
Special equipment	—	—	—	—	—
Other supplies, services and equipment	83 670.4	91 091.6	101 300.1	10 208.5	11.2
Quick-impact projects	4 770.8	4 800.0	4 800.0	—	—
Subtotal	406 624.7	462 613.5	518 397.9	55 784.4	12.1
Gross requirements	1 103 359.2	1 171 612.5	1 262 069.7	90 457.2	7.7
Staff assessment income	18 476.1	17 968.6	20 566.1	2 597.5	14.5
Net requirements	1 084 883.1	1 153 643.9	1 241 503.6	87 859.7	7.6
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 103 359.2	1 171 612.5	1 262 069.7	90 457.2	7.7

B. Non-budgeted contributions

158. The estimated value of non-budgeted contributions for the period from 1 July 2022 to 30 June 2023 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	44 966.6
Voluntary contributions in kind (non-budgeted)	—
Total	44 966.6

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

C. Efficiency gains

159. The cost estimates for the period from 1 July 2022 to 30 June 2023 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Facilities and infrastructure	1 287.8	Use of solar photovoltaic systems and utilization of hybrid generators instead of conventional generators
Total	1 287.8	

D. Vacancy factors

160. The cost estimates for the period from 1 July 2022 to 30 June 2023 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
Military and police personnel			
Military observers	60.0	—	—
Military contingents	3.6	6.0	2.3
United Nations police	19.4	9.9	9.9
Formed police units	7.9	7.9	7.0
Civilian personnel			
International staff	7.2	6.0	6.0
National staff			
National Professional Officers	10.0	12.0	6.0
National General Service staff	9.0	11.0	5.0

<i>Category</i>	<i>Actual 2020/21</i>	<i>Budgeted 2021/22</i>	<i>Projected 2022/23</i>
United Nations Volunteers			
International	13.1	11.1	10.0
National	50.0	50.0	0.0
Temporary positions ^a			
International staff	50.0	—	50.0
Government-provided personnel	15.8	15.8	10.5

^a Funded under general temporary assistance.

161. The proposed vacancy factors take into account the experience of the Mission to date and the mission-specific circumstances related to the phased deployment of uniformed personnel in the context of the adaptation of the force and the recruitment of civilian staff in progress. For military and police personnel, the assumptions considered for the proposed vacancy factors include the current fiscal year-to-date average vacancy rates, historical deployment patterns and the planned deployment based on commitments made by contributing countries and Governments to provide personnel. For civilian personnel, the proposed vacancy factors reflect current fiscal year-to-date average vacancy rates, historical incumbency patterns, current recruitment activities and proposed changes in the composition of staff. A vacancy rate of 50 per cent has been applied in the calculation of costs associated with the proposed establishment of new posts and positions.

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

162. Requirements for the period from 1 July 2022 to 30 June 2023 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of \$171,235,800, as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>		
	<i>Military contingents</i>	<i>Formed police units</i>	<i>Total</i>
Major equipment	93 367.4	12 991.3	106 358.7
Self-sustainment	58 538.4	6 338.7	64 877.1
Total	151 905.8	19 330.0	171 235.8
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to the mission area			
Extreme environmental conditions factor	3.1	1 October 2021	1 July 2021
Logistics and road conditions factor	3.6	1 October 2021	1 July 2021
Hostile action or forced abandonment factor	6.0	1 October 2021	1 July 2021
B. Applicable to the home country			
Incremental transportation factor	0.0–5.0		

F. Training

163. The estimated resource requirements for training for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Official travel	
Official travel, training	894.5
Other supplies, services and equipment	
Training fees, supplies and services	1 159.4
Total	2 053.9

164. The number of participants planned for the period from 1 July 2022 to 30 June 2023, 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 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>	<i>Actual 2020/21</i>	<i>Planned 2021/22</i>	<i>Proposed 2022/23</i>
Internal	1 365	1 680	960	639	1 254	998	1 656	26 693	1 752
External ^a	2	160	178	2	38	67	13	27	25
Total	1 367	1 840	1 138	641	1 292	1 065	1 669	26 720	1 777

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

165. The Mission's training programme for the 2022/23 period will focus on the development of the leadership, management, organizational and administrative skills of mission personnel. Training courses will also be provided to strengthen the substantive and technical capacities of mission staff in the fields of air operations; communications; disarmament, demobilization, reintegration, resettlement and reinsertion; electoral support; engineering; ground transportation; human resources management and development; budget and finance; human rights; gender; information technology; humanitarian issues; conduct and discipline; the prevention of sexual exploitation and abuse; medical services; the peace process; political and civil affairs; the protection of civilians; procurement and contract management; safety and security; the rule of law; supply and property management; and environmental awareness. The reduction from 26,693 to 1,752 participants for internal training for the 2022/23 period is due to the fact that conduct and discipline refresher and outreach training for uniformed personnel is not planned for the 2022/23 period, since it was held in the 2021/22 period.

G. Disarmament, demobilization and reintegration

166. The estimated resource requirements for disarmament, demobilization and reintegration (excluding support for security sector reform indicated in the section II.I below) for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	8 376.4
Total	8 376.4

167. In the 2022/23 period, the Mission will continue to support the implementation of the peace agreement and reconciliation in Mali, in particular for progress in the cantonment and disarmament, demobilization, reintegration and integration processes, as well as inclusive and consensual security sector reform, with a view to the progressive redeployment of the reconstituted and reformed defence and security forces in Mali through the registration of all combatants eligible for the disarmament, demobilization and reintegration process, the completion of the integration of signatory armed groups into the Malian Defence and Security Forces and the start of the socioeconomic reintegration of unintegrated members of the signatory armed groups with the support of international partners, including the World Bank.

168. During the 2022/23 period, MINUSMA will support the disarmament, demobilization and integration of 3,500 ex-combatants into the Malian Defence and Security Forces and the reinsertion of 3,500 ex-combatants. The Mission will support the disarmament and dismantlement of 1,000 ex-elements of self-defence groups in the centre. The Mission plans to implement 30 community violence reduction/community-based reinsertion projects for 10,000 beneficiaries, including former combatants, associate members and community members, including women, youth at risk and special needs groups. The community violence reduction projects are used to mitigate the impacts of the disarmament, demobilization and reintegration process as well as to strengthen and promote dialogue, confidence and reconciliation between returning ex-combatants and community members. Moreover, community violence reduction projects will continue to facilitate the prevention of the recruitment of youth at risk by terrorist and jihadist groups. The community violence reduction projects will be implemented through local non-governmental organizations and other community-based structures/organizations, thereby financially empowering the local communities and building the capacity of local non-governmental organizations with regard to project management.

169. The estimated costs for the programmes described above are as follows: (a) national disarmament, demobilization and reintegration programme: disarmament and demobilization operations, reinsertion activities, communication and sensitization activities and allowances for ex-combatants (\$4,876,400 in support of disarmament and demobilization activities for 3,500 ex-combatants of signatory armed movements in the north and \$500,000 in support of the disarmament and dismantlement process for 1,000 ex-elements of self-defence groups in the centre), including support for the democratic oversight of security sector reform, the combating of violent extremism and small arms and light weapons, border management and the implementation of a national defence and security strategy; and (b) community violence reduction programmes: 20 projects in support of and complementary to the national disarmament, demobilization and reintegration programme in the north and 10 projects in support of the national community rehabilitation programme in the centre (\$3,000,000).

H. Mine detection and mine-clearing services

170. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2022 to 30 June 2023 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	44 500
Mine detection and mine-clearing supplies	—

171. In the 2022/23 period, the Mission's mine action programme will be aimed at providing mentoring and training assistance, upon request, to all infantry troop-contributing countries, both prior to deployment and when in the Mission, with respect to improvised explosive device awareness training capacity (basic improvised explosive device awareness and avoidance skills) and specialist training in the identification and detection of explosive threats and tactics to each infantry battalion, combat convoy company and formed police unit deployed to central and northern Mali, and dedicated training for tactical commanders on planning and response. The programme also provides context-specific training and mentoring in accordance with United Nations standards with respect to the explosive ordnance disposal companies of two troop-contributing countries to ensure that they are qualified to conduct basic improvised explosive device response tasks prior to deployment and that their skills and those of the explosive ordnance disposal teams of combat convoy companies are strengthened once they are in the Mission. Moreover, an explosive ordnance disposal team to cover operational gaps in Timbuktu and an explosives-detecting dog capacity to help to secure MINUSMA premises and to enhance MINUSMA explosive threat management capacity will be provided. Basic improvised explosive device awareness training, including on how to operate in a complex security environment, will be provided to all MINUSMA military, police and civilian components. Support and technical advice on explosive threat mitigation will be provided to the Mission's leadership and enabling units as well as to United Nations Headquarters upon request, and context-specific improvised explosive device threat mitigation training for two additional response teams and advanced explosive ordnance disposal training, refresher courses, technical advice and mentorship for previously trained Malian Defence and Security Forces will be provided to strengthen and sustain their explosive threat mitigation training capability, as well as their capacity to respond to explosive threats countrywide through enhanced effective community-based mechanisms for conflict management and the protection of civilians. The programme is also aimed at the implementation of a qualitative mine action response in Mali to protect the civilian population from explosive hazards through the coordination of the mine action working group and the provision of technical advice and support for Malian institutions. The programme will seek to promote progress towards the operationalization of a national governance structure for mine action, as well as the development of the capacity of Malian civil society organizations to protect populations at risk through explosive risk education and the provision of assistance to survivors of explosive incidents and their families. The aim is to increase the sustainability of the mine action response in Mali by developing the capacity of Malian civil society actors, including community focal points, with respect to

explosive threat risk awareness and promoting community violence reduction initiatives to strengthen community resilience to explosive threats and small arms and light weapons.

