



General Assembly

Distr.: General
19 February 2021

Original: English

Seventy-fifth session

Agenda item 165

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 2021 to 30 June 2022

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 2021 to 30 June 2022, which amounts to \$1,183,917,900.

The proposed budget in the amount of \$1,183,917,900 represents an increase of \$533,200, or 0 per cent, compared with the apportionment of \$1,183,384,700 for the 2020/21 period.

During the period from 1 July 2021 to 30 June 2022, 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). In addition, the Mission will support the ongoing political transition, as requested by the Security Council in the presidential statement of 15 October 2020 (S/PRST/2020/10, final paragraph).

The budget provides for the deployment of 13,289 military contingent personnel, 345 United Nations police officers, 1,575 formed police unit personnel, 827 international staff, 905 national staff, 206 United Nations Volunteers and 19 government-provided personnel.

The total resource requirements for MINUSMA for the financial period from 1 July 2021 to 30 June 2022 have been linked to the Mission's objective through a number of results-based budgeting frameworks, organized according to components (support for the political transition and implementation of the peace agreement and reconciliation in Mali; protection of civilians and security support; promotion and protection of human rights and reconciliation; extension 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 (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
Military and police personnel	522 294.3	493 922.9	488 350.5	(5 572.4)	(1.1)
Civilian personnel	195 739.0	196 654.7	224 282.8	27 628.1	14.0
Operational costs	418 875.6	492 807.1	471 284.6	(21 522.5)	(4.4)
Gross requirements	1 136 908.9	1 183 384.7	1 183 917.9	533.2	0.0
Staff assessment income	17 350.8	17 365.3	17 980.4	615.1	3.5
Net requirements	1 119 558.1	1 166 019.4	1 165 937.5	(81.9)	(0.0)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 136 908.9	1 183 384.7	1 183 917.9	533.2	0.0

Human resources^a

	<i>Military observers</i>	<i>Military contingents</i>	<i>United Nations police</i>	<i>Formed police units</i>	<i>Inter- national staff</i>	<i>National staff^b</i>	<i>Temporary positions^c</i>	<i>United Nations Volunteers</i>	<i>Government- provided personnel</i>	<i>Total</i>
Executive direction and management										
Approved 2020/21	–	–	–	–	100	76	–	31	–	207
Proposed 2021/22	–	–	–	–	100	76	–	32	–	208
Components										
Support for the political transition and implementation of the peace agreement and reconciliation in Mali										
Approved 2020/21	–	–	–	–	35	19	–	14	–	68
Proposed 2021/22	–	–	–	–	35	19	–	15	–	69
Protection of civilians and security support										
Approved 2020/21	40	13 249	350	1 570	57	89	–	13	–	15 368
Proposed 2021/22	–	13 289	345	1 575	57	89	–	13	–	15 368
Promotion and protection of human rights										
Approved 2020/21	–	–	–	–	35	39	–	25	–	99
Proposed 2021/22	–	–	–	–	35	39	–	25	–	99
Extension of State authority and rule of law										
Approved 2020/21	–	–	–	–	32	34	–	17	19	102
Proposed 2021/22	–	–	–	–	32	34	–	17	19	102
Support										
Approved 2020/21	–	–	–	–	566	648	2	104	–	1 320
Proposed 2021/22	–	–	–	–	568	648	–	104	–	1 320
Total										
Approved 2020/21	40	13 249	350	1 570	825	905	2	204	19	17 164
Proposed 2021/22	–	13 289	345	1 575	827	905	–	206	19	17 166
Net change	(40)	40	(5)	5	2	–	(2)	2	–	2

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

^b Includes 150 National Professional Officers and 755 national General Service staff.

^c Funded under general temporary assistance (2 international staff).

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

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) was established by the Security Council in its resolution [2100 \(2013\)](#). The most recent extension of the mandate was authorized by the Council in its resolution [2531 \(2020\)](#), by which the Council extended the mandate until 30 June 2021, maintaining two strategic priorities. On 15 October 2020, through a presidential statement ([S/PRST/2020/10](#)), the Council reaffirmed the Mission's mandate and strategic priorities and further requested MINUSMA to support the ongoing political transition following the ousting of the President, Ibrahim Boubacar Keita, in a coup d'état on 18 August 2020.

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 two strategic priorities and to support the political transition in 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. The frameworks are organized according to components (support for the political transition and implementation of the peace agreement and reconciliation in Mali; protection of civilians and security support; promotion and protection of human rights and reconciliation; extension 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 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 2020/21 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 2021/22 period include the following:

(a) The political and security situation in Mali will remain highly variable, with the country undergoing a political transition leading to new elections while complex security challenges, including terrorist threats, remain acute. MINUSMA will reprioritize and realign its core activities within existing resources, as required, to address the changing context and ensure effective mandate delivery and support for the political transition;

(b) Implementation of the transitional political process and the 2015 peace agreement and reconciliation in Mali will be at the forefront of the agendas of the national transitional Government and signatory armed groups (including the

Coordination des mouvements de l'Azawad and the Platform coalition of armed groups). As such, support for the parties and other Malian stakeholders in the implementation of the peace agreement will continue as the primary strategic priority of the Mission;

(c) As its second strategic priority, the Mission will continue to support the Malian authorities in the implementation of a politically led stabilization strategy for the centre and the protection of civilians, notably by providing support for the extension of State authority, the rule of law and the fight against impunity. This support and its modalities, in particular with regard to the rule of law, security sector reform and disarmament, demobilization and reintegration, should be guided by increased results-based approaches in order to increase efficiency and credibility with Malian authorities, the population and international partners;

(d) Reconfiguration in the context of the whole-of-mission adaptation plan will continue, including deployment of uniformed personnel and equipment, infrastructure and assets to ensure more effective responses to the first and second strategic priorities through a nimble and responsive posture in the changing country context. MINUSMA will have adjusted the timeline of the Mission's adaptation, as it is anticipated to have been negatively affected by restrictions in connection with the coronavirus disease (COVID-19) pandemic and the change in government. The Mission anticipates that it will have completed most of the movements and consolidation of the contingents initiated in 2020 from Timbuktu to Mopti by June 2021. However, it is anticipated that the adaptation will encounter delays in the expansion of the camps in Mopti and Gao, initially planned to be completed by April 2021. As a result, some approved activities and related costs, primarily for camp expansion and aviation, have been deferred and included in the budget proposal for the 2021/22 period;

(e) The Mission will continue to improve its measures to prevent the spread of COVID-19, and the pandemic has added complexity to existing crises and to the implementation of MINUSMA activities. National restrictions will continue to limit certain activities and will require continued the adaptation of substantive, military and police activities. It is expected that COVID-19 will continue to delay certain procurement and infrastructure processes; however, the Mission will continue its efforts, in an integrated manner, to mitigate negative impacts and ensure progress towards its strategic objectives.

Support for the political transition and implementation of the peace agreement and reconciliation in Mali

7. The political transition that began in September 2020 will continue to merit proactive and dedicated assistance from the Mission, in line with the request of the Security Council to provide such support ([S/PRST/2020/10](#), final paragraph). As the transition process enters the second half of its 18-month lifespan, the transitional Government will look to active international engagement to maintain the initial momentum on the transition charter, and to advance progress on improved standards of governance (including decentralization) and rule of law in line with the transition road map. In keeping with the mandate of MINUSMA, the Special Representative of the Secretary-General and all components of the Mission will use their good offices and initiatives to closely work with the President, Prime Minister and other officials of the transitional Government and to engage opposition movements, including the Mouvement du 5 juin-Rassemblement des forces patriotiques (M5-RFP), and parties to address differences and promote ongoing, inclusive dialogue on the timely adoption of key reforms. These efforts will serve to reinforce the foundation of participatory governance initiated by the national inclusive dialogue conducted in 2019 and will continue to facilitate the recommendations of the 2019 dialogue. In particular and in

further response to the discontent that fuelled the political crisis of 2020, public consultations on constitutional reform will need to be proactively advanced, and a road map for the constitutional reform process will need to be established.

8. The transition process will warrant ongoing political engagement and good offices as well as technical and logistical assistance to deliver lasting progress in key areas of the transitional Government's transition charter reform agenda: (a) the re-establishment and reinforcement of security throughout Mali; (b) the restoration and extension of State authority; (c) the promotion of good governance; (d) electoral reforms and the holding of national elections; and (e) the implementation of the 2015 peace agreement and reconciliation. Public expectations and scrutiny by opposition movements and parties will remain high as the transitional Government's governance and reform agenda is implemented, with the continuing potential for mass demonstrations and generalized unrest if reform milestones are missed. Nevertheless, the transition will continue to provide an opportunity to build trust between the Government, opposition groups and the general public, which is an essential requirement to further facilitate the implementation of the 2015 peace agreement and support the electoral processes in connection with the political transition.

9. It is significant that the transition charter agenda includes explicit references to renewed implementation of the 2015 peace agreement. This signals a high-level commitment by the transitional Government to the peace process, as does the presence of signatory movements in the Government itself. Signatory parties to the peace agreement will remain committed to the implementation process in partnership with the transitional Government but will also expect improved progress in implementation of the peace agreement road map, including decentralization and the deployment of the reconstituted Malian Defence and Security Forces. Support for the implementation of the peace agreement remains the primary strategic priority for MINUSMA, and good offices efforts by the Mission will focus on ensuring this renewed commitment by the parties, including the transitional Government, to the terms and overall road map of the peace agreement. The commitment of all parties will be essential to ensure that the peace process remains on track and to accelerate its implementation.

10. The engagement and ownership of key national stakeholders and of the Malian population will continue to be a key factor in the successful implementation of the peace agreement. With the interim national institutions, in particular the National Transition Council, it will be necessary for the Mission to redouble its efforts to promote broad-based public participation and engagement in the implementation of both the transition and the peace agreement, including by women's and youth associations. In particular, the Mission will ensure that hard-won achievements resulting from the high-level workshop on women's participation in the peace agreement held in January 2020 and women's participation in the 2020 legislative elections are not undermined and that its recommendations are implemented. Emphasis will be placed on the continued provision of support to women's networks and leaders, gender mainstreaming and coordination for the advancement of political processes, and the fight against gender-based violence. The increased participation of women in peace agreement mechanisms – as seen in the recent inclusion of nine women in the Agreement Monitoring Committee – and in elective positions will also be further prioritized, with the national electoral process serving as an opportunity to promote the increased representation of women in elective positions.

11. MINUSMA will also continue to engage with the signatory parties of the peace agreement to address any tensions between the transitional Government and the Coordination des mouvements de l'Azawad and the Platform coalition of armed groups. Such tensions could arise, in particular, around limited or selective implementation of parts of the peace agreement by the transitional Government, while

the Coordination des mouvements de l'Azawad and the Platform coalition of armed groups may use the transition period to further extend and secure their position in the northern region. These risks may, in turn, have consequences for the stability of the overall process and require flexibility in adapting the Mission's responses. In this context, MINUSMA will focus its good offices and mediation efforts, including new and adapted frameworks for dialogue and consultations, to foster ongoing participation and support from the armed groups/movements and the northern region for the political transition.

12. Progress in the political transition will also require the Mission to support a renewed and reformed electoral cycle through the organization of elections, including the constitutional referendum and national legislative and presidential elections, by March 2022. In line with the transition charter, the Mission will support national authorities in the further reform and capacity development of an independent electoral administration and engage with political actors and civil society, including women's and youth groups, to promote broad participation in these key electoral processes and the prevention and mitigation of electoral conflicts to ensure a peaceful, transparent and credible referendum and elections in 2021 and 2022. In the light of the national electoral requirements for this period, the previous focus on senatorial, *cercle*, regional and municipal elections as part of a successful territorial restructuring process would be deprioritized accordingly. The Mission will continue to engage national and international stakeholders and partners, such as the United Nations country team, in supporting the elections to best leverage comparative advantages, competencies and funding mechanisms.

Protection of civilians and security support

13. It is anticipated that the security situation will continue to remain volatile and challenging during the 2021/22 period, with terrorist armed groups and other non-State armed groups continuing to pursue violent attacks with increased sophistication and complexity against the local population and national and international forces. Protection of civilians will accordingly continue to be threatened and difficult to achieve, with central Mali requiring MINUSMA to dedicate the majority of its activities to responding with robust security and protection measures. The increased incidence of armed conflict in the centre will thus remain a driver of insecurity and intercommunal conflict, although the mission adaptation will start to have some results in terms of the increased flexibility and mobility of MINUSMA civilian and police personnel, and notably the force component's integrated response capacities.

14. Good offices and mediation to promote reconciliation and social cohesion, and complementary support for Malian efforts to reduce intercommunal tensions and prevent conflict escalation will continue as a priority at all levels and will be particularly necessary to provide support for the politically led stabilization strategy in the centre. In the centre, the Mission will need to further increase community engagement as well as prevention, early warning and protection mechanisms, including mediation, reconciliation, local and intercommunal conflict resolution, and public information. The Mission will also continue coordinated efforts with the Malian Defence and Security Forces on the physical protection of populations at risk in both the centre and the north, and integrated efforts with the United Nations country team and agencies, funds and programmes to promote and expand the wider protective environment in these areas.

15. The humanitarian situation, in particular in the centre, will likely 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 the effective delivery of humanitarian assistance, in particular in the Mopti and Ménaka regions. The

humanitarian country team and other relevant actors will require a safe and secure environment in order to provide 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 extension of State authority in the 2021/22 period, including support for national elections for the re-establishment of a democratic Government.

16. A more proactive response to protection of civilians incidents will require the continued development and dynamic implementation of a comprehensive and integrated approach in order to ensure long-lasting effects on the ground. Early warning and response, community engagement and protection mechanisms, integrated planning, risk education, information-sharing, data acquisition and operational messaging will continue to be required to ensure that this comprehensive protection of civilians approach can meet the requirements set out in Security Council resolution [2531 \(2020\)](#). In line with this requirement, mission adaptation will continue to focus on an integrated response towards the second strategic priority. A mobile task force, enabled through mission adaptation, will be key to enhancing the responsiveness of the Mission regarding the protection of civilians and to facilitating a secure environment for the implementation of civilian activities, including the implementation of the integrated strategic framework and the delivery of development projects. To this end, the forward command post in Gao will flexibly deploy the mobile task force to incidents that require protection of civilians across Mali.

17. The poor condition of Malian infrastructure alongside the country's expansive area will continue to impede access and lengthen response times to regions for all components of MINUSMA. Utility helicopters and intelligence, surveillance and reconnaissance assets will continue to be an essential component of mission adaptation for the protection of civilians and security support, including through the provision of resupply and transport of the Malian Defence and Security Forces in remote regions. In addition to transportation, the ability to deploy support functions from established bases will be necessary to ensure that mission forces are not limited to operating in areas localized to their infrastructure. This mobile support would include, but not be limited to, command posts, medical teams and refuelling capabilities. The forward command post in Gao and the mobility of increased numbers of deployed elements will also amount to an increased investment in protection of civilians operations, including transport and infrastructure. Considering the requirements for aviation assets to complete mission adaptation and implement the mobile task force, the shortfall of pledged aviation assets by Member States for the 2020/21 period will alternatively be contracted through commercial solutions, with limitations compared to military aviation assets.

18. The progressive transfer of responsibilities to the Malian Defence and Security Forces continues as a fundamental goal to achieving security and protection for the population. The sustainability of these efforts requires progress with broader security sector reform. The Malian Defence and Security Forces units will require additional and continuous partner assistance, from their individual recruitment to the time they are capable as units, in order to become operationally effective in their sectors. This may include short-term logistical and transportation support, with additional requirements for partnered and embedded mentorship and assistance to develop the internal Malian Defence and Security Forces capabilities that allow for independent action, as provided for in the 2017 agreement with the Malian armed forces. Continued engagement and capacity development, including with international partners, such as the European Union, will be necessary to promote effective capacity-building and deployment of the Malian Defence and Security Forces. In the areas into which the Malian Defence and Security Forces units are being reintroduced, the Mission will support renewed engagement on training and the promotion of protection of human rights and the broader protection of civilians.

19. Moreover, to enable the deployment of personnel and protection of civilians in a high-threat environment, efforts to enhance the long-term ability of the Malian Defence and Security Forces to respond to and mitigate explosive threats is required. The steady intensity of the threat of explosive devices, both in northern and central Mali, will require MINUSMA, through the Mine Action Service, to continue to provide critical support for improvised explosive device threat mitigation. This complementarity of capabilities in the distinct roles between the MINUSMA force, MINUSMA police and the United Nations Office for Project Services will ensure the continued resource-effective and flexible delivery of mine action services on behalf of MINUSMA.

20. MINUSMA will continue to support the national disarmament, demobilization and reintegration programme through administrative, technical and financial assistance in order to support the provisions for the demobilization of signatory armed groups and the redeployment of reformed and reconstituted units of the Malian armed forces/Malian Defence and Security Forces in the north, as outlined in part III of the peace agreement. In particular, intensive support will be required for the completion of the accelerated disarmament, demobilization and reintegration of signatory armed groups and the operationalization of the reconstituted Malian Defence and Security Forces units in Kidal, Gao, Timbuktu and Ménaka, with a view to their assuming increasing security responsibility. MINUSMA assistance will be required for their redeployment, including through operational, logistical and transportation support during coordinated operations and medical evacuation. In addition, the Mission will implement complementary community violence reduction programmes in support of these efforts.

21. The redeployment of the reconstituted Malian Defence and Security Forces to northern Mali and the return of the regular Malian forces to central Mali both remain vital for the implementation of the Mission's two strategic priorities. Without the increased presence and professionalization of the Malian Defence and Security Forces in the north and centre of the country, the security and protection situation will continue to deteriorate, resulting in further public rejection of Malian State authority and the concomitant increase in the activity and influence of radical, terrorist and local self-defence groups at the expense of sovereign control.

Promotion and protection of human rights and reconciliation

22. The national transition period may lead to increased violations of human rights that will warrant increased and prioritized monitoring and protection programming by the Mission and its partners. Lack of ownership by the transitional Government may impede advancement and full implementation of activities and action plans related to the protection and promotion of human rights. Support for human rights will thus be a continuing priority and will include focused efforts to engage the national transitional authorities on core human rights and international humanitarian law issues.

23. The focus will be placed on strengthening national ownership of prevention, protection, service delivery and accountability for 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 need to engage authorities in the transitional Government on the implementation of the four strategic areas of the action plan: prevention, protection, care or management of survivors and the fight against impunity. MINUSMA will also continue to advocate with all relevant parties to fully implement the protocol on the transfer of children captured in military operations to civilian child protection actors and urge armed group leaders to release all children from their ranks and end all grave violations against children.

24. Monitoring and reporting on violations and abuses of human rights as well as the fight against impunity will continue to merit priority attention across Mali. The focus will continue to be placed on the protection and promotion of human rights in the centre as insecurity and weak justice systems persist. Proactive engagement, good offices and stronger collaboration with various stakeholder groups, including ministries and civil society, will be essential for MINUSMA to make necessary progress in the investigation of, and reporting and monitoring on, violations of human rights related to conflict-related sexual violence, grave violations against children in situations of armed conflict, internally displaced persons and other vulnerable groups. Community alert networks and civil society will become increasingly important for both the human rights and protection of civilians areas of the Mission's work.

25. In the north, renewed support will need to be provided to the Platform coalition of armed groups for the signing and implementation of the action plan to end grave violations of the rights of children. Priority focus will also be maintained on the strengthening of the capacity of non-State actors and international forces in Mali in international human rights and humanitarian law, international refugee law, and monitoring and reporting on violations and abuses of human rights.

Extension of State authority and rule of law

26. The Mission will continue to support the restoration and extension of State authority, the rule of law and the fight against impunity throughout the country, with a focus on enabling the effective functioning of the northern and central regions and interim administrations, thereby contributing to stabilization efforts in the centre. At the national level, in the context of the transition charter and road map, the Mission will also prioritize essential technical assistance, in coordination with partners, for legal reforms in the areas of constitutional reform and electoral laws and regulations. Such progress at the national level will be essential to the success of the transition and to the broader extension of State authority and the rule of law throughout Mali.

27. In the light of the fragile political transition period and instability in the representation of State authority, support to governmental authorities will need to be carefully considered, with approaches tailored to the local conditions in both the centre and the north. MINUSMA will re-evaluate which local authorities are to be supported and how they should be supported to ensure legitimacy and coherence in the Mission's approach.

28. While the transitional Government will be undertaking institutional reforms to restore national State authority, an increase in the deployment and operationalization of civil and judicial authorities will depend on the implementation of these reforms. In line with its mandate and in support of the transition charter and peace agreement, MINUSMA will renew its readiness to support the transfer of State services to decentralized or deconcentrated *collectivités territoriales* and the operationalization of the interim administrations at all levels (regional, *cercle* and municipal). MINUSMA will also maintain its support for the capacity development of local officials (prefects, deputy prefects and sub-prefects) in the north and centre of the country in key public administration services, protection of civilians, social cohesion and decentralization. In line with the peace agreement, MINUSMA will also provide renewed support for the effective participation of local government in the framework of the Northern Development Zone, in collaboration with relevant partners.