172. The workplan and the resource requirements for mine detection and mine-clearing services for the 2022/23 period have been reviewed by the Programme Review Committee of the Mine Action Service. This multidisciplinary body convened by the Mine Action Service and comprising staff members of the Mission and of United Nations Headquarters ensures that the programme of the Mine Action Service is designed to deliver the MINUSMA mandate efficiently and effectively.

I. Other programmatic activities

173. The estimated resource requirements for other programmatic activities for the period from 1 July 2022 to 30 June 2023 are as follows:

(Thousands of United States dollars)

<i>Description</i>	<i>Proposed amount</i>
Electoral support	2 402.4
Human rights and protection	1 818.2
Improving collaboration and building trust between civil society and national and local authorities	1 532.8
Justice and corrections	1 085.1
Security sector reform	1 742.6
Enhancing the delivery by the Government of Mali of support for the stabilization of the centre and the north	807.6
Gender affairs and prevention of and response to conflict-related sexual violence	559.3
Stabilization and recovery	485.5
Total	10 433.5

174. Other programmatic activities are key to the implementation of the Mission's mandate, in particular the first and second strategic priorities entrusted to the Mission by the Security Council in its resolution [2584 \(2021\)](#). Programmatic activities have been adapted to focus on the implementation of the peace agreement, the stabilization of the centre and continued support for the political transition and institutional reforms. The latter objective is reflected in programmatic activities with regard to good offices, electoral affairs and civil affairs.

175. In the implementation of its mandate, the Mission applies the key principles set out in the mission concept. Increased leadership and ownership of the peace process by the Malian parties and other key stakeholders as well as increased engagement of the Government and relevant local and community representatives in the implementation of a politically led strategy in the centre will be at the core of the Mission's design, planning and implementation of its activities. Specific focus will be placed on the inclusion of women and youth. The Mission will apply the principle that the provision of support should avoid substitution and be conditions-based when deciding which projects to implement and support to promote national and local ownership and efficiency in the use of resources in initiatives that contribute to a broader strategy and the best use of comparative advantages, including through the integrated strategic framework.

176. To maximize the use of resources and their impact, MINUSMA will promote a thematic approach that strengthens coordination and integration within the Mission and with external partners so as to avoid duplication of activities and focus on larger-scale initiatives towards achieving the strategic objectives. The activities will be undertaken, in line with the Administration's guidelines, through the engagement of the United Nations country team and local non-governmental organizations and through the Mission's in-house capabilities where it has a comparative advantage, in the following areas:

(a) **Electoral support:** the conduct of inclusive, free, fair and credible elections in a peaceful environment will be a key element of the political transition, requiring the Mission's continued support. The Mission will continue to provide technical assistance to the Independent Elections Management Body in anticipation of the electoral cycle. Lessons learned from the past elections will drive more concrete and sustainable capacity-building efforts and enhance trust in the technical and operational capabilities of the Independent Elections Management Body. The Mission will continue to strengthen its coordination with the Malian authorities, United Nations agencies, funds and programmes, and national partners through the coordination mechanisms already in place so as to ensure complementarity in the support provided as well as in the monitoring of activities, financial commitments and oversight. In collaboration with UNDP and UN-Women, the Mission will provide continued electoral assistance to ensure coherence, consistency and synergy in the implementation of electoral activities. An efficient division of labour among all partners will be ensured to avoid duplication and prompt meaningful change in the democratic process in Mali;

(b) **Human rights and protection:** activities will support State and non-State actors in fostering national ownership in the protection and promotion of human rights through the institutionalization of human rights training into the curricula of training institutions for the Malian Defence and Security Forces, youth empowerment projects and dialogue with religious and traditional leaders to combat violent extremism. Activities will also be implemented to strengthen the capacity of the human rights defenders and develop consultation frameworks to conduct human rights monitoring and reporting activities. Moreover, protection will be provided to victims and witnesses collaborating with the Mission in the framework of its investigations into serious human rights violations and abuses, through their temporary relocation to a safe and accessible environment where interviews can be conducted by human rights officers, in application of the principle of "doing no harm";

(c) **Improving collaboration and building trust between civil society and national and local authorities:** activities will support the restoration and extension of State authority and the provision of basic services in the northern and central regions by providing technical support for the revision and adoption by the Government of the Plan de retour de l'administration et les services sociaux de base and encouraging the Government to adopt the colonne foraine initiative for the Gao region. In addition, the Mission will support coordination between Malian military- and civilian-led initiatives to sustain the restoration of State authority and services, with the aim of developing and implementing a consensual strategy thereon that would include the involvement of local communities. The Mission will also contribute to building the capacity of newly deployed authorities to implement peace agreement reforms and to ensure the effective functioning of the interim administrations in northern Mali. The project will also contribute to strengthening the oversight capacity of civil society organizations and trust between civil society and national and local authorities, with the aim of promoting meaningful participation, including that of women and youth, in the implementation of the peace agreement and reconciliation;

(d) **Justice and corrections:** activities will contribute to strengthening the fight against impunity by supporting the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and related criminal justice chain actors, the prevention of violent extremism in prisons and the reform of military justice. They will also contribute to the extension of State authority and to reinforcing confidence among the population, the Malian Defence and Security Forces and the justice system through a comprehensive approach aimed at enhancing the effective functionality of judicial and prison institutions, improving access to justice, contributing to a reduction in potential sources of conflict and strengthening the complementarity of formal and traditional justice mechanisms. The reinforcement of accountability within the justice system and prisons, including through the enhancement of judicial integrity, will also remain a priority. The project will reinforce the accountability and management capacity of the prison service in order to support efforts to create safe, secured and humane detention of suspects and convicted persons, including high-risk detainees;

(e) **Security sector reform:** activities will support the redeployment of the reconstituted Malian Defence and Security Forces in the north and central regions of Mali to enhance security in those areas and the redeployment of civil administration and services. The project will also support the implementation of the action plan of the national security sector reform strategy, which is a key priority for consolidating peace and addressing the accountability of the Malian Defence and Security Forces in their daily tasks; the national defence and security strategy; the development of effective civil society and parliamentary oversight; the national strategy to counter terrorism and violent extremism; practical border security; and measures in respect of small arms and light weapons. Ensuring advances in the disarmament, demobilization and reintegration process through good offices and advocacy and providing logistical, technical and operational support to the National Commission on Disarmament, Demobilization and Reintegration and its operations through community violence reduction projects will remain essential to supporting security sector reform initiatives;

(f) **Enhancing the delivery by the Government of Mali of support for the stabilization of the centre and the north and implementation of the peace agreement:** technical, organizational, logistical and substantive support will be provided by the Mission to the Permanent Secretariat of the Cadre politique de gestion de la crise au centre and to the Cadre de concertation to create institutional and political conditions that are conducive to the stabilization of the centre. Continued efforts will include: (i) facilitating the engagement and participation of key national stakeholders, including representatives of political parties, elected officials and members of civil society, including women, young people and religious groups; (ii) supporting structures of the Cadre politique de gestion de la crise au centre; (iii) encouraging the relevant State institutions to increase their effective engagement with the Cadre de concertation; and (iv) supporting enhanced communication channels and spaces among relevant stakeholders to promote leadership and national ownership of the stabilization strategy across institutional levels. The Mission will also continue to support the signatory parties in the implementation of the peace agreement in Mali through technical, organizational, logistical and substantive support, with a view to revitalizing the peace process. Support will include logistical and technical assistance for the holding of the regular sessions of the Agreement Monitoring Committee and its four thematic subcommittees, as well as meetings of the international mediation team. To that end, the Mission will continue to engage with the signatory parties to sustain constructive dialogue on the way forward, resolve any persistent institutional ambiguities, advocate for uninterrupted participation of all parties to all peace process mechanisms, increase the representation of women and remove stumbling blocks;

(g) **Gender affairs and the prevention of and response to conflict-related sexual violence:** the Mission will continue to provide multisectoral assistance (training, workshops, awareness-raising and sensitization) to national actors in ensuring the full, effective and meaningful participation, involvement and representation of women at all levels in the implementation of the agreement, including the security sector reform and disarmament, demobilization and reintegration processes, as well as in reconciliation and political processes. This programmatic activity is aimed at strengthening the capacity of Malian women and civil society and youth organizations to contribute fully and effectively to the implementation of the women and peace and security agenda, including by monitoring the participation of women in the peace process, through situation rooms and the independent observatory for women's participation. In collaboration with UN-Women and the United Nations Office for West Africa and the Sahel and the Women Cluster, and building on the progress made in the 2021/22 period, the project will organize bimonthly video teleconferences with the United Nations Office for West Africa and the Sahel on the implementation of the women and peace and security agenda. The project will support the capacity of Malian women and civil society organizations to contribute fully and effectively to the reduction of gender-based violence, while reinforcing social cohesion in the central region through vocational training. The project will also provide capacity-building and technical support on conflict-related sexual violence and justice-related services and related monitoring, analysis and reporting arrangements for government partners (including the Malian Defence and Security Forces), the signatory armed groups, members of the gender-based violence subcluster and civil society organizations through workshops;

(h) **Stabilization and recovery:** activities are aimed at strengthening stabilization, the extension and decentralization of State authority, conflict prevention, social cohesion and peacebuilding efforts in central and northern Mali. Strengthening the capacity of local authorities will make a positive contribution to the decentralization process and to the implementation of the peace agreement.

J. Quick-impact projects

177. The estimated resource requirements for quick-impact projects for the period from 1 July 2022 to 30 June 2023, compared with previous periods, are as follows:

(Thousands of United States dollars)

<i>Period</i>	<i>Amount</i>	<i>Number of projects</i>
1 July 2020 to 30 June 2021 (actual)	4 770.8	109
1 July 2021 to 30 June 2022 (approved)	4 800.0	96
1 July 2022 to 30 June 2023 (proposed)	4 800.0	96

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

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

180. The Mission will implement a total of 96 quick-impact projects in its mandated area of responsibility, focusing on the following three thematic areas:

(a) Social cohesion, reconciliation, prevention and alternative management of conflict and confidence-building projects following a regional approach based on local conflict analysis and an understanding of intercommunal conflict. Projects will include, among other things, capacity-building for civil society, local authorities and security forces in northern and central Mali to support the return of State authority;

(b) Rehabilitation or reconstruction of small-scale public infrastructure, including, but not limited to, municipal infrastructure; decentralized public administration offices and services; improvement of access to basic social services, such as water and electricity, including renewable solar energy; and other projects in support of the return and extension of State authority in the remote areas of northern and central Mali;

(c) Income-generating activities and livelihood and socioeconomic projects, including vocational training and small community business projects for the most vulnerable communities and victims of the conflict, such as women, youth and minorities. The activities also include training, awareness-raising and capacity-building in support of the stabilization process targeting public authorities and civil society organizations in such areas as good governance, the rule of law, the empowerment of civil society, participatory democracy, conflict management, promotion of and respect for human rights, and public administration.

III. Analysis of variances¹

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

	<i>Variance</i>	
Military contingents	\$21 590.2	5.1%

• Management: increased inputs and outputs

182. The increased requirements are attributable primarily to: (a) the application of a lower vacancy rate of 2.3 per cent in the computation of standard troop cost reimbursement, compared with the rate of 6.0 per cent applied in the approved budget for the 2021/22 period; (b) higher costs for contingent-owned equipment self-sustainment owing to the expected improved performance of the related equipment; (c) higher costs for rations related to warehouse and mobilization fees to guarantee food safety and availability in Timbuktu for sector west; and (d) higher costs for

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.

freight owing to anticipated increases in ocean freight costs based on industry estimates.

183. The increased requirements are offset in part by: (a) lower estimated average ticket costs for travel on emplacement, rotation and repatriation based on past expenditure trends; and (b) lower estimated costs for contingent-owned major equipment based on historical unserviceability factors.

	<i>Variance</i>	
United Nations police	\$352.0	2.9%

• **Management: increased inputs and outputs**

184. The increased requirements are attributable primarily to: (a) the higher cost for mission subsistence allowance owing to the distribution of United Nations police personnel based on the force adaptation plan, in which the number of personnel not provided with accommodation is higher than the number included in the approved budget for 2021/22 and; (b) higher rates for mission subsistence allowance based on the revised rates effective 1 January 2022, compared with the rates applied in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Formed police units	\$877.8	1.7%

• **Management: increased inputs and outputs**

185. The increased requirements are attributable primarily to: (a) higher costs for self-sustainment contingent-owned equipment, resulting from higher self-sustainment rates owing to the operating environment of the Mission; (b) a lower estimated adjustment against the standard reimbursement to troop-contributing countries for the deployment of non-functional or absent contingent-owned major equipment; and (c) the application of the lower vacancy rate of 7.0 per cent in the computation of standard troop-cost reimbursement, compared with the rate of 7.9 per cent applied in the approved budget for the 2021/22 period.

	<i>Variance</i>	
National staff	\$10 980.8	39.3%

• **Management: change in salary rates**

186. The increased requirements are attributable primarily to: (a) the application of a revised salary scale for National Professional Officers and national General Service staff effective September 2021; and (b) the application of the lower vacancy rates of 6.0 per cent for National Professional Officers and 5.0 per cent for national General Service staff in the computation of national staff costs, as a result of the Mission's continued efforts to encumber vacant posts, compared with the vacancy rates of 12.0 and 11.0 per cent, respectively, applied in the approved budget for the 2021/22 period.

	<i>Variance</i>	
United Nations Volunteers	\$1 188.9	11.5%

• **Management: change in vacancy rates**

187. The increased requirements are attributable primarily to: (a) the application of a lower vacancy rate of 10.0 per cent for United Nations Volunteers, as a result of the Mission's continued efforts to encumber vacant positions, compared with the rate of

11.1 per cent applied in the approved budget for the 2021/22 period; and (b) higher United Nations Volunteers allowances based on current rates.

	<i>Variance</i>	
General temporary assistance	(\$378.8)	(27.4%)

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

188. The reduced requirements are attributable primarily to the transfer of the Mission' share of allocated costs for general temporary assistance related to activities for the Umoja implementation support project to the support account for peacekeeping operations, compared with the share of allocated costs included in the approved budget for the 2020/21 period.

189. The reduced requirements are offset in part by increased requirements attributable primarily to the proposed establishment of one temporary position of Chief of Service, Programme Management (D-1), with the application of a vacancy rate of 50 percent, in connection with the proposed transfer of programme management functions for mine clearing services formerly provided by the Mine Action Service through UNOPS, for which no provision was included in the approved budget for the 2021/22 period. The Chief of Service, Programme Management will head the mine action component in the Mission and ensure that the Mine Action Service leads threat assessment, programme design and monitoring, and representation with mission leadership and government stakeholders and partners.

	<i>Variance</i>	
Government-provided personnel	\$99.4	13.4%

• **Management: increased inputs and outputs**

190. The increased requirements are attributable primarily to the higher cost for mission subsistence allowance owing to the distribution of Government-provided personnel based on the force adaptation plan, in which the number of personnel not provided with accommodation is higher than the number included in the approved budget for 2021/22.

	<i>Variance</i>	
Facilities and infrastructure	\$12 994.8	12.5%

• **Management: increased inputs and outputs**

191. The increased requirements are attributable primarily to: (a) the higher anticipated consumption of 32.7 million litres of fuel for generators at a higher average cost of \$0.9359 per litre based on actual consumption levels for the current period and trends, compared with 29.2 million litres at an average cost of \$0.6623 per litre included in the approved budget for the 2021/22 period; (b) the acquisition of safety and security equipment, such as a command and control system and a visual threat detection system for Douentza and additional systems for Gao, Kidal, Timbuktu, Ménaka and Mopti, and an indirect fire C-RAM sense and warning system in Kidal to replace the previous ground artillery radar system; and (c) higher costs for the operation and maintenance of an end-to-end solution for water supply and waste water treatment systems and for the operation and maintenance of generators.

192. The increased requirements are offset in part by the non-requirement for the acquisition of construction materials, field defence supplies and prefabricated facilities for existing camps and for the development of new sites to accommodate the reconfiguration of the military contingent units to support the adaptation of the force, for which a provision was included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Ground transportation	\$7 546.9	51.8%

• **Management: increased inputs and outputs**

193. The increased requirements are attributable primarily to: (a) the higher anticipated consumption of 11.6 million litres of fuel for vehicles at a higher average cost of \$0.9359 per litre based on actual consumption levels for the current period and trends, compared with 8.0 million litres at an average cost of \$0.6623 per litre included in the approved budget for the 2021/22 period; (b) the net addition of 10 light personnel vehicles, 22 special purpose vehicles and 13 armoured vehicles to improve the protection and security of personnel in remote locations and replace vehicles which have exceeded their life expectancy; and (c) the acquisition of spare parts to maintain the fleet of vehicles.

194. The increased requirements are offset in part by lower costs for the rental of vehicles owing to the transfer of the provision related to support for the electoral process to the implementing partners under the other supplies, services and equipment budget class, as the Mission anticipates working with an implementing partner for the related activities.

	<i>Variance</i>	
Air operations	\$24 740.9	14.6%

• **Management: increased inputs and outputs**

195. The increased requirements are attributable primarily to: (a) higher costs for the rental of rotary-wing aircraft owing to the expected deployment of five additional military utility helicopters in the context of the adaptation of the force; (b) the expected deployment of 23 unmanned vehicles and 11 unmanned aerial systems, compared with 19 unmanned vehicles and 7 unmanned aerial systems for the 2021/22 period, in the context of the adaptation of the force; (c) the higher anticipated consumption of 14.8 million litres of fuel at a higher average cost of \$0.9610 per litre based on actual consumption levels for the current period and trends, compared with 11.7 million litres at an average cost of \$0.6556 per litre included in the approved budget for the 2021/22 period; (d) additional ground handling charges for expanded air operations support for approved outside-of-mission flights and (e) acquisition of equipment and supplies, such as tactical unmanned aerial systems for Mopti, Timbuktu and Gao for camp protection, transponders for unmanned aerial systems for Mopti, Timbuktu, Gao and Douentza and quadcopters for security enhancement.