29. In central Mali, MINUSMA will also continue to support State and local authorities in implementing the Government's politically led stabilization strategy for central Mali. The Mission will work with national and local institutions to extend State authority in the central region of the country, through the deployment and full operationalization of the Malian Defence and Security Forces, combined with

technical and programmatic support for justice and the rule of law. The redeployment of the reformed and reconstituted Malian Defence and Security Forces is required to create a conducive environment for the return of civilian administration in the centre, as in the north of the country. This will be particularly important to facilitate the increased presence and capacity of the criminal justice system to fight against impunity, as well as the provision of basic social services for the population. The Mission will continue to enhance the effectiveness of Malian criminal justice chain institutions, including prisons, as a critical prerequisite for strengthening confidence between local populations and the State's justice and security actors.

30. A particular focus will be placed on monitoring the functioning of the military justice system. Increased effort will be placed on the fight against impunity, with technical support for judicial authorities on the detention, investigation and prosecution of individuals suspected of terrorism-related crimes, mass atrocities and transnational organized crime, as well as monitoring the judicial response to emblematic cases, including intercommunal violence in the centre of the country. The Mission will continue to prioritize support to fight such violations and abuses of international human rights law and violations of international humanitarian law by bringing to justice and holding accountable the individuals accused of perpetrating the massacres that killed hundreds of civilians in 2019 and 2020 and by holding the corresponding trials.

31. The absence of an overarching nationally led strategy on the extension of State authority will continue to require the Mission and various State and local actors to negotiate the content and the approaches taken in extending State authority, which impedes lasting efforts. The Mission will work with the transitional Government and with national and local partners on an effective and integrated approach for this priority area. This will merit a focus, as well, on national capacities in key institutions. For example, the Malian State continues to face significant challenges in deploying civil administrators to both the centre and north of the country, in part owing to physical security concerns. While the national guard is mandated to provide physical security for government institutions, elected officials and administrative institutions, its capacities have instead been diverted to reinforce operations of Malian Defence and Security Forces. Such near-term shortfalls in core State police and rule of law capacities may require the increased intervention of MINUSMA police activities in support of protection of civilians, the fight against impunity and stabilization through confidence-building among the population, civil society and State representatives.

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

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

Mission support initiatives

34. The budget proposal for the 2021/22 period includes mission support initiatives that reflect the continuation of the implementation of the whole-of-mission adaptation plan. In addition, the proposed initiatives are aligned to support the two strategic priorities outlined in the Security Council resolution [2531 \(2020\)](#), as well as to improve the security of peacekeepers and provide support during the legislative and presidential elections.

35. While the Mission has completed a number of construction projects to accommodate the reconfiguration of uniformed personnel to support the adaptation of the force, MINUSMA will continue the development of facilities and infrastructure to facilitate all new deployment of uniformed contingent personnel as well as the intra-mission redeployment of force units and their contingent-owned equipment in Gao, Timbuktu, Kidal and Mopti.

36. Specifically, a wide range of proposed construction activities in Timbuktu, Gao and Mopti are directly associated with the mission adaptation concept and the enhancement of the Mission's operational capacity, and the proposed activities include requirements for the use of early warning capabilities and the requirements of the mobile task force for enhanced responsiveness. The proposed projects comprise the construction of offices and additional accommodations, the improvement of existing living and working space for all mission personnel, and the construction of critical infrastructure for the deployment and maintenance of air mobility and intelligence, surveillance and reconnaissance assets.

37. In addition, the Mission will continue the completion of accommodations for existing and additional uniformed and civilian personnel, and initiate the process to standardize and provide enhanced secure accommodations to all categories of mission personnel in all camps in the regions. Infrastructure for surge troop deployment of up to 300 troops will be established for Bamako to cater to the Mission's security evacuation plan.

38. This includes the expansion of existing camps owing to the redeployment of troops to different locations, in particular, Gao, Kidal and Mopti as part of the mission adaptation plan. In Timbuktu and Mopti, where the mission adaptation plan includes internal redeployments, existing facilities will require renovation and redesign. This includes retrofitting facilities, repairs and any replacements that may be required, including upgrading of existing services. New camp developments in Gao, Kidal and Mopti initiated during the 2019/20 and 2020/21 periods will continue into the 2021/22 period, to compensate for delays in connection with the COVID-19 pandemic and the protracted process of requisite land allocation by the Government of Mali. Security enhancements of existing camp infrastructure, such as to the bunkers, access controls and perimeter defences, approved for the 2020/21 period, inclusive of acquisitions of materials and installation and services, that were delayed in connection with the COVID-19 pandemic will be implemented during the 2021/22 period. These projects are included in the budget proposal.

39. In adherence with the United Nations environment policy, the Mission will continue with the improvement of sludge treatment facilities and wastewater treatment plants in Bamako, Gao, Timbuktu, Kidal and Mopti to address environmental issues. Efforts to decrease reliance on fossil fuel for energy requirements will increase, in particular, given that the proof of concept of the test case is on track for implementation in the 2020/21 period. The Mission will continue greening of the camps and, with groundwater assessment support from Headquarters, will ensure that wide water resources are determined and that they can be managed to ensure sustainability of existing camps in relatively remote locations.

40. The Mission will establish a level II hospital capability in Mopti and relocate the existing damage control surgery/trauma capabilities from Mopti to Ménaka,

including the deployment of an aeromedical evacuation team, to improve access to medical services for mission personnel in Ménaka.

41. The Mission plans to establish a new turnkey fuel contract by August 2021, with enhanced requirements adapted to its increased operational needs. The enhancements comprise mobilization of additional storage facilities, high-mobility delivery tankers and robust recovery capability, which is essential to navigate the deteriorated conditions of the supply routes and increased threats to convoys. This requirement is based on the actual ground requirements and the lessons learned from actual operations with the increased risk to the troops that were escorting convoys.

42. In the budget proposal for the 2021/22 period, MINUSMA will continue to improve the protection of its camps in the regions. The Mission will deploy additional technology systems, such as camp surveillance suites and access control, in Aguelhok, Ansongo, Ber, Goundam and Douentza, a perimeter intrusion detection system at Gao airport and counter-unmanned aerial systems in all its camps, with the dual purpose of increasing the safety and security of MINUSMA personnel and releasing troops currently dedicated to camp protection for operational activities directly related to the implementation of core mandate priorities, such as protection of civilians.

43. The Mission will continue to enhance aviation forces and related infrastructure (medium utility helicopters, light armed helicopters, manned and unmanned intelligence, surveillance and reconnaissance units) through 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. Ammunition storage facilities will be centralized and firefighting facilities will be enhanced to further strengthen the safety and security of mission personnel, in particular uniformed personnel, and minimize the risk from the unintended explosion of ammunition. In support of aviation requirements to enhance access to remote locations and increase operational capability in the northernmost areas of the Mission's operations (Kidal, Tessalit and Aguelhok), the new airfield in Kidal will be completed and the existing airfield in Tessalit will be rehabilitated and maintained. Helicopter landing sites in other remote locations will be refurbished or upgraded with concrete surfaces and lighting to allow night operations. Several new hangars and the repair and upgrading of existing hangars are planned.

44. The Mission, in cooperation with Headquarters counterparts, will continue to explore new innovative technology solutions and ways to obtain optimum intelligence, surveillance and reconnaissance services, pricing models and the standardization of unmanned aerial systems or manned intelligence, surveillance and reconnaissance platforms.

45. The improvement of Internet connectivity in all MINUSMA camps is a critical requirement to allow the efficient use of new communications and information technology applications and cloud services. An increase in satellite bandwidth, an improvement in network efficiency through the implementation of a software-designed wide area network and the application of long-term evolution solutions will enhance connectivity inside the camps. In addition, the Mission will continue to upgrade its telecommunications infrastructure in Bamako to support personnel working remotely from home during quarantines, protests and other unplanned events.

46. The budget proposal for the 2021/22 period includes changes to the staffing establishment of the Mission in the context of a mission-wide review of the realignment of posts as part of the mission adaptation plan and to address evolving operational requirements. The reassignment, reclassification, conversion and redeployment of functions is required to achieve the overall realignment of posts in this regard. In particular, the proposed staffing changes are aimed at strengthening the executive direction management and, within the support component, these changes are aimed at

recognizing ongoing functions that are critical for long-term operational support and ensuring adequate oversight. Through this proposal, the Mission will continue its efforts to successfully recruit qualified female candidates to ensure gender balance.

C. Regional mission cooperation

47. Cooperation with regional partners is essential for the implementation of the Mission's mandate. Through the *Comité de suivi de l'Accord*, which consists of members of the international mediation team lead by Algeria, as well as regional and international partners of Mali, the Mission will continue to play an important role in helping advance the implementation of the peace agreement. Regional actors, including those focused on security support, will pursue their respective mandates by implementing different, but complementary, activities to promote peace and security in Mali. In the light of the national political transition and the priorities outlined by the Government of Mali in its transition charter, such cooperation at the regional level takes on added importance to ensure coordinated support.

48. The African Union, through the African Union Mission for Mali and the Sahel, the Group of Five for the Sahel, the Economic Community of West African States (ECOWAS) and the European Union and its missions, as well as Algeria, France and States in the subregion, will continue to remain key partners in support for the political transition and the peace process. During the 2021/22 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 exchange of information and experiences. This cooperation, jointly with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), will also extend to issues related to the women and peace and security agenda, in line with Security Council resolution [1325 \(2000\)](#).

49. 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 and intelligence, focused on threats posed by terrorist groups, 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 French forces, as well as cooperation with the European Union, the European Union training mission in Mali and the European Union capacity-building mission, in an effort to increase complementarity and focus on their respective mandates. In the centre, the Mission and the European Union will further strengthen cooperation and increased complementarity of efforts in support of the implementation of the national stabilization strategy.

50. The Joint Force of the Group of Five for the Sahel will remain critical in fighting extremist armed groups and organized crime. During the 2021/22 period, the Mission will continue to support the Joint Force of the Group of Five for the Sahel in line with the recommendation of the Security Council in its resolutions [2391 \(2017\)](#) and [2531 \(2020\)](#). The tripartite mechanism, comprising the Joint Force of the Group of Five for the Sahel, the United Nations and the European Union, will also continue to meet to identify priorities, challenges and solutions, including with a view to ensuring effective, sustainable and predictable financing of the Joint Force.

D. Partnerships, country team coordination and integrated missions

51. MINUSMA and the United Nations country team will continue to implement the integrated strategic framework, adopted in February 2019, which sets out the United Nations' overall vision and joint priorities. In complementarity with the United

Nations Sustainable Development Cooperation Framework 2020–2024 and the Humanitarian Response Plan, the integrated strategic framework will continue to provide the overall planning framework for a more coherent, resource-effective and integrated response of the United Nations to the highly dynamic and constantly evolving situation. In the 2020/21 period, a midterm review of the framework was envisaged on a joint basis with the United Nations country team, with the purpose of assessing its implementation, identifying key achievements and challenges, and providing recommendations on the way forward.

52. In line with the overall vision and joint priorities outlined in the framework, the Mission and United Nations agencies, funds and programmes undertook several initiatives to support the peace process in the north and the stabilization of the centre, ensuring a delineation of responsibilities based on operational capability, comparative advantage and a clear division of tasks. The Mission, together with the United Nations country team, as one United Nations, will continue to support the implementation of a national politically led strategy to re-establish State presence, State authority and basic social services, to protect civilians and to reduce intercommunal violence in central Mali. In line with the integrated strategic framework and the United Nations integrated plans for the centre, the Mission will continue to implement the regional integrated action plans with the aim of harmonizing, coordinating and sequencing approaches and priorities in specific localities to effectively address the various conflict dynamics in the region.

53. The United Nations integrated elections team will continue to play a critical role in supporting the implementation of the electoral calendar during the 2021/22 period. MINUSMA, in partnership with the United Nations Development Programme (UNDP) and the UN-Women, will provide technical, operational and security support to ensure that the political engagement and security efforts necessary for the creation of an environment conducive for the implementation of the transitional arrangements, notably with regard to the institutional and constitutional reforms and the electoral process, are in place. The integrated elections team will continue to foster the participation of women and young people in the electoral process as a key step towards inclusive governance.

54. The Mission will increase its coordination and complementarity of efforts with UN-Women, the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) to promote the empowerment and participation of women in the political processes, ensuring that the significant progress registered in terms of the participation of women in the peace process and political life, including the implementation of the recommendations from the high-level workshop on the participation of women, is not undermined during the political transition. The Mission will continue to promote strategies that enhance the protection of women from conflict-related sexual violence and the protection of children. MINUSMA, in partnership with key stakeholders, such as humanitarian and development actors, will strengthen efforts towards social cohesion, good governance and the creation of a secure environment for the safe delivery of humanitarian assistance and the voluntary, safe and dignified return, or local integration or resettlement, of internally displaced persons and refugees. In addition, MINUSMA will continue to work in complementarity with the World Bank to reinforce the capacity of the National Disarmament, Demobilization and Reintegration Commission on support for the long-term socioeconomic reintegration of ex-combatants into civilian life.

55. In line with the Secretary-General's directive on transition planning of February 2019 and Security Council resolution [2480 \(2019\)](#), a transition calendar was developed with the support of the joint transition team of the Department of Peace Operations, the Department of Political and Peacebuilding Affairs and UNDP. On 23 January 2020, the Senior Leadership Forum validated the transition calendar, which is focused on

strengthening the implementation of the integrated strategic framework as an essential enabler and coordination tool in reinforcing and aligning the capacities of national and international stakeholders towards a progressive transfer of responsibilities in relevant transition-related sectors. The calendar contains an outline of a timeline and key milestones, including the undertaking of a gender- and human rights-sensitive conflict analysis to strengthen gender equality in the long term and a study to identify the capacity of partners and areas to be reinforced in view of an eventual handover of tasks. During the 2021/22 period, the Mission will build on these efforts and continue to strengthen integrated planning and delivery with the United Nations country team and relevant partners to further increase complementarity and advance transition planning. In line with resolution 2531 (2020), the Mission will continue to coordinate with key national and international stakeholders towards a phased and progressive transfer of security responsibilities based on the long-term road map.

E. Results-based budgeting frameworks

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

Executive direction and management

57. 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 2020/21	1	–	3	2	2	8	2	–	10
Proposed posts 2021/22	1	–	3	2	2	8	2	–	10
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Political)									
Approved posts 2020/21	1	–	2	1	1	5	2	–	7
Proposed posts 2021/22	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 2020/21	1	–	2	–	1	4	2	–	6
Proposed posts 2021/22	1	–	2	–	1	4	2	–	6
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2020/21	–	1	16	23	9	49	11	23	83
Proposed posts 2021/22	–	1	16	23	9	49	11	24	84
Net change (see table 2)	–	–	–	–	–	–	–	1	1

	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 2020/21	–	1	4	6	5	16	50	5	71
Proposed posts 2021/22	–	1	4	6	5	16	50	5	71
Net change	–	–	–	–	–	–	–	–	–
Conduct and Discipline Team									
Approved posts 2020/21	–	1	2	2	1	6	1	1	8
Proposed posts 2021/22	–	1	2	2	1	6	1	1	8
Net change	–	–	–	–	–	–	–	–	–
Heads of Field Offices									
Approved posts 2020/21	–	4	3	–	4	11	8	–	19
Proposed posts 2021/22	–	4	3	–	4	11	8	–	19
Net change	–	–	–	–	–	–	–	–	–
HIV/AIDS Unit									
Approved posts 2020/21	–	–	1	–	–	1	–	2	3
Proposed posts 2021/22	–	–	1	–	–	1	–	2	3
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2020/21	3	7	33	34	23	100	76	31	207
Proposed posts 2021/22	3	7	33	34	23	100	76	32	208
Net change	–	–	–	–	–	–	–	1	1

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

United Nations Volunteers: increase of 1 position

Office of the Chief of Staff

Table 2

Human resources: Board of Inquiry Unit

<i>Posts</i>				
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
+1	UNV	Board of Inquiry Assistant	Establishment	In Bamako
Total	+1	(see table 1)		

58. The approved staffing establishment of the Board of Inquiry Unit comprises 5 posts and positions (1 P-4, 1 P-3, 2 Field Service and 1 United Nations Volunteer) and reviews incidents in field missions for the purpose of identifying operational, procedural and policy gaps as well as strengthening internal controls and improving financial and managerial accountability. Boards of inquiry have also been used as a basis to review claims by United Nations personnel, Member States and third parties against the Organization. In this regard, the Board of Inquiry Unit is an essential

component of the organizational accountability framework as the findings and conclusions allow the mission management to draw lessons to prevent the reoccurrence of incidents and minimize their consequences by generating recommendations addressing the irregularities.

59. As the number and complexity of incidents in the Mission have increased over the years and doubled between 2019 and 2020, it has become critical to reinforce the Board of Inquiry Unit to assist the leadership in decision-making for the implementation of the mandate of MINUSMA and limit the number of future injuries and deaths to mission personnel. In addition, new standard operating procedures were issued in 2020, which resulted in increased responsibilities for the Board of Inquiry Unit.

60. In this context, it is proposed that one post, as shown in table 2, be established.

Component 1: support for the political transition and implementation of the peace agreement and reconciliation in Mali

61. The Mission will focus its efforts on providing support for the national transitional Government in implementing the 18-month transition process. The process is expected to advance the constitutional reform and decentralization agenda, and to conclude with the holding of a national constitutional referendum as well as national legislative and presidential elections in 2022. The Mission's efforts will be focused on facilitating an inclusive political transition process that reinforces national engagement with, and commitment to, the implementation of the two strategic priorities of the Mission: the implementation of the peace agreement and the stabilization strategy for the centre. In support of the transition at the national level, the Mission will promote an inclusive political process, involving broad participation of political leaders, the military, organized labour, civil society, and women's and youth organizations.

62. In this context of political transition, support for the implementation of the peace agreement remains the primary strategic priority for the Mission and provides the framework – as part of the national transition charter – for urgently needed institutional reforms. Good offices efforts will focus on ensuring renewed commitment by the parties, including the national transitional Government, to the terms and overall road map of the peace agreement. This will entail continued support for the Agreement Monitoring Committee, including through its secretariat, the four thematic subcommittees and any other governance mechanism the Malian parties may agree upon in due course to support the implementation of the peace agreement, as well as the implementation of the recommendations on women's participation in the peace process and its mechanisms identified by the high-level workshop.

63. The priority focus will continue to be on facilitating inclusive dialogue and effective participation in transitional governance bodies and processes for political parties, signatory movements and civil society organizations, in particular women's and youth associations, religious leaders, labour unions and other sociopolitical and economic stakeholders. To this end, the Mission will support initiatives for political, social, societal, religious and economic consultations and discussions to continue at the *commune*, regional and national levels. Emphasis will also be placed on the continued provision of support for the active role of women's networks and leaders in the monitoring mechanisms of the peace agreement and, more broadly, in political processes.

64. The Mission will pay particular attention to highlight those mandated priority measures of the peace agreement and of the stabilization strategy for the centre that could be further implemented during the 18 months of the national transition. To this end, MINUSMA will provide political, technical and logistical support to Malian

State institutions and other national political and governmental actors in efforts to advance territorial restructuring and to successfully execute free and fair electoral processes for the constitutional referendum, as well as for the national legislative and presidential elections. The Mission's support for the national elections in 2022 will build on the foundation established through its support for the 2020 legislative elections. MINUSMA will contribute through the integrated United Nations electoral team (comprised of the Mission's Electoral Affairs Section, UNDP and UN-Women) to the building of national electoral capacities, including the training and equipping of electoral agents to help local administrative authorities with technical and logistical tasks. MINUSMA will also support the implementation of the national security system before, during and after the two rounds of legislative elections. The Mission's electoral assistance will focus on: (a) the improvement of security conditions conducive to the organization of elections; (b) the provision of technical and security support; and (c) the promotion of youth and women's participation in the electoral processes. Advisory assistance will also be provided for completing the territorial restructuring process to create a level playing field throughout the country.

65. In view of the past tensions that had characterized the electoral processes of 2012, 2018 and 2020, the potential for future protests remains and represents a major risk of destabilization if the restoration of confidence in governance institutions is ineffective. To ensure an outcome of successful electoral processes that will be perceived widely to have been free and fair, priority will also be given to advancing necessary progress in the reform of the legal framework for elections. For example, the reform of Constitutional Court procedures for elections would reduce the vulnerability of the Court to challenges of its decisions in the management of electoral disputes. The Mission will also provide assistance to the transitional Government to implement all required reforms that would precede the upcoming electoral cycle, supported by the development of a realistic and broadly consulted electoral calendar, with priority given to the constitutional referendum, followed by the combined presidential and legislative elections.

66. In accordance with the second strategic objective mandated by the Security Council in its resolution [2531 \(2020\)](#), and in alignment with the priorities of the national transition charter, the Mission will also maintain continued support for the implementation of the politically led stabilization strategy for the centre. 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 as well as a sense of national political cohesion. The priority focus in this area will include building upon the recently established Cadre de concertation of the permanent secretariat of the Cadre politique de gestion de la crise au centre du Mali, and continuing consensus-building support for its parties. In doing so, the Mission will be promoting and strengthening inclusive national ownership in the implementation of both of the Mission's strategic objectives during the transition, by all relevant stakeholders and segments of the Malian population.