196. The increased requirements are offset in part by the lower number of manned intelligence, surveillance and reconnaissance platforms (4 platforms compared with 6 for the 2021/22 period) in the context of the adaptation of the force.

	<i>Variance</i>	
Marine operations	\$120.1	9.1%

• **Management: increased inputs and outputs**

197. The increased requirements are attributable primarily to the acquisition of a higher number of sea containers as a consequence of increased acquisitions of safety and security equipment and supplies and vehicles to support the adaptation of the force, compared with the number of sea containers included in the approved budget for the 2021/22 period.

	<i>Variance</i>	
Communications and information technology	\$150.1	0.2%

• **Management: increased inputs and outputs**

198. The increased requirements are attributable primarily to: (a) the upgrade of specialized equipment for explosive ordnance disposal units and remotely operated vehicles; the expansion of public announcement systems for multiple camps; and the acquisition of communications and networking equipment for the expansion of networks in Mopti, Kidal and Timbuktu; (b) the increase in Internet bandwidth owing to the migration to cloud services currently hosted locally and the increase in mobile Internet services for real-time data and video transmission in Tessalit, Gao, Timbuktu, Kidal and Mopti; and (c) the requirements for licenses owing to the acquisition of communications and information technology equipment.

199. The increased requirements are offset in part by lower costs for the provision of Mission Secure network services, which will expire during the 2021/22 period and will be developed in-house at a lower cost.

	<i>Variance</i>	
Medical	\$122.1	1.4%

• **Management: increased inputs and outputs**

200. The increased requirements are attributable primarily to the acquisition of medical supplies to cover recurring and emergency requirements and to replenish the stocks that were consumed during the COVID-19 peak period. The increased requirements are offset in part by reduced requirements for the acquisition of equipment, such as ventilators and vital signs monitors, owing to the availability of the equipment in stock.

	<i>Variance</i>	
Other supplies, services and equipment	\$10 208.5	11.2%

• **Management: increased inputs and outputs**

201. The increased requirements are attributable primarily to: (a) the provision of technical working sessions for the Malian Defence and Security Forces, and the establishment of two coordinated temporary operating bases; (b) increased activities with implementing partners for political affairs, civil affairs, child protection, human rights and other substantive areas and the transfer of provisions for rental of vehicles related to support for the electoral process from the ground transportation budget class; (c) higher costs for other freight and related costs in connection with the increase in the amount of acquisitions compared with the 2021/22 period; and (d) the engagement of a more individual contractual personnel to support surge requirements

for supply chain management in support of the implementation of the force adaptation plan, compared with the number of contractual personnel included in the approved budget for the 2021/22 period.

IV. Actions to be taken by the General Assembly

202. The actions to be taken by the General Assembly in connection with the financing of MINUSMA are:

(a) Appropriation of the amount of \$1,262,069,700 for the maintenance of the Mission for the 12-month period from 1 July 2022 to 30 June 2023;

(b) Assessment of the amount in subparagraph (a) above at a monthly rate of \$105,172,475 should the Security Council decide to continue the mandate of the Mission.

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 75/302, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

(Resolution 75/302)

Decision/request	Action taken to implement decision/request
Reiterates its grave concern about the continued 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, including through the use of safe and effective vaccines for civilian and uniformed personnel, maintaining the continuity of mandate delivery, including protection of civilians, 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 (para. 12).	MINUSMA will continue to coordinate with national authorities and adapt its activities as required to ensure the safety and security of peacekeepers, ensure business continuity for mandate implementation and minimize risk based on best practices demonstrated during the pandemic thus far. The COVID-19 pandemic response effort will continue to be characterized by close collaboration among the Ministry of Health, the World Health Organization, MINUSMA and United Nations agencies, funds and programmes. The United Nations system has used various mechanisms to support the Government in implementing its response plans to COVID-19, including joint funding mechanisms. Ongoing coordination mechanisms will include the integrated task force on COVID-19, chaired by the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator). The task force will continue to coordinate integrated responses to the pandemic, support vaccination coordination and continued mandate delivery, and make recommendations on COVID-19 mitigation and prevention measures for the country and the Mission.

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

Notes the measures adopted to mitigate the effect of the COVID-19 pandemic on peacekeeping operations, including facilitating the continued implementation of mission mandates while ensuring the health and safety of peacekeeping personnel and local communities in the host country, and requests the Secretary-General to provide updated information on the impact of the pandemic, the lessons learned, best practices and how the Mission improved its preparedness and resilience and collaborated with the host Government and regional and subregional actors in response to the pandemic in the context of the next performance report and budget submission for the Mission (para. 13).

Notes with concern the mid- and long-term impact of the COVID-19 pandemic on countries, regions and subregions in conflict, and emphasizes the importance of United Nations peacekeeping operations, where appropriate and within their respective mandates, coordinating with national authorities and other United Nations entities in promoting post-conflict reconstruction, peacebuilding and post-pandemic recovery of countries and regions in conflict, especially those in Africa (para. 14).

MINUSMA will continue to adapt its working modalities to ensure business continuity throughout the pandemic, building on lessons learned and best practices from the 2021/22 period, and ensure that United Nations personnel are not a contagion vector. The Mission will continue to convene meetings of the integrated task force on COVID-19 to manage and respond to the COVID-19 pandemic. The task force secretariat, hosted by the MINUSMA Joint Operations Centre, will continue to incorporate reporting on the COVID-19 pandemic situation in Mali in daily situation reports and leadership briefings. Meetings of the task force will support the adaptation of guidance and administrative instructions for all United Nations personnel, as required. MINUSMA will also continue to consult with other United Nations missions on best practices for testing and quarantine regimes, as well as on return-to-work planning. Standard operating procedures, including a procedure developed and approved to provide guidance on quarantining, case identification and isolation across the Mission, the establishment of a Bamako contact tracing team, a central rotation committee and regional rotation boards, will continue to be implemented. The Mission's testing laboratories will remain critical to improving measures to monitor cases and prevent the spread of COVID-19 within the Mission, including in the regions.

MINUSMA continues to work in close coordination with the national authorities and United Nations agencies, funds and programmes, through the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator), to address the mid- to long-term impact of COVID-19. Strengthened efforts to advance peace dividends and support for the restoration of State authority in the 2022/23 period will support national authorities in advancing post-conflict reconstruction, socioeconomic development and peacebuilding. To advance integrated strategic planning across the United Nations system and in support of the Government, the Mission and the United Nations country team will also develop an integrated support plan, setting out the overall vision and joint priorities of the United Nations and expanding on the integrated transition support plan, 2020–2022.

MINUSMA will continue to convene the integrated task force on COVID-19, chaired by the Deputy Special Representative, which includes United Nations country team agencies as well as MINUSMA sections and components. The task force will coordinate information-

Recalls paragraphs 16 and 18 of its resolution 69/273 of 2 April 2015, and in this regard reiterates its request to the Secretary-General that he continue to explore additional innovative ways to promote procurement from developing countries and countries with economies in transition at Headquarters and field offices and to encourage interested local vendors to apply for registration on the Secretariat vendor roster, with a view to broadening its geographical base (para. 15).

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. 16).

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

sharing across the United Nations system entities in Mali, as well as with the national Ministry of Health.

The Secretariat continues to prioritize efforts to promote procurement from developing countries and countries with economies in transition. The Secretariat expanded its efforts to facilitate the participation of vendors from these countries, including through: (a) the introduction of virtual tender openings, thereby providing access to all vendors, including small and medium-sized enterprises that would otherwise not have been able to participate owing to travel restrictions or travel costs; (b) the introduction of multilingualism by allowing vendors to submit official certifications and financial documents through the United Nations Global Marketplace in all six official languages during the registration process; (c) the deployment of a database containing a list of all approved vendors and the introduction of a requirement that Chief Procurement Officers invite vendors who have attended seminars and registered at the basic level to participate in tenders, with a particular focus on vendors from developing countries and countries with economies in transition; (d) the establishment of a partnership with the global network WEConnect International to promote women-owned businesses, particularly from developing countries and countries with economies in transition; and (e) the translation of the United Nations Procurement Manual into French and Spanish. Going forward, the Secretariat will continue to adopt innovative ideas to promote procurement from developing countries and countries with economies in transition, including by exploring new approaches such as a seminar to provide training to vendors in doing business with the United Nations and on how to submit proposals and bids as well as by exploring the possibility of a partnership with UN-Women to promote women-owned businesses in procurement at the United Nations.

The Procurement Section has taken a proactive approach in the implementation of this recommendation. In this context, the Director of Mission Support authorized the limitation of solicitations for locally sourced materials, such as gravel, sand, stones, laterite, cement/concrete blocks and bricks, to invitees from the regions where such local materials are sourced and required.

The guidelines in section 6 (solicitation) of the United Nations Procurement Manual, which was updated in June 2020, and specifically those contained in section 6.3 (solicitation methods), summarize the methods of

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

types of goods and services, including aviation services, and to update the United Nations Procurement Manual accordingly (para. 17).

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. 18).

Underlines the important contribution that programmatic activities make to the implementation of the mandates of the Mission, including for the prevention and resolution of conflicts, and that all such activities must be directly linked to the mandates of the Mission (para. 19).

solicitation and the guidance on their appropriate use. In particular, the invitation to bid is a formal method of solicitation normally used when the requirements for goods and services: (a) are simple and straightforward; (b) can be expressed well quantitatively and qualitatively at the time of solicitation; and (c) can be provided in a straightforward way. The request for proposal is a formal method of solicitation used for the procurement of goods and services when requirements cannot be expressed quantitatively and qualitatively (e.g. consulting or similar services) at the time of solicitation or for the purchase of complex goods and/or services where the requirements may be met in a variety of ways and, accordingly, an evaluation based on cumulative/weighted analysis is most appropriate. For procurements above \$150,000, one of the two formal methods of solicitation (invitation to bid or request for proposal) must be used, unless there is an exception to such formal methods of solicitation, in accordance with rule 105.16 of the Financial Regulations and Rules of the United Nations. A request for proposal is required only for procurements above \$150,000, but can also be used for lower-value procurements (equal to or below \$150,000) if the requirements are complex or if the procurement official otherwise determines it appropriate.

As stipulated in the updated Procurement Manual, transparency means that all information on procurement policies, procedures, opportunities and processes is clearly defined, made public and/or provided to all interested parties concurrently. A transparent system has clear mechanisms to ensure compliance with established rules (unbiased specifications, objective evaluation criteria, standard solicitation documents, equal information to all parties, the confidentiality of offers, etc.). Details on the awarding of contracts and purchase orders resulting from formal methods of solicitation for Secretariat entities are now available on the website of the Procurement Division, the Division's mobile application and the United Nations Global Marketplace. The Organization has enhanced the information provided on its awards page with additional data, such as the type of solicitation, contract extension options and the vendor type.

Programmatic activities are essential for the implementation of mission priorities. Such activities are implemented by all mission components in a complementary and integrated way to identify specific thematic areas of intervention to respond to critical needs in line with the mandate priorities and strategic

Requests the Secretary-General to ensure that the Mission 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 Mission operates, and to include, in his next budget submission and performance report, detailed information on the programmatic activities of the Mission, 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 Mission of appropriate oversight (para. 20).

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. 21).

Reiterates that the use of external consultants should be kept to an absolute minimum and that the Organization should utilize its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term (para. 22).

Stresses the importance of prioritizing the safety and security of United Nations personnel as well as protection of civilians activities, in the context of challenging security situations, and requests that all peacekeeping missions be provided with adequate resources for the effective and efficient discharge of their respective mandates, including the protection of civilians where mandated (para. 23).

frameworks of the Mission, taking into account integrated processes and comparative advantages within the Mission and the United Nations country team.

MINUSMA will continue to report through reports and letters of the Secretary-General on its use of programmatic funding, in line with the Mission's strategic priorities and tasks. The 2021/22 performance report includes detailed information on programmatic activities and how they have contributed to the implementation of the mandate. Furthermore, the Mission is using several tools to improve performance and impact assessments, such as the Umoja strategic management application to track implementation and the Comprehensive Planning and Performance Assessment System to improve impact assessment, as well as a coordination mechanism to review and assess programmatic proposals and progress against objectives.

The Mission will continue to implement quick-impact projects as a flexible, adaptable and strategic tool to address the immediate needs of the population, thereby contributing to the peace process and the stabilization of the centre of Mali.

Quick-impact projects remain instrumental in promoting acceptance of the Mission's mandate and are conducive to creating trust between the Mission and local populations. Continued support through these projects remains vital for community-based projects in remote areas. The Mission continues to strengthen its oversight of quick-impact projects, building on lessons learned from previous periods and ensuring timely implementation and expenditure for all projects.

MINUSMA continues to make efforts to limit the use of consultants. Some external consultants are contracted to provide specialized know-how on strategic topics and policy documents. The Mission will continue to observe these requirements closely in accordance with the relevant rules and regulations, thereby ensuring that there is no overlap with recurring functions.

The Mission will continue to improve measures for the safety and security of United Nations personnel, in line with the Action for Peacekeeping agenda. Support for the protection of civilians will include strengthening the mission-wide early warning mechanism to identify and respond adequately to incidents. The Mission's continued hotspot trend analysis will inform decision-making in terms of the allocation of mission resources to counter threats to civilians where they are most needed, as the context evolves. The Mission will also support the implementation of mission-wide

Decision/request

Action taken to implement decision/request

Recognizes the increasing security challenges faced by United Nations peacekeepers, re-emphasizes the importance of improving the safety and security of peacekeepers and mission personnel in an integrated manner, including enhanced training and capacity-building, force protection planning for United Nations camps and situational awareness, requests the Secretary-General and host Governments to fulfil the responsibilities under relevant resolutions of the General Assembly and the Security Council to improve the safety and security of United Nations peacekeepers and mission personnel, and requests the Secretary-General to report thereon in his next report, and notes with appreciation the efforts of Member States in promoting the safety and security of United Nations peacekeepers in this regard (para. 24).

Reiterates its concern about the high number of vacancies in civilian staffing, further reiterates its request to the Secretary-General to ensure that vacant posts are filled expeditiously, and 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 25).

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (para. 26).

recommendations based on the reports of the Secretary-General on the protection of civilians in armed conflict and the Protection of Civilians Working Group.

In addition to installing camp surveillance and protective technology devices in all camps in the northern regions of Mali, MINUSMA has adopted the recommendations of the Elsie Initiative for Women in Peace Operations, which included improving integrated camp plans and designs and upgrading old buildings with ablution units, kitchenettes and sleeping capsules to improve the working and living conditions of United Nations peacekeepers and mission personnel in an already harsh natural environment. The allocation of accommodations was also revised to avoid discrimination between the various categories of mission personnel.

In keeping with the Action for Peacekeeping initiative and its focus on accountability to peacekeepers, MINUSMA will improve the protective infrastructure on 6 operating bases, including Ogossagou, and 3 quick reaction force facilities. The Mission will deploy the remaining unmanned aerial systems as part of the force adaptation plan. Of note are the extensive efforts of the Mine Action Service to prepare peacekeepers to operate in an environment saturated with improvised explosive threats, which will contribute to the Mission's efforts to improve the safety and security of peacekeepers. These measures will have the dual purpose of increasing the security of MINUSMA personnel and ensuring that peacekeepers are better able to support mandate implementation, in particular for the protection of civilians.

As at 5 October 2021, MINUSMA had 145 vacant positions, representing a vacancy rate of 7 per cent. Only 6 positions were vacant for more than 18 months, and those were at advanced stages of recruitment. The vacancy rate was maintained at below 10 per cent in 2021.

For a mission the size of MINUSMA, operating in a complex, ever-changing context, extensive deliberations and a considerable transition period are prerequisites. The Mission has drafted a nationalization framework.

The Mission's commitment to undertaking the nationalization of positions has been hindered in the past year by the urgencies of the COVID-19 pandemic as well as the multiple changes in the political and security context in the last 12 months.

Requests that the Secretary-General continue his ongoing efforts to ensure the attainment of equitable geographical distribution in the Secretariat and to ensure as wide a geographical distribution of staff as possible in all departments and offices and at all levels, including at the Director and higher levels, of the Secretariat, and requests him to report thereon in his next overview report (para. 27).

Expresses its deep concern at the delay in the settlement of claims in respect of death and disability, and reiterates its request to the Secretary-General to settle death and disability claims as expeditiously as possible, but no later than three months from the date of submission of a claim (para. 28).

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 Mission 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 resources required for each mandated task (para. 29).

The Mission plans to establish a working group to formulate a pragmatic plan in line with the nationalization framework when conditions on the ground permit.

The MINUSMA Human Resources Section issues monthly reports to provide information on this component and continues to highlight areas for improvement. As at 30 August 2021, the Mission's international staff were from 108 countries. Overall, the highest numbers were from Africa (52 per cent) and Europe (23 per cent), while South America and Oceania had the lowest rates of representation. At the middle and senior management levels (P-4 to D-2), the same geographic regions had the highest level of representation, with Africa at 45 per cent and Europe at 29 per cent, while Asia had 8 per cent. Efforts to improve equitable geographical distribution are challenged by the hardship of the duty stations as well as the requirement for proficiency in French, which is not common in some geographic areas.

The Secretariat prioritizes death and disability claims and makes every effort to ensure that such claims are settled as soon as possible, but no later than 90 days from the date of submission and upon receipt of all supporting documentation.

The Comprehensive Planning and Performance Assessment System uses quantitative and qualitative indicators to assess progress towards mandated tasks at two levels: (a) desired change in the behavior, attitude, knowledge, position or capacity of stakeholders identified as key to delivering the Mission's mandate; and (b) desired change at the strategic level, such as successful implementation of the political transition and continued implementation of the peace agreement, the Malian Defence and Security Forces improving their capacity to maintain security and protect civilians or the parties adhering to and implementing the peace agreement. Data against these indicators are the basis for in-depth assessments of the impact and performance of the Mission and the identification of successes and obstacles, including those outside the sphere of influence of the Mission. These assessments are, in turn, used to inform the refinement of the Mission's outputs and indicators of achievement. As results from the Comprehensive Planning and Performance Assessment System are increasingly used to inform mission planning and the development of results-based budgeting frameworks, the use of performance and impact indicators and data-based analysis will increasingly inform the results-based budgeting frameworks.