67. In the following steps and in accordance with its two strategic objectives, the Mission will subsequently provide support for decentralization efforts to enable local authorities across the country, and in particular in central Mali, to successfully execute their mandates towards administrative, social and political stabilization across the country. In line with this, MINUSMA also will promote and support the full inclusion and effective participation of civil society in the processes of governance at the national, regional and *commune* levels in order to enhance stakeholders' ownership of the processes and encourage the State to secure transitional and post-transitional dividends for the Malian population. To this end, the Mission will also continue to support efforts to strengthen the capacity of civil society

organizations, including women's and youth organizations, so that they can effectively participate in and shape decision-making processes and thus secure broader sociopolitical support.

68. MINUSMA will also continue with gender mainstreaming in order to augment the full and effective involvement, inclusion, participation and representation of women in the national transition and post-transitional political processes, including in the path towards the implementation of both of the Mission's strategic objectives. The increased participation of women in the peace agreement mechanisms and in elected positions will be further prioritized, with the national electoral process used to promote increased representation of women in the Government and the parliament. The Mission will continue its support for the Ministry of Women's Affairs and women's networks in central Mali on gender-based violence and conflict-related sexual violence prevention, and will ensure coordinated and efficient responses to these violations with support for service provision for the survivors through the existing one-stop centres.

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
1.1 Progress in the completion of the political transition towards improved democratic and inclusive governance within constitutional order and in line with the peace agreement, including a constitutional referendum and presidential and legislative elections	<p>1.1.1 Good offices by the Special Representative of the Secretary-General with national stakeholders towards effective engagement in the implementation of transitional road map</p> <p>1.1.2 Constitutional reform process is concluded with the holding of a constitutional referendum</p> <p>1.1.3 Increase of representation of women in the parliament (2019/20: not applicable; 2020/21: not applicable; 2021/22: 28 per cent)</p> <p>1.1.4 The electoral code is fully aligned with the provisions of the peace agreement and is in conformity with international standards on elections (2019/20: part of the code is aligned; 2020/21: 1; 2021/22: 1)</p> <p>1.1.5 All relevant national electoral stakeholders are provided with technical tools and information to facilitate the organization of peaceful, open, inclusive and accountable elections (2019/20: 8; 2020/21: 8; 2021/22: 8)</p> <p>1.1.6 Sustained participation of female candidates for the general elections (percentage of female candidates elected: 2019/20: 28 per cent; 2020/21: 30 per cent; 2021/22: 30 per cent)</p> <p>1.1.7 Number of <i>communes</i> provided with technical and security support: (2019/20: 703/703 <i>communes</i>; 2020/21: 703/703 <i>communes</i>; 2021/22: 703/703 <i>communes</i>)</p> <p>1.1.8 Increase in the participation of women's organizations in preparation for elections (2019/20: not applicable; 2020/21: 2; 2021/22: 2)</p>

1.1.9 Increase in the number of activities by youth organizations in the prevention of election-related violence (2019/20: not applicable; 2020/21: 2; 2021/22: 2)

1.1.10 The territorial restructuring process leading to the readjustment of electoral boundaries is completed and related law is voted at the National Assembly (2019/20: not applicable; 2020/21: not applicable; 2021/22: 1)

Outputs

- Provision of good offices, including 2 meetings with political parties and 2 meetings with civil society representatives, including youth, women and religious leaders
- 2 capacity-building workshops for women's organizations to increase their participation in electoral processes
- 10 workshops with political parties, youth, women and civil society organizations, aimed at establishing prevention mechanisms against election-related violence
- 2 workshops for youth, women and civil society organizations and good offices to support constitutional reform processes and representative participation in the constitutional referendum
- 6 meetings with the Ministry of Women's Affairs to operationalize the 5 coordination mechanisms (United Nations Gender Thematic Group task force; national working group on women in peace and security; Spotlight Initiative; gender-based violence subcluster; #FemmesMali2020) to promote and improve the full and effective participation, involvement and representation of women in the peace process and the political transition
- Monthly meetings and 3 workshops to support the implementation of Security Council resolution [1325 \(2000\)](#) on women and peace and security, in particular through logistical support, the involvement of women in the organization of the Open Days on Women, Peace and Security, and the review of the national action plan
- 10 regional meetings, in support of the continued national dialogue, to consolidate and communicate the recommendations of local communities towards the constitutional review
- Provision of technical, logistical and operational support for the review of the constitution and the organization of a constitutional referendum in coordination with the United Nations country team, and the printing of 5 million copies of the new constitution
- 10 workshops to support the strengthening of technical and operational capacities for the election-related operationalization of the new regions created in 2012
- 2 workshops for consultations with a view to reviewing the electoral law and adopting a new electoral legal framework incorporating the recommendations and suggestions of the various actors in the process
- 2 million copies produced of: (a) the new legal framework governing elections; (b) the new electoral Civic Education Guide; and (c) the manual for polling station workers for the presidential, legislative and *commune* elections
- 2 round-table meetings and 2 training sessions aimed at enabling the Government of Mali to brainstorm on and carry out required legislative and electoral reforms
- 5 capacity-building workshops and technical advice to support the election management bodies, civil society organizations and the media with the implementation of civic education, voter sensitization and outreach programmes ahead of major events of the electoral process

- Monthly meetings and 2 high-level workshops with the Malian electoral management bodies, local authorities, the Ministry of Justice and the Constitutional Court to guide the successful management of electoral disputes
- 6 workshops on the prevention and mitigation of election-related conflicts for electoral management bodies, civil society organizations, women's organizations, local authorities, political parties, Malian security forces, signatory groups and the media (1 workshop in each location)
- 1 workshop at the national level for civil society organizations, women's and youth groups, community and religious leaders and political actors to debrief them on lessons learned and best practices in the electoral processes
- 6 workshops with members of the Ministry of Women's Affairs, Malian civil society organizations and political parties in Bamako, Mopti, Timbuktu, Gao, Ménaka and Kidal to help identify potential candidates for elections and advocacy mechanisms to ensure that the perspectives, needs, concerns and priorities of women and youth are taken into account at all levels of the electoral process, and that Malian law No. 2015-052 of 18 December 2015, which mandated a quota of 30 per cent women in elective and nominative positions, will be respected
- Minimum of 50 armed escorts and 300 patrols deployed to assist the Malian security forces in support of the electoral process
- 4 multimedia products, 2 dedicated press briefings, 2 press tours to the regions and at least 10 radio productions, including debates, interviews and programmes and 60 radio spots (public service announcements) to inform Malian citizens and voters about the electoral procedures to prevent conflicts triggered by the electoral process

*Expected accomplishment**Indicators of achievement*

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

1.2.1 Monthly plenary session of the 4 thematic subcommittees of the Agreement Monitoring Committee are convened and reports are drafted (sessions per subcommittee: 2019/20: 5; 2020/21: 12; 2021/22: 12)

1.2.2 The Independent Observer, mandated by the peace agreement to assess and report on the progress in the implementation of the peace agreement, provides regular reports and contributes to the sustained engagement of signatory parties (2019/20: 3; 2020/21: 3; 2021/22: 3)

1.2.3 The High Representative of the President for the implementation of the peace agreement, the Ministry of Social Cohesion, Peace and National Reconciliation and other government institutions in charge of the implementation of the peace agreement take charge of the coordination of international support (number of coordination meetings: 2019/20: 6; 2020/21: 12; 2021/22: 12)

1.2.4 Good offices by the Special Representative of the Secretary-General with national stakeholders during the political transition period to resolve points of contention (number of good offices meetings: 2019/20: not applicable; 2020/21: 6; 2021/22: 7)

1.2.5 Sustained coordination with various partners/actors contributes to the peace process, notably within the framework of the United Nations integrated strategy for the Sahel (number of initiatives: 2019/20: 2; 2020/21: 4; 2021/22:5)

1.2.6 Increased participation of women in the Agreement Monitoring Committee (2019/20: not applicable; 2020/21: not applicable; 2021/22: 31 per cent)

Outputs

- Monthly sessions of the Agreement Monitoring Committee and monthly sessions of its 4 thematic subcommittees organized and technical assistance contributed by the Mission, including the coordination of preparatory meetings, along with the dissemination of the reports on their respective monthly sessions, and management of documents related to the implementation of the peace agreement
- 12 coordination meetings with the High Representative of the President for the implementation of the peace agreement and other relevant stakeholders in charge of the implementation of the peace agreement
- Monthly coordination meetings with the international mediation and international community and production of reports
- 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
- 6 coordination meetings and 3 workshops to promote partnerships and strengthen the capacity of Malian women to contribute fully and effectively to the implementation of the peace agreement and raise awareness on the role of women in the peace process
- Outreach, radio and multimedia campaigns on the Mission's mandate and the progress made in the implementation of the peace agreement, including 80 sensitization sessions with local communities and key target audiences in Bamako and central and northern Mali, supported by information and visibility materials; 5 multimedia products; radio debates, programmes and interviews totalling 100 production activities; and the organization of Peace Day and the International Day of United Nations Peacekeepers

Expected accomplishment

1.3 Increased implementation of the stabilization strategy in the centre in parallel with heightened engagement, participation and contribution to the implementation of the national politically led strategy for the centre by national stakeholders, including political parties, elected officials and civil society (including women's, youth and religious groups)

Indicators of achievement

1.3.1 Increased number of meetings between the populations, structures of the permanent secretariat of the Cadre politique de gestion de la crise au centre du Mali, the State organs and elected local officials with the aim of establishing and sustaining mechanisms for local communal exchanges towards stabilization of the centre (2019/20: not applicable; 2020/21: not applicable; 2021/22 6)

1.3.2 Civil society organizations (including women's and youth organizations) collaborate on joint analysis, statements and activities to better monitor the implementation of the peace agreement and participate in the enhancement of the politically led strategy for

central Mali (2019/20: 206; 2020/21: 160; 2021/22: 180)

1.3.3 Increased implementation of stabilization mechanisms by the permanent secretariat of the Cadre politique de gestion de la crise au centre du Mali on the action plan with a focus on the governance and communication pillars and sustained cooperation among relevant structures (2019/20: not applicable; 2020/21: not applicable; 2021/22: 2)

1.3.4 The Cadre de concertation of the permanent secretariat of the Cadre politique de gestion de la crise au Centre is functional and held regular meetings at both central and decentralized levels (2019/20: not applicable; 2020/21: not applicable; 2021/22: 48 at the central level and 12 at the decentralized level)

Outputs

- 4 meetings between the populations and different structures of the Cadre politique de gestion de la crise au centre du Mali, including newly elected local officials
- 2 meetings for the development of a sustainable partnership on the implementation of the stabilization strategy organized by elected local officials with civil society organizations, including youth, women, traditional and religious leaders, in order to promote leadership and national ownership in the sociopolitical reconciliation processes
- Quarterly confidence-building initiatives to increase understanding among all segments of the population and local stakeholders of the peace agreement and the stabilization strategy for the centre to prevent and manage local conflict, improving civil-military relations
- 10 activities to support civil society organizations, including women's and youth groups, and local authorities in the implementation of the stabilization strategy for the centre
- 3 meetings at the national level and 81 awareness-raising sessions with civil society organizations, including women's and youth groups, to strengthen their networks and build capacity for transparency, accountability and citizen engagement in the Bamako, Mopti, Ménaka, Gao, Kidal, Taoudenni and Timbuktu regions
- 12 videoconference thematic sessions facilitated for the women and youth of the Working Group Women, Youth, Peace and Security in West Africa and the Sahel on progress regarding the implementation of Security Council resolution [1325 \(2000\)](#) and their inclusion in the peace and reconciliation process
- 3 workshops to promote partnerships and strengthen the capacity of Malian women to contribute fully and effectively to the implementation of the stabilization strategy for the centre in order to promote leadership and national ownership in the sociopolitical processes
- Monthly reconciliation meetings with relevant parties to support the Government in the resolution of conflicts in the centre of Mali
- 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; changes in the electoral calendar during the political transition period and the implementation of the constitutional reform and territorial restructuring; the level of commitment of the parties to the peace agreement and stabilization process in the centre

Table 3

Human resources: component 1, support for the political transition and implementation of the peace agreement and reconciliation in Mali

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			
Political Affairs Division									
Approved posts 2020/21	–	3	9	11	4	27	14	9	50
Proposed posts 2021/22	–	3	9	11	4	27	14	10	51
Net change (see table 4)	–	–	–	–	–	–	–	1	1
Electoral Affairs Section									
Approved posts 2020/21	–	1	3	3	1	8	5	5	18
Proposed posts 2021/22	–	1	3	3	1	8	5	5	18
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2020/21	–	4	12	14	5	35	19	14	68
Proposed posts 2021/22	–	4	12	14	5	35	19	15	69
Net change	–	–	–	–	–	–	–	1	1

^a Includes National Professional Officers and General Service staff.

United Nations Volunteers: increase of 1 position

Political Affairs Division

Table 4

Human resources: Political Affairs Division

Posts					
Change	Level	Functional title	Action	Description	
+1	UNV	Associate Political Affairs Officer	Establishment	In Ménaka	
Total	+1	(see table 3)			

69. The approved staffing establishment of the Political Affairs Division comprises 50 posts, of which 1 post (Political Affairs Officer (P-3)) is located in the unit in Ménaka and assists the regional office in keeping regularly informed of events relating to political issues, in general, and as they affect the region, the implementation of the Malian peace process and the Mission's mandated

responsibility to support the implementation of the peace agreement in the Ménaka region and to ensure that the combined efforts of the United Nations in the region are consistent and coherent.

70. With the increased presence of the signatory parties to the peace agreement in Mali and an increasing number of stakeholders in Ménaka, it is becoming very challenging for the only Political Affairs Officer to cover all the political events, dynamics and trends in the region. Furthermore, Ménaka is a new region in northern Mali and many of its political structures and processes are still being formed, which requires the commensurate support.

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

Component 2: Protection of civilians and security support

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

73. Protecting civilians is the primary responsibility of the Malian authorities. MINUSMA will continue to protect civilians through the good offices of the Special Representative of the Secretary-General and the Heads of Field 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. In support of the national transitional Government, MINUSMA will, jointly with the humanitarian community, plan measures to prevent or mitigate identified risks of violence against civilians and formulate integrated response plans to mitigate threats. The Mission will also continue to strengthen community engagement and to provide confidence-building support at the local level to facilitate dialogue, mediation, reconciliation and social cohesion efforts by the Malian authorities and civil society actors. These activities will be aimed at preventing, managing and reducing intercommunal conflicts and election-related violence, including through close cooperation with the regional reconciliation support teams and the municipal reconciliation committees established by the Ministry of Social Cohesion, Peace and National Reconciliation and in support of the stabilization efforts of the Government of Mali in the centre.

74. MINUSMA will work to support the priority efforts of the national transitional Government to implement the security provisions of the peace agreement in the north as well as to re-establish security, stability and social cohesion in the centre. The Mission will support the implementation of the plan of the Malian Defence and Security Forces to increase the number of reconstituted units in northern Mali and regular troops deployed in the north and the centre as well as efforts to enhance their operational capabilities. As such, MINUSMA will continue to support the operationalization and capabilities of the Malian Defence and Security Forces in accordance with existing agreements, facilitating their increased deployment in the north and the centre. MINUSMA police 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 the protection of women and girls against conflict-related sexual violence. Furthermore, the Mission will plan and be prepared to execute the transfer of bases to the Malian Defence and Security Forces, as the evolution of the political, security, operational and logistical conditions permits.

75. In line with its mission adaptation plan, MINUSMA will also continue to take measures to enhance its responsiveness. Using the forward command post operating out of Gao, which is capable of deploying its mobile task force to areas across Mali to respond to emerging security threats, the Mission will improve access for the civilian components to do their work. MINUSMA will also take further steps to augment its mobility, flexibility, agility and proactive posture in the area of deployment to enhance the Mission's quick-reaction capability to cope with the dynamic operational environment, in central Mali in particular. Building on the efforts of the previous period, MINUSMA will increase the frequency, duration and scale of operations, notably in the centre, including the use of temporary operating bases, foot patrols and coordinated patrols with Malian Defence and Security Forces to strengthen protection of civilian efforts and to support the activities of the Mission's civilian personnel and development and humanitarian partners.

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

77. MINUSMA will support the transitional Government and the 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 2019–2021 action plan for the implementation of the 2018 national security sector reform strategy, the 2018–2022 national border policy and the national strategy against terrorism and violent extremism. The Mission will also coordinate international assistance for security sector reform to ensure the coherence of international efforts to rebuild the Malian security sector, within the framework set out by the peace agreement. 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 reconstituted and reformed Malian Defence and Security Forces. MINUSMA will also support the integration of ex-combatants into the Malian Defence and Security Forces and the regular disarmament, demobilization and reintegration process, including those who were deemed ineligible during the accelerated disarmament, demobilization and integration process and have yet to access reinsertion.

79. The Mission will continue to provide specific support for the operationalization of the Specialized Judicial Unit to Combat Terrorism and Transnational Organized Crime and the capacity of national authorities to prosecute those suspected of crimes that risk destabilizing the peace process, particularly terrorism-related and transnational organized crimes. Effective capacity to investigate, prosecute and securely detain those involved in terrorism and organized crime will not only boost the rule of law, but also enhance human rights-centred approaches to pursuing accountability for those destabilizing crimes. MINUSMA will also strengthen the capacity and cooperation with the investigation brigades of the Specialized Judicial Unit, particularly on evidence collection in view of supporting the fight against impunity, particularly in the centre of the country.

80. The Mission will continue to use community violence reduction programmes in complementarity with the national disarmament, demobilization and reintegration programme. The Mission will continue to support the National Disarmament, Demobilization and Reintegration Commission in the implementation of a community rehabilitation programme aimed at supporting the disarmament and dismantlement of self-defence groups, particularly in the central regions. MINUSMA will support the transitional Government in the implementation of the community rehabilitation

programme in the centre, which will include short-term activities, with a focus on supporting the Government and other partners in identifying short-term employment opportunities for youth at risk and other vulnerable groups. The Mission will also continue to provide relevant assistance to ensure that the particular needs of women and children are taken into account and integrated in the above-mentioned processes.

81. In the north, the Mission anticipates that the Platform coalition of armed groups will sign an action plan with the United Nations with concrete and time-bound measures against the recruitment and use of children by the armed movement that will be fully implemented from 2022. The Mission will also continue working with the Coordination des mouvements de l'Azawad on its action plan against the recruitment and use and sexual violence against children, which was signed in 2017 and started being implemented in early 2019.

82. As the threat posed to the civilian population and to United Nations personnel by explosive hazards is expanding and intensifying throughout Mali, the Mine Action Service will continue to provide the MINUSMA force with critical improvised explosive device threat mitigation support to enable the Mission's and partners' freedom of movement in a high-threat environment and reduce peacekeeping casualties. Efforts will continue to focus on increasing the preparedness of the Mission's uniformed units and on building sustainability through training-of-trainers sessions. To facilitate and enable their work in dangerous locations, activities will continue to ensure that all military, police and civilian personnel are aware of the risks of explosive hazards and the mechanisms and procedures to mitigate them. The force component of the Mission will seek to overcome this surging threat and to clear primary supply routes of improvised explosive devices through the implementation of new operations and the procurement of enhanced equipment to defeat explosive threats in order to facilitate access across Mali. The Mission will also continue to strengthen national capacity to mitigate the explosive threat by training national teams to safely respond to explosive threats across the country. As part of the transition efforts, the Mine Action Service will remain actively engaged in support of the national Government in the establishment of a Malian-led mine action response to protect civilians from the explosive threat. 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.