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

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. 30).

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 and in accordance with the legislative mandates and 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. 31).

MINUSMA has also drawn on data and analysis centralized in the System for its reporting on the 2020/21 budget period, which helped to demonstrate the impact that resources had in the mandated areas.

The roll-out of Comprehensive Planning and Performance Assessment System in MINUSMA is complete. While bringing together expertise from across the Mission, the implementation of the System is managed by the Strategic Planning Unit, which is overseen by the Chief of Staff. The System enables the Mission to conduct regular and integrated planning and performance assessments to ensure a coordinated approach to mandate delivery that is adapted and strengthened based on past performance and that is responsive to evolving contexts. In 2022/23, MINUSMA plans to conduct two performance assessments, depending on its needs and changes in context, and will adapt its results-based budgeting frameworks and operations based on those assessments.

The Comprehensive Planning and Performance Assessment System has helped MINUSMA to improve integrated planning. The use of System data and analysis has informed evidenced-based decision-making, communications and reporting. The periodic performance assessments allow MINUSMA to adjust operations on a more regular basis and in a more coordinated manner, as well as to inform Mission resource needs based on where the Mission can have the most impact, such as improved early warning for the protection of civilians.

MINUSMA is using existing resources in the Strategic Planning Unit to oversee and support the implementation of the Comprehensive Planning and Performance Assessment System. At present, no additional resources are required.

The Mission's environmental score has increased since 2018 from a "high risk" position to a score of 71 points out of 100 for the 2020/21 period.

With the aim of continual improvement in keeping with environmental management system principles, the Environment Unit of MINUSMA continues to work across the Mission and closely with the Environment Section of the Department of Operational Support and the Environmental Technical Support Unit of the United Nations Logistics Base at Brindisi, Italy, to effectively implement measures pertaining to the second phase of the Environmental

Also notes the recommendations of the Advisory Committee on the use of virtual platforms and cost recovery of air transportation of non-United Nations personnel, and urges that their implementation should take into consideration the specific contexts for each mission without impacting mandate implementation (para. 32).

Requests the Secretary-General to ensure that United Nations peacekeeping mission staff has the capacity to provide technical oversight of the use of unmanned aerial and aircraft systems technologies (para. 33).

Emphasizes the importance of the accountability system of the Secretariat, and requests the Secretary-General to continue to strengthen risk management, transparency and internal controls in the management of peacekeeping budgets, in order to facilitate mandate implementation, and to report thereon in his next report (para. 34).

Highlights the importance of the women and peace and security agenda, and underlines that full implementation of the agenda by the Mission can contribute to achieving sustainable peace and political solutions (para. 36).

Strategy for Field Missions (2020–2023) of the Department of Operational Support.

MINUSMA will continue to use virtual platforms, where effective. In addition, MINUSMA will recover the costs associated with the air transportation of non-United Nations peace operations passengers, in compliance with the policy and guidelines on the transportation of non-United Nations peace operations passengers on aviation assets provided by United Nations peace operations, issued on 12 January 2022. The cost recovery mechanism does not apply where it is determined that the travel will be in support of the implementation of the peace operation mandate. Non-United Nations individuals whose travel is considered neither necessary for nor related to the performance of official duties or the implementation of the mandate of the peace operation are not allowed to travel on these assets.

Four unmanned aerial and aircraft systems training courses were conducted. The objective of the training was to provide an update on the latest developments in the unmanned aerial systems community and provide training in the fundamentals of safety and risk management and application of the latest information and regulations to manage the threats posed by unmanned aerial systems to civil aviation.

The operations of the unmanned aerial systems are implemented using the standard operating procedures developed by the Aviation Section.

MINUSMA continues its efforts to strengthen its internal controls, transparency and risk management in the implementation of the budget. The Mission's Resource Stewardship Executive Group, the membership of which is from senior management, discusses and decides on budgetary matters and meets regularly as required. A weekly financial report is also distributed to Chiefs for review. The report includes indicators on the utilization of the current budget and highlights the decisions of the Resource Stewardship Executive Group. The Mission has also implemented a regular review of its internal controls to ensure full compliance the Financial Regulations and Rules of the United Nations.

MINUSMA will continue to promote gender parity and mainstreaming across its pillars and components. This will include support for and monitoring of the inclusion, participation and representation of women in political and peace processes, as well as in decision-making bodies. In alignment with the women, peace and security agenda, the Mission will continue to support efforts to increase the participation of women in peace

Decision/request

Action taken to implement decision/request

Expresses concern over the allegations of sexual exploitation and abuse reported in peacekeeping missions, and requests the Secretary-General to continue to implement his 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. 37).

Recalls paragraph 22 of its resolution [74/290](#), in which it recognizes the increasing security challenges faced by United Nations peacekeepers, reaffirms its commitment to the improvement of the safety and security of mission personnel, in particular uniformed personnel, and reiterates its request to the Secretary-General to further strengthen the measures in that regard and to report thereon to the General Assembly in the context of the next budget submission for the Mission (para. 38).

Recognizes the important role played by regional and subregional actors in the peace process of the Republic of Mali for peacekeeping operations, and in this regard encourages the Secretary-General to continue 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 such deepened engagement in the context of his next report (para. 39).

agreement mechanisms, and their representation in elected positions will continue to be prioritized.

The Mission will continue its advocacy and sensitization activities to increase awareness of women's rights through outreach activities and will support authorities as well as women's networks in central Mali on the protection of civilians, including through prevention and mitigation of, and responses to, gender-based violence and conflict-related sexual violence.

The response for all peacekeeping missions, including MINUSMA, with respect to addressing the issues raised will be included in the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse.

MINUSMA will focus on improving protective infrastructure on 6 operating bases, including Ogossagou, and 3 quick reaction force facilities. The Mission will deploy the remaining unmanned aerial systems as part of the force adaptation plan. In addition, the extensive efforts of the Mine Action Service to prepare peacekeepers to operate in an environment saturated with improvised explosive threats will contribute to the Mission's efforts to improve the safety and security of peacekeepers. These measures will be taken with the dual purpose of increasing the security of MINUSMA personnel and ensuring that peacekeepers are better able to support mandate implementation, in particular for the protection of civilians.

The security and political situation of Mali remain critical to stabilization, lasting peace and security in the Sahel region. In this regard, cooperation with regional partners continues to be essential. The African Union, through the African Union Mission for Mali and the Sahel, the Group of Five for the Sahel, the Economic Community of West African States and other partners, including countries in the region, will continue to be key partners in support of the political transition and the peace process. MINUSMA engagement with the United Nations Office for West Africa and the Sahel and Governments in the region will also continue to improve regional political and security analysis and exchange of information and experiences.

B. Advisory Committee on Administrative and Budgetary Questions

(A/75/822/Add.8)

Request/recommendation

Upon enquiry, the Advisory Committee was informed that common staff costs are composed of numerous elements and budgeting is undertaken based on actual historical data of the basket of these elements as a whole. The subsequent expenditure depends on the individual situation of each staff member present in the Mission during the financial period. This situation might generate variances between the budgeted and actual amounts, as the composition of the personnel in the Mission varies from one financial period to the next. The Advisory Committee considers that the expenditure pattern shows a lack of precise budgeting and trusts that more detailed information on the calculation of the common staff costs will be included in the next budget submission on MINUSMA (para. 21).

The Advisory Committee reiterates its view that proposed vacancy rates should be based, as much as possible, on actual rates. In cases in which the proposed rates differ from the actual rates, clear justification should be provided systematically in the proposed budget and related documents (A/74/737/Add.8, para. 14, and A/73/755/Add.8, para. 31) (para. 24).

The Advisory Committee recalls that in its resolution 74/290, the General Assembly reiterated its concern about the high number of vacancies in civilian staffing, and further reiterated its request that the Secretary-General ensure that vacant posts were filled expeditiously, review the posts that had been vacant for 24 months or longer and propose in the budget submission either their retention with clear justification of need, or their abolishment (para. 26).

While taking note of the reliability clause in the new contract, the Advisory Committee, considering the lessons learned from the underutilization of unmanned aerial systems, recommends that the General Assembly request the Secretary-General to evaluate the performance and utilization of the unmanned aerial systems, and to review further the contractual arrangement to include a provision for deduction due to underutilization, and provide an update thereon in the context of the next budget submission (see also A/75/822/Add.6, para. 35) (para. 34).

Action taken to implement request/recommendation

The assumptions for salaries, common staff costs and staff assessment are determined based on the current expenditure patterns of each mission.

The proposed vacancy rates are based on the average actual vacancy rates and trends and the anticipated deployment/recruitment at the time of the preparation of the proposed budget.

As at 1 December 2021, MINUSMA had 130 vacant positions, representing a vacancy rate of 7 per cent. Only 10 positions were vacant for more than 24 months, and those were at advanced stages of recruitment.

MINUSMA has incorporated into the new letters of assist for the unmanned aerial systems clauses regarding fixed-term rental rate reimbursements that are prorated based on actual flight hours or sorties performed by the unmanned aerial systems. This implies that any underutilization of the unmanned aerial system is translated into lower reimbursement for the troop-contributing country. For example, if the actual flight hours performed is above 250 hours per month, the troop-contributing country will be reimbursed \$500,000 and if the flight hours performed is below 250 hours per month, the troop-contributing country will be reimbursed \$400,000, resulting in savings of \$100,000 for the Mission.

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

While acknowledging the challenges created by the security situation and noting the results of the survey of quick-impact projects, the Advisory Committee is of the view that the Mission should improve overall planning and conduct regular assessments of the projects. The Committee considers that, building on best practices and lessons learned of the assessments, resources should be deployed on the most impactful projects. The Committee trusts that updated and detailed information on project planning and assessment of the implemented projects will be presented in the context of the next budget submission (para. 55).

While noting the improvement in the implementation of programmatic activities, the Advisory Committee is of the view that an implementation plan with medium- to long-term projects for the implementation of programmatic activities should be developed. The Committee also considers that the projects should be assessed regularly and based on best practices and lessons learned, and resources should be deployed to the most impactful projects. The Committee trusts that detailed information of the projects assessment and lessons learned will be presented in the context of the next budget submission (para. 58).

The Committee trusts that further information and efficiency measures on the use of renewable energy, including the public-private partnership agreement on the liquid storage system as a pilot project in Bamako, will be provided in the context of the next budget submission. The Committee makes further observations on environmental activities in its report on cross-cutting issues related to peacekeeping operations ([A/75/822](#)) (para. 59).

The Advisory Committee notes the underrepresentation of women among MINUSMA staff and trusts that the Mission will pursue further efforts to enhance the representation of female staff and will provide information thereon in future reports. The Committee discusses gender balance further in its report on cross-cutting issues related to peacekeeping operations ([A/75/822](#)) (para. 60).

The Mission continues to strengthen its oversight of quick-impact projects, building on lessons learned from previous periods and ensuring timely implementation and expenditure for all projects. Following the quick-impact projects survey, the Mission put in place a series of measures to improve oversight and effectiveness, including the establishment of a database (the project funds management system) to oversee and track project implementation, bi-weekly coordination meetings with regional teams overseen by the Senior Programme Management Officer and bi-weekly coordination meetings with the Finance and Budget Section to review expenditures. Efforts to improve the impact of quick-impact projects will also be strengthened through the use of the Comprehensive Planning and Performance Assessment System.

Programmatic activities are essential for the implementation of Mission priorities. The Mission continues to improve assessment and resource allocation for programmatic funding, including through comprehensive expenditure analysis and assessments. The Mission is using several tools to improve performance and impact assessments, such as the Umoja strategic management application to track implementation of activities and the Comprehensive Planning and Performance Assessment System to improve the assessment their impact, as well as a coordination mechanism to review and assess programmatic proposals and progress against objectives.

Pending ratification of the contract with the vendor by the Procurement Division and alleviation of supply chain issues that arose globally in the context of the COVID-19 pandemic, it is expected that the system will be installed in Bamako in the first quarter of 2022 for the start of the pilot phase. Data on the operations as well as carbon dioxide emissions will be shared in the related budget period.

As at 31 August 2021, 26 per cent of MINUSMA staff were female. A review of gender parity by duty station highlights the correlation between the hardship of the duty station and female representation, with Bamako at 32 per cent and some of the most remote and difficult duty stations at 3 per cent (Tessalit), 11 per cent (Kidal) and 12 per cent (Ménaka). MINUSMA is committed to continuing to make efforts to improve gender balance, in line with its gender action plan.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

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

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

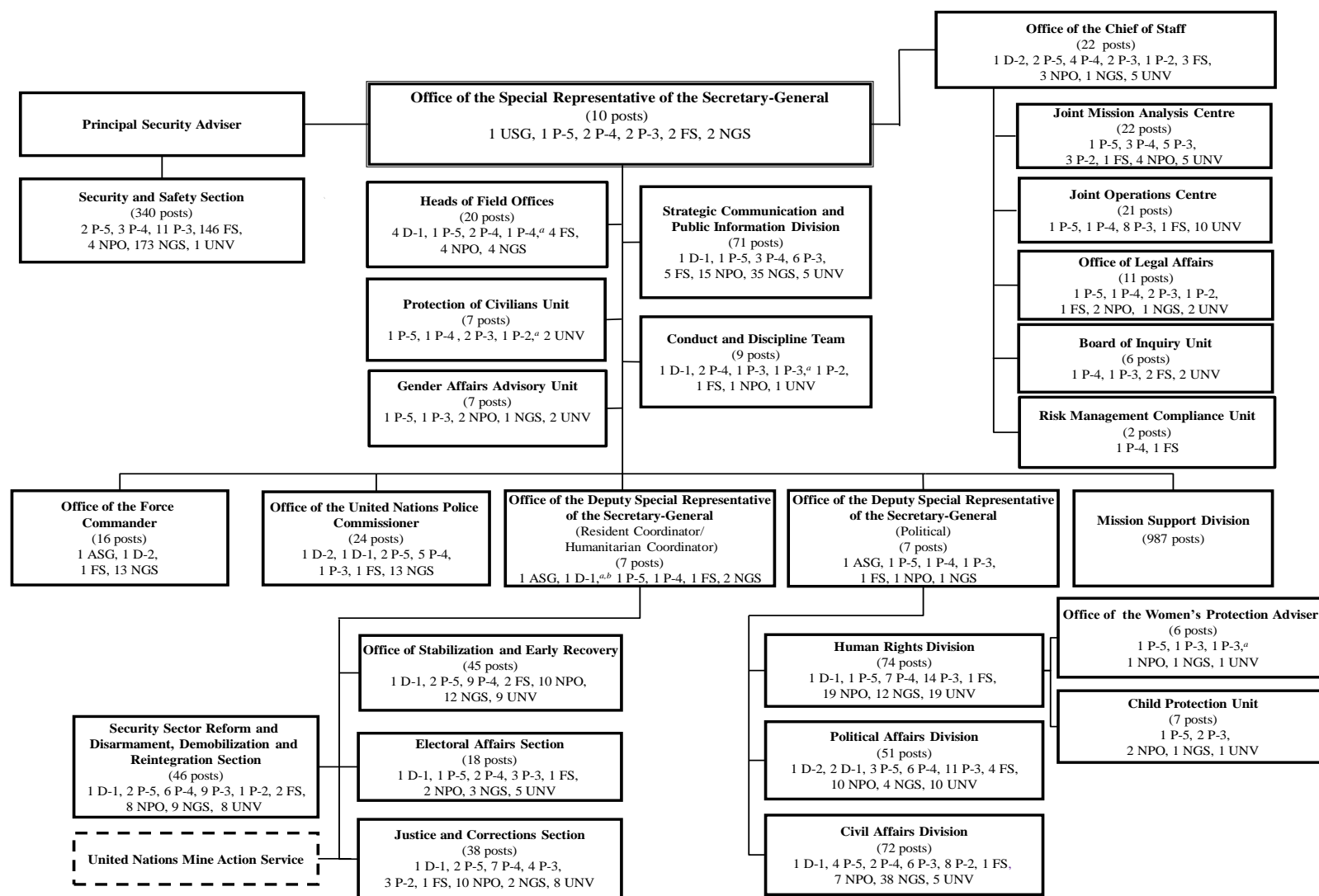
- **Mandate:** variances caused by changes in the scale or scope of the mandate or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