<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 Malian Defence and Security Forces units are reconstituted, reformed, capable and returned to the north, and reformed units are also deployed to the centre</p> <p>2.1.2 Number of recorded civilian violent deaths and injuries (2019/20: 1,911; 2020/21: 250; 2021/22: 1,500)</p> <p>2.1.3 Number of incidents of direct violence or threats of direct violence against civilians (2019/20: 1,324; 2020/21: 550; 2021/22: 1,000)</p> <p>2.1.4 Increase in the number of Malian Defence and Security Forces teams trained and equipped to respond to explosive threats in central and northern Mali (2019/20: 29; 2020/21: 32; 2021/22: 34)</p>

2.1.5 Increase in the creation and implementation of, and interaction with, security advisory committees in the northern and central regions (2019/20: not applicable; 2020/21: 4 regional committees; 2021/22: total of 18 committees, including 4 regional committees and 14 local committees)

Outputs

- Monthly coordination meeting to improve the ability of the Technical Commission on Security to monitor ceasefire and investigate violations, update security arrangements and monitor and support the cantonment and disarmament, demobilization and reintegration processes
- 1,100 military foot patrols in areas of influence and protection of civilians hotpots
- 8 force-led operations and at least 20 mission-integrated operations, coordinated with Malian armed forces and international partners, where relevant, to work towards a safe and secure environment
- 1,100 manned and unmanned aerial surveillance missions (intelligence and escort missions based on operational needs and capabilities)
- 6,480 United Nations police patrol days in the northern and central areas of Mali in support of the Malian security forces (2 patrols x 360 days x 9 team sites)
- 242 technical and practical training sessions for 6,900 Malian security forces on various modules, to further enhance their aptitude in the areas of community policing, the fight against organized crime and terrorism, ethics, human rights and gender
- 5,500 United Nations-Malian security forces joint patrol days (2 patrols per formed police unit x 11 formed police units x 5 days x 50 weeks)
- 1,100 long-range patrols by United Nations police personnel (11 formed police units x 2 long-range patrols x 50 weeks)
- Provision of advice and technical support for the training institutions of the Malian Defence and Security Forces and to the European Union training mission in Mali to ensure the integration and mainstreaming of matters related to the protection of civilians, with a focus on gender, into their training sessions
- 7,250 advisory activities, including monitoring and capacity-building activities that include a gender perspective, such as on-the-job training, co-location, operational support and projects, provided to the Malian security forces (police, gendarmerie, national guard and civilian protection) through co-location in the regions of Gao, Timbuktu, Mopti and Ménaka at the 2 national training academies, and national specialized units in Bamako involved in the fight against serious and organized crime and terrorism
- 24 meetings on technical advice to the Ministry of Security and Civil Protection, as well as general and regional directorates of the Malian security forces, on the development of training programmes and a strategy for addressing transnational and serious organized crime, the rule of law and gender mainstreaming, sensitization on the human rights due diligence policy and logistical assistance in the investigation of serious and organized crimes as well as war crimes and crimes against humanity
- Coordination and intelligence assistance to the Malian security forces regarding information related to imminent threats to civilians through the close and prompt sharing of information through the established early warning mechanism in accordance with peacekeeping intelligence policy
- 50 radio interviews, 10 interactive radio sessions for callers to voice their concerns live on the radio and 5 radio debates with a diverse range of participants to encourage listeners to discuss security concerns and to increase awareness of security issues and the Mission's work to address them

- 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-mission
- 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, including 20 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, prior to deployment and strengthened in-mission, as well as those of the explosive ordnance disposal teams of 4 combat convoy companies once in-mission to ensure that 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 dogs capacity as part of the Mission's efforts to protect assets and personnel against the threat posed by explosive hazards
- 18 troop- and police-contributing countries provided with basic improvised explosive device threat mitigation courses and the provision of awareness training to all MINUSMA military, police and civilian components, including 100 per cent of Safe and Secure Approaches in Field Environments courses supported with explosive threat awareness
- 65 improvised explosive device threat-related information packages delivered to the Mission and 100 per cent of requests by the mission leadership responded to, providing support and technical advice on explosive threat mitigation
- 6 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, as well as the 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 (2019/20: 50,000; 2020/21: 50,000; 2021/22: 40,000)</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: 2019/20: not applicable; 2020/21: 18,000; 2021/22: 18,000)</p> <p>2.2.3 Increase in the number of municipalities covered by functioning community-based mechanisms for early warning and protection of civilians (2019/20: not conducted; 2020/21: 60; 2021/22: 70)</p>

2.2.4 Increased percentage of rapid responses taken by MINUSMA following early warning of imminent threats where impending or ongoing violence was stopped (2019/20: not applicable; 2020/21: 50 per cent; 2021/22: 75 per cent)

2.2.5 Regional reconciliation support teams and established municipal reconciliation committees are operational (2019/20: 7; 2020/21: 39; 2021/22: 42)

2.2.6 Number of women and girls sensitized and provided with HIV voluntary and confidential counselling and testing to reduce the risk of HIV infection in conflict zones (2019/20: 2,014; 2020/21: 2,500; 2021/22: 3,000)

2.2.7 Increase in the number of community dialogues undertaken in support of the Ministry of Social Cohesion, Peace and National Reconciliation at the subnational level to manage local conflicts (2019/20: 7; 2020/21: 39; 2021/22: 42)

Outputs

- 48 sessions of awareness-raising and advocacy with local authorities, influencers (such as religious bodies and prominent individuals) and civil society (including women and youth associations) to support community-oriented policing in 5 regions (Bamako, Mopti, Gao, Timbuktu and Ménaka)
- 36 coordination meetings with the Government to follow up with the Malian security forces to develop regional strategic and operational plans
- 17 meetings of the mine action working group coordinated to protect the civilian population from explosive hazards and 12 tailored explosive threat information products with partners provided, as well as 4 coordination meetings to provide technical advice and support for Malian institutions to 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
- 42 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 priorities 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
- 10 training sessions for focal points on the protection of civilians and early warning in Mopti, Ségou, Gao, Ménaka, Goundam, Timbuktu, Kidal, Tessalit, Augelhoc and Ansongo

- 80 coordination meetings with protection of civilians stakeholders and established community-based mechanisms for early warning and protection of civilians to conduct protection of civilians risk and threat assessments and identify and monitor required responses in Mopti, Ségou, Gao, Ménaka, Timbuktu, Kidal, Tessalit, Augel'hok, Ansongo and Goundam
- 70 coordination meetings with the regional reconciliation support teams in each of the regions of Mopti, Ségou, Gao, Ménaka, Taoudenni, Timbuktu and Kidal to provide operational guidance and supervise the activities of established municipal reconciliation committees
- 8 awareness-raising campaigns to promote knowledge and use of the MINUSMA hotline among communities living in protection of civilians priority areas of concern
- 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, in order to enhance their awareness and actions with regard to integrating a gender perspective into protection of civilians matters
- Public information campaigns in support of security stabilization and the protection of civilians in order to strengthen public information activities, including through community outreach, in particular in the central region, to contribute to the Mission's efforts related to the protection of civilians, comprising 20 community sensitization sessions, at least 5 media briefings, 10 multimedia products, 50 radio products and coverage of MINUSMA activities and direct engagement to reinforce the capacity of a radio broadcast facility (studio) in the central region to contribute to the Mission's efforts related to the protection of civilians
- 6 workshops to support the Malian police (4) and the gendarmerie (2) 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 in conflict zones

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
2.3 Reduced presence of armed movements and self-defence groups through reinsertion and community rehabilitation in the centre and through disarmament, demobilization and reintegration in the north.	<p>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 (2019/20: 2,171; 2020/21: 3,500; 2021/22: 3,500)</p> <p>2.3.2 Number of former combatants of the armed movements, including women, benefiting from short-term socioeconomic reinsertion projects (2019/20: not commenced; 2020/21: 3,500; 2021/22: 3,500)</p> <p>2.3.3 Number of direct beneficiaries in community violence reduction projects, including members of self-defence groups in the centre of Mali (number of direct beneficiaries: 2019/20: 42,612; 2020/21: 10,000; 2021/22: 10,000)</p>

2.3.4 Number of community violence reduction projects implemented (2019/20: 32; 2020/21: 30; 2021/22: 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 (2019/20: not applicable; 2020/21: not applicable; 2021/22: 1,000)

2.3.6 Number of weapons and amount of ammunition collected from self-defence groups and registered and stored during the disarmament and dismantlement process in the centre (2019/20: not applicable; 2020/21: 1,000; 2021/22: 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 (2019/20: not applicable; 2020/21: 3,500; 2021/22: 4,000)

Outputs

- Up to 3,500 combatants of the signatory armed groups in the disarmament, demobilization and reintegration programme and 1,000 combatants in the self-defence groups in the disarmament and dismantlement process provided with food, non-food items and medical identification, verification, profiling, registration and sensitization on psychosocial education, support for civic reconciliation and orientation activities at the cantonment camps and other predesignated locations
- Up to 3,500 former combatants in the disarmament, demobilization and reintegration programme, including those participating in the disarmament and dismantlement process in the centre of the country, provided with socioeconomic reinsertion
- 5 capacity-building workshops on advocacy and technical advice for national institutions regarding the implementation of the disarmament, demobilization and reintegration programme in order to strengthen the capacity of national disarmament, demobilization and reintegration institutions
- 5 capacity-building workshops to empower civil society, including women's organizations and community leaders, to advocate for the implementation of the disarmament, demobilization and reintegration programme
- 30 community violence reduction projects targeting up to 10,000 direct beneficiaries comprising youth at risk, women, special needs groups, people associated with ex-combatants, self-defence groups and community members
- 8 workshops to sensitize host communities on the return/presence of ex-combatants within the communities, including for the host communities in the centre participating in the disarmament and dismantlement process for self-defence groups
- 4 capacity-building workshops for community violence reduction and community-based reinsertion implementing partners and other stakeholders in the regions
- All combatants of signatory armed groups in the disarmament, demobilization and reintegration programme provided with age-based screening in cooperation with the Government and United Nations partners

- 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 UNICEF, UN-Women and UNFPA
- 24 new radio programmes broadcast on issues related to the cantonment, disarmament, demobilization and reintegration and community violence reduction projects, with regard to the disarmament and dismantlement process for self-defence groups in the centre
- 30 public perception surveys, showing trends on the understanding of, and support for, the MINUSMA mandate and peace initiatives as well as on public confidence in security conditions, State presence and stabilization measures
- ≥30 interviews, debates or programmes on issues related to the cantonment, disarmament, demobilization and reintegration and community violence reduction projects

*Expected accomplishment**Indicators of achievement*

2.4 Reform of security institutions, including the implementation of the security provisions of the peace agreement

2.4.1 Support for the redeployment of reconstituted defence and security forces in the northern and central region of Mali to enhance security in this area and the redeployment of civil administration and services (2019/20: not applicable; 2020/21: 1 plan developed; 2021/22: 3,000 integrated Malian Defence and Security units redeployed in the north)

2.4.2 Implementation of the national security sector reform strategy, the national border policy and national strategy on preventing and combating terrorism and violent extremism by the Government (2019/20: under implementation; 2020/21: 4 strategies; 2021/22: 1 strategy)

2.4.3 Implementation of a security sector strategy action plan and 2 complementary strategies (border and defence) (2019/20: 1 action plan and 2 complementary strategies adopted, and 1 national security policy elaborated; 2020/21: 1 action plan and 2 complementary strategies and 1 national security policy implemented; 2021/22: 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 Malian Defence and Security forces (2019/20: not applicable; 2020/21: 3,500; 2021/22: 4,000)

Outputs

- 4 training workshops and 10 advisory meetings with the National Council for Security Sector Reform and its Commissariat in support of the security sector reform process, the elaboration of a national security policy and the establishment of the territorial police

- 6 international coordination meetings on security sector reform in coordination with the African Union Mission for Mali and the Sahel, ECOWAS, the European delegation, the European Union training mission in Mali, the European Union capacity-building mission in Mali and MINUSMA substantive sections, and 6 security sector reform meetings organized to facilitate the coordination of international assistance for security sector reform
- 1 training workshop for parliamentarians and parliamentary assistants and 3 workshops with civil society organizations, including women's and youth platforms, on the democratic governance and oversight of the Malian Defence and Security Forces
- 1 training workshop on countering/preventing violent extremism for the Ministry of Religious Affairs and Cults, as well as 1 sensitization workshop for civil society organizations, including women's and youth groups, religious leaders and members of the media, to support the implementation of the national strategy on preventing and combating terrorism and violent extremism
- 3,000 members of the Malian Defence and Security Forces and their dependants sensitized on HIV/AIDS, the 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 capacity development and in the generation of additional employable units for deployment to northern and central Mali

Table 5
Human resources: component 2, protection of civilians and security support

Category	Total
<i>I. Military observers</i>	
Approved 2020/21	40
Proposed 2021/22	–
Net change	(40)
<i>II. Military contingents</i>	
Approved 2020/21	13 249
Proposed 2021/22	13 289
Net change	40
<i>III. United Nations police</i>	
Approved 2020/21	350
Proposed 2021/22	345
Net change	(5)

IV. Formed police units

Approved 2020/21	1 570
Proposed 2021/22	1 575

Net change	5
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V. 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			
Office of the Force Commander									
Approved posts 2020/21	1	1	–	–	1	3	14	–	17
Proposed posts 2021/22	1	1	–	–	1	3	14	–	17
Net change	–	–	–	–	–	–	–	–	–
Office of the United Nations Police Commissioner									
Approved posts 2020/21	–	2	7	1	1	11	13	–	24
Proposed posts 2021/22	–	2	7	1	1	11	13	–	24
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Division									
Approved posts 2020/21	–	1	6	14	1	22	45	5	72
Proposed posts 2021/22	–	1	6	14	1	22	45	5	72
Net change	–	–	–	–	–	–	–	–	–
Security Sector Reform and Disarmament, Demobilization and Reintegration Section									
Approved posts 2020/21	–	1	8	10	2	21	17	8	46
Proposed posts 2021/22	–	1	8	10	2	21	17	8	46
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved posts 2020/21	1	5	21	25	5	57	89	13	159
Proposed posts 2021/22	1	5	21	25	5	57	89	13	159
Net change	–	–	–	–	–	–	–	–	–
Total, I–V									
Approved posts 2020/21	1	5	21	25	5	57	89	13	15 368
Proposed posts 2021/22	1	5	21	25	5	57	89	13	15 368
Net change	–	–	–	–	–	–	–	–	–

^a Includes National Professional Officers and General Service staff.

Component 3: Promotion and protection of human rights and reconciliation

83. The Mission will support the Malian authorities in implementing provisions of the peace agreement related to justice and reconciliation, including the effective functioning of transitional justice mechanisms such as the Truth, Justice and Reconciliation Commission, in giving follow-up to the recommendations of the International Commission of Inquiry and in ensuring that perpetrators of human rights and international humanitarian law violations and abuses are held accountable and immediately brought to justice. The Mission will also facilitate access to human rights mechanisms to ensure effective protection of witnesses, victims and judicial officials.

84. 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 and to help ensure the effectiveness of justice and corrections officials as well as Malian judicial institutions, particularly regarding the detention, investigation and prosecution of suspected individuals and sentencing of those found responsible for terrorism-related crimes, mass atrocities and transnational organized crime activities.

85. In line with resolution [2531 \(2020\)](#), the Mission will continue to support Malian authorities in the fight against impunity for violations and abuses of international human rights law and violations of international humanitarian law, particularly in 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 ensure the accountability of perpetrators of international crimes, including war crimes and crimes against humanity, thus fighting against impunity and strengthening the rule of law. The Mission will strengthen the protection measures for victims, witnesses and sources of information on violations and abuses of human rights and will assist the Government with strengthening the existing human rights protection framework in order to strengthen the accountability system for perpetrators of human rights violations.

86. The Mission will continue to assist the Malian authorities and civil society organizations in their efforts to promote and protect human rights, particularly in the centre, where the escalation of violence has resulted in an increase of human-rights related incidents. In that respect, the Mission will support the *Cadre politique de gestion de la crise au Centre du Mali* with the implementation of the stabilization strategy for the centre to protect civilians, reduce intercommunal violence and advocate for human rights protection and international humanitarian law. The Mission will continue its engagement with national authorities for the implementation of key measures of the *Loi d'entente nationale* to foster reconciliation. The Mission will assist key human rights institutions, such as the National Human Rights Commission, human rights defenders, community alert networks and other critical actors through the provision of capacity-building on monitoring, reporting and advocacy, with a view to fostering national ownership of human rights promotion and protection.

87. The Mission will continue to monitor, investigate and refer documented cases of violations and abuses of human rights, including against women and children, to competent State authorities, and to provide technical advice to key entities, including the judiciary, on taking appropriate action. The Mission will continue to provide technical and logistical advice to transitional justice mechanisms including the Truth, Justice and Reconciliation Commission, on, among other things, increasing public reporting on human rights issues, the conduct of the final public hearings and the drafting of its final report.

88. The Mission will continue to implement the human rights due diligence policy as part of its ongoing support to the redeployment of the reformed and reconstituted Malian Defence and Security Forces in central and northern Mali, to ensure that a human rights risk assessment is undertaken for any assistance provided to non-United Nations forces and that prompt follow-ups are conducted to the implementation of recommended mitigation measures.

89. The Mission will continue to support the strengthening of government 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. The Mission will contribute to the implementation of Security Council resolutions on children in armed conflict and conflict-related sexual violence, including by maintaining the respective monitoring and reporting mechanisms.

90. The Mission, in collaboration with the United Nations country team and civil society, will support the Government in the implementation of the action plan of the joint communiqué on prevention and response to conflict-related sexual violence adopted in 2019. The Mission will provide training, technical support and capacity-building to the Malian Defence and Security Forces enabling them to effectively prevent, investigate and respond to conflict-related sexual violence and grave violations against children in situations of armed conflict. Regular dialogue will be maintained with the Malian Defence and Security Forces and with armed groups, to advocate for compliance with human rights and international humanitarian law and to urge them to fulfil their commitments in the adoption and implementation of action plans to end and prevent grave violations against children, including the recruitment and use of children, and prevent and address conflict-related sexual violence.

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 Increase in the number of reports published on the human rights situation in Mali (2019/20: not applicable; 2020/21: 5; 2021/22: 9)

3.1.2 Increase in the number of actions taken by State authorities, including investigations/disciplinary proceedings and judgments pronounced on alleged human rights violations and abuses transmitted by MINUSMA, including cases of conflict-related sexual violence and serious violations of the rights of children (2019/20: not applicable; 2020/21: 12; 2021/22: 15)

3.1.3 Decrease in the number of human rights violations and abuses recorded (2019/20: not applicable; 2020/21: 150; 2021/22: 100)

3.1.4 Number of vulnerable youths in the centre benefitting from a vocational training and sensitization programme that focuses on human rights, democracy and citizenship (2019/20: not implemented; 2020/21: 70; 2021/22: 145)

3.1.5 Systematic assessment of and follow-up to mitigatory measures of United Nations human rights due diligence policy in cases of support for non-United Nations security forces provided by the Mission (2019/20: 100 per cent; 2020/21: 100 per cent of projects assessed and 60 per cent of mitigatory measures followed up; 2021/22: 100 per cent of projects assessed and 80 per cent of mitigatory measures followed up)

3.1.6 National legislation and regional initiatives adopted to strengthen national child protection system mechanisms and initiatives (2019/20: delayed; 2020/21: national law implemented and at least

3 regional strategies implemented; 2021/22: 1 legislative reform adopted)

3.1.7 Implementation of action plans signed by signatory armed groups (Coordination des mouvements de l'Azawad and the Platform) to end grave violations against children and prevent and respond to conflict-related sexual violence (2019/20: delayed; 2020/21: implementation of 2 action plans and both carried out at 50 per cent; 2021/22: 2 action plans and both carried out at 60 per cent)

3.1.8 Number of actors trained to improve capacity in monitoring, analysis and reporting arrangements working in the field of conflict-related sexual violence (2019/20: not applicable; 2020/21: 90; 2021/22: 140)

Outputs

- Weekly human rights missions, including monitoring and investigation missions and weekly visits to detention facilities with a focus on the promotion and protection of human rights, including the respect of legal procedures for and conditions of detention
- Follow-up to the implementation of at least 80 per cent of recommended mitigatory measures in order to strengthen the monitoring of compliance by Malian authorities with international human rights standards
- Regular transfer, on a monthly basis, of cases of violations and abuses of human rights, including conflict related sexual violence and serious child rights violations, to the Ministry of Justice and Ministry of Defence as part of a joint mechanism established in April 2016
- 1 protection programme for victims, witnesses, sources, human rights defenders and other actors assisting human rights investigations led by MINUSMA
- 1 week-long seminar on international humanitarian law, international human rights law and the protection of human rights, to be held in collaboration with the International Institute of Human Rights, on the protection of human rights for members of the Constitutional Court, magistrates, government officials and civil society representatives, with a focus on the centre
- 7 training workshops and awareness-raising sessions in Koulikoro, Mopti, Ségou, Gao, Ménaka, Kidal and Timbuktu to Malian Defence and Security Forces and to non-State armed groups on human rights
- 6 awareness-raising sessions for national and international counterparts and for United Nations country team representatives on the implementation of the human rights due diligence policy
- 9 workshops to provide advocacy, capacity-building and technical support to promote the strengthening of the national child protection framework, including 4 in Bamako with the Government (1), the parliament (1), the judicial authorities (1) and the youth network for the defence of children's rights (1), and regional workshops with local stakeholders (5)
- 15 field missions (in the regions of Kidal, Gao, Timbuktu, Ménaka and Mopti) to monitor and report on grave violations committed against children in situations of armed conflict and to continue dialogue with the leaders of armed groups, self-defence organizations and militias
- 5 training sessions in the regions to build the capacities of government authorities and national partners, including civil society and children's rights organizations, on the monitoring and reporting mechanism on the grave violations against children in situations of armed conflict
- 3,234 items (roll-up banners, radio spots, posters, brochures, billboards and T-shirts) for outreach and awareness-raising campaigns on child rights days (International Day against the Use of Child Soldiers, Day

of the African Child, International Day of the Girl Child, International Children's Day, to name a few) and on the promotion and protection of the rights of children in situations of armed conflict