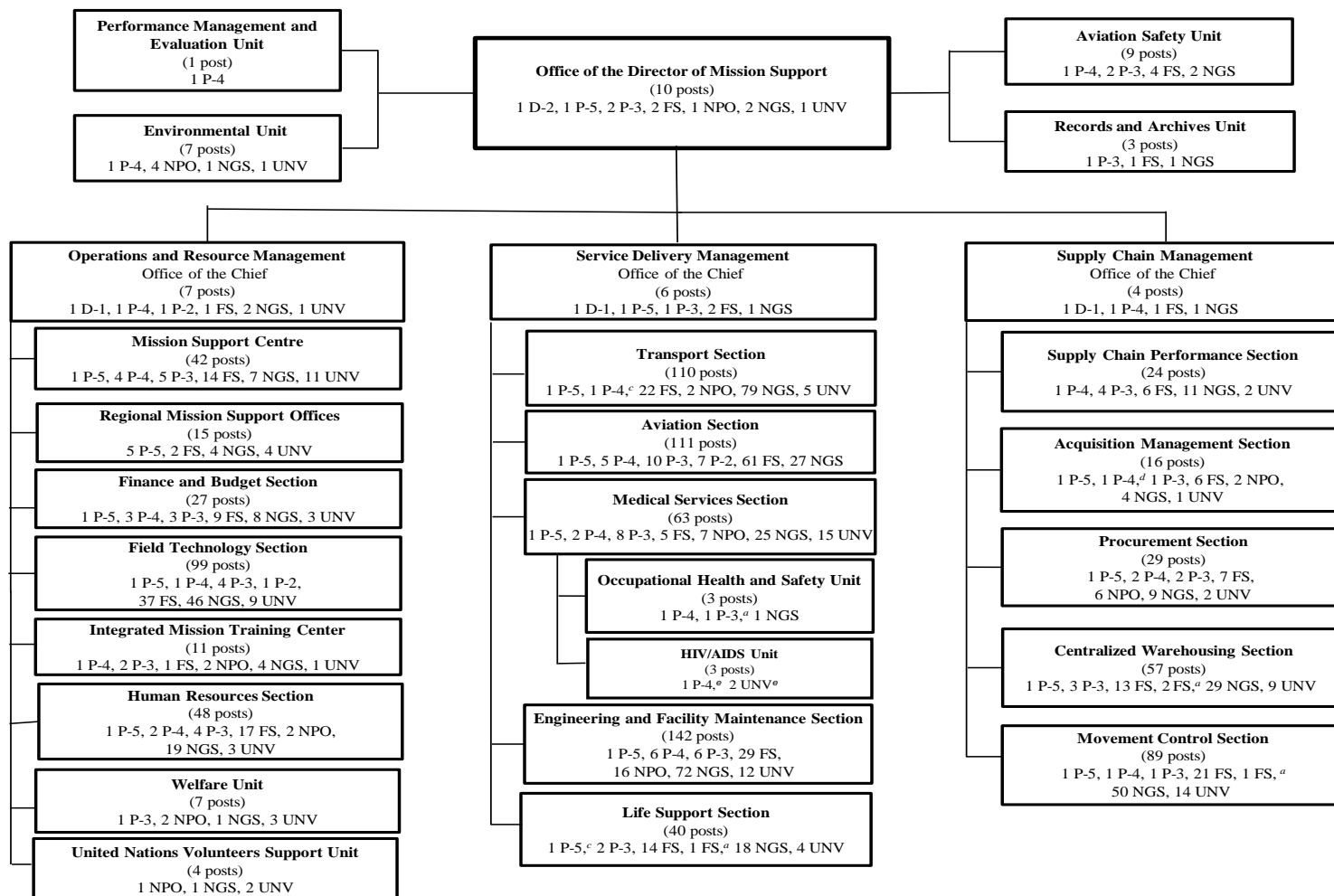
Annex II

Organization charts

A. Substantive and administrative offices



B. Mission Support Division



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

^a New post.

^b General temporary assistance.

^c Reclassification.

^d Reassignment.

^e Transfer of the HIV/AIDS Unit from the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator).

Annex III

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

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
<p>Effective and accountable governance for a peaceful, just and inclusive society</p> <p>World Food Programme (WFP): \$5,254,266</p> <p>United Nations Educational, Scientific and Cultural Organization (UNESCO): \$900,000 in 2022–2023</p> <p>United Nations Children's Fund (UNICEF): \$8,032,859 in 2022; United Nations Capital Development Fund (UNCDF): \$400,000 in 2022</p> <p>Food and Agriculture Organization of the United Nations (FAO): \$6,854,695 in 2022 and \$4,915,135 in 2023</p> <p>United Nations Population Fund (UNFPA): \$700,000 in 2022 and \$200,000 in 2023</p> <p>International Organization for Migration (IOM): \$456,000 in 2022</p> <p>United Nations Development Programme: \$500,000 in 2022</p>	<p>1. Population resilience is strengthened through a peaceful environment, human rights protection and positive cultural traditions</p>	<p>1.1 Explosives risks are reduced through enhanced national and community capacity</p> <p>1.2 The security sector is strengthened through the implementation of the national policy on security sector reform, including armed groups</p> <p>1.3 The technical capacities of institutions in charge of reconciliation and transitional justice processes and civil society are strengthened to promote reconciliation and the right of victims, including women, to truth, justice and reparation</p> <p>1.4 Communities achieve the technical capacity to strengthen social cohesion, and manage and prevent community conflicts, notably those related to natural resources and violent extremism</p> <p>1.5 The capacity of national stakeholders, including women and youth, to promote social cohesion, reconciliation, mediation and dialogue to facilitate the return and integration of internally displaced persons and refugees is enhanced</p> <p>1.6 Cultural heritage is protected and rehabilitated and tools for the promotion of diversity in cultural expressions are developed</p>	<p>Lead: UNDP and FAO</p> <p>United Nations partners: UNICEF, United Nations Industrial Development Organization (UNIDO), International Fund for Agricultural Development, UNFPA, WFP, World Health Organization (WHO), International Labour Organization (ILO), United Nations Human Settlements Programme (UN-Habitat), IOM</p>

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
<p>Effective and accountable governance for a peaceful, just and inclusive society</p> <p>UNICEF: \$4,660,592 in 2022; UNDP: \$29,014,649 in 2022 and \$28,056,977 in 2023</p> <p>UNFPA: \$1,400,000 in 2022 and \$100,000 in 2023; IOM: \$1,367,500 in 2022</p>	<p>2. Public institutions, media and civil society are strengthened in their roles and responsibilities for an efficient and inclusive governance towards the rule of law, peace and an accountable environment</p>	<p>2.1 The capacities of the National Assembly and public finance control structures (Accounts Section of the Supreme Court) are strengthened to improve accountability in the management of public policies</p> <p>2.2 The capacities of the State, the electoral management body and community-based organizations are strengthened to improve the credibility of electoral processes and promote greater participation, especially of women and young people</p> <p>2.3 The strategies and available action plans are operationalized for the reinforcement of decentralization and the consolidation of local governance</p> <p>2.4 The capacity of public institutions for democratic, transparent, credible and inclusive political processes is strengthened</p> <p>2.5 Capacities of civil society organizations and the media are strengthened to improve citizen control, the accountability of institutions and the participation of women and young people in public life</p> <p>2.6 The functioning of the judicial, penitentiary and anti-impunity bodies is improved throughout the national territory in a reformed legal framework in line with the principles of the rule of law</p>	<p>Lead: UNDP</p> <p>United Nations partners: UNICEF, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), UNFPA, Office of the United Nations High Commissioner for Refugees (UNHCR), UNCDF, IOM, United Nations Office for Drugs and Crime, FAO</p>

Priorities	Outcomes	Outputs	Lead, partners, mechanism
<p>More equitable access to quality basic social services</p> <p>WFP: \$154,398,174 (\$79,303,166 in 2022 and in \$75,095,008 in 2023)</p> <p>UNESCO: \$11,400,000 in 2022–2023</p> <p>UNFPA: \$10,794,420 in 2022 and \$5,312,872 in 2023</p> <p>UNICEF: \$83,262,079 in 2022; UNDP: \$300,000 in 2022 and \$300,000 in 2023</p> <p>Joint United Nations Programme on HIV/AIDS (UNAIDS) \$400,000 in 2022 and \$300,000 in 2023; IOM: \$1,733,000 in 2022</p> <p>FAO: \$5,714,474 in 2022 and \$1,618,354 in 2023</p>	<p>3. Vulnerable populations, including women, children, adolescents and youth, have more equitable access to quality basic social services, based on their specific needs by age and gender, including in humanitarian situations</p>	<p>2.7 Formal and informal national mechanisms for the promotion and protection of human rights have the institutional and technical capacities to better accomplish their missions in accordance with international standards</p> <p>3.1 Women, children and young people, especially the most vulnerable, use an integrated package of quality health services</p> <p>3.2 People, especially the most vulnerable, have access to quality HIV and AIDS prevention and care services</p> <p>3.3 Mothers and children, especially the most vulnerable or affected by the food and nutrition crises, benefit from a comprehensive package of nutritional interventions at the community and service levels</p> <p>3.4 Preschool- and school-age children and young people, especially the most vulnerable, have access to quality basic education</p> <p>3.5 Vulnerable groups (girls, boys and women) are protected against violence, abuse and exploitation and adequately cared for</p> <p>3.6 Vulnerable groups receive adequate social protection services</p>	<p>Lead: UNICEF and UNFPA</p> <p>United Nations partners: WHO, WFP, UNESCO, UNAIDS, UN-Women, FAO, UNHCR, Office for the Coordination of Humanitarian Affairs, UNDP, World Bank, IOM</p>

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
<p>Inclusive growth and environmental sustainability</p> <p>FAO: \$18,474,408 in 2022–2023</p> <p>WFP: \$44,351,002 (\$23,480,392 in 2022 and \$20,870,610 in 2023); UNICEF: \$8,296,959 in 2022; UNDP \$16,250,000 in 2022 and \$16,250,000 in 2023</p> <p>UNESCO: \$12,400,000 in 2022–2023</p> <p>UNFPA: \$100,000 in 2022 and \$100,000 in 2023; IOM: \$698,000 in 2022</p>	<p>4. Disadvantaged populations, particularly women and young people, benefit from increased productive capacities and opportunities in a healthy and sustainable environment</p>	<p>4.1 Disadvantaged populations and family farms benefit from technical skills, income-generating capabilities and activities to improve food and nutrition security</p> <p>4.2 State structures, the private sector, the diaspora and civil society have technical skills and means to improve productive and commercial capacities to promote green and inclusive growth</p> <p>4.3 The implementation of national policies for job creation and women's entrepreneurship promotes better socioeconomic integration of young people and women</p> <p>4.4 Vulnerable populations have a better living environment through sustainable access to water and adequate sanitation</p> <p>4.5 The resilience of populations to climate change is reinforced by the implementation of policies to promote the increased use of new and renewable energies, energy efficiency through adaptation to climate change and disaster risk reduction</p> <p>4.6 People and other actors affected by desertification and deforestation have increased capacity to manage natural resources sustainably and protect biodiversity and ecosystems</p>	<p>Lead: UNDP and FAO</p> <p>United Nations partners: FAO, UNCDF, WFP, UNDP, UN-Women, WHO, UNIDO, UNESCO, UNICEF, IOM, UNFPA</p>

Map