- 5 workshops with signatory armed groups: 2 meetings of the United Nations-Government-Coordination des mouvements de l'Azawad joint technical working group; 2 meetings of the United Nations-Government-Platform joint technical working group and 5 regional awareness-raising campaigns to follow up with parties to the conflict in order to negotiate, implement, monitor and evaluate time-bound action plans to end and prevent the six grave violations against children in situations of armed conflict, including the recruitment and use of children within armed forces and groups
- 12 workshops (5 for national institutions; 5 for gender-based violence victims' associations, members of the Truth, Justice and Reconciliation Commission, the Coordination des mouvements de l'Azawad and Platform; 2 to assist national authorities with resource mobilization) to provide advocacy and technical assistance on conflict-related sexual violence, including mainstreaming reparations for victims into the reconciliation process
- 10 awareness-raising sessions with communities in 5 regions to reinforce their early warning capacity and mechanisms on conflict-related sexual violence
- 8 field visits to support the Coordination des mouvements de l'Azawad and the Platform in the implementation of their action plans on conflict-related sexual violence, and 5 dialogue sessions for members of the Malian Defence and Security Forces to increase their capacity to prevent and respond to conflict-related sexual violence
- 4 key human rights campaigns organized and supported with outreach (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) through 50 radio productions; 5 multimedia products; and 2 dedicated press briefings, and media coverage of MINUSMA activities and workshops
- 4 workshops with stakeholders working on conflict-related sexual violence to reinforce their capacity on monitoring, analysis and reporting arrangements

<i>Expected accomplishment</i>	<i>Indicators of achievement</i>
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	<p>3.2.1 At least one periodic report submitted by the State to a relevant United Nations human rights treaty body (2019/20: not applicable; 2020/21: 2; 2021/22: 1)</p> <p>3.2.2 Annual National Human Rights Commission report is produced (2019/20: 1; 2020/21: 1; 2021/22: 1)</p> <p>3.2.3 1 National Human Rights Commission strategic plan (2022–2024) adopted and the Commission obtains A status in conformity with the Paris Principles (2019/20: 1; 2020/21: strategic plan 2018–2021 adopted and under implementation; 2021/22: National Human Rights Commission obtains A status)</p> <p>3.2.4 Civil society organizations, particularly in the centre, publish publicly available reports on human rights issues (2019/20: not applicable; 2020/21: 2; 2021/22: 4)</p> <p>3.2.5 Number of human rights monitoring missions conducted by national institutions and civil society organizations, in line with international standards (2019/20: not applicable; 2020/21: 2; 2021/22: 4)</p>

3.2.6 Number of human rights clubs fully operational in Mali (2019/20: not applicable; 2020/21: 10; 2021/22: 15)

3.2.7 Gradual implementation of the national law on gender-based violence (2019/20: not adopted; 2020/21: continued advocacy for the ratification of the law and support for the dissemination of the ratified law; 2021/22: follow-up, review and draft a public report on the level of implementation of the law)

3.2.8 The draft action plan for the joint communiqué on conflict-related sexual violence is validated by the Malian Government and gradually implemented (2019/20: not applicable; 2020/21: validated; 2021/22: gradually implemented)

Outputs

- 1 workshop to assist Malian authorities in the preparation, drafting and submission to relevant treaty bodies of at least 1 periodic report with a view to strengthening engagement of Malian authorities with United Nations human rights treaty mechanisms
- 1 week-long training programme to strengthen the capacity of national institutions, civil society organizations and human rights defenders to monitor and report on human rights violations and abuses, in line with international applicable standards
- 5 human rights clubs provided with training and logistical support in collaboration with the Ministry of Justice and Human Rights
- 3 workshops for key ministries and members of the Conseil de transition to support the ratification and dissemination of the law on gender-based violence
- A sexual and gender-based violence hotline and standard operating procedures maintained for an appropriate response to conflict-related sexual violence
- 2 workshops (1 on technical validation and 1 on political validation) to validate the action plan for the joint communiqué on conflict-related sexual violence and 2 sessions to review implementation of this action plan in order to reinforce the capacity of government actors
- 1 open debate with all stakeholders (United Nations country team, Government, civil society, international and regional organizations) on the joint communiqué to evaluate State ownership and the level of implementation of the joint communiqué

Expected accomplishment

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

Indicators of achievement

3.3.1 Number of public hearings organized by the Truth, Justice and Reconciliation Commission (2019/20: not applicable; 2020/21: 4; 2021/22: 2)

3.3.2 Increase in the total number of witness statements processed by the Truth, Justice and Reconciliation Commission (2019/20: not applicable; 2020/21: 18,000; 2021/22: 21,500)

3.3.3 Increase in the total number of victims (disaggregated by sex) who participate in the public hearings of the Truth, Justice and Reconciliation

Commission (2019/20: not applicable; 2020/21: 30; 2021/22: 45)

3.3.4 The final report of the Truth, Justice and Reconciliation Commission is presented to the public and is in line with international human rights standards (2019/20: not applicable; 2020/21: not applicable; 2021/22: final report available)

3.3.5 Number of human rights violation cases opened and investigated (2019/20: not applicable; 2020/21: not applicable; 2021/22: 20 cases)

Outputs

- 2 public hearings supported through the provision of technical and logistical support for the implementation of the mandate of the Truth, Justice and Reconciliation Commission, including for the organization of the final public hearings and the collection of victim and witness statements, in line with international human rights standards
- 1 workshop to provide technical support and advice, including legal analysis, to the Truth, Justice and Reconciliation Commission in compliance with international human rights standards, 30 meetings to provide technical advice on their activities in Bamako and in the field with regard to gender concerns, including gender mainstreaming and 1 workshop to support the preparation of next steps at the end of the mandate of the Truth, Justice and Reconciliation Commission
- 2 training sessions and the recruitment of 2 experts to provide technical and logistical support and expertise to the actors of the penal chain, including the Pôle judiciaire spécialisé, and the military justice system on crime scene management, forensics, monitoring and criminal investigation of human rights violations
- 12 meetings with national authorities in Bamako and at the regional level to follow up on progress regarding human rights cases submitted to their attention

External factors

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

Table 6

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 2020/21	–	–	2	2	–	4	–	2	6
Proposed posts 2021/22	–	–	2	2	–	4	–	2	6
Net change	–	–	–	–	–	–	–	–	–
Child Protection Unit									
Approved posts 2020/21	–	–	1	2	–	3	3	1	7
Proposed posts 2021/22	–	–	1	2	–	3	3	1	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			
Gender Affairs Advisory Unit									
Approved posts 2020/21	–	–	1	1	–	2	3	2	7
Proposed posts 2021/22	–	–	1	1	–	2	3	2	7
Net change	–	–	–	–	–	–	–	–	–
Human Rights Division									
Approved posts 2020/21	–	1	8	14	1	24	31	19	74
Proposed posts 2021/22	–	1	8	14	1	24	31	19	74
Net change	–	–	–	–	–	–	–	–	–
Office of the Women’s Protection Adviser									
Approved posts 2020/21	–	–	1	1	–	2	2	1	5
Proposed posts 2021/22	–	–	1	1	–	2	2	1	5
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2020/21	–	1	13	20	1	35	39	25	99
Proposed posts 2021/22	–	1	13	20	1	35	39	25	99
Net change	–	–	–	–	–	–	–	–	–

^a Includes National Professional Officers and General Service staff.

Component 4: Extension of State authority and rule of law

91. The Mission will support the transitional Government in the restoration and extension of State authority under the rule of law in the centre and north to support the peace agreement and to fight against impunity for crimes that risk destabilizing the peace process and reconciliation. To this end, the Mission will continue to play a vital role in supporting the Malian authorities in extending the rule of law through establishing and strengthening accountable and effective core justice capacity.

92. Justice and the fight against impunity are essential to achieving the mandate of the Mission, advancing peace implementation and building the foundations of a sustainable peace process. The Mission, in close coordination with national counterparts, will further contribute to the fight against impunity by providing technical support to judicial authorities on the investigation, prosecution and detention of individuals suspected of serious human rights violations and abuses, terrorism-related crimes, mass atrocities and transnational organized crime, and monitoring the judicial response to emblematic cases, including intercommunal violence in the centre. Technical and logistical support will be provided to criminal justice chain actors involved in the investigation and prosecution of serious crimes, including the Specialized Judicial Unit against Terrorism and Transnational Organized Crime and military justice institutions, to improve their capacity and internal coordination to address such cases. The Mission will support the implementation of the prosecutorial strategy and corresponding action plan.

93. The Mission, in close cooperation with Malian counterparts, will continue to provide technical advice, capacity-building, advisory activities and logistical assistance with a focus on newly established regions in the north as well as those most

affected by threats to the protection of civilians in the centre. In addition, to support the restoration and extension of State authority in line with the transition charter, the Mission will promote and support efforts to advance inclusive governance. Activities will include the sustainable development of technical and administrative capacities of local and regional authorities through activities designed and implemented in close collaboration with regional authorities and regional development agencies and in consultation and complementarity with the United Nations country team in line with the integrated strategic framework.

94. The Mission will also continue to support the Malian authorities in the operationalization and functioning of the justice system, notably by strengthening the capacity of justice institutions to deliver basic justice services, uphold the rule of law and apply international human rights standards. The Mission will continue to advocate for the redeployment and/or presence of national prosecutors, judges and correction officers to northern and central Mali to ensure that justice institutions are accessible to the whole population, including women and children. Technical support will be provided to the reform and harmonization of the criminal justice legislation in accordance with the peace agreement and international legal standards and norms. In line with the *Loi d'orientation et de programmation pour le secteur de la justice 2020–2024*, the Mission will support the establishment of efficient oversight mechanisms to ensure the ethical conduct of the justice authorities, well-managed prisons and the accountability of justice institutions, and to contribute to building the population's confidence in the institution. The Mission will continue to support initiatives to enhance the complementarity of formal and traditional justice mechanisms, including promoting the prevention and peaceful settlement of land issues. Doing so will contribute to enhancing access to justice and resolving disputes that constitute conflict drivers.

Expected accomplishment	Indicators of achievement
4.1 Progress towards redeployment and acceptance of State administration	<p>4.1.1 Number of youth civil society organizations that participated in peaceful conflict resolution, the election process and monitoring of the transitional authority's governance (2019/20: not applicable; 2020/21: not applicable; 2021/22: 170)</p> <p>4.1.2 Functioning of interim administrations and/or newly elected councils of the regions, <i>cercles</i> and <i>communes</i> (2019/20: 5 regions; 21 <i>cercles</i>; 2020/21: 5 regions; 24 <i>cercles</i>; 49 <i>communes</i>; 2021/22: 5 regions; 24 <i>cercles</i>; 47 <i>communes</i>)</p> <p>4.1.3 Percentage of national budgetary allocation effectively disbursed to <i>collectivités territoriales</i> in the north and centre regions (2019/20: not applicable; 2020/21: 30; 2021/22: 25 per cent)</p> <p>4.1.4 Percentage of increased local tax collection in the north and centre regions (2019/20: not applicable; 2020/21: 20 per cent; 2021/22: 25 per cent)</p> <p>4.1.5 Number of committees revitalized (<i>comités communal, local et régional d'orientation, de coordination, et de suivi des actions de développement</i>) in the north and the centre (2019/20: not applicable; 2020/21: not applicable; 2021/22: 46)</p>

Outputs

- 54 meetings (5 regional and 47 municipal) to strengthen State-society dialogue on issues of local interest, including collaboration with regional pilot committee of the strategic political framework of the crisis management of the centre
- 2 capacity-building training sessions in Ségou and Mopti for 210 prefects, sub-prefects, mayors and affiliates to build their capacity for reconciliation, local governance, public procurement policies, gender mainstreaming in public administration and decentralization (once decentralization laws are approved) and the management of transferred decentralized State services
- 1 session in Bamako to review progress on the political and institutional reforms related to the roll-out of the peace agreement and the charter of the transition for 100 prefects, sub-prefects, mayors and affiliates to review progress in local governance policies and for territorial police, Zone de développement des régions du nord du Mali, transfer of State deconcentrated technical services under the direct authority of the Minister for Local Administration and Decentralisation and the national decentralization council
- 2 meetings to strengthen citizen meaningful participation and control, and 20 capacity-building workshops in Bamako, Mopti, Ségou, Timbuktu, Taoudenit, Gao, Ménaka and Kidal, through which technical assistance would be provided to civil society organizations (including women and youth) to strengthen their networks, create synergies and reinforce their capacity to play an active role in the implementation of the peace agreement

Expected accomplishment	Indicators of achievement
4.2 Restoration of State authority, performing basic State functions, stabilization and decentralized services in central and northern Mali	<p>4.2.1 Number of State officials who have returned to their respective duty stations at the regional, <i>cercle</i> and <i>arrondissement</i> levels and in northern regions (2019/20: 20 per cent; 2020/21: 30 per cent; 2021/22: 40 per cent)</p> <p>4.2.2 Implementation of priority action plans at the regional, <i>cercle</i> and <i>commune</i> levels (2019/20: not applicable; 2020/21: 5 at the regional level, 24 at the <i>cercle</i> level and 49 at the <i>commune</i> level; 2021/22: 5 at the regional level, 24 at the <i>cercle</i> level and 72 at the <i>commune</i> level)</p> <p>4.2.3 Number of implemented peace dividend projects, including confidence-building towards the Mission and mandated tasks, social cohesion and inter- and intracommunal conflict resolution, security institutions and the rule of law, operationalization and effectiveness of State authorities and support for the peace process (2019/20: 113; 2020/21: 150; 2021/22: 126)</p>

Outputs

- 96 quick-impact projects in support of the implementation of the peace agreement and/or in response to specific needs in the centre on the basis of strong conflict analysis, in line with the Malian regional and national priorities and plans and the integrated strategic framework, in coordination with the United Nations country team and depending on the changing context
- Monthly coordination meetings with national and regional authorities, the United Nations country team, technical and financial partners and civil society for the implementation of peace dividend projects supporting stabilization, including the strengthening of joint MINUSMA-United Nations country team initiatives as per the integrated strategic framework, in consultation with the national authorities, taking

into consideration conflict sensitivity, gender concerns and the comparative advantages of different partners (capacities, expertise, field presence)

- 12 working sessions with the Government at the central and regional levels along with other development and humanitarian partners on the implementation of socioeconomic components of the peace agreement
- Quarterly sessions and 30 capacity-building activities for civil society organizations leading to analysis, joint statements and the accountability of local and national authorities so as to enhance State-society relations and restore trust and confidence in State institutions across the country
- 2 outreach and awareness-raising events to support the Mission's strategy in the centre and north, with at least 4 multimedia products to increase awareness among a wide range of stakeholders, such as national and regional authorities, technical and financial partners, and local populations and communities, about MINUSMA-supported projects in the area of stabilization and recovery in central and northern Mali, and 40 radio productions including debates, interviews and feature stories
- 4 donor coordination meetings and 1 global donor meeting, to mobilize additional resources for the trust fund in support of peace and security in Mali in line with the integrated strategic framework and through regular liaison with donors to continue to support the implementation of the peace agreement, the redeployment of State authority and the consolidation of sustainable peace and social cohesion through multidimensional stabilization activities
- 6 capacity-building sessions for the inclusive and coordinated development and readjustment by the regional governmental technical institutions of Ménaka, Taoudenni, Kidal, Gao, Timbuktu and Mopti of priority action plans for those regions, taking into consideration conflict sensitivity and gender concerns

Expected accomplishment

Indicators of achievement

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

4.3.1 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 and criminal code (2019/20: not applicable; 2020/21: reformed legislation adopted; 2021/22: reformed legislation adopted)

4.3.2 Progress towards the implementation of the national justice reform (2019/20: no progress made; 2020/21: 40 per cent of activities under the follow-on programme to the emergency programme implemented; 2021/22: 50 per cent of activities under the follow-on programme to the emergency programme implemented)

4.3.3 Implementation of a legal framework on the role of and the complementarity between traditional justice practices (cadi system) and the formal justice system (2019/20: no progress made; 2020/21: framework implemented; 2021/22: continued implementation of the new legislative framework)

4.3.4 A reform of the land law and of judicial and other entities dealing with real property and land disputes is adopted (2019/20: not applicable; 2020/21: not applicable; 2021/22: 1 reform)

Outputs

- Provision of advice and technical support to the Ministry of Justice for the implementation of the national justice reform
- 15 awareness-raising and training sessions, and conferences for government counterparts, traditional and formal actors, and civil society representatives to support a constructive complementarity between formal and traditional justice mechanisms
- 20 advisory sessions for judges, prosecutors and other judicial/court staff on national and international criminal justice standards, techniques and best practices, in Bamako and the northern and central region
- 2 training-of-trainers sessions to support the implementation of the curriculum for corrections officers and prison officials, including the United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules) and the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules)
- 2 sensitization sessions on the implementation of the national justice reform strategy to strengthen the coordination framework for criminal justice stakeholders in the regions of Gao, Mopti and Timbuktu
- 1 conference on the role of the bar association on the promotion of the rule of law and 5 introductory sessions to support the Ministry of Justice in introducing new legislation or legislative amendments regarding the justice sector in compliance with rule of law standards
- 10 public-awareness-raising events and radio programmes, including debates and interviews with relevant actors on national laws and international standards applicable to justice
- 10 criminal cases monitored pertaining to serious crimes, including cases involving peacekeeping fatalities
- Relevant internal oversight mechanisms are reinforced to increase the number of decisions rendered and published on complaints about the integrity of judges
- At least 10 working sessions or workshops/sensitization sessions to provide technical support to the Ministry of Justice and relevant line ministries in the formulation of a reformed land law or other land-related legislation and related regulations so as to reduce intercommunal and other conflicts

*Expected accomplishment**Indicators of achievement*

4.4 Strengthening of criminal justice actors to fight against impunity and increase the functionality of courts and prisons

4.4.1 Progress towards reinforcing the security of prisons, including those holding suspects and convicts of terrorism-related and organized-crime-related charges, through improved physical security measures and increased capacities and awareness of national and local authorities and prison officials (2019/20: ongoing; 2020/21: 5; 2021/22: 6)

4.4.2 Progress towards the provision of security for courts and court staff (2019/20: 6 courts; 2020/21: 6 courts; 2021/22: 7 courts)

4.4.3 Progress towards the operationalization of the tribunals in the regions of Gao, Timbuktu, Kidal and Mopti (2019/20: 14; 2020/21: 16; 2021/22: 17)

4.4.4 Progress towards the operationalization of prisons in the regions of Gao, Timbuktu, Kidal and Mopti, and of prisons in Bamako, Koulikoro and Dioila that hold high-risk detainees (2019/20: 11; 2020/21: 16; 2021/22: 11)

4.4.5 Increased percentage of magistrates and other appointed judicial authorities who are consistently present in the north and centre (2019/20: not applicable; 2020/21: 70 per cent; 2021/22: 80 per cent)

4.4.6 Number of trained and certified magistrates in the north and in the centre (2019/20: not applicable; 2020/21: 50; 2021/22: 52)

4.4.7 Increased number of trials held for serious crimes that result in judgments and sentencing (2019/20: not applicable; 2020/21: 10; 2021/22: 30)

4.4.8 An inclusive criminal policy is formulated, adopted and implemented (2019/20: not applicable; 2020/21: 1; 2021/22: implementation of the criminal policy)

4.4.9 Number of initiatives in the reform of the military justice system (2019/20: not applicable; 2020/21: a debate on a reform on the military justice system has been initiated; 2021/22: key recommendations on the reform process are agreed with the national counterparts)

Outputs

- 16 tribunals and 11 prisons become operational through the provision to the Ministry of Justice and to justice and corrections actors of advice, advocacy, expertise, technical support and capacity-building (including 12 round tables/workshops held in the north and centre to strengthen rule of law institutions – notably investigative magistrates – and 3 training sessions held on analysing prison data on detainees)
- At least 10 working sessions to provide technical support to the Ministry of Justice in the implementation of the newly adopted inclusive criminal policy
- At least 3 trainings in prisons detaining high-risk prisoners to provide technical support to the national directorate of prison administration for the prevention of violent extremism and radicalization in prison and the provision of advice on the effective implementation of the newly established mechanism for detecting signs of violent extremism in prison
- 6 mobile hearings and 6 judicial missions organized in the north and centre in areas where judicial authorities have been delocalized on security grounds
- Monthly mentoring and capacity-building activities aimed at improving case management, criminal analysis and proactive investigations for 63 investigators and 16 magistrates
- 3 regional offices of the Specialized Judicial Unit and its investigative brigade established and operational in Mopti, Gao and/or Timbuktu through the delivery of infrastructure and equipment, as well as of mentoring and capacity-building activities for newly deployed investigators and prosecutors aimed at improving evidence collection and proactive investigations
- Quarterly sensitization activities, as well as support and advocacy for the formalization of a cooperation framework to provide technical assistance to improve cooperation between the Malian Defence and Security Forces and the Specialized Judicial Unit with regard to the collection and transmission of evidence from the battlefield

External factors

The political transition could further delay the extension of State authority and the provision of services in the north and in the centre of the country. In addition, the lack of will of the Malian stakeholders to the peace agreement and the presence and activities of non-compliant armed groups could disrupt the implementation of the initiatives. A further deterioration of the security situation and continuous asymmetrical attacks in the northern and, particularly, the central regions of Mali could hinder the fulfilment of the planned activities and further affect civilians.

Table 7

Human resources: component 4, extension of State authority and the rule of law

Category	Total								
I. Government-provided personnel									
Approved posts 2020/21	19								
Proposed posts 2021/22	19								
Net change	–								
II. 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			
Office of Stabilization and Early Recovery									
Approved posts 2020/21	–	1	11	–	2	14	22	9	45
Proposed posts 2021/22	–	1	11	–	2	14	22	9	45
Net change (see table 9)	–	–	–	–	–	–	–	–	–
Justice and Corrections Section									
Approved posts 2020/21	–	1	9	7	1	18	12	8	38
Proposed posts 2021/22	–	1	9	7	1	18	12	8	38
Net change	–	–	–	–	–	–	–	–	–
Subtotal									
Approved posts 2020/21	–	2	20	7	3	32	34	17	83
Proposed posts 2021/22	–	2	20	7	3	32	34	17	83
Net change	–	–	–	–	–	–	–	–	–
Total, I and II									
Approved posts 2020/21	–	2	20	7	3	32	34	17	102
Proposed posts 2021/22	–	2	20	7	3	32	34	17	102
Net change	–	–	–	–	–	–	–	–	–

^a Includes National Professional Officers and General Service staff.

Component 5: support

95. 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.

*Expected accomplishment**Indicators of achievement*

5.1 Rapid, effective, efficient and responsible support services for the Mission

5.1.1 Percentage of approved flight hours utilized (2019/20: 63 per cent; 2020/21: ≥ 90 per cent; 2021/22: ≥ 90 per cent)

5.1.2 Average annual percentage of authorized international posts vacant (2019/20: 8 per cent; 2020/21: 8 per cent ± 3 per cent; 2021/22 8 per cent ± 3 per cent)

5.1.3 Average annual percentage of female international civilian staff (2019/20: 27 per cent; 2020/21: ≥ 30 per cent; 2021/22: ≥ 35 per cent)

5.1.4 Average number of days for roster recruitment to candidate selection for international candidates (2019/20: 72; 2020/21: ≤ 120 ; 2021/22: ≤ 120 calendar days from posting of job opening for P-3 to D-1 and FS-3 to FS-7 levels)

5.1.5 Average number of days for post-specific recruitments, from closing of the job opening to candidate selection, for international candidates (2019/20: 316; 2020/21: ≤ 120 ; 2021/22: ≤ 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 (2019/20: 69 points; 2020/21: 100 points; 2021/22: 100 points)

5.1.7 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2019/20: 97 per cent; 2020/21: ≥ 95 per cent; 2021/22: ≥ 95 per cent)

5.1.8 Compliance with the field occupational safety risk management policy (2019/20: 70 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

5.1.9 Overall score on the Administration's property management index based on 20 underlying key performance indicators (2019/20: 1,614; 2020/21: $\geq 1,800$; 2021/22: $\geq 1,800$)

5.1.10 Deviation from demand plan in terms of planned quantities and timeliness of purchase (2019/20: 6.7 per cent; 2020/21: ≤ 20 per cent; 2021/22: ≤ 3 per cent)

5.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation at 30 June, in accordance with memorandums of understanding (2019/20: 100 per cent; 2020/21: 100 per cent; 2021/22: 100 per cent)

5.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2019/20: 98 per cent; 2020/21: ≥95 per cent; 2021/22: ≥95 per cent)

Outputs

Service improvements

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

Audit, risk and compliance services

- Implementation of pending audit recommendations, as accepted by management

Aviation services

- Operation and maintenance of 63 aircraft (16 fixed-wing craft, including 6 manned intelligence, surveillance and reconnaissance platforms; 28 rotary-wing craft; and 19 unmanned vehicles in 7 unmanned aerial systems)
- Provision of 17,499 planned flight hours (9,784 by commercial providers, 7,715 by military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, and casualty and medical evacuation
- Oversight of aviation safety standards for 60 aircraft and 17 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance and accounting services for a budget of \$1.2 billion, in line with delegated authority
- 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 1,938 authorized civilian personnel (827 international staff, 905 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 2,934 civilian personnel and support for outside-mission training for 198 civilian personnel
- Support for the processing of 3,621 in-mission and 385 outside-mission travel requests for non-training purposes and 198 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 18 construction, renovation and alteration projects
- Operation and maintenance of 345 United Nations-owned generators in 11 locations and 2 electrical transformers in 2 locations, in addition to electricity services contracted from local providers
- Operation and maintenance of United Nations-owned water supply and treatment facilities (44 boreholes and 24 water treatment and purification plants, and 70 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 22 sites in 10 locations and of gardening and vegetation control services at 20 sites in 8 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 48.9 million litres of fuel (11.7 million litres for air operations, 8.0 million litres for ground transportation and 29.2 million litres for generators and other facilities) and of oil and lubricants across distribution points and storage facilities in 13 locations

Field technology services

- Provision of and support for 3,683 handheld portable radios, 1,385 mobile radios for vehicles and 528 base station radios
- Operation and maintenance of 1 FM radio broadcast station and 8 radio production facilities
- Operation and maintenance of a network for voice, video and data communications, including 38 very small aperture terminals, 96 microwave links and 20 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 3,851 computing devices, 422 printers for an average strength of 2,856 civilian and uniformed end users located in Bamako and other regions, as well as other common services
- Support for and maintenance of 143 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, 3 level II hospitals in 3 locations, 1 commercial damage control surgical level I+ facility in 1 location) and maintenance of contractual arrangements with 2 commercial level II hospitals 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 4 locations

Supply chain management services

- Provision of planning and sourcing support for an estimated \$106.8 million in the acquisition of goods and commodities, in line with delegated authority
- Receipt, management and onward distribution of up to 23,119 tons of cargo within the mission area
- Management, accounting and reporting of property, plant and equipment and financial and non-financial inventories, as well as equipment below threshold value with a total historical cost of \$360 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation and repatriation of a maximum strength of 15,209 authorized military and police personnel (486 military staff officers, 12,803 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 63 military and formed police units in 12 locations
- Supply and storage of rations, combat rations and water for an average strength of 13,937 members of military contingents and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 14,248 military and police personnel and 16 government-provided personnel
- Support for the processing of 984 in-mission and 79 outside-mission travel requests for non-training purposes and 27 travel requests for training purposes for uniformed personnel

Vehicle management and ground transportation services

- Operation and maintenance of 1,032 United Nations-owned vehicles (442 light passenger vehicles, 144 special purpose vehicles, 8 ambulances, 196 armoured vehicles and 242 other specialized vehicles, trailers and attachments), 4,439 contingent-owned vehicles and 7 workshop and repair facilities, as well as provision of transport and shuttle services

Security

- Provision of 24-hour close protection to senior mission personnel and visiting high-level officials and of security and safety services to all mission personnel and installations
- Conduct of mission-wide site security assessments, including residential surveys
- 50 information sessions on security awareness and contingency plans for all mission staff
- 197 induction security-training sessions and 7 primary fire training sessions and fire drills for all new mission staff
- 1,500 investigations and investigative actions

Conduct and discipline

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

HIV/AIDS

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

External factors

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

Table 8
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 2020/21	–	1	4	5	7	17	11	2	30
Proposed posts 2021/22	–	1	4	5	7	17	11	2	30
Net change	–	–	–	–	–	–	–	–	–
Operations and Resource Management									
Approved posts 2020/21	–	1	21	20	80	122	99	37	258
Proposed posts 2021/22	–	1	21	21	81	124	99	37	260
Net change	–	–	–	1	1	2	–	–	2
Approved temporary positions ^b 2020/21	–	–	–	1	1	2	–	–	2
Proposed temporary positions ^b 2021/22	–	–	–	–	–	–	–	–	–
Net change	–	–	–	(1)	(1)	(2)	–	–	(2)
Subtotal									
Approved posts 2020/21	–	1	21	21	81	124	99	37	260
Proposed posts 2021/22	–	1	21	21	81	124	99	37	260
Net change	–	–	–	–	–	–	–	–	–
Service Delivery Management									
Approved posts 2020/21	–	1	20	34	133	188	248	36	472
Proposed posts 2021/22	–	1	21	34	133	189	248	36	473
Net change	–	–	1	–	–	1	–	–	1
Supply Chain Management									
Approved posts 2020/21	–	1	10	11	55	77	112	28	217
Proposed posts 2021/22	–	1	10	11	54	76	112	28	216
Net change	–	–	–	–	(1)	(1)	–	–	(1)
Subtotal, Mission Support Division									

<i>Civilian staff</i>	<i>International staff</i>						<i>National staff^a</i>	<i>United Nations Volunteers</i>	<i>Total</i>
	<i>USG–ASG</i>	<i>D-2–D-1</i>	<i>P-5–P-4</i>	<i>P-3–P-2</i>	<i>Field Service</i>	<i>Subtotal</i>			
Approved posts 2020/21	–	4	55	70	275	404	470	103	977
Proposed posts 2021/22	–	4	56	71	275	406	470	103	979
Net change	–	–	1	1	–	2	–	–	2
Approved temporary positions ^b 2020/21	–	–	–	1	1	2	–	–	2
Proposed temporary positions ^b 2021/22	–	–	–	–	–	–	–	–	–
Net change	–	–	–	(1)	(1)	(2)	–	–	(2)
Total, Mission Support Division									
Approved posts 2020/21	–	4	55	71	276	406	470	103	979
Proposed posts 2021/22	–	4	56	71	275	406	470	103	979
Net change	–	–	1	–	(1)	–	–	–	–
Security and Safety Section									
Approved posts 2020/21	–	–	5	11	146	162	178	1	341
Proposed posts 2021/22	–	–	5	11	146	162	178	1	341
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2020/21	–	4	60	82	422	568	648	104	1 320
Proposed posts 2021/22	–	4	61	82	421	568	648	104	1 320
Net change	–	–	1	–	(1)	–	–	–	–

^a Includes National Professional Officers and General Service staff.

^b Funded under general temporary assistance.

Operations and Resource Management

Table 9

Human resources: Operations and Resource Management – Office of the Chief

<i>Posts</i>					
<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>	
Position	-1	P-2	Associate Coordination Officer	Conversion	} From position to post (within the office)
Post	+1	P-2	Associate Coordination Officer	Conversion	
Position	-1	FS	Administrative Assistant	Conversion	
Post	+1	FS	Administrative Assistant	Conversion	
Net change	–				

96. The approved staffing establishment of the Office of the Chief for Operations and Resource Management comprises 7 posts and positions (1 D-1, 1 P-4, 1 P-2 general temporary assistance position, 2 national General Service, 1 Field Service temporary assistance position and 1 United Nations Volunteer). The Office of the Chief is responsible for bringing together strategic and cross-cutting mission support functions with a view to ensuring coherence in forecasting, performance monitoring,

planning and coordination related to operational and resourcing activities, and for providing overall guidance, support and oversight for the effective management of the related functions.

97. The P-2 and Field Service general temporary assistance positions have been approved since 2013. They play a strategic role in the coordination and review of the demands imposed on the Office of the Chief Operation and Resources Management. In addition, they play a strategic role in the quality control of documents to be validated prior to signature and of advice received from the Office's five major Sections (Human Resources, Finance and Budget, Field Technology, Mission Support Centre and the five regional mission support offices). They perform a broad range of other functions that relate to the coordination and management of tasks related to, among other things: cost recovery, Umoja projects, the monitoring of major engineering and other projects in the regional mission support offices, audit responses, the follow-up regarding the implementation of the recommendations made by the Board of Auditors and United Nations internal auditors, and matters regarding the delegation of authority.

98. The Office of the Chief of Operations and Resource Management seeks to strengthen administrative continuity and the efficiency of its projects and procedures. In that context, it is proposed that the two positions be converted to two posts, as shown in table 9.

Service Delivery Management

Table 10

Human resources: Transport Section

<i>Posts</i>					
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	-1	FS	Transport Officer	Reclassification	To Transport Officer (P-4) (within the Section)
Post	+1	P-4	Transport Officer	Reclassification	From Transport Officer (FS) (within the Section)
Net change	-				

99. The approved staffing establishment of the Transport Section comprises 110 posts and positions. The Transport 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.

100. The Mission requires a subject matter expert to strengthen: the supervision of the transport units; guidance; expected achievements; engagement with stakeholders for transportation requirements; cost-efficiency; and efficiency of the transport operations comprising a large fleet of vehicles in multiple locations.

101. In that context, it is proposed that the post, as shown in table 10, be reclassified.

Table 11
Human resources: Life Support Section

<i>Posts</i>					
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	-1	P-4	Supply Officer	Reclassification	From Supply Officer (within the Section)
Post	+1	P-5	Senior Supply Officer	Reclassification	
Post	+1	FS	Supply Officer	Redeployment	From Centralized Warehousing Section
Net change	+1				

102. The approved staffing establishment for the Life Support Section comprises 38 posts and positions. 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.

103. The operational and geographical configuration of the terrain poses serious challenges to supply chain management, quality control, food and fuel safety management, delivery by military convoy and the management of teams in multiple locations.

104. The Life Support Section manages numerous and complex contracts for goods and services deployed in multiple locations with complex security situations, diverse and unfriendly terrain, precarious communication lines and a harsh climate. Owing to increased insecurity and the dispersed deployment of the activities of the Mission, the scope of the requirement for life support commodities has increased. In this context, it is proposed that the post be reclassified as shown in table 11 to strengthen oversight, leadership and guidelines so as to support the technical teams managing the contracts.

105. In addition, the Life Support Section is responsible for general supply functions, which are focused on: demand planning; initiating requisitions; developing specifications; taking part in solicitation; planning and ordering distribution; contract administration functions for the supply of rations, water, fuel and other critical goods and services in accordance with the common United Nations supply system. In this context, it is proposed to strengthen internal controls such as the segregation of duties between the custodian function of the Centralized Warehousing Section and the demand and cost centre function of the Life Support Section, and redeploy the post as shown in table 11.

Supply chain management

Table 12

Human resources: Centralized Warehousing Section

<i>Posts</i>					
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	-1	FS	Supply Officer	Redeployment	To Life Support Section
Net change	-1				

106. The proposed outward redeployment of the post shown in table 12 is described in paragraph 105.

Security and Safety Section

Table 13

Human resources: Security and Safety Section

<i>Posts</i>					
	<i>Change</i>	<i>Level</i>	<i>Functional title</i>	<i>Action</i>	<i>Description</i>
Post	-1	NGS	Field Security Radio Operator	Reassignment	} Within the Section
Post	+1	NGS	Field Security Assistant	Reassignment	
Net change	-				

107. The approved staffing establishment for the Security and Safety Section comprises 341 posts and positions. The Section enables the delivery of the mandate of the Mission through the establishment of a coordinated security mechanism and supports the management of security risks at the country level for all United Nations personnel, eligible dependants, premises, operations and assets in Mali.

108. The functions of field security are critical to managing the flow of identification cards to be issued or retrieved from personnel in the mission and keeping a reliable and up-to-date database system for the effective implementation of the security management system in Mali. In addition, the Section is tasked with implementing the new electronic access control system, the requirements for which are currently met with personnel from the Operations and Response Unit under temporary arrangements for the 2020/21 period. Considering the continuous requirement to have an efficient team in the Pass and Identification Unit, there is a need to maintain these arrangements. In that context, it is proposed that the post be reassigned within the Security Section as shown in the table 13.

II. Financial resources

A. Overall

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

Category	Expenditures (2019/20)	Apportionment (2020/21)	Cost estimates (2021/22)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	1 831.2	2 165.6	—	(2 165.6)	(100.0)
Military contingents	454 540.1	432 221.6	425 231.7	(6 989.9)	(1.6)
United Nations police	14 780.8	11 501.5	11 944.8	443.3	3.9
Formed police units	51 142.2	48 034.2	51 174.0	3 139.8	6.5
Subtotal	522 294.3	493 922.9	488 350.5	(5 572.4)	(1.1)
Civilian personnel					
International staff	158 024.0	160 059.7	183 926.5	23 866.8	14.9
National staff	25 323.6	24 989.6	27 912.7	2 923.1	11.7
United Nations Volunteers	9 275.9	9 508.3	10 315.8	807.5	8.5
General temporary assistance	2 417.8	1 431.2	1 384.7	(46.5)	(3.2)
Government-provided personnel	697.7	665.9	743.1	77.2	11.6
Subtotal	195 739.0	196 654.7	224 282.8	27 628.1	14.0
Operational costs					
Civilian electoral observers	—	—	—	—	—
Consultants and consulting services	234.6	525.5	575.7	50.2	9.6
Official travel	3 239.2	4 720.6	4 630.1	(90.5)	(1.9)
Facilities and infrastructure	96 306.3	137 960.3	104 301.2	(33 659.1)	(24.4)
Ground transportation	15 871.4	18 463.3	14 564.5	(3 898.8)	(21.1)
Air operations	122 753.8	160 208.6	172 137.8	11 929.2	7.4
Marine operations	2 295.9	1 840.3	1 315.7	(524.6)	(28.5)
Communications and information technology	80 208.9	63 712.7	68 147.4	4 434.7	7.0
Medical	15 723.2	8 671.3	8 700.2	28.9	0.3
Special equipment	—	—	—	—	—
Other supplies, services and equipment	78 863.9	91 904.5	92 112.0	207.5	0.2
Quick-impact projects	3 378.4	4 800.0	4 800.0	—	—
Subtotal	418 875.6	492 807.1	471 284.6	(21 522.5)	(4.4)
Gross requirements	1 136 908.9	1 183 384.7	1 183 917.9	533.2	0.0
Staff assessment income	17 350.8	17 365.3	17 980.4	615.1	3.5
Net requirements	1 119 558.1	1 166 019.4	1 165 937.5	(81.9)	(0.0)
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	1 136 908.9	1 183 384.7	1 183 917.9	533.2	0.0

B. Non-budgeted contributions

109. The estimated value of non-budgeted contributions for the period from 1 July 2021 to 30 June 2022 is as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Status-of-forces agreement ^a	40 768.8
Voluntary contributions in kind (non-budgeted)	—
Total	40 768.8

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

C. Efficiency gains

110. The cost estimates for the period from 1 July 2021 to 30 June 2022 take into account the following efficiency initiatives:

(Thousands of United States dollars)

<i>Category</i>	<i>Amount</i>	<i>Initiative</i>
Facilities and infrastructure	456.5	Use of solar photovoltaic systems and utilization of hybrid generators instead of conventional generators
Total	456.5	

D. Vacancy factors

111. The cost estimates for the period from 1 July 2021 to 30 June 2022 take into account the following vacancy factors:

(Percentage)

<i>Category</i>	<i>Actual 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
Military and police personnel			
Military observers	2.5	2.5	—
Military contingents	8.4	5.0	6.0
United Nations police	14.9	10.0	9.9
Formed police units	8.4	8.0	7.9
Civilian personnel			
International staff	8.0	8.5	6.0
National staff			
National Professional Officers	14.0	16.0	12.0
National General Service staff	12.6	13.2	11.0

<i>Category</i>	<i>Actual 2019/20</i>	<i>Budgeted 2020/21</i>	<i>Projected 2021/22</i>
United Nations Volunteers			
International	15.7	18.3	11.1
National	100.0	17.0	50.0
Temporary positions ^a			
International staff	—	—	—
Government-provided personnel	26.3	26.0	15.8

^a Funded under general temporary assistance.

112. 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 for the proposed establishment of new United Nations Volunteer positions.

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

113. Requirements for the period from 1 July 2021 to 30 June 2022 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of \$168,779,500, 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	96 018.9	13 614.6	109 633.5
Self-sustainment	53 011.0	6 135.0	59 146.0
Total	149 029.9	19 749.6	168 779.5
<i>Mission factors</i>	<i>Percentage</i>	<i>Effective date</i>	<i>Last review date</i>
A. Applicable to Mission area			
Extreme environmental condition factor	2.4	1 October 2016	1 May 2016
Intensified operational condition factor	3.3	1 October 2016	1 May 2016
Hostile action/forced abandonment factor	5.4	1 October 2016	1 May 2016
B. Applicable to home country			
Incremental transportation factor	0.0–5.0		

F. Training

114. The estimated resource requirements for training for the period from 1 July 2021 to 30 June 2022 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated amount</i>
Consultants	
Training consultants	—
Official travel	
Official travel, training	1 119.7
Other supplies, services and equipment	
Training fees, supplies and services	1 159.4
Total	2 279.1

115. The number of participants planned for the period from 1 July 2021 to 30 June 2022, 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 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>	<i>Actual 2019/20</i>	<i>Planned 2020/21</i>	<i>Proposed 2021/22</i>
Internal	732	1 271	1 680	620	1 041	1 254	1 026	3 030	26 693
External ^a	65	226	160	9	69	38	24	7	27
Total	797	1 497	1 840	629	1 110	1 292	1 050	3 037	26 720

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

116. During the 2021/22 period, the number of participants in training courses will increase owing to the use of online training platforms. The Mission's training programme will focus on the development of the leadership, management, organizational and administrative skills of mission personnel. Training courses will also be provided to strengthen the substantive and technical capacities of mission staff in the fields of air operations; communications; disarmament, demobilization, reintegration, resettlement and reinsertion; electoral support; engineering; ground transportation; human resources management and development; budget and finance; human rights; gender; information technology; humanitarian issues; conduct and discipline; the prevention of sexual exploitation and abuse; medical services; the peace process; political and civil affairs; the protection of civilians; procurement and contract management; safety and security; the rule of law; supply and property management; and environmental awareness.

G. Disarmament, demobilization and reintegration

117. The estimated resource requirements for disarmament, demobilization and reintegration for the period 1 July 2021 to 30 June 2022 are as follows:

(Thousands of United States dollars)

<i>Category</i>	<i>Estimated value</i>
Other supplies, services and equipment	8 282.8
Total	8 282.8

118. In accordance with Security Council resolution [2531 \(2020\)](#), MINUSMA will continue to support the implementation of the peace agreement and reconciliation in Mali, in particular the progress in the cantonment and disarmament, demobilization, reintegration and integration processes, as well as inclusive and consensual security sector reform, with a view to the progressive redeployment of the reconstituted and reformed defence and security forces in Mali through the registration of all combatants eligible for the disarmament, demobilization and reintegration process, the effective completion of the accelerated 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.

119. During the 2020/21 period, MINUSMA will support the disarmament, demobilization and integration 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 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 and associate members, 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.

120. 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 (\$2,952,800 in support of disarmament and demobilization activities for 3,500 ex-combatants of signatory armed movements in the north; \$500,000 in support of the disarmament and dismantlement process for 1,000 ex-elements of self-defence groups in the centre; \$1,750,000 in support of the integration and deployment of the reconstituted Malian Defence and Security Forces; \$80,000 in support of the implementation of a national defence and security strategy); and (b) community violence reduction programmes: 20 projects in support of and complementarity 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

121. The estimated resource requirements for mine detection and mine-clearing services for the period 1 July 2021 to 30 June 2022 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	44 831.0
Mine detection and mine-clearing supplies	—

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

risk awareness and community violence reduction initiatives and the development of community-based conflict-mitigation strategies to strengthen community resilience to explosive threats and small arms and light weapons.

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

I. Other programmatic activities

124. The estimated resource requirements for other programmatic activities for the period from 1 July 2021 to 30 June 2022 are as follows:

(Thousands of United States dollars)

<i>Description</i>	<i>Proposed amount</i>
Improving collaboration and building trust between civil society and national and local authorities	1 293.3
Enhancing the delivery by the Government of Mali of support for the stabilization of the centre and the north	1 279.1
Human rights and protection	1 186.9
Justice and corrections	1 094.4
Electoral support	949.8
Security sector reform	877.9
Stabilization and recovery	480.5
Gender affairs and prevention of and response to conflict-related sexual violence	376.8
Total	7 538.7

125. 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 [2531 \(2020\)](#). The programmatic activities planned for the 2021/22 period further take into consideration the statement by the President of the Security Council on Mali of 15 October 2020. To that end, programmatic activities have been adapted to focus on the implementation of the peace agreement, the stabilization of the centre and, notably, in line with the statement by the President of the Security Council, support to the political transition in Mali. The latter objective is reflected in programmatic activities with regard to good offices, electoral affairs and civil affairs.

126. In the implementation of its mandate the Mission applies the key principles set out in the mission concept. Increased leadership and ownership of the peace process by the Malian parties and other key stakeholders as well as increased engagement of the Government and relevant local and community representatives in the development and implementation of a politically led strategy in the centre will be at the core of the 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 best use of comparative advantages, including through the integrated strategic framework.

127. 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, credible elections in a peaceful environment would be a key element of the political transition. Lessons learned from the past elections following the 2020 coup d'état demonstrated that more concrete and sustainable change through reforms are required to enhance confidence-building among politicians and the population and strengthen the foundation for more credible and transparent elections in the country. The current situation would allow for strengthened institutional and political reforms in support of the constitutional referendum and the holding of presidential, legislative, communal, senatorial, regional and local elections. The Mission will continue to strengthen its coordination with the Government, the United Nations and national partners through the coordination mechanisms already in place so as to ensure complementarity in the support provided as well as the monitoring of activities, expenditures and oversight. The Mission will coordinate the overall electoral assistance in Mali in collaboration with UNDP and UN-Women 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 ensure a greater impact;

(b) **Enhancing the delivery by the Government of Mali of support for the stabilization of the centre and the north:** technical, organizational and logistical support will be provided by the Mission to the Permanent Secretariat of the Cadre politique de gestion de la crise au centre to enhance the implementation of the national politically-led strategy for the centre. Efforts to increase the implementation of stabilization mechanisms in the centre will continue, including efforts to heighten the engagement and participation of key national stakeholders, including political parties, elected officials and civil society including women, young people and religious groups. The Mission will also ensure its support to the development of a sustainable partnership on the implementation of the stabilization strategy organized by elected local officials with civil society organizations, including youth, women, and traditional and religious leaders, to promote leadership and national ownership in the sociopolitical reconciliation processes;

(c) **Improving collaboration and building trust between civil society and national and local authorities:** supporting the restoration and extension of State authority in the north and in the centre by strengthening the capacity of the newly deployed authorities to implement the reforms provided for in the agreement and to ensure the effective functioning of the interim administrations in northern Mali, among other things. The project will also contribute to strengthening the oversight capacity of civil society organizations and trust between civil society and national and local authorities, which is essential to implementing reforms and the peace agreement, including with regard to women and youth, citizen control and public policies analysis, and would also serve to promote meaningful participation in the implementation of the peace agreement and reconciliation;

(d) **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 electoral processes. It is aimed at strengthening the capacity of Malian women and civil society and youth organizations to contribute fully and effectively to the implementation of the women and peace and security agenda, including by monitoring the participation of women in the peace process, through the future independent observatory for women's participation and in the political transition. In collaboration with UN-Women and the United Nations Office for West Africa and the Sahel and the Women Cluster, the project aims to organize bimonthly video teleconferences with the United Nations Office for West Africa and the Sahel on the implementation of the women and peace and security agenda. The project will support the capacity of Malian women and civil society organizations to contribute fully and effectively to the reduction of gender-based violence and 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 related monitoring, analysis and reporting arrangements for government partners (including the Malian Defence and Security Forces), the signatory armed groups, members of the gender-based violence subcluster and civil society organizations through workshops;

(e) **Security sector reform:** activities will support the redeployment of reconstituted defence and security forces in the north and central regions of Mali to enhance security in these areas and the redeployment of civil administration and services. The project will also support the implementation of the action plan of the national security sector reform strategy which is a key priority for consolidating peace and addressing the accountability of defence and security forces in their daily tasks; the national defence and security strategy; the development of effective civil society and parliamentary oversight; the national strategy 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; logistical, technical and operational support to the National Commission on Disarmament, Demobilization and Reintegration and its operations; and through community violence reduction projects will remain essential to supporting security sector reform initiatives;

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

(g) **Justice and corrections:** activities will contribute to strengthening the fight against impunity by supporting the implementation of the national policy to prevent and combat violent extremism and terrorism in Mali, the Specialized Judicial Unit on Terrorism and Transnational Organized Crime and related criminal justice chain actors, the prevention of violent extremism in prisons and the reinforcement of accountability within the justice system and prisons. It will also contribute to the extension of State authority and to reinforcing confidence between the population,

the Malian Defence and Security Forces and the justice system through a comprehensive approach aimed at strengthening the effective functionality of justice institutions, enhancing access to justice, contributing to a reduction in potential sources of conflict, and strengthening the complementarity of formal and traditional justice mechanism. The project will further contribute to the full operationalization of judicial and prison institutions, including by reinforcing the security of correction infrastructures in the north, in the centre and in Dioila, which detain high-risk detainees;

(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 through the full operationalization of the regional committees (comités régionaux d'orientation, de coordination et de suivi des actions de développement) in support of the northern development zone. Strengthening the legal framework and the role of the regional committees will make a positive contribution to the decentralization process and to the implementation of the peace agreement.

J. Quick-impact projects

128. The estimated resource requirements for quick-impact projects for the period from 1 July 2021 to 30 June 2022, 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 2019 to 30 June 2020 (actual)	3 378.4	113
1 July 2020 to 30 June 2021 (approved)	4 800.0	110
1 July 2021 to 30 June 2022 (proposed)	4 800.0	96

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

130. Violence and insecurity in communities undermine public support for the peace process, while not only endangering the livelihoods of the local population but also creating security risks for MINUSMA uniformed and civilian components as well as development and humanitarian actors operating in these areas. Under such circumstances, extremist armed groups are able to capitalize on the 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.

131. 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, 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; the improvement of access to basic social services, including water and electricity, such as 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, e.g., women, youth, minorities. The activities further include training; awareness-raising; capacity-building in different fields 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

132. The standard terms applied with respect to the analysis of resources 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 observers	(\$2 165.6)	(100%)

• Management: change in deployment

133. The non-requirement of a provision for military observers is attributable to the transformation of the full strength of 40 military observer personnel to military staff officers reflected in military contingent personnel to support the forward command post in Gao as part of the Mission’s adaptation plan.

	<i>Variance</i>	
Military contingents	(\$6 989.9)	(1.6%)

• Management: reduced inputs, same outputs

134. The reduced requirements are attributable primarily to: (a) lower costs for rations as they relate to delivery fees because the contingents will alternatively collect rations directly from four distribution points (Bamako, Gao, Kidal and Timbuktu), compared with the delivery by the vendor included in the approved budget for the 2020/21 period, and to the one-time mobilization fees associated with the new contract established in the 2020/21 period; (b) a higher estimated adjustment against the standard reimbursement to troop-contributing countries for the deployment of non-functional or absent contingent-owned major equipment, in line with General Assembly resolution 67/261, based on historical trends of the actual serviceability of contingent-owned equipment, compared with the adjustment applied in the approved

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.

budget for the 2020/21 period; and (c) lower anticipated compensation for death and disability based on the trend of expenditure.

135. The reduced requirements are offset in part by increased requirements for contingent-owned equipment and related freight for its deployment, resulting from the reconfiguration of the military contingent units to support the adaptation of the force in line with the assessment of the situation in northern and central Mali in connection with the implementation of the Mission's primary and secondary strategic priorities outlined in Security Council resolution [2531 \(2020\)](#).

	<i>Variance</i>	
United Nations police	\$443.3	3.9%

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

136. The increased requirements are attributable primarily to lower costs for mission subsistence allowance owing to the lower number of United Nations police personnel who are entitled to the allowance in the light of the anticipated provision of United Nations accommodation in lieu of the accommodation element of the allowance, compared with the number of personnel included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Formed police units	\$3 139.8	6.5%

• **Management: increased input and output**

137. The increased requirements are attributable primarily to higher costs for contingent-owned equipment based on: (a) additional major contingent-owned equipment resulting from the reconfiguration of formed police units based on the Mission's operational requirements, compared with the volume of equipment included in the approved budget for the 2020/21 period; and (b) improvements in the deployment of contingent-owned equipment for self-sustainment, as reflected in the applicable lower factors for unserviceability or non-deployment, compared with the higher factors applied in the approved budget for the 2020/21 period.

138. The increased requirements are offset in part by reduced requirements for the standard troop cost reimbursement in connection with the higher estimated adjustment against the standard reimbursement for the deployment of non-functional or absent contingent-owned major equipment in line with General Assembly resolution [67/261](#), based on historical trends of the actual serviceability of contingent-owned equipment compared with the adjustment applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
International staff	\$23 866.8	14.9%

• **Cost parameters: change in salary scale**

139. The increased requirements are attributable primarily to: (a) higher rates for international salaries based on the revised salary scale, compared with the rates applied in the approved budget for the 2020/21 period; and (b) the application of the lower vacancy rate of 6.0 per cent in the computation of international staff costs in connection with the Mission's continued efforts to encumber long-vacant posts, compared with the rate of 8.5 per cent applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
National staff	\$2 923.1	11.7%

• **Management: increased input and output**

140. The increased requirements are attributable primarily to: (a) the application of the lower vacancy rate of 12.0 per cent for national Professional Officers and 11.0 per cent for national General Service staff in the computation of national staff costs, compared with the vacancy rates of 16.0 and 13.2 per cent, respectively, applied in the approved budget for the 2020/21 period; and (b) the impact of the appreciation of the West African CFA franc (XOF) against the United States dollar, resulting in the application of an exchange rate of 549.286 XOF to one United States dollar, compared with the rate of 587.512 franc applied in the approved budget for the 2020/21 period.

	<i>Variance</i>	
United Nations Volunteers	\$807.5	8.5%

• **Management: change in vacancy rates**

141. The increased requirements are attributable primarily to: (a) the application of a lower vacancy rate of 11.1 per cent for United Nations Volunteers in the computation of allowances owing to the Mission's continued efforts to encumber vacant positions, compared with the rate of 18.3 per cent applied in the approved budget for the 2020/21 period; and (b) the proposed establishment of two international United Nations Volunteers positions.

	<i>Variance</i>	
Facilities and infrastructure	(\$33 659.1)	(24.4%)

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

142. The reduced requirements are attributable primarily to: (a) the non-requirement for the one-time costs for construction, alteration and renovation, for the acquisition of field defence supplies, mainly 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 2020/21 period; (b) the non-requirement for one-time installation costs for security services in connection with the integrated camp security and early warning systems that were included in the approved budget for the 2020/21 period; (c) lower costs for maintenance services based on contractual negotiations initiated in 2020/21 and continued with alternative vendors at reduced rates to improve service reliability and compliance with environmental standards, compared with the estimates included in the approved budget for the 2020/21 period; (d) the non-requirement for the one-time costs for security services as they relate to the installation and maintenance of the new and more economical camp surveillance and protection systems (counter-rocket, artillery and mortar (C-RAM) systems and ground artillery detection radar), for which a provision was included in the approved budget for the 2020/21 period; and (e) lower anticipated average cost of fuel for generators of \$0.66 per litre, compared with the average cost of \$0.88 per litre applied in the approved budget for the 2020/21 period. The reduced requirements are offset in part by increased requirements for the acquisition of additional spare parts for generators to extend the life of generators and restore them to nearly new condition instead of replacing them, compared with the number of parts included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Ground transportation	(\$3 898.8)	(21.1%)

• **External: change in market prices levels**

143. The reduced requirements are attributable primarily to: (a) the lower anticipated consumption of 8.0 million litres of fuel for vehicles at a lower average cost of \$0.66 per litre based on actual consumption levels for the current period and trends, compared with 11.4 million litres at an average cost of \$0.88 per litre included in the approved budget for the 2020/21 period; and (b) lower costs for the rental of fewer items of heavy construction engineering equipment owing to the completion of some construction projects in the 2020/21 period to support the adaptation of the force, compared with the rental of vehicles included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Air operations	\$11 929.2	7.4%

• **Management: increased inputs and outputs**

144. The increased requirements are attributable primarily to: (a) the higher rental and operation costs for the Mission's fleet of fixed-wing and rotary-wing aircraft owing to the higher guaranteed fleet costs reflected in the contractual arrangements under negotiation for the manned intelligence, surveillance and reconnaissance platforms, and the replacement of medium military utility helicopters with more costly specialized civilian armoured aircrafts that provide aeromedical evacuation, search and rescue, intelligence surveillance and reconnaissance, night vision integrated systems, anti-missile system and integrated medical modules and aeromedical evacuation teams as part of the crew, so as to support the Mission's operational requirements in the context of the adaptation of the force; and (b) the net higher costs for air operations services in connection with the operation of two systems inclusive of a ground control station to support an additional tasking line for the deployed unmanned medium-altitude long-endurance vehicles to allow two airframes to fly simultaneously and provide enhanced situational awareness, compared with one system included in the approved budget for the 2020/21 period. The increased requirements are offset in part by the lower anticipated consumption of 11.7 million litres of fuel for aviation at a lower average cost of \$0.66 per litre based on actual consumption levels for the current period and trends, compared with 15.2 million litres at an average cost of \$0.88 per litre included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Marine operations	(\$524.6)	(28.5%)

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

145. The reduced requirements are attributable primarily to the acquisition of a lower number of sea containers as a consequence of the reduced acquisitions of engineering supplies, prefabricated equipment, construction materials and field defence supplies, in relation to the completion of some construction projects in the 2020/21 period to support the adaptation of the force, compared with the number of sea containers included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Communications and information technology	\$4 434.7	7.0%

• **Management: increased inputs and outputs**

146. The increased requirements are attributable primarily to the acquisition of communications and information technology equipment in support of: (a) the Mission's existing systems for protecting camps against threats from the use of drones by armed groups; (b) satellite earth stations to enhance command and control capabilities, including the secure transmission of data for mobile task forces during long-range ground operations as part of the force's adaptation plan; and (c) the camp perimeter intrusion detection systems so as to reinforce the protection of the camps in all regional offices in Gao, Ber and Goundam in relation to the force's adaptation plan for which provisions were not included in the approved budget for the 2020/21 period.

	<i>Variance</i>	
Other supplies, services and equipment	\$207.5	0.2%

• **Management: increased inputs and outputs**

147. The increased requirements are attributable primarily to the engagement of a higher number of individual contractual personnel to support surge requirements for supply chain management and central warehousing functions mainly in central and northern Mali, in support of the implementation of the force adaptation plan, compared with the number of contractual personnel included in the approved budget for the 2020/21 period.

148. The increased requirements are offset in part by: (a) lower freight and related costs for the transportation of equipment resulting from fewer anticipated acquisitions, in relation to the completion of some construction projects for the 2020/21 period; and (b) the engagement of fewer mine detection and mine-clearing services owing to efforts to identify economies of scale, apply lessons learned and implement a gradual transition of weapons and ammunition activities to the Malian authorities, compared with services included in the approved budget for the 2020/21 period.

IV. Actions to be taken by the General Assembly

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

(a) **Appropriation of the amount of \$1,183,917,900 for the maintenance of the Mission for the 12-month period from 1 July 2021 to 30 June 2022;**

(b) **Assessment of the amount in subparagraph (a) above at a monthly rate of \$98,659,825 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 74/290, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

(Resolution 74/290)

<i>Decision/request</i>	<i>Action taken to implement decision/request</i>
Requests the Secretary-General to establish clear frameworks and guidelines to determine the solicitation procedures, whether invitation to bid or request for proposal, to be utilized for, inter alia, acquiring different types of goods and services, including aviation services and to update the United Nations Procurement Manual accordingly (para. 9).	<p>The guidelines in section 6 (Solicitation) of the United Nations Procurement Manual, updated as at 30 June 2020, specifically those contained in section 6.3 (Solicitation methods), summarize the methods of solicitation and the guidance to determine when their use is appropriate.</p> <p>The Secretariat has contracted a consultant to review the aviation procurement practices of the United Nations, assess their current state and develop recommendations to further advance the maturity and capabilities of aviation procurement. The focus of the study is on the different solicitation methodologies (invitations to bid versus requests for proposals) in aviation procurement and lessons learned from experience gained to date. It is expected that the results of the study will be available shortly.</p>
Also requests the Secretary-General to undertake measures to ensure that the Organization conforms to best practices in public procurement with respect to transparency, including by placing additional information in the public domain on the outcome of procurement exercises conducted, including in the area of aviation services, so as to further increase the transparency of the procurement operations of the Organization, and to update the United Nations Procurement Manual accordingly (para. 10).	<p>It is stated in section 1.4 of the Procurement Manual that 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 (e.g., unbiased specifications, objective evaluation criteria, standard solicitation documents, equal information to all parties and the confidentiality of offers). Details on the awarding of contracts and purchase orders made by all Secretariat entities are now accessible on the website of the Procurement Division and on its mobile application.</p> <p>The United Nations also aligned that requirement in the guidance contained in the Procurement Manual, specifically in section 10.2.1 (Posting of awarded contracts). The website of the Procurement Division has been updated with increased accessibility and additional information such as demand forecast for special political missions and their contract awards. Further updates with more information will be provided by the second quarter of 2021.</p>

Unsuccessful vendors that participated in solicitations resulting in awards above \$200,000 are given the opportunity to obtain additional information on the reasons why their proposals did not receive an award through a formal debriefing process. Bidders that remain unsatisfied may file a procurement challenge, which is reviewed by an independent board.

As from 1 August 2020, all tender opening ceremonies can be attended virtually by vendors that have submitted bids or proposals. In addition, in accordance with the procedures contemplated in section 7 of the Procurement Manual (Management of submissions), tender opening reports for invitations to bid and requests for proposals are available for consultation by bidders for a period of 30 days from the tender opening date.

It is stipulated in section 13 of the Procurement Manual (Contract management and contract administration) that, in line with the procurement principles of transparency and accountability and in order to facilitate internal and external audits, procurement officers must maintain fully documented files for every solicitation and every contract.

With regard to air transportation services, in invitation to bid exercises, vendors are advised at the bid opening of the aircraft types offered by all bidders, with detailed pricing information per aircraft. Following the contract award, the award information confirming the pricing of the winning bid is posted on the website of the Procurement Division.

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. 11).

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

The Comprehensive Planning and Performance Assessment System has been implemented in MINUSMA since July 2019. It enables the Mission to: (a) develop a whole-of-mission plan, rooted in the local context and focused on how to maximize mission impact within the scope of its mandate; (b) assess the impact and effectiveness of its operations on the basis of data and analysis; and (c) regularly revise and update its plan on the basis of changes in the local context and evidence and of the effectiveness of the Mission's actions.

To strengthen integrated planning and performance assessment, the Mission advanced its implementation of the Comprehensive Planning and Performance Assessment System, resulting in improved strategic prioritization and sequencing of the Mission's mandated activities through alignment with broader mission planning, budgeting and decision-making processes.

Emphasizes the importance of the accountability system of the Secretariat, and requests the Secretary-General to continue to strengthen risk management and internal controls in the management of peacekeeping budgets, in order to facilitate mandate implementation and increase transparency, and to report thereon in his next report (para. 13).

This implementation has included the use of indicators that help to assess the impact of mandated tasks, which aids in decision-making by senior leadership. A full results framework has been developed in which relevant priority areas to assess the Mission's performance are identified. These are aligned with mandated priorities. The Mission, in alignment with the mission plan, will institutionalize regular performance reviews on a quarterly basis to inform, in an integrated manner, decision-making of the senior leadership team, budget formulation and reporting.

Work on ways to maximize mutually reinforcing interaction between the Comprehensive Planning and Performance Assessment System and mission planning and budget formulation continues through close consultation among the Department of Peace Operations, the Department of Management Strategy, Policy and Compliance and field missions.

In MINUSMA, the implementation of mandated activities is reflected in its result-based budgeting framework, the mission plan and budget, the Comprehensive Planning and Performance Assessment System and in individual workplans, reflecting the goals, objectives and success criteria of the Special Representative of the Secretary-General's compact. Establishment of the workplans' framework is based on specific workshops organized by the components to interpret and identify tasks that derive from the mandate. Requirements are reflected in the preparation of the Mission's budget, which is under continuous review by the Resource Stewardship Executive Group chaired by the Special Representative of the Secretary-General.

The implementation of the workplans is continuously reviewed by the components, the divisions and the services, while implementation of the budget is reviewed quarterly by the Resource Stewardship Executive Group and monthly by the Executive Group's working group. The reviews include budget implementation trends and the meetings provide a forum for discussion on mandate, operational priorities and the suggested redeployment of requirements to address needs.

Since 2019, MINUSMA has been in the process of implementing the Comprehensive Planning and Performance Assessment System as a tool for monitoring the impact achieved through the Mission's activities for the implementation of the mandate.

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. 18).

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. 19).

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. 20).

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. 21).

Programmatic activities are essential for the implementation of mission priorities. These activities are implemented in a complementary and integrated way by all mission components. Specific thematic areas of intervention are identified to respond to critical needs in alignment with mandate priorities and mission strategic frameworks. Consideration is also given to integrated processes and comparative advantages within the Mission and with the United Nations country team.

Programmatic activities contribute greatly to the implementation of the Mission's strategic priorities as outlined in the mandate, enabling integration and complementary activities to strengthen the Mission's military and police activities. The Mission ensures the use of the programmatic funds in line with United Nations rules and regulations. It also ensures the oversight, monitoring and evaluation of the activities through established accountability frameworks such as regular reporting, including the reports and letters of the Secretary-General, results-based budget reporting and performance assessments. This includes the use of tools such as the Umoja Extension 2 strategic management application module and the Comprehensive Planning and Performance Assessment System. Details of the Mission's programmatic activities proposed for the 2021/22 period are provided in section II.I of the present report.

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

The Mission provides technical oversight of the use of unmanned aerial and aircraft systems technologies and implemented military capacity through the force, which has dedicated intelligence, surveillance and reconnaissance planners who facilitate the technical oversight of the unmanned intelligence, surveillance and reconnaissance systems. In addition, the Force has dedicated planners who provide further technical oversight of the use of MINUSMA unmanned systems, and the force provides operators who are knowledgeable in the specialized equipment and aircraft. The Aviation Section, through its Units – including Air Operations, Quality Assurance, Technical Compliance and Aviation Safety – provides

Decision/request

Action taken to implement decision/request

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 requests the Secretary-General to further strengthen the measures in this regard and to report thereon to the General Assembly in the context of the next budget submission for the Mission (para. 22).

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. 23).

Requests the Secretary-General to consider options for greater nationalization of functions when formulating budget submissions, commensurate with mission mandates and requirements (para. 24).

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

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 a clear justification of need, or their abolishment (para. 28).

contract compliance and regulatory compliance oversight, in addition to a robust system of safety and quality controls to ensure compliance with associated standard operating procedures within the United Nations regulatory framework.

MINUSMA will focus on improving the protection of its camps in the regions. The Mission plans to deploy additional technology systems such as camp surveillance suites and access control in Aguelhok, Ansongo, Ber, Goundam and Douentza, a perimeter intrusion detection system at Gao airport and a counter-unmanned aerial system in all its camps, with the dual purpose of increasing security of MINUSMA personnel and releasing the troops currently dedicated to camp protection.

The Mission, through the coordination of the Office of Stabilization and Early Recovery, 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 by local populations and are conducive to creating trust between the Mission and them. Continued support through these projects remains vital for community-based projects in remote areas.

MINUSMA has been continuously reviewing and adjusting its staffing establishment to best deliver its mandate and has focused on recruitment for vacant posts as a priority. By March 2021, the Mission will strive to have all long-standing vacant posts encumbered. Subsequently, MINUSMA will focus on the review of the feasibility of the nationalization of posts thereafter.

The Mission put in place a recruitment plan to reduce the vacancy rate, which resulted in a combined overall vacancy rate of 9 per cent for national and international staff as at 30 November 2020.

The Mission reviewed the posts in its approved staffing establishment that have been vacant for more than 24 months, and the justification for their retention is reflected in the supplementary information to the present report. With the establishment of the Mission's recruitment plan, progress has been made in reducing the number of posts that have been vacant for 24 months or longer, and the Mission expects to meet its goal of no vacant posts for 12 months or longer by March 2021. At the time of preparation of the present report, 21 national posts had been vacant for more than 24 months, of

Also requests the Secretary-General to conduct a comparative assessment of the services provided by respective entities for mine action activities and to provide the results in the context of his next report (para. 29).

Recognizes the important role played by regional and subregional actors for peacekeeping operations, and in this regard encourages the Secretary-General to deepen the partnership, cooperation and coordination of the United Nations with regional and subregional actors, in accordance with relevant mandates, and to provide information on such deepened engagement in the context of his next reports (para. 30).

which 13 were near the last stages of recruitment. There are no international posts vacant for 24 months or longer.

The Mine Action Service of the Department of Peace Operations, with input of MINUSMA, undertook a comparative assessment of the services provided by relevant entities for mine action activities at the Mission. The assessment confirmed that the mine action services delivered in support of the mandate of MINUSMA included national capacity-building, protection of civilians from explosive ordnance risks, and reporting and analysis on the explosive threat facing the Mission. Both MINUSMA military contingents and the United Nations Office for Project Services (UNOPS), the implementing partner for the Mine Action Service, undertake explosive ordnance disposal, operating in complementarity. UNOPS supplements equipment and capability gaps of the contingents and provides explosive ordnance disposal capability and quick reaction—explosive ordnance disposal capability in Timbuktu. The specialized skills, equipment, training and efficient capability generation provided by UNOPS contribute to the safety and security of peacekeepers and enable the contingents to contribute effectively to mandate delivery. Although it was challenging to undertake a direct cost comparison, owing to the distinct roles among MINUSMA force and police components and UNOPS, the assessment acknowledged the complementarity of capabilities, which ensures resource-effective and flexible delivery of mine action services.

The security and political situation in Mali continues to have an impact on 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 the European Union and its missions, as well as Algeria, France and States in the subregion, 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 in order to improve regional political and security analysis, and exchange of information and experiences.

B. Advisory Committee on Administrative and Budgetary Questions

(A/74/737/Add.11)

Request/recommendation

The Advisory Committee notes that the Welfare Unit already employs three National Professional Officers in Goa, Kidal and Mopti, and recalls that the General Assembly has repeatedly emphasized the need to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions (see General Assembly resolutions [70/286](#), para. 20, and [65/289](#), [61/276](#) and [59/296](#)). Therefore, the Committee trusts that the Mission will consider the possibility of increasing the number of national personnel in future budget submissions (para. 18).

The Advisory Committee trusts that the Secretary-General will provide the General Assembly, at the time of its consideration of the present report, with information on this matter, including the actual details on the cost recovered over the past two years owing to low utilization and/or low availability of the contracted services costs of the unmanned aircraft systems. The Committee expects that information on the efficient measurement of utilization and availability of those systems, including on the cost recovery mechanism in case of low utilization and/or low availability of the contracted services, will be presented in future budget submissions (para. 30).

The Advisory Committee is looking forward to reviewing additional information regarding the environmental projects, including their costs, capacity and foreseen efficiency gains, in the next budget report on MINUSMA (para. 31).

Action taken to implement request/recommendation

MINUSMA has focused on the recruitment of all national positions, notwithstanding the challenges faced by the Mission regarding the availability of qualifications and skills in the local marketplace for the functions required by the Mission for mandate delivery.

MINUSMA will focus on the review of the feasibility of the nationalization of positions in 2021.

The Mission has implemented the cost-recovery mechanism through United Nations Headquarters, which establishes contracts. The Mission monitors and records the delivery of services and keeps records in this regard.

Hybrid generators for field operations will be acquired during the 2020/21 period, which will generate only approximately 0.32 per cent of total power generation. A public-private partnership agreement has been negotiated to install a 3 MW photovoltaic system utilizing an environmentally friendly liquid storage system as a pilot project in Bamako. Pending its success in a harsh environment, it will be rolled out in all the major locations of the Mission and form the basis of launching a global procurement exercise for all missions. As of October 2020, the finalizing of the contract had begun with the vendor. The capital cost of \$6.6 million will be amortized over four years, after which ownership will pass to the United Nations. Efficiencies with regard to the consumption of fuel are anticipated from the installation of the large-scale photovoltaic plant. To date, the Mission has been implementing photovoltaic systems mainly for the communication systems of the Field Technology Service. Furthermore, existing generation plants are synchronized to improve power production efficiency. Ageing generators are overhauled and, in some cases, replaced.

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:

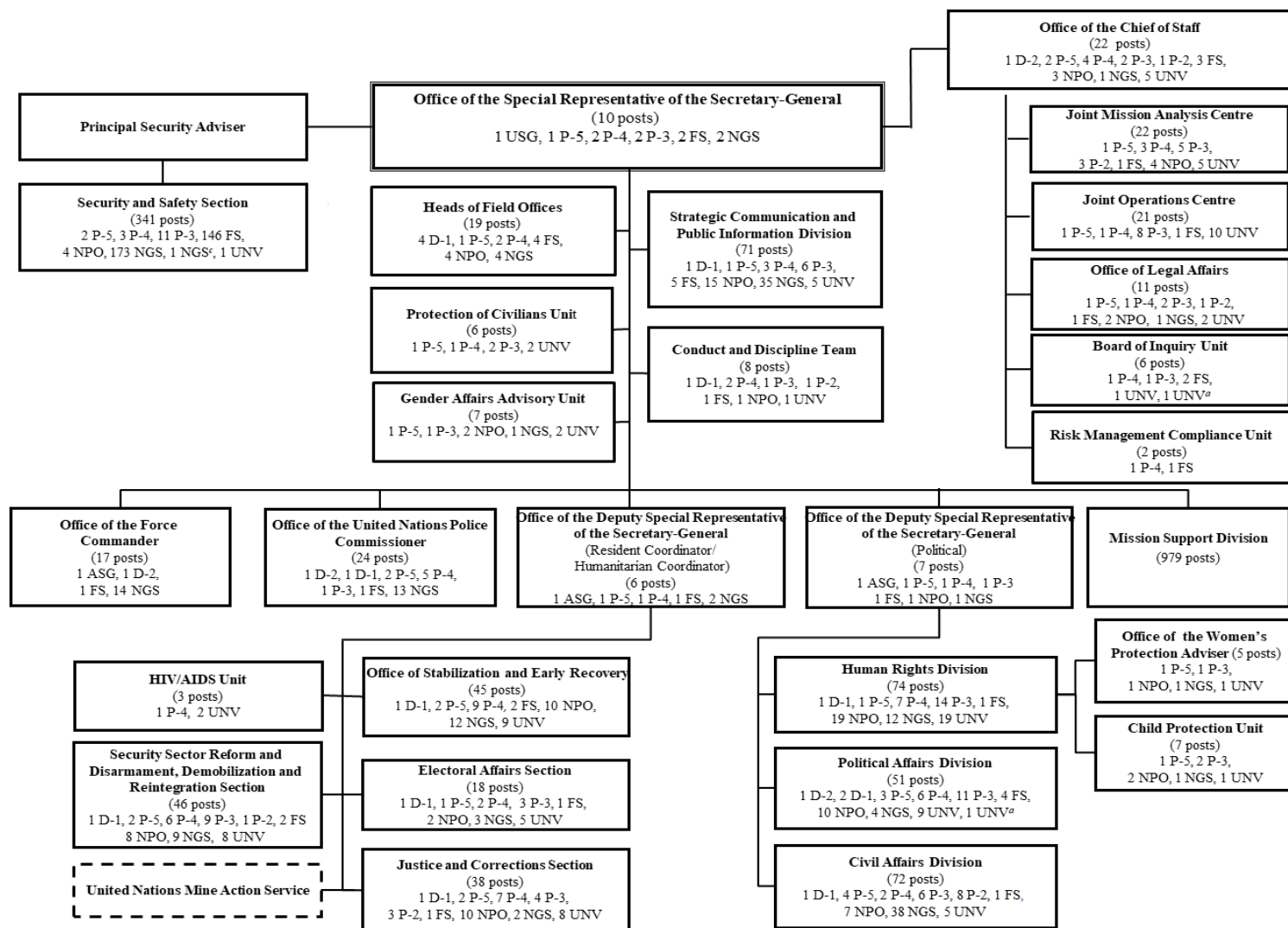
- **Mandate:** variances caused by changes in the scale or scope of the mandate or changes in the expected accomplishments as driven by the mandate.
- **External:** variances caused by parties or situations external to the United Nations.
- **Cost parameters:** variances caused by United Nations regulations,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

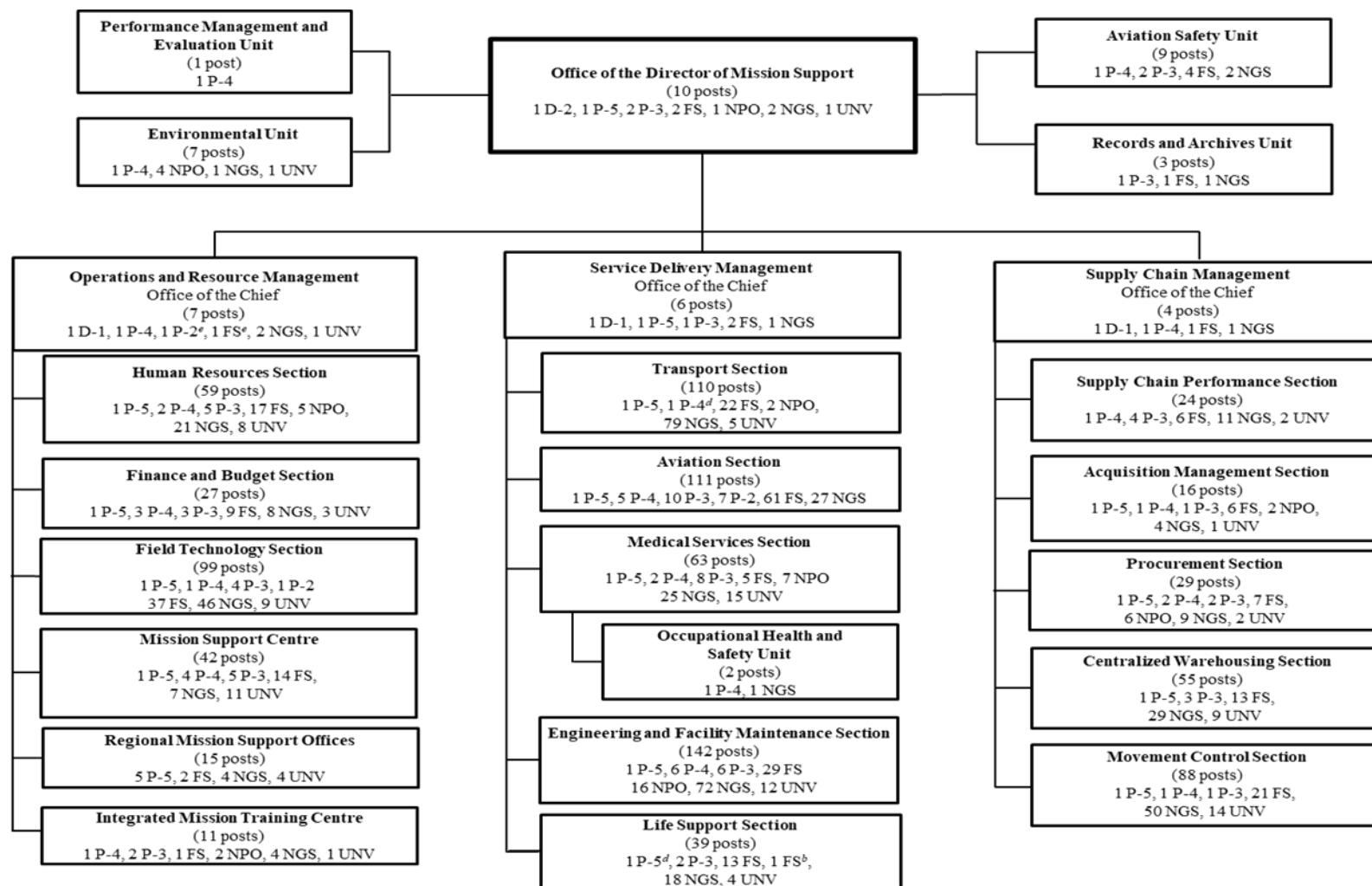
Annex II

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 Redeployment.

^c Reassignment.

^d Reclassification.

^e Conversion.

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>
Effective and accountable governance for a peaceful, just and inclusive society World Food Programme (WFP): \$360,000 (in 2021); United Nations Educational, Scientific and Cultural Organization (UNESCO): \$75,000 (in 2021) United Nations Children's Fund (UNICEF): \$3,726,000 (in 2021) and \$4,230,000 (in 2022); United Nations Capital Development Fund (UNCDF): \$400,000 (in 2021)	1. Population resilience is strengthened through a peaceful environment, human rights protection and positive cultural traditions	1.1 Explosives risks are reduced through enhanced national and community capacity 1.2 The security sector is strengthened through the implementation of the national policy on security sector reform, including armed groups 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 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 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 1.6 Cultural heritage is protected and rehabilitated and tools for the promotion of diversity in cultural expressions are developed	Lead: United Nations Development Programme (UNDP) and Food and Agriculture Organization of the United Nations (FAO) United Nations partners: UNICEF, United Nations Industrial Development Organization (UNIDO), International Fund for Agricultural Development (IFAD), United Nations Population Fund (UNFPA), WFP, World Health Organization (WHO), International Labour Organization (ILO), United Nations Human Settlements Programme (UN-Habitat)
UNICEF: \$3,812,000 (in 2021) and \$3,660,000 (in 2022); UNDP: \$7,785,165 (in 2021); UNFPA: \$350,000 (in 2021);	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	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 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	Lead: UNDP 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,

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
		<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>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>	International Organization for Migration
<p>More equitable access to quality basic social services</p> <p>WFP: \$95,976,725 (in 2020) and \$92,807,498 (in 2021);^a UNESCO: \$2,750,624 (in 2020–2021); UNFPA: \$7,820,000 and \$8,820,000 (in 2021); UNICEF: \$52,638,000 (in 2021) and \$49,857,000 (in 2022); UNDP: \$6,204,987 (in 2020); Joint United Nations Programme on HIV/AIDS (UNAIDS)</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>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</p>

<i>Priorities</i>	<i>Outcomes</i>	<i>Outputs</i>	<i>Lead, partners, mechanism</i>
Inclusive growth and environmental sustainability FAO: \$18,474,408; WFP: \$23,430,062 (in 2021); ^a UNDP: \$14,692,140; UNESCO: \$9,989,735 (in 2020–2021); UNICEF: \$5,569,000 (in 2021) and \$5,307,000 (in 2022); UNFPA: \$22,000; WHO: \$621,511; UNIDO: \$294,728; UN-Women: \$2,691,267	4. Disadvantaged populations, particularly women and young people, benefit from increased productive capacities and opportunities in a healthy and sustainable environment growth	4.1 Disadvantaged populations and family farms benefit from technical skills, income-generating capabilities and activities to improve food and nutrition security 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 4.3 The implementation of national policies for job creation and women's entrepreneurship promotes better socioeconomic integration of young people and women 4.4 Vulnerable populations have a better living environment through sustainable access to water and adequate sanitation 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 4.6 People and other actors affected by desertification and deforestation have increased capacity to manage natural resources sustainably and protect biodiversity and ecosystems	Lead: UNDP and FAO United Nations partners: FAO, UNCDF, WFP, UNDP, UN-Women, WHO, UNIDO, UNESCO, UNICEF

^a These figures do not include the scale-up of World Food Programme responses in Mali that is currently under preparation and is to be launched in early 2021.

Map

